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EXPO FAME

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> CMAA AGM, Conference & Expo Special Feature: Pages 16-43

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Tim McAleer ACCM Federal Executive Member



Publisher CMAA

Editor: Peter Sharp Phone: (02) 9643 2300 Mobile: 0410 140 036

Email: sharpee1@cmaa.asn.au

Contributors:

Henri Lach, Katie Cincotta.

Advertising Manager: Judy Rayner

Advertising Bookings: (02) 9332 2363 & 9360 6177 Fax (02) 9361 5142

ravner@bigpond.net.au

Printing and Design: Daily Press Pty Ltd Phone: (02) 9558 8419

Correspondence:

The Editor, c/-Club Managers' Association Australia 67-73 St. Hilliers Road Auburn NSW 2144 P.O Box 845 Auburn NSW 1835

Phone (02) 9643 2300 Fax (02) 9643 2400

Please address all business correspondence to the Federal Secretary

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Registered Office 67-73 St. Hilliers Road Auburn NSW 2144 Phone (02) 9643 2300 Fax (02) 9643 2400 P.O.Box 845 Auburn NSW, 1835 Email - cmaa@cmaa.asn.au

Office Hours

Monday to Friday 9am to 5pm Seven-day telephone answering service in operation.

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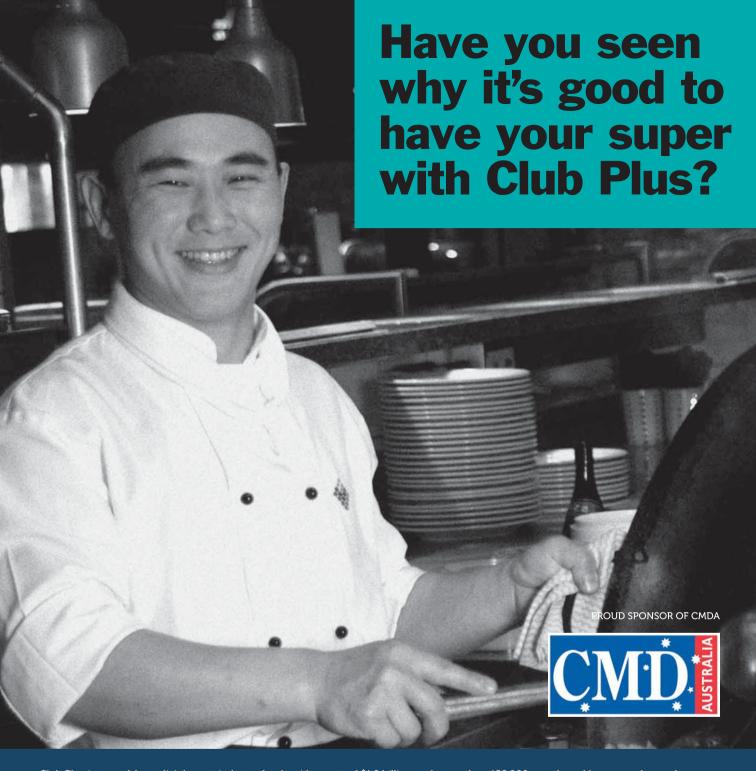
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➤ Pages 16-43

The CMAA's 2009 Conference and Hospitality Expo matched 2008 attendances with delegates and trade exhibitors supporting the Darling Harbour event. Despite the challenges of the global and domestic economic downturn, "Let's Focus on SMART Management" was a success for the Association, members and Club Industry trade organisations who exhibited at the trade show. Executive Officer Terry Condon, CCM, reported more than 1,000 visitors through the Expo doors across the two-day Conference and Aristocrat continued its sponsorship of the Conference and CMAA Awards Cocktail Party. Almost 300 CMAA members heard NSW Gaming and Racing Minister Kevin Greene also delivered a 30-minute Keynote Address.



> Pages 46-59

March was a busy and productive period for Zone Meetings with the CMAA Federal Executive, led by President Bill Clegg, following through on its agenda to visit and attend meetings during 2009. The Executive travelled to Redcliffe Leagues Club on the eve of the Brisbane Zone AGM to conduct a meeting with Sunshine Coast, Gold Coast and Brisbane committee members. Federal Secretary Allan Peter, Federal Executive members David O'Neil and Tim McAleer with NSW State Committee member Debbie Feening joined Executive Officer Terry Condon, Education Manager Ralph Kober and Communication Services Manager Peter Sharp for the overnight visit and meetings.



➤ Page 63

Clubs across Australia have maintained their generosity and enthusiasm with money pouring in to appeals for victims of the Victorian bushfires and North Queensland floods. Clubs, staff and members have spent recent months collecting money for the ClubsNSW Victorian Bushfire Appeal and total donations approaching \$2 million. CMAA Federal President Bill Clegg, ACCM, immediately pledged \$10,000 on behalf of more than 2,700 members when the ClubsNSW Appeal launched. NSW Premier Nathan Rees has congratulated clubs and their members on their fundraising efforts so far. The generosity is remarkable and a credit to an industry feeling the pinch of tough gaming machine taxation and non-smoking laws.









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Minister Greene heads relevant Conference agenda

It was particularly pleasing to see that the recent CMAA Conference and Trade Expo were so well

supported. The Conference sessions were all relevant to the current issues facing the Club Industry ... from demystifying management employment contracts, to some actual useful hints when looking at amalgamations - from both sides were issues that most - if not all clubs will face in the short term. I must also acknowledge the CMAA's appreciation to NSW Gaming and Racing Minister and Sport and Recreation Minister Kevin Greene, MP, for his time for the Association and interest in industry issues. The Minister's message for boards to allow managers to manage and boards to determine and direct policy is central to good industry corporate governance. It's encouraging when the person responsible for our industry in NSW has the background to drive the club movement forward. Again, one of the most tangible benefits of attending the Expo was the opportunity to meet with and share time with fellow managers and industry trade executives from around Australia. Too often, we tend to "hibernate" during more difficult times and it's always a boost to realise that "it's not just me", but that many others are experiencing challenges that we all face on a daily basis.

This was also reinforced at the World Conference on Club Management in New Orleans last month. The theme

of the 2009 Conference paralleled what CMA Australia achieved during 2008. The Conference objective was to help club managers deal with the current global and domestic economic crisis. The focus was on strategic leadership, the need to recruit/retain membership, maximise food and beverage revenues and cost controls. These issues that Australian managers have been familiar with for some time relating to workplace safety, security and federal employment laws, were "workshopped" at the international event and, perhaps, not envisaged a short time ago. The highlight annually is the International Symposium where managers from around the world, representing more than 20 manager organisations, come together to share thoughts on common issues. While the global economic crisis was central to discussion, the Symposium soon moved on with, what is a common trait of club managers globally optimism. Recognising that times of great challenge also offers great opportunities also was central to consideration as we move forward. The environment and the impact on clubs to plan for a sustainable future also was an interesting discussion topic. Australia is well advanced with its international strategies and Carbon Pollution Reduction Scheme. While many in Australia consider the costs associated with the "greening" of clubs and compliance issues under the National Greenhouse and Energy Reporting Act, the main issue for many club managers in Asia, when considering their clubs impact on the environment, was mainly how to

control errant monkeys that steal golf

The tragic death of a tradesman at the Maroubra Seals Club (Page 13) had an uncanny similarity to a "mock court" session conducted at the CMAA's Mid Year Executive Leadership Conference in 2007. The invaluable session, presented by the Bright Group, examined management responsibility in OH&S issues and provoked all managers and club boards to reassess responsibilities.

As part of the CMAA's ongoing strategy to improve communication, the Executive took up the opportunity to attend the Brisbane Zone Annual General Meeting at Redcliffe Leagues Club on March 10. On the night before the AGM, the CMAA Executive hosted an Executive Meeting with representative from the three Queensland zones - Brisbane, Gold Coast and Sunshine Coast - to discuss issues relating to the recently conducted CMAA Forums in their regions. The level of support for the Association is particularly encouraging and it was great to see so many at the free education workshop and meetings. Congratulations and thanks to outgoing Brisbane Zone President Jan Walters for her work in the past vear. Jan has moved to Zone Vice President after Greenbank RSL Club General Manager John Limbrick won the President ballot and is supported by an able and enthusiastic Committee.

BILL CLEGG, ACCM, is the CMAA Federal President and General Manager at Randwick Labor Club

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A week in politics ... a moment in a club manager's life

They say a week is a long time in politics. In the club business, a few minutes can change your life. The events in

Armidale and Maroubra in mid-March serve as a powerful warning and reminder for club executives about their duty of care to be properly equipped and protected for major incidents. What happened to Phil Wheaton at his Armidale City Bowling Club following the CMAA Zone Dinner was every club employee's nightmare. A blow to the jaw with a hammer knocked him unconscious for the duration of a savagely executed armed robbery by four men intent on brutally dealing with anyone who got in their way. As the senior executive, Phil appears to have had a target on him and it's hard to believe that he wasn't more physically damaged by the assault. Our Education Manager Ralph Kober, who was in Armidale for the dinner and North West State Zone Meeting the following day, said people were horrified by CCTV footage of the incident. While Phil had no physical control of his attack, I encourage all club managers to ensure that they, in the first instance, their management team and staff at all levels are properly informed about the appropriate behaviours and procedures when confronted by armed robbers. There will never be a time or place when it will be okay to risk personal safety or the safety of employees to protect or conceal any amount of money that desperate criminals are prepared to threaten and harm for. Information and proven strategy will be the ultimate asset for anyone

facing an armed robbery situation. Please, get the advice of a professional security organisation so that everything that can be done, will be done and anyone involved can be kept safe thanks to sensible, educated behaviour. The Maroubra Seals event. where a professional painter fell to his death from a scaffold and his workmate was rescued from the gantry, also is a powerful alert for club managers that all OH&S and workplace safety matters are under control when a contractor, or staff member, carries out any duty on the club premises. The law dictates that duty of care implications in all workplace matters fall to the company - or club - contracting the work and contractors. Apart from the tragic personal consequence of this man's death, the financial and corporate consequences for the club, its directors and CEO have the potential to change lives.

Despite the virtually inevitable reduced numbers for the Hospitality Expo, I was delighted with the standard of the Conference sessions, attendances at all CMAA events and the success of the Awards Cocktail Party at the annual AGM, Conference and Expo at Darling Harbour in early March. The trade show reflected the global and domestic economic downturn, but many trade exhibitors reported two very successful days and writing more business from the floor than at any previous Expo. The numbers were impressive for the AGM, Gaming and Racing Minister Kevin Greene's Keynote Address and for Conference sessions across both days. Ralph Kober reports that Conference numbers were on a par with 2008.

More than 700 people packed Hall 6 for the CMAA Awards Cocktail Party with the CMAA Hall of Fame inductions - John Anthony, Peter Black, Debbie Feening and Paul Gordon (Peter Cameron Award) - warmly received by everyone in the Club Industry. John's father, George, a living legend in the gaming industry and, like John, inducted as an Association Associate 13 years ago, said it was one of the proudest moments of his life. As you read in the February edition of this magazine, George and John collectively posted 100 years in the industry and are suitably proud of their reputation and relationship with club managers across Australia. My thanks and congratulations to the CMAA Federal Executive, the Board of Management Studies and my staff at Auburn, particularly Ralph Kober and Office Manager Geraldine Sarlemyn, for their work and dedication to our members, their education and professional development.

My congratulations, also, to those clubs who so generously donated to the CMAA's preferred charity, the Ted Noffs Foundation. Mounties led the way with more than \$90,000, while Bankstown District Sports Club donated \$30,000 and Wests Ashfield chipped in \$15,000. The total was almost \$162,000, which, in these challenging economic times for all clubs, is a gesture that will advance the good work that the Noffs Foundation delivers through its inner-city program and University of the Streets.

> TERRY CONDON, CCM, is the CMAA's Executive Officer, a CMAA Life Member & former Club Manager

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New Govt safety rating system aims to raise club standards

The NSW Government has released a detailed discussion paper outlining a new safety-rating scheme for NSW licensed venues. Gaming and Racing Minister Kevin Greene said the proposed safety system was the next step in measures responding to community

concern about alcohol-related violence and anti-social behaviour. "This is about building a rating system to give patrons a transparent guide to safety standards at licensed venues across NSW," Mr Greene said. "After working with the industry over summer, we want to hear from the community, patrons. licensees, venue staff and industry peak bodies." Mr Greene said this will be a user-friendly system highlighting safety standards at venues so patrons know the score when deciding on their choice of



venue for a night out. The paper details a range of safety options for discussion.

"We are looking at things like the types of venues a scheme should apply to, ratings criteria, systems ensuring it stays current and how it's promoted to

patrons," he said. "We know this is not the ultimate fix when it comes to stopping alcohol-related violence but we certainly believe a system like this will help turn the tide.

Of course, this is not a system that should ever be developed or run in isolation and that's why it's important for the liquor industry to work together with consumer representatives and Government on the project. The deadline for submissions was March 31. The discussion paper can be found at www.dasr.nsw.gov.au

Logan City Council moves to ban poker machines

Logan City Council, in south-east Oueensland, is taking a stand against problem gambling with a proposal for a total ban on new poker machines. If successful, the Council will become the first in Queensland to stop the spread of pokies. The Council hopes to change the city's town plan to prevent construction of new venues with pokie lounges and to stop existing clubs increasing the number of machines. Councillor Sean Black. who is spearheading the move, said the crackdown was overdue. But not everyone is in favour of Logan's proposal. Queensland Hotels Association Chief Executive Justin O'Connor believes poker machines are better controlled by the state. "If the council managed to get it through it would be ground-breaking," he said. "However, we are not sure that it is an area for local government to be looking at."

NZ drug ring run out of SkyCity casino

Australian club managers last year were introduced to the Federal Government's new anti-money laundering legislation, designed to combat domestic and international crime syndicates.

The issue, while remote for some small clubs, stepped into the legal spotlight last month in New Zealand. A multi-million-dollar drug syndicate used SkyCity Casino's V.I.P. lounge as an office to plan "P" deals across the upper North Island.

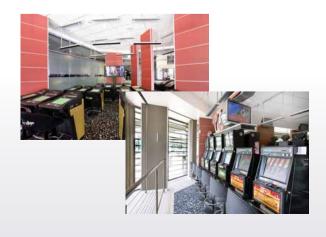
The *nzherald.co.nz* newspaper website reported on Sunday, March 15, that the gang's ringleader, Ri Tong Zhou, 41, was jailed for 15 years after admitting more than 30 methamphetamine-related charges, including the supply of more than \$3 million worth of "P" in just two months. In remarks made before sentencing, Justice Rhys Harrison strongly criticised SkyCity for the way it was used by the drug dealers. He noted that anti-gambling lobbyists had warned that the casino could become a "scene for large-scale criminal activity or a meeting place for people who commit serious crimes".

The Court was told that Zhou ran a sophisticated distribution network, often using the SkyCity V.I.P. lounge as a hub to discuss buying and selling methamphetamine. Crown Prosecutor Ross Burns said money and drugs even changed hands in the casino's basement carpark. Justice Harrison then took the unusual step of ordering that his sentencing notes be sent to SkyCity Chief Executive Nigel Morrison.

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Armed robbery assault a brutal reminder for all club managers

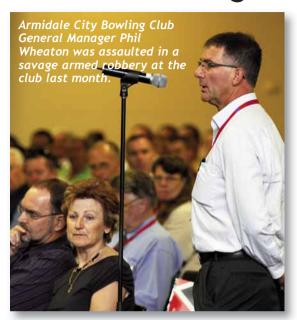
CMAA members got a reminder of the danger of armed robbery last month when club manager Phil Wheaton was assaulted during a robbery at his Armidale City Bowling Club. The Barringtons Security Alert, issued on March 11, reported detectives were investigating four masked males robbing the club at midnight.

The intruders, wearing balaclavas, were armed with knives and hammers. They entered the club and forced two staff members to open the

safe, while other employees were tied up during the ordeal.

Phil Wheaton, ACCM, is the club's General Manager and President of the CMAA's North West State Zone. He was knocked out when hit across the face with a hammer. The offenders stole cash and fled through the gaming room.

New England Local Area Command Police arrived to witness the offenders leaving the club, but did not apprehend them. Police returned to the club to assist the staff. Phil, who was unconscious during the robbery, was taken to Armidale Hospital for treatment.



The robbery followed the CMAA-ClubsNSW Dinner at the club earlier in the evening and the North West State Zone Meeting, which went ahead the following

CMAA members are reminded about the Association's partnership with the Barrington Group and their Armed Robbery Survival Program for all managers and staff. For managers, there remains a major responsibility of duty of care for staff to be properly informed and educated in appropriate procedures and behavior when facing an armed robbery situation.

Coroner probes death of club contractor

Police are preparing a report for the NSW Coroner following the death of a contract painter on a worksite at the Maroubra Seals Club in Sydney's east. Just before 2pm on Tuesday, March 10, Eastern Beaches Local Area Command Police and NSW Ambulance personnel responded to reports of a gantry collapse at the club. Police and Ambulance officers found a 70-year-old professional contract painter suffering massive injuries after falling approximately 40 metres to the ground from the gantry. Paramedics attempted to resuscitate the man but were unsuccessful. Police Rescue officers were called in to free a 64-year-old man who was left dangling from a platform by his harness. He was freed and taken to Maroubra Police Station where he spoke with investigators. Police set up a crime scene as local detectives and WorkCover investigators joined union officials at the scene as the inquiry began. Superintendent Peter McErlain said Tom Hynes, 70, was sub-contracted to the Maroubra Seals Club for maintenance work. Officers were investigating conflicting reports about whether the victim was wearing a harness when the platform, which ended up dangling from the ropes on one side, gave way. They are also investigating why a crane, brought in to remove the collapsed scaffolding, tipped over, trapping the driver for a short time. Two additional cranes were used to right the toppled one. Police are preparing a report for the NSW Coroner about the man's death. Maroubra Seals Club President Alan Langford said he and other members of the club's management team attended a counselling session following the incident.

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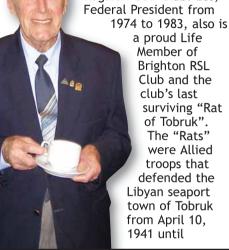
Richard Cullinan has worked with large club and pub groups in developing many of the major smoking solution projects in the industry. He has an in depth industry leading knowledge of the regulations and their practical application in design. He has successfully liaised with Health Authorities on many major outdoor areas.

Les Evennett recalls life as 'Rat of Tobruk'

On the eve of Anzac Day 2009, the CMAA pays tribute to Association Life Member and past Federal President Les Evennett. One of the true gentlemen of the Club Industry, Les still attends the annual AGM, Conference and Expo, St George

> Cronulla Zone Meetings and cooks the barbecue at the Zone's Neville Worton Charity Golf Day at Kogarah Golf Club. Les, Federal President from

> > a proud Life Member of Brighton RSL Club and the club's last surviving "Rat of Tobruk". The "Rats" were Allied troops that defended the Libyan seaport town of Tobruk from April 10, 1941 until





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October 1941. He was also Brighton RSL Club's first Secretary Manager and held the executive role for 25 years vears until retirement.

Now in his 90s. Les maintains his association with

the club and was a founding member of the CMAA.

Brighton RSL Club's "Brighton News" publication spoke to Les in its Autumn 2009 edition about his life as a Rat and beyond.

Les signed on to the Army when he was 23. He was newly married, living on Sydney's North Shore and working as a grocer in Lane Cove. As Les tells it, joining the Army came out of a casual conversation with mates. "There were seven of us, tossing up whether to join the army or get married - and I did both," he says with that trademark sparkle in his eye. What followed was two years of active service in the Middle East, including the drama at Tobruk. Then, after a short stay back home in Australia, Les was posted for another seven months in New Guinea. After five years in the Services, Les left the Army on ALSOP day - September 15, 1945 - the day the War in the Pacific

Les prefers not to talk too much about life in the Army, except to say he did what he was told and that his experiences were the same as anyone else's. On leaving the Army, Les and his wife, May, moved to

Campbelltown where he managed the hardware section of a major retailing company. The job came with a house, so it provided the perfect foundation to start the Evennett Family.

Later, Les and his young family moved to San Souci, where he took a job in a "ham and beef store". The bay lifestyle was grand and they never looked back. "I used to cycle with friends all over NSW and that was how I first became familiar with the area - back in 1935," Les recalls of the move to San Souci. "I fell in love with the place." Les says he wouldn't live anywhere else. "Thanks to building restrictions, San Souci really



Les Evennett is his Army days.

hasn't changed much since



we moved here all those years ago." In 1959, Les applied for and subsequently appointed as the first Secretary Manager at Brighton RSL Club. He ran the club for 25 years before taking compulsory retirement at 65. "You have to take the opportunities as they come," Les said of his career and life experiences.

During his 90-odd years, Les has married twice and had two children. He now has five grandchildren and 14 great-grandchildren and lives in his own home with his daughter and granddaughter. Les maintains a busy life and enjoys socialising with Club Industry colleagues and friends. "I go out with my mates three or four nights a week to various clubs around the place ... usually by local bus," he said.

On Anzac Day - Saturday, April 25 -Les will attend the Memorial Service at his local club as Brighton RSL Club. After the service, he'll attend the 9th Division annual reunion at Five Dock. Where once, 50 or 60 Diggers enjoyed the annual reunion, this year, there will be nine with Les as the lone representative from the Rockdale region.

"Times have changed," Les says, "but I still enjoy getting together on Anzac Day to meet up with my old mates and have a day out." Brighton RSL Club CEO Scott Wheelihan described Les Evennett as a man's man with a gentle nature and a credit to his family, his nation, the CMAA and Brighton RSL Club. "They don't make 'em like Les any more ... the events those men experienced during times of war must have been remarkable," Scott said. "We, as a nation, are forever in their debt. "I'm proud to follow in his footsteps as CEO and the club is proud to have Les as a Life Member."

Fielding's vote defeats 'alcopops' tax

THE Senate has axed the "alcopops" tax, blowing a \$1.6 billion hole in the budget over four years.

The Sydney Morning Herald's smh.com.au reported on March 19 that the Federal Government lost by a single vote - the legislation to validate the tax after Family First Senator Steve Fielding joined the Coalition to reject it.

The Government now will have to return to distillers the \$290 million in revenues it has collected from the 70% rise on ready-to-drink (RTD) spirit products.

The Government introduced the tax last April to discourage young particularly female - drinkers bingeing on the sweetened beverages. The Coalition has rejected it as a "tax grab" that has failed to work.

Senator Fielding joined the Coalition to reject the tax after the Government rejected his demand for a ban on alcohol advertising during sports programs in family viewing hours. He offered to give the Government three years to implement the ban.

But Health Minister Nicola Roxon dismissed Senator Fielding's demand as too difficult. "We do not believe the requests he was pursuing were ones that could be acted upon now,"

Asked whether refusing to take on the television advertising, alcohol and sports industries was worth the \$1.6 billion the Government would now lose. Ms Roxon said it was "a very complex issue". "I don't think it is one you should deal with lightly." she added.

Ms Roxon said the tax cut would mean that the sweetened spirit drinks that cost about \$5 a can would now cost closer to \$2.

Senator Fielding said the Government has missed an ideal opportunity to break the link between alcohol and sport.

The defeat also means that the Government's offer to the Greens and independent Senator Nick Xenophon to introduce health warnings on alcohol advertising and boost alcohol campaigns by \$70 million will not go ahead.

The decisive vote came minutes after a surprise earlier decision supporting the tax had to be aborted when it was discovered that Nigel Scullion, the Nationals Deputy Leader in the Senate, had mistakenly missed the vote. Under the rules. such votes can be recommitted to reflect the parties' numbers.

Senator Scullion is believed to have been elsewhere in Parliament House and was without his pager.

Opposition Health Spokesman Peter Dutton demanded the Government introduce fresh legislation "in the next 24 hours" to prevent the \$290 million being repaid to the industry.

Distilled Spirits Industry Council of Australia spokesman Stephen Riden said that most member companies were expected to stand by the pledge to direct the tax windfall back to programs to counter binge drinking. The council "stands ready to work with government, public health organisations and the community to develop workable and realistic approaches to tackling binge drinking", Mr Riden said.

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Members, sponsors, trade support Expo in



KEVIN GREENE, SW Minister NSW Gaming and Racing Minister Kevin Greene delivered the Conference Kevnote Address.



The 2009 CMAA Annual Conference and Hospitality Expo last month attracted a significant number of delegates and trade exhibitors equalling 2008 attendances.

The Sydney Exhibition and Convention Centre at Darling Harbour, Sydney, again was the venue for the annual conference program, cocktail party with awards presentations and hospitality trade show.

Despite the challenges of the global and domestic economic downturn, "Let's Focus on SMART Management" was a success for the Association. members and Club Industry trade organisations who exhibited at the trade show.

CMAA Executive Officer Terry Condon, CCM, reported that more than 1,000 visitors through the Expo doors across the two-day Conference.

Aristocrat Technologies Australia continued its sponsorship of the Conference and CMAA Awards Cocktail Partv.

Almost 300 CMAA members attended the AGM where Sean Evans. Aristocrat's General Manager Australia and New Zealand, delivered the Conference Sponsor Address before Bill Clegg, ACCM, opened the meeting with his Federal President's Report (Page 18), followed by the Industrial Relations Report (Page 22) from Federal Secretary Allan Peter, ACCM, and the CMDA Education Report (Pages 20 & 21) from Board of Management Studies Chairman and Federal Executive Member David O'Neil, ACCM.

Terry Condon presented the Association's Financial Report to the March 2 AGM, telling members that the Association is a sound financial position, despite the challenges of the global and domestic economic downturn and reduces participation in CMDA education and professional development courses. To examine the CMAA's 2009 Annual Report got to the CMAA website www.cmaa.asn.au and click on the ABOUT CMAA drop-down menu.

The AGM concluded with Bill Clegg presenting Active Certified Club Manager Awards to six club executives (Page 27).

NSW Gaming and Racing Minister Kevin Greene also delivered a 30-minute Keynote Address to a crowd of 300

tough times

members, directors and industry trade executives addressing several key issues facing the Club Industry.

At the end of Day 1 business, the CMAA Aristocrat Cocktail Party featured the annual CMAA Hall of Fame Awards, 21-Year and 30-Year Service Awards (Page 28 & 29) and 2009 CMAA National Bursary presentation (Pages 36-38) ceremonies. The bursaries - offered by CMAA sponsor partners - acknowledge members who have achieved selection to enhance their education and career development.

CMAA Hall of Fame 2009 Awards (Page 23) ...

- > Association Associate: JOHN ANTHONY - IGT
- ➤ Industry Associate: PETER BLACK - Ainsworth
- > Club Manager: DEBBIE FEENING, ACCM -Club Marconi
- > Peter Cameron Award: PAUL GORDON, ACCM -Narrabri RSL Club



Aristocrat's General Manager Australia and New Zealand Sean Evans delivered the Sponsor's Address before the CMAA AGM.

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CMAA provides education resources and network to confront challenges

CMAA Federal President BILL CLEGG, AGM, addressed almost 300 Association members at the 2009 Annual General Meeting at Darling Harbour, pointing to the regional and national challenges that the Club Industry faces in 2009 and beyond ...

Members,

The year was as challenging for the Association as it was for every club manager, club and the industry as a whole across Australia.

Besides all of the issues that individual states faced - and the economic meltdown nationally - the challenges came from the concerted anti-gambling lobby, which now has strong allies in the Federal Parliament. The bills proposed by Senators Fielding and Xenophon refocused the debate from one of reducing problem gambling to one of anti-poker machine power and has the potential to cause significant damage to our industry. It's hoped that the Productivity Commission review gives the industry not only data to argue our case against the lies and mistruths, but also highlight progress made with the responsible gaming initiatives already introduced. There was some good news from

Victoria with the decision to end the "duopoly" in 2012. Allowing clubs to own and operate their own machines was the position our members wanted and congratulations to them for such a win for the industry.

Recently, the tragic news was the

bushfires - and to all of our Victorian members, our thoughts are with you. The Association donated \$10,000 on behalf of all members to the ClubsNSW Bushfire Appeal.

During the year, the Executive focused on the Strategic Plan for the Association. As it had not been visited for many years, the Executive defined the role and purpose of the Association, providing the Values Matrix in a graphical form. Practising these values will assist every member during these challenging times. Our purpose - "to grow the people that grow your business" - has to be relevant in the current climate. The Association has all the tools that, as members, we need. We all have to act now. Never before has there been a greater need for better skills - and a greater need for training - to make us all relevant to our employers. And, never before has the need to associate with each other been more critical. These, and others, are the services your Association provides and I urge you all to take maximum advantage of them.

The Board of Management Studies has developed new courses, taking into account the immediate needs of

managers at all levels. The Corporate Governance Program - and relationship developed with Southern Cross University - brings to an international level the standard of training that the CMDA provides. It was also recognised that those aspiring to the position of Secretary Manager needed a clearly defined path. The CMAA's Club F&B Management Summit also showed that there is always a need to be in touch with trends, to learn new skills and revisit skills learnt in the past.

It's recognised that, during recessionary times, the need for training is never greater. It takes courage to maintain a discretionary cost during difficult times but the rewards are much greater when the business returns.

Networking opportunities were provided with more than 100 Zone meetings and events around the country. The Zones remain the lifestream for the Association and I urge all members to participate at this

I take this opportunity to express, on behalf of the Executive, our appreciation to the efforts of the Federal Council, the Zone Management Committees and the Board of Management Studies. As mentioned earlier, the challenges that faced the Association were many and, with reduced training income, the financial stress was there as well. This will continue into this year and, as an indication, this trade show will return around 15% to 20% less than 2008. Terry will present the financial report.

The ensuing year will bring a new set of issues to be address and it's particularly relevant that we listen to the sponsors and supporters of the Career Development Centre. We are pleased that the Mid Year Executive Leadership Conference will be held in conjunction with the Australian Hotels Association (AHA) and is another step in the strategic plan to widen the Association's training programs exposure to all sectors of the hospitality industry.

I must recognise Terry Condon and all the CMAA and CMDA staff for the manner that they took up, not only those challenges, but the manner in which the services of the Association were delivered.

Thank you.



CMAA Conference Awards Cocktail Party 19



It was a change of style and pace for the CMAA Awards function at the annual Conference and Expo. At the end of a busy first day in both the Expo Hall 5 and Conference Hall 6, "a few friends" got together for a drink, a chat and to acknowledge the CMAA's Hall of Fame winners, along with 21 Year and 30 Year Service Award recipients. The few friends ... CMAA Life Members, the Federal Executive, Federal Councillors, members, Conference delegates and Club Industry trade representatives at the Expo - almost 750 of them relaxed and mingled as MC Paul Martell organised the presentations with John Anthony, Peter Black and Debbie Feening joining the Hall of Fame and Paul Gordon receiving the Peter Cameron Award. CMAA Executive Officer Terry Condon, CCM, said he was delighted with the response and the result of the Cocktail Party format.









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"Having already completed a large deck off the Gaming Lounge, Intero returned to build the Western Deck D.O.S.A. The new decks have afforded the Club the ability to weather the effects of changes to Queensland's smoking laws."

Relevant, quality courses remains

CMDA Board of Management Studies Chairman and Federal Executive Member DAVID O'NEIL reported to the CMAA Annual General Meeting at Darling Harbour that more than 3,000 Club Managers and CMDA Affiliate Members undertook education courses and professional development programs at the CMAA's Career Development Centre at Auburn or at regional centres in NSW, Queensland and Victoria during 2008 ...

Members.

2008 has been a challenging year with many clubs suffering from the pressures that have been placed upon our industry - increased taxation and the introduction of the new smoking legislation has seen the industry in a state of shock and consolidation. As a result, the industry has been discerning on its expenditure, especially in the areas of training and education.

During the past 12 months, the CMDA has worked hard to provide members with relevant, quality courses to provide members with as many accessible professional development opportunities as possible. More than 3,000 students were trained by the CMDA, either at the Career Development Centre at Auburn, or off-site in the many regional and zone locations throughout the state and

The CMDA has established a suite of successful courses, however the Duty Manager Program, Gaming Analysis Program and the Supervisor Boot Camp Courses have all continued to grow in popularity and received strong support throughout the year. Another successful program has been the Food & Beverage courses presented in conjunction with Ken Burgin, from Profitable Hospitality.

Education Manager Ralph Kober and the CMDA team have been conscious of the demand from the industry to provide a high-level course of instruction with regard to Corporate Governance. This is a course that tackles the difficult areas of Compliance, Code of Practice, Corporate and Social Responsibilities, The Roles and Responsibilities of Directors and a host of other useful and relevant topics and issues that provide difficulties for us, as managers and boards. As a result of this demand and a desire to make this a high-end program, the CMDA initiated a joint venture with Southern Cross University and the results have been outstanding with the first Corporate Governance Program conducted August 2008. The feedback was incredible.

There are a number of programs

scheduled for this year and we encourage all club managers to consider this course. Ask one of the CEOs and/or Club Presidents who attended this course for their thoughts on how the program helped them and their club.

2009 will present its own challenges and it's important, during these challenging times, that training doesn't fall by the wayside. It's imperative that we continue to grow ourselves and our managers to meet these challenges head-on and to capitalise on any and all opportunities as they present themselves. The CMDA wants to work with club managers and their respective clubs to ensure that training is both relevant and beneficial.

It's imperative, as a training provider, that we develop training options for the industry that grow our people and our industry and, as a result, we have just launched a very exciting program - the Club Secretary Manager Course. This course is targeted at aspiring and existing CEOs, Secretary Managers and General Managers. The four-day program will cover a range of topics and provide participants with a comprehensive understanding of the requirements to be a Club Secretary. The program will cover all aspects of dealing with a Board of Directors and Board Meeting procedures, constitution, legal and legislative requirements, corporate governance, CDSE, OH&S and a raft of other relevant issues, including the OLGR auditing requirements. This is a four-day "must-do" program. The support for this program is overwhelming, with the first

"2009 will present its own challenges and it's important, during these challenging times, that training doesn't fall by the wayside ...



CMDA's ambition



course scheduled for March already sold out with 20 participants. The CMDA is excited about this new course and we are able to run the complete program either at Auburn at the Career Development Centre, or locally in the Zones.

Another exciting initiative that the CMDA has joined is with the Hills Liquor Accord and, in partnership, will be running RSA training in the local high schools, delivering training to Year 12 students within the LCA. This program will be funded through the local Accord, CDSE and other grants and it's hoped this initiative will increase the awareness of alcohol-related issues within the community and provide the students with a tangible formal qualification. This program has the potential to increase awareness and present a positive story for our industry within our community while increasing the CMDA's exposure and training numbers. It's estimated that up to 20 workshops will be conducted within the LCA across the next 12 months. This could be a good initiative for you and your Accord and I would be happy to discuss the logistics of the program with you after the Meeting.

It's pleasing to see that the numbers at this Conference is up on last year and the CMAA Executive's decision to continue this Conference as a free event has been vindicated by your support. I urge you to also support the trade and exhibitors and visit their stands and review their products.

The 2009 Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast is scheduled for July 15, 16 and 17. The program is outstanding and this is a fantastic opportunity to attend a "high-end" educational conference with your peers. This is a management-specific conference and the benefits are obvious.

Finally, I'd like to thank the Board of Management Studies team for their hours of support and dedication. I would like to thank Ralph and the team at the CMDA for their dedication and professionalism and I would like to thank you, the members, for your attendance and support.

Enjoy the Conference and I hope you find the program rewarding.



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I.R. marathon continues as CMAA strives for Clubs Award

CMAA Federal Secretary ALLAN PETER, invested almost countless hours during 2008 investigating, researching and attending meetings to properly understand the Federal Government's new "Fair Work" Industrial Relations legislation. That quest is designed to properly advise CMAA members on workplace employment contracts and I.R. issues. With the legislation yet to be finalised, that quest continues ...

Members.

At our Meeting in March 2008, I spoke about the Federal Government's Workplace Relations Amendment Bill - introduced into Parliament on February 13, 2008 - and what effects it would have on you, our members.

Service Agreements and Award Modernisation were high on the list.

Service Agreements ...

You would have received a CMAA Industrial Relations Bulletin listing examples of what could be included in your Service Agreement, such as ...

- ➤ Additional Employment Superannuation
- ➤ Housing Arrangements (rental assistance etc.)
- Company-Supplied Motor Vehicles (usage, replacement or negotiated salary sacrifice)
- ➤ Laptop Computer and Mobile Phone
- > Education and Training
- Industry Activities (recognition of position held and time required to be involved in Government and Industry bodies)
- Cashing out of Leave (holidays and sick leave)

Employment Protection

This is very important. Even if you have a good working relationship with your current Board, it's important to remember that changes to the Club Board can dramatically alter your employment and workplace relationship.

For example, during the past three months, we have some instances where new Directors have been elected and Club Managers have lost their jobs. Those elected have been either the club "know-all", a Club Director, the fellow at the end of the bar who is the last to leave at night, or just someone the Manager may have upset in protecting the club. You also have to include the 10

National Employment Standards ...

- ➤ Maximum weekly hours of work
- ➤ The right to request flexible working arrangements
- ➤ Parental Leave and related entitlements
- ➤ Annual Leave
- ➤ Personal/Carer's Leave and Compassionate Leave
- > Community Service Leave
- ➤ Long Service Leave

- ➤ Public Holidavs
- Notice of Termination and Redundancy Pay
- Provision of a Fair Work Information Statement, which will detail the rights and entitlements of employees under the new system and how to seek advice and assistance.

An important thing to remember on Service Agreements ...

The CMAA does not charge for this service. Recently, we reviewed a number of Services Agreements that were put together for a club by their solicitors, which we found to be incorrect. One important part missing was the Manager's Employment Protection. The club had to pay \$1,500 per agreement to the solicitors who drafted the document. The CMAA provides this service free to Members - and we did the review for free.

Award Modernisation

You would be aware that when the Australian Industrial Relations Commission released its Hospitality Industry Award 2010, Registered Clubs were to be discussed in Stage 1 of the three stages set aside for the Award Modernisation process. However, the Commission found it too difficult - due to the uniqueness of the Hospitality Industry - and decided to look at it in the last stage - Stage 3. Clubs Australia has drafted a document on Awards for Unions to review, including the CMAA. There has also been a further document drafted by the Federal Body of Unions put forward for discussion. In submitting an Award as complex as this, we must be aware that it has to include all of Australia - not just an Award from Queensland, Victoria, NSW or the A.C.T. If this is not put correctly before the Commission, then the Commission could place the Club Industry under a General Hospitality Award. All unions have agreed that there will be a Federal Award - not State Awards - as we predicted last March. Should you require more information, please contact CMAA Executive Officer Terry Condon, Senior Industrial Relations Advocate Peter Cooper, or you are welcome to contact me. The next Conference Session will be a panel session where we may be able to answer some of your questions.







Industry leaders join CMAA Hall of Fame

It's not often that Paul Gordon is stuck for words, but the cheerful country club manager struggled to put his emotions into words when announced as the Peter Cameron Award winner at the Awards Cocktail Party at the annual CMAA AGM, Conference and Expo, sponsored by Aristocrat. The Narrabri RSL Club General Manager and North West State Zone Vice President has been "sending up" his fellow club managers for years but told more than 700 guests that he did not have

the appropriate words to express his surprise and pride at receiving the prestigious award. "I do this for fun and I love the people who bother to support the CMAA and their colleagues," Paul said. Paul collected one of four major awards presented at the social event, hosted by entertainment industry legend Paul Martell. Three Club Industry "champions" - John Anthony, Peter Black and Debbie Feening - were inducted into the CMAA Hall of Fame. John Anthony, the IGT gaming

industry executive who last year celebrated 100 years in the business with his father, George, was named Association Associate. Peter Black, who moved from Konami Australia to Ainsworth Game Technology late last year was honoured as the 2009 Industry Associate. CMAA NSW State Executive Member and Club Marconi CEO Debbie Feening, ACCM, was also surprised and delighted when CMAA President Bill Clegg announced her as 2009 Hall of Fame Club Manager.





Conference sessions and experts tackle







CMAA Education Manager Ralph Kober said there was no doubt that the CMAA's free registration and Conference policy had again hit the mark with members at the 2009 Conference and Expo at Darling Harbour.

Introduced in 2006 to make attendance more attractive and affordable for clubs and their management teams, with up to 300 members attending the AGM, Keynote Address and first sessions of the twoday Conference.

Following on from Gaming and Racing Minister Kevin Greene's address, a panel comprising CMAA Federal Secretary Allan Peter, CMAA Senior Industrial Relations Advocate Peter Cooper, CMAA Auditor Rod Grosvenor and David Brand, from CMDA sponsor company Thomson Playford Cutlers, drilled down on I.R. issues and the impact on the Club Managers Award.

Next session was the ever-popular Club Manager Success Stories presentation where CMAA members get to showcase their major initiatives and share with the Conference audience the challenges and issues around driving change in their clubs. Goulburn Soldiers Club CEO Toni Mitchell, Albury SS&A Club CEO Andrew Terry and Narrabri RSL Club General Manager Paul Gordon provided a diverse, interesting and often-humorous account of their clubs' recent developments and that impact on their local communities.

Toni Clarke, from RT Hospitality, led the next session, "Accountancy Skills for Non-Accountants", which clarified much of the terminology and "mystique" around financials.

Cameron Roan, from KPMG, and Greg Russell, from Russell Corporate Advisory, then provided a simple overview of the major outcomes of the 2008 IPART Report findings, particularly where it highlights the need for clubs to achieve a best practice EBITDA figure and emphasis on financial management.

The final two Day 1 sessions, moderated by Castle Hill RSL Club Group CEO David O'Neil and assisted by Rob Brennan from RT Hospitality, Allan Peter, Greg Russell, CMAA Federal Vice President Danny Munk, ACCM, presented the case for

manager issues

amalgamations from both the "Parent Club" and the "Child Club" perspective in the current economic climate

"The Conference sessions were a success and the CMDA thanks all presenters and the conference delegates for their expertise, advice and support," Ralph said.







Ted Noffs Foundation Donations ...

Guildford Bowling & Recreation Club

City Tattersalls Club

TOTAL

Noffs Foundation benefits from clubs' generosity

Times may be tough, but the generosity of the Club Industry is without question. The ClubsNSW Victorian Bushfire Appeal is pushing up towards \$2 million as the industry opens its heart and its wallet to the victims of the savage firestorms that ravaged Victoria in January. At the CMAA's Awards Cocktail Party, as part of the 2009 Conference and Expo at Darling Harbour, Federal President Bill Clegg, ACCM, proudly announced that clubs had raised almost \$162,000 for the Ted Noffs Foundation. The CMAA has supported the Ted Noffs Foundation and its inner-city and suburban social programs for many years as its favoured charity. "This is, in the current economic circumstance, a remarkably generous contribution by these clubs," Bill told the gathering of more than 700 guests. Mounties Group topped the donation list with \$90,461.

\$1,000 Collegians Rugby League Club \$90,461 Mounties Group Campsie RSL \$500 Bankstown District Sports Club \$30,000 Bowlers Club of NSW \$1,500 Bathurst RSL Club \$1,000 Wests Ashfield \$15,000 Seven Hills Toongabbie RSL Club \$10,000 \$1,500 Botany RSL Club

\$3,000

\$8,000

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CMAA 2008 AGM - Annual Conference and CMAA 2009 Hospitality Expo

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Managers collect ACCMs at Darling Harbour

The CMAA Annual General Meeting - and more than 280 colleagues - was the big stage for six CMAA members to receive their treasured Active Certified Club Manager (ACCM) Awards. Federal President Bill Clegg, ACCM, acknowledged each manager, praised their determination in achieving this industry-standard training recognition and presented them with their awards and pins.

- 1. Damian Clements General Manager at Forster Bowling Club
- 2. Aaron Ferey Operations Manager at Moorebank Sports Club
- 3. Joanne Pieper Secretary Manager at Illawarra Leagues Club
- 4. Neil Watts Chief Executive Officer at Club Merrylands
- 5. Steve Elias Secretary Manager at Fingal Bay Bowls, Sports & Recreation Club
- 6. Morgan Stewart HR Manager at Dooleys Lidcombe Catholic Club







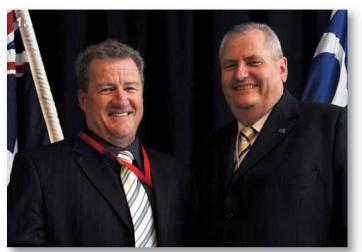






'Long Service' managers acknowledged at awards

Another "generation" of club managers were recognised at the CMAA Awards Cocktail Party for their long-standing service to the Club Industry. Seven CMAA members clocked up 30 years in club management, while 44 managers "came of age" with more than 21 years of service. CMAA Federal President Bill Clegg, ACCM, presented members who attended the annual Conference and Expo with the service pins as a memento of these milestones.













- 1. Roy Anderson, CCM
- 2. Stephen Bortolin, ACCM
- 3. Phil Dark

- 4. Jason Read accepts on behalf of Andrew Gibbons
- 5. Anthony Jeffcott
- 6. Armando Nardi
- 7. Denis Quintano
- 8. Margaret Smith

9. Kenneth Williams 10. Bryn Miller

CMAA 30-Year Members

Russell Bartholomew - Horton Park Golf Club

Stephen Fletcher, CCM - Lismore & District Workers Club

Arthur Lysaught - Grafton District Services Club

Bryn Miller - Merrylands RSL Club

Robert Muller - John Edmondson VC Memorial Club

Neil Shaw, CCM - No Current Club

Gary Thatcher - Coolangatta & Tweed Heads Golf Club

CMAA 21-Year Members

Roy Anderson, CCM - No Current Club

Dennis Ashpole - John Edmondson VC Memorial Club

Shane Atkins, ACCM - Smithfield RSL Club

Glenda Black - Kurri Kurri Workers Club

Kim Blackburn - Asquith Rugby League Club

Stephen Bortolin, ACCM - Lismore & District Workers Club

Ray Bramman - Retired

Douglas Chapman - Illawarra Yacht Club

Larry Collins - Port Macquarie City Bowling Club

Colin Croft, ACCM - Chester Hill Carramar RSL Club

Paul Daly, CCM - No Current Club

Phillip Dark - Coolangatta Tweed Heads Golf Club

Brian Dobson - Gungahlin Lakes Golf Club

Michael Donovan - Gladesville RSL Club

Philip Gardner, ACCM - Wests Leagues Club Newcastle

Andrew Gibbons - West Pennant Hills Sports Club

David Green - Byron Bay Services Club

Peter Harbrow - Mulwala & District Services Club

Ronald Harder - South Sydney Junior Leagues Club

John Howes - Dural Country Club

Anthony Jeffcott, ACCM - Kirribilli Ex Services Club

John Keene - Central Coast Leagues Club

Gavan Kilev - Auburn RSL Club

Ron Kulmar, ACCM - Cabra Vale Ex-Active Servicemen's Club

Sidney Lai - Coogee Legion Ex Services Club

Geoffrey Lord - Twin Towns Services Club

Alan Middleton, ACCM - City of Blacktown RSL Club

Armando Nardi - Parramatta Leagues Club

Bradley Pearson - No Current Club

Denise Petteit - Dubbo RSL Club

Helen Piper - Dubbo RSL Club

Owen Quinn, CCM - Catalina Country Club

Denis Quintano - King Tomislav Croation Club

Gregory Rand, ACCM - Kingscliif Beach Club

Sandra Skinner, ACCM - Berowra RSL Club

Margaret Smith - Penshurst RSL Club

Robert Smith - Twin Towns Services Club

Colin Towson - Central Coast Leagues Club

David Vidler, ACCM - Liverpool Catholic Club

Darryl Walker - Mulwala & District Services Club

Michael Walker, ACCM - Illawarra Catholic Club

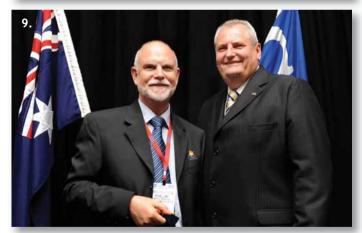
Robert Ward, ACCM - Merimbula Imlay Bowling Club

Michael Wilkins - Cronulla Sharks

Kenneth Williams - Campbelltown RSL Club









CMAA Conference Awards Cocktail Party













2009 Mid Year Executive Leadership Conference & Members General Meeting





Conference Sponsor

Winners make goals Losers make excuses



CMA Invest in your career with the CMAA knowledgebank



President's Message

On behalf of the Federal Executive and the Federal Councillors of the Club Managers' Association Australia, I am delighted to invite all eligible delegates to participate in the industry's premier executive leadership event.

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

Bill Clegg, ACCM
CMAA Federal President

Conference Details

REGISTRATION FEES (workshops only)

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

*Discount applies when multiple managers/directors from the same club register

ACTIVITY POINTS

Delegates receive 20 Industry Activity Points for attending the Conference towards achieving or maintaining the Active Certified Club Manager (ACCM) Award.

10 points will be awarded to delegates who attend and sign the register at the CMAA General Meeting. A further 10 points will be awarded to delegates who travel more than 100km from the radius of their club to attend the conference.

CMAA MEMBERS GENERAL MEETING

Wednesday 15 July (1pm - 2pm).

Pavilion Convention Centre, Ground Floor, Conrad Jupiters.

VENUES

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

ENTERTAINMENT

Wednesday 15 July (7:30pm - 10:30pm)

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

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

Saturday 18 July (11:30am - 6pm)

CMAA Gold Coast / Brisbane Zones Race Day at Gold Coast Turf Club -

\$120pp (incl GST) or table of 10 \$1,100 (incl GST)

All proceeds will go to local charities. Book online, or inquiries to CMA Gold Coast Zone P.O. Box 553 Southport Queensland 4215, or Steve Condren at steve.condren@sslsc.net.au Register online at www.ccmtravel.com.au or www.cmaa.asn.au

The Conference Program

WEDNESDAY, JULY 15, 2009

12pm - 1pm: Conference Registration

1pm - 2pm: CMAA Members General Meeting - CMAA Members Only

Pavilion Convention Centre, Ground Floor, Conrad Jupiters.

2:15pm - 3pm: 30min + with Liesl Tesch - Champion wheelchair basketballer
The CMAA is pleased to profile an Australian paralympian athlete - Liesl Tesch considered one of the modern legends of the game, having dominated the women's
world wheelchair basketball scene since 1994. She has competed at five Paralympics Barcelona, Atlanta, Sydney (silver medal), Athens (silver medal) and Beijing as captain
(bronze medal), and four World Championships, including the 1994 championships (Gold
Cup) in Stoke Mandeville, where Australia won a bronze medal.

3:15pm - 4:15pm

"Are You Winning the Corporate Governance War?"

Paul Lyons.

This session will highlight what the expectation of management and boards are with respect to the industry Code of Practice. Issues to be covered include: tendering process, building, best practice, major capital works, procurement of goods and services, remuneration and overseas travel.





THURSDAY, JULY 16, 2009

9am - 10:30am

Keynote Speaker: Bernard Salt "What are consumers looking for?"

In an increasingly competitive economy, now more then ever, businesses need to understand and exceed the expectations of consumers. Leading commentator and advisor to Corporate Australia on consumer, cultural and demographic trends. Bernard Salt will tell you what you need to know to maintain your competitive edge.

10:30am: Morning Tea

11am - 12:30pm

Keynote Speaker: Barry Urguhart, Managing Director, Marketing Focus

"Master Strategies for Turbulent Times"

Barry Urquhart is an inspiring speaker, one of Australia's most active keynote speakers and internationally recognised as an authority on quality customer service, consumer behaviour and creative visual merchandising. An economic downturn clarifies the mind. Making the right decisions for your business is paramount in 2009. In rapidly challenging and turbulent times, a strategy is a must for business. Not what many people call a strategy ... with mission statements, improbable goals and three to five-year budget plans - a real strategy ... a cohesive response to a challenge. Barry will present master strategies to strengthen your business in the market place and discuss current market research findings.

12:30pm -1pm - Lunch

1pm - 4pm

"Working with Suppliers to Build your Business"

Delegates will have the opportunity to participate in four separate workshops involving the CEOs/Senior Managers of major industry suppliers to discuss how they can work with you to increase your profitability. The 40-minute workshops will commence with a five-minute introduction from the moderator on current issues and follow with a panel discussion and conclude with questions from the floor.

1pm - 1:40pm **Gaming Forum** 1:45pm - 2:25pm **Beverage Forum**

2:30pm - 3:10pm Design & Construct

3:15pm - 4pm **Catering Forum**

Forum

FRIDAY, JULY 17, 2009

9am - 10:30am - Select one workshop only (either A or B)

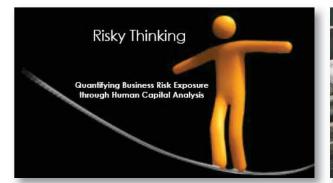
Workshop A:

David Barlow, McKenzie Carrick Australia

"Risky Thinking"

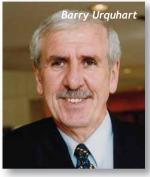
Thinking risky thoughts is a two-edged sword: achievement or failure and greatness or ignominy all come from risky thinking. In this session, you will be introduced to concepts that will make you think about:

- Good Thinking is as easy as Bad Thinking
- Become a critic of your own thinking
- Weak v Strong Critical thinking
- · How the Human Mind works
- Mental Models and how Our World is shaped
- Better Mental Models = Smarter Thinking = **Smarter Decisions**

















FRIDAY, JULY 17, 2009

9am - 10:30am Workshop B:

Professor Michael Singleton. Southern Cross University

"Why is Corporate Governance the new Catchphrase in Today's Business Environment?" Professor Michael Singleton of the Graduate College of Management at Southern Cross University has a long, diverse and successful career in senior management and consultancy in the private and public sectors. His most recent role was as CEO with a leading Australian health care sector company. Before this, he was Director of Administration at the University of Wollongong's Dubai Campus in the United Arab Emirates. Dr Singleton was responsible for ensuring good governance and oversight of the operations and strategic development of the University's administrative and marketing functions.

10:30am: Morning Tea

10:45am - 12:15pm - Select one workshop only (either C or D) Workshop C:

David Barlow, McKenzie Carrick Australia

"Business Risk Exposure - how to quantify your organisation's Risk Exposure through Human Capital Analysis"

Following on from David's earlier session - 'Risky Thinking' - participants will find out how risky thinking impacts and influences business outcomes and:

- What is Risk Exposure and how is it Quantified?
- The Value of a Risk Exposure Index REI
- Predicting Risk Events before they occur in your business
- When and Where to use a Risk Exposure tool

10:45am - 12:15pm

Workshop D:

 $\label{lem:male_continuous} \mbox{Malcolm Fraser - Centre for IT Innovation \& Entrepreneurship (CiTie)} \mbox{ at Southern Cross University}$

"The Case for IT Corporate Governance - Moving with Business Best Practice"

Malcolm Fraser is currently undertaking research for multinational companies in the areas of local software economies, software entrepreneurship and innovation in globalised markets. In this session, Malcolm will introduce participants to the virtually unknown area of IT Corporate Governance and what clubs need to do to be at the cutting edge of business diligence with respect to a club's IT systems and reporting tools.

12:15pm: Lunch

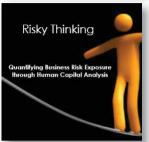
1pm - 2:30pm Workshop E:

Peter Sharp, Jeremy Bath & Dean Gould "Using the Media to Sell Your Club's Story"

This session aims to provide managers with an insight into how better utilise the Media to tell the Club sector's story. The session - facilitated by CMAA Communication Services Manager & CMAA Magazine Editor Peter Sharp - will focus on a number of practical steps to use our limited resources to secure positive media coverage for the club sector and individual clubs in their local areas. The session involves strategic and tactical approaches, covering planned and responsive activities and offensive and defensive (dealing with crises) actions. Peter will be joined by Jeremy Bath - ClubsNSW Media Relations Manager and Dean Gould - Editor of the Gold Coast Bulletin newspaper.

*The CMAA reserves the right to change the workshops and presenters listed at its discretion prior to the conference dates













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











Sponsors maintain support for CMAA **National Bursary Program**

Twenty-four CMAA members will benefit from more than \$100,000 in education and professional development along with national and international conferences thanks to sponsors of the CMAA's National Bursary Program.

The 16 sponsor companies provided 24 bursaries that were announced late in 2008 and presented at the CMAA's annual Conference and Expo at Darling Harbour last month.

CMAA Federal President Bill Clegg, ACCM, welcomed executives from the sponsor companies to present their bursaries to the club managers during the CMAA-Aristocrat Cocktail Party that attracted more than 700 guests to the Hall 6 reception area of the Sydney Exhibition and Convention Centre at Darling Harbour.

It was the end of Day 1 of the annual Conference and Hospitality Expo and the lucky managers were delighted with their education windfalls.

"This is a remarkable opportunity for these fortunate people to advance their careers with education opportunities and experience national and international conferences, thanks to our generous family of bursary sponsors," Bill told the audience.



- 1. Janelle Bergkotte Gaming & Operations Manager at Queanbeyan Kangaroo RLF Club
- 2. Arthur Kyreakou Operations Manager at Panthers (Hunter Region)

AMERICAN CLUB MANAGER'S CONFERENCE BURSARY - sponsored by KPMG

3. Jane Grosvenor - Human Resources Manager at Parramatta Leagues Club

CHICAGO NATIONAL HOTEL-MOTEL SHOW TOUR BURSARY - sponsored by Profitable Hospitality

4. Karen Butler - Operations Manager at Parramatta RSL Club





















ASIAN GAMING CONFERENCE & EXPO BURSARIES

- 5. Stargames Bursary: Elisha Ball Group Gaming Coordinator at Panthers
- 6. **ILG** Bursary: Grant Duffy, ACCM Secretary Manager Numurkah Golf & Bowls Club
- 7. **LPK Cleaning** Bursary: Tony Jackson, ACCM Operations Manager at Cabra Vale Diggers Club
- 8. **Russell Corporate Advisory** Bursary: Kenny Lim Property Services Manager at Epping Club
- 9. GJW Consultancy Bursary: Andrew Churnside Duty Manager (Gaming)at Panthers (Hunter Region)
- 10. **Global Coffee Solutions** Bursary: Aaron Ferey Operations Manager at Moorebank Sports Club
- 11. PALtronics Bursary: Sandra Dorman ACCM Secretary Manager at Club Bondi Junction



















CLUB GAMING MANAGEMENT EDUCATION BURSARIES sponsored by Maxgaming

- 12. Kevin Morland, ACCM Assistant Manager at Numurkah Golf & Bowls Club
- 13. Kerri Ralph Duty Manager at Milton Ulladulla Bowling Club (accepted by Michael O'Sullivan)
- 14. Joe Doueihi Manager at Wentworthville Leagues Club (Tingha Club)

PROFESSIONAL DEVELOPMENT EDUCATION BURSARIES sponsored by CMAA

- 15. Karl Reiter Trainee Manager at Macksville District Ex-Services Club
- 16. James Smith Purchasing Manager at Mingara Recreation

BACHELOR OF BUSINESS IN CLUB MANAGEMENT DEGREE **BURSARIES** - sponsored by **Barringtons**

17. Steve Elias - Secretary Manager at Fingal Bay Sports Club 18. Tracey Van Rossum, ACCM - General Manager at Moorebank Sports Club

CMAA VISIONARY LEADERSHIP PROGRAM BURSARIES - sponsored by Scott & Broad

- 19. Luke Walker, ACCM General Manager (Cardiff/Newcastle) at Panthers (Hunter Region)
- 20. Shane Cairney Duty Manager at Batemans Bay Soldiers Club

CMAA JUPITERS CONFERENCE BURSARIES - sponsored by Enterprise Development Network

- 21. Amy Conroy Group Gaming Manager at Panthers
- 22. Brett Bolton Senior Duty Manager at Club Bondi Junction (accepted by Sandra Dorman)

CLUB BUSINESS MANAGEMENT BOOTCAMP BURSARIES - sponsored by Creating Synergy

- 23. Karren Jamieson, ACCM Finance Manager at Club Five Dock
- 24. Wayne McFayden, ACCM Assistant Secretary Manager at Kingsgrove RSL Club













CMAA Conference Awards Cocktail Party - 2009























The CMAA's Hospitality Exposition remains the Club Industry's premier trade show. More than 100 companies showcased products and services over two days at the Sydney Exhibition and Convention Centre at Darling Harbour. Companies that sponsor the CMDA Career Development Centre at Auburn and the CMAA's National Bursary Program were among the display stands in Sydney. "Although our numbers were down slightly on the 2008 Expo, which reflects the global and domestic economic downturn which has impacted on the Club Industry, many businesses said they were very happy with the response to their products during the trade show," CMAA Executive Officer Terry Condon said.







CMDA Sponsors at Expo 2009



















CMDA Sponsors at Expo 2009

















44 CMAA Diary - 2009 Zone Meetings & Industry Functions

Day	Date	Meeting	Venue	Zone
			APRIL	
Wednesday	08/04/2009	11:00	Club Old Bar	Great Lakes Zone Meeting
Thursday	09/04/2009	10:00	Canberra Southern Cross Club	ACT Zone Meeting
EASTER	10 - 13/04/2009	EASTER	EASTER	EASTER
Friday	17/04/2009	07:00	Mona Vale Golf Club	Manly Northern Zone Golf Day
Wednesday	22/04/2009	09:00	Goulburn Soldiers Club	Far South Coast Zone Meeting
Thursday	30/04/2009	09:30	Auburn	CMAA Executive Meeting
			MAY	
Tuesday	05/05/2009	10:30	Woolgoolga Golf Club	Mid North Coast Zone Go <mark>lf Day</mark>
Friday	08/05/2009	12:00 - 18:00	Mulgrave Country Club	Victorian Zone Meeting & Awards Dinner
Tuesday	12/05/2009	09:30	Southport Surf Lifesaving Club	Gold Coast Zone Meeting
Wednesday	13/05/2009	09:30	Gunnedah Services Club	North West State Zone Meeting
Wednesday	13/05/2009	10:00	Gosford RSL Club	Central Coast Meeting
Tues - Thurs	19 - 21/05/2009		Hyatt, Canberra	Leagues Club Assn Gaming Conference
Tuesday	19/05/2009	09:30	Nambour RSL Club	Sunshine Coast Zone Meeting
Saturday	23/05/2009	14:00	Gilgandra Services Club	Mid State Zone Zone Mee <mark>ting</mark>
Tuesday	26/05/2009	07:00	The Coast Golf Club	City Eastern Suburbs Pet <mark>er Ca</mark> meron Golf Day
Tuesday	26/05/2009	09:30	Greenbank RSL Club	Brisbane Zone Meeting
Thursday	28/05/2009	09:30	Auburn	CMAA Executive Meeting
			JUNE	
Tuesday	02/06/2009	11:00	Kingsgrove RSL Club	St George Cronulla Zone Meeting
Thurs - Sat	02 - 4/06/2009		Hong Kong & Macau	G2E Asia - www.asiangam <mark>ingexpo.com</mark>
Monday	15/06/2009	10:00	Gilgandra Services Club	Mid State Zone Study Tour
Tuesday	16/06/2009	11:30	Randwick Labor Club	City Eastern Suburbs Zone Meeting
Wednesday	17/06/2009	09:30	Casino RSM Club	Far North Coast Zone Meeting
Thursday	18/06/2009	09:30	Penrith RSL Club	Nepean Zone Meeting
Thursday	18/06/2009	10:00	Tigers Leagues Club	Inner West Zone Meeting
Wednesday	24/06/2009	11:00	Newcastle Panthers Club	Hunter Zone Meeting
Thursday	25/06/2009	09:30	Auburn	CMAA Executive Meeting

Premier Legal Advisers to the Clubs Industry

At Thomson Playford Cutlers, we work in partnership with you on your projects. Working right next to you to build your business for the future, or make your deal a success.

At the forefront of some of the largest projects in the industry, our team of Hospitality, Registered Clubs and Gaming lawyers are recognised as leaders in the industry. Working with more than 60 major clubs and industry associations across Australia, our legal specialists consistently deliver innovative and practical solutions to give you the commercial edge.





Courses offer opportunity and options at all levels

By RALPH KOBER

The CMDA continues to work at ensuring CMAA member have access to professional development opportunities and activities.

Upcoming Courses ...

Supervisor Boot Camp

The Supervisor Bootcamp - over four successive Mondays (May 4, 11, 18 & 25) - is designed for potential and existing team leaders and supervisors. This course is a great introduction to the world of supervision and can be viewed as a "first step" before participating on the CMDA Duty Manager Program.

Topics:

- ➤ identifying the responsibilities & characteristics of an effective supervisor
- > personal values & style
- > time management skills
- > communication & motivational techniques
- > delegation & problem solving
- > supervising service excellence
- > coaching others in job skills Train the Trainer

This program covers the requirements for two nationally accredited study

- > SITXMGT001A Monitor work operations
- > SITXHRM001A Coach others in job

Great Savings for CMDA Affiliates

Affiliates save \$200 on course registration fees. If you want to take advantage of this discount and help to retain key staff through career development, contact Estelle Birch-McDonald at the CMDA on (02) 9643 2300 or estelle@cmaa.asn.au for details.

Active Certified Club Manager

If you are working towards your Active Certified Club Manager (ACCM) Award, you will need to start planning your training schedule for 2010. The CMDA's Career Development Administrator Narell Harrison will be focussing on helping applicants to identify training needs and providing assistance on how best



to attain the award through training, recognition of prior learning (RPL) and industry participation. Contact Narell on 02 - 9643 2300 or email narell@cmaa.asn.au to discuss your specific needs, or how the ACCM works.

Duty Manager Development Program

The Duty Manager Development Program continues to be well patronised and the feedback from the program is very positive. In 2009, the Duty Manager Program is scheduled to run 10 times across NSW, the A.C.T. and Queensland. Refer to the CMAA website - www.cmaa.asn.au - and click on the Training Calendar for dates and locations.

Plan & Establish Systems & **Procedures**

Part of the Frontline Operational Development program suite, this course deals with the skills and knowledge required to develop and implement new ways of doing things in the workplace. It focuses on operational strategies to achieve workplace goals, including developing procedures, standards of quality performance, systems and efficiencies. This course is delivered over one day.

Marketing Fundamentals

This course targets supervisors and

managers who deal with marketing issues in an operational context - i.e. putting together campaigns. promotions dealing with external agencies and internal communication and more. It is designed to be the first step in developing a supervisor and manager's understanding, skills and knowledge before taking on a more-strategic marketing role. Therefore, this course is a prerequisite for the higher level Develop & Implement Marketing Strategies, offered by the CMDA. This course is delivered over two days.

Recruitment & Selection Techniques

Presented by Paul Lyons - one of the CMDA's more dynamic trainers - this revamped course is now two days in duration, highly interactive and relevant to today's employment environment. It covers all areas of recruitment and selection, interviewing and induction techniques and will assist all supervisors and managers responsible for recruitment in their clubs. The cornerstone of the course will be simulation of interviews and feedback. These courses and more are highlighted on the 2009 CMDA Training Calendar.

For more information about these courses, email training@cmaa.asn.au or call the CMDA on 02 - 9643 2300.

Brisbane's new President John Limbrick (centre) with his Zone Committee for 2009.



Bill Clegg (centre) with (from left) Laurie Williams, Sheryl McGregor, Steve Condren, Suzanne Long and Jan Walters.

New President for Brisbane as Executive calls

It was a busy and productive set of meetings at Redcliffe Leagues Club in early March for the Brisbane Zone AGM.

The CMAA Federal Executive, led by President Bill Clegg, travelled to Brisbane on the eve of the AGM to conduct a meeting with Sunshine Coast, Gold Coast and Brisbane zones committee members.

Federal Secretary Allan Peter, Federal Executive members David O'Neil and Tim McAleer with NSW State Committee member Debbie Feening joined Executive Officer Terry Condon, Education Manager Ralph Kober and Communication Services Manager Peter Sharp for the overnight visit and meetings.

The Federal Executive team sat down with Division G - Gold Coast Zone, Brisbane Zone, Sunshine Coast Zone, Ipswich and Darling Downs Zone, Central & Northern Queensland Zone - Federal Councillor and Gold Coast Zone President Steve Condren, Sunshine Coast Zone President Laurie Williams and Secretary Suzanne Long with host Zone President Jan Walters and Secretary Sheryl McGregor to discuss national and state-level issues.

At the Brisbane AGM the following day, there was a change at the top of the Zone Committee with Greenbank RSL Club General Manager John Limbrick winning a ballot to replace Jan Walters as President. Jan soon after accepted the nomination for Vice President and elected unanimously by the 60 members present.

Wendy Varley from Logan Diggers Club replaced her club colleague Jason McIlroy as Treasurer, while Tony Beier from Greenbank RSL Club and Stephen Ratcliffe form Geebung Zillmere RSL Club were new faces on the the Zone Committee.

Outgoing Committee members David Avery from Toowong Bowls Club and Tamara Rose from the Lion's Den (Chalk Hotel) did not seek re-election.

The Brisbane Zone Committee for 2009 ...

- > President: John Limbrick Greenbank RSL Club
- > Vice President: Jan Walters Logan Diggers Club
- > Secretary: Sheryl McGregor Greenbank RSL Club
- > Treasurer: Wendy Varley Logan Diggers Club



CMAA Division G Federal Councillor and Gold Coast Zone President Steve Condren with his Zone Committee members Bryan Jones and Rob Aldous.



CMAA Federal President Bill Clegg (left) with Brisbane Zone President John Limbrick (right) and members attending their first meeting, Samantha Lifton and Anthony Beier.

- > Education Officer: Jason Lynch Arana Leagues Club
- ➤ Committee: Scott Steele Redcliffe Leagues Club, Matt Smith - Redcliffe Leagues Club, Karen Gabolinscy, Redlands RSL Club, Steve Ratcliffe - Geebung Zillmere RSL Club, Tony Beier - Greenbank RSL Club

Federal Councillor Steve Condren stayed on for the free education workshop and AGM with several fellow-Gold Coast Zone members and Committee members Bryan Jones (Education Officer) and Rob Aldous (Vice President) before the group headed further north to the Sunshine Coast for a club study tour.

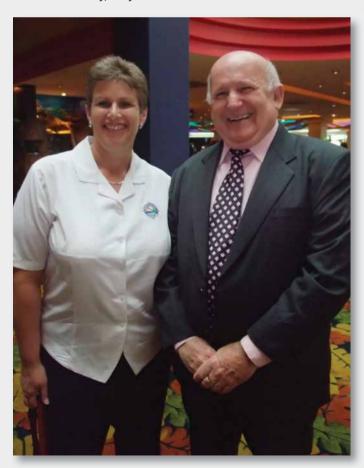
Before the election of office bearers, Jan Walters presented both the President's Report and Treasurer's Report, thanking the Committee for its support in administration and fund-raising events, including the donation of \$25,000 to two charities from the combined Brisbane-Gold Coast Charity Race Day to conclude the CMAA's 2008 Mid Year Executive Leadership Conference.

Bill Clegg, Allan Peter, Terry Condon and Peter Sharp shared duties in presenting the Head Office Report.

The day started with a free education workshop - "Tactics for Tough Times" - presented by popular CMDA facilitator Big Dave Staughton with tips and strategies for getting the most out of "your time, your team and your turnover".

John Limbrick welcomed an auditorium full of guests for the luncheon where comedian Fred Lang thoroughly entertained the audience.

Brisbane Zone's next Meeting will be at Greenbank RSL Club on Tuesday, May 26.



Karen Gabolinscy with Terry Condon.



Bill Clegg with workshop presenter Big Dave Staughton at Redcliffe Leagues Club for the Brisbane Zoned AGM.



Suzanne Long with Debbie Feening and Ralph Kober.



Tim McAleer with Steve Condren and David O'Neil.







CMDA Training Program: April - May 2009

For full content details of each of the programs contact the CMDA or refer to the 2009 calendar on our website.

	Phone: (02) 9643 2300 * <u>www.cmaa.asn.au</u> * Email: <u>training@cmaa.asn.au</u>					
COURSES (Venue is CMAA Career Development Centre, Auburn unless otherwise noted)	APRIL	MAY				
Provide Responsible Service of Alcohol SITHFAB009A (LAB approved) 1 Day (ACCM Unit)	W 22 (Mounties)	W 20 (Mounties)				
Provide Responsible Gambling Services SITHGAM006A (LAB approved) 1 Day (ACCM Unit)	Th 23 (Mounties)	Th 21 (Mounties)				
Supervisor Boot Camp - 4×1 day Sessions For potential & existing team leaders & supervisors. Includes: Identifying the responsibilities & characteristics of an effective supervisor, personal values & style, time mgmt skills, communication & motivational techniques, delegation & problem solving, supervising service excellence & coaching skills.		(S1) M 4 (S2) M 11 (S3) M 18 (S4) M 25				
Train the Trainer 1 Day (Coach others in job skills SITXHRM001A) Ideal for supervisors & managers who are responsible for on-the-job training of other staff members.	Ballina T 7	M 25				
Duty Management Development Program 2 x 3 Day Sessions Content includes: HR Fundamentals, Cost Control, Rostering, Customer Service, Leadership, Compliance/Risk Management. This program targets Duty Managers and Senior Supervisors. (Includes Roster staff SITXHRM003A, Manage quality customer service SITXCCS003A & Lead and manage people SITXHRM005A).		Brisbane (S1) M 11, T 12 & W 13 Continues June				
Manage Workplace Relations SITXHRM008A 3 Days (ACCM Unit)		Batemans Bay M 4, T 5 & W 6				
Club Secretary Manager's Course 2 x 2 Day Sessions Ideal for aspiring and existing CEO's. Includes 35A Audit Checklist, Finance, Corporate Governance, How to run a Board Meeting, Role of Company Secretary and more	(S1) W 15 & Th 16 (S2) W 22 & Th 23	Central Coast (S1) W 13 & Th 14 (S2) W 20 & Th 21				
Club Business Management Bootcamp 2 Days Presented in conjunction with Creating Synergy		Th 14				
Analyse & Report on Gaming Machine Data SITHGAMO04A 2 Days (ACCM Unit) (Prerequisite for Gaming Management Development Program) Deals with the collection, analysis, reporting of EGM data per statutory requirements & variances through cash flow analysis.	Sydney W 15 & Th 16 Brisbane M 6 & T 7	Casino M 25 & T 26				
Profitable Café Workshop 2 Days (Non accredited) Presented in conjunction with Profitable Hospitality	Т 7					
Catering Improvement Workshop 2 Days (Non accredited) Presented in conjunction with Profitable Hospitality		Narrabri T 5 & W 6 Wagga T 19 & W 20				
Function Supervisors Bootcamp 2 Days (Non accredited) Presented in conjunction with Profitable Hospitality	T 21 & W 22					
Intro to Cost Control Principles 1 Day (Non accredited) Understand the basics of calculating percentages, profit and COG's.		W 13				
Financial Fundamentals Program 2 Days (Prerequisite for Financial Management Program SITXFIN005A & SITXFIN0006A) This program covers the basics of understanding and working with financial information.		Sunshine Coast W 27 & Th 28				
Recruit, Select & Induct Staff SITXHRM002A 2 Days (ACCM Unit) Deals with the skills and knowledge required to recruit, select & induct staff within the framework of overall HR plans.		W 20 & Th 21				
Monitor Staff Performance 2 Days (ACCM Unit) Deals with the skills and knowledge required to monitor staff performance, includes skills in performance appraisal and counselling.	Sydney W 15 & Th 16 ACT M 20 & T 21					
Develop & Manage Marketing Strategies SITXMPR005A 2 x 2 Day Sessions (ACCM unit) * Marketing Fundamentals is the prerequisite for this program.		Laurieton (S1) M 18 & T 19 Continues June				
Advertising Management 1 Day (Non accredited) Develop your skills in the development of advertising materials.	M 6 & T 7					
OHS Risk Management for Supervisors and Managers 2 Days (Implement and monitor workplace health, safety & security procedures SITXOHS004A))	M 6 & T 7					
OHS Consultation - (Workcover Approved) ACCM Unit 2 x 2 Day Sessions (Establish & Maintain an OHS System SITXOHS005A) Meets the training requirements for OH&S Committees/OH&S Representatives, as stated in the OH&S Regulation 2001.		(S1) M 11 & T 12 Continues June				

Nepean turns AGM into opportunity to help a mate

Nepean Zone spontaneously turned its mid-March AGM at Parramatta Leagues Club into a fundraiser for a colleague who needs as much help as the industry can provide.

The 105 guests who attended the post-AGM luncheon raised more than \$4,000 for Horsham Golf Club Assistant Manager Michael Ryan to help rebuild his club that was destroyed during the Victorian firestorms in late January. When CMAA Executive Officer Terry Condon delivered the Head Office Report to the 72 members and related Michael's story, the Zone quickly decided to donate \$1,000 and turn its luncheon raffle into a direct donation to boost Michael's project.

The industry's generosity blossomed yet again with Danielle Rayner, from GSL and Gobsmacked Entertainment, taking over ticket sales and Sunblest Cleaning, Rayner Sales & Marketing and Hennessy Coffee each tipping \$500 into the kitty. When the raffle topped \$1,700, the total was \$4,200 and Michael was well on way thanks to the Nepean Zone. The luncheon entertainment came from former Parramatta captain Steve Edge hosting a conversation with current first grade coach Daniel Anderson and high-profile players Brett Finch and Nathan Hindmarsh.

The election of office bearers returned the majority of the outgoing Committee for another term. Although overseas at the time John Turnbull, who maintained the Treasurer role while also leading the Zone, was returned unanimously as President, while David Marsh switched from Vice President to Treasurer with two new Vice Presidents - David Cassidy and Douglas Kirkham. Douglas, who was the Education Officer at St George Cronulla Zone before taking the role of General Manager at Comets Sports Club, will handle the Publicity Officer duties.

The Nepean Zone Committee for 2009 ...

- > President: John Turnbull Liverpool Catholic Club
- > Vice Presidents: David Cassidy Katoomba RSL Club & Douglas Kirkham (Publicity Officer) - Demons Sports Club
- > Secretary: Antoinette Sultana Liverpool Catholic Club
- > Treasurer: David Marsh Ingleburn RSL Club
- > Education Officer: Joseph Bayssari Seven Hills RSL Club

The day started with 46 members attending a free education workshop, "Business Planning For My Club", presented by Merv Neal.

Education Officer Joe Bayssari announced the Zone's 10 (\$2,000) bursaries to the Mid Year Executive Leadership Conference (July 15 to 17 at Conrad Jupiters) or for CMDA education and professional development courses.

Nepean Zone's next meeting will be at Cabramatta Leagues Club on Thursday, June 18.

- 1. The Nepean Zone Committee for 2009 with Executive Officer Terry Condon (back row) Douglas Kirkham and Joe Bayssari, (front row) David Cassidy, Antoinette Sultana and David Marsh. President John Turnbull was absent.
- 2. Host club CEO Denis Fitzgerald welcomes CMAA Federal Vice President Danny Munk and Executive Officer Terry Condon to Parramatta Leagues Club for the Nepean Zone 2009 AGM.
- 3. Luncheon host Steve Edge (right) welcomes Parramatta rugby league team players (from left) Nathan Hindmarsh and Brett Finch with coach Daniel Anderson who discussed many issues in the game.
- 4. The Nepean Zone AGM attracted 72 members to Parramatta Leagues Club.











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nationally accredited units SITXMGT001A Monitor work operations

and SITXHRM001A Coach others in Job Skills on successfully

completing assessment requirements.

ACCM Points CMAA Members & CMDA Affiliates earn 25 points for

successfully completing this course.

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Rosy new Secretary as Scott moves on

There was a farewell for an absent friend a welcome for long-serving CMAA manager and new Secretary elected at the City Eastern Suburbs Meeting at Paddington RSL Club last month.

President Larry Dorman welcomed 22 members to his tastefully renovated Eastern Suburbs club and announced the resignation of Zone Secretary Scott Eling, who has left the Rose Bay RSL Club to become General Manager at the Croatian Club and outside the Zone. Lary recorded his and the membership's thanks for Scott's contribution to the Zone and the CMAA.

John Wiley, who was a member of the Manly Northern Suburbs Zone and attended Illawarra Shoalhaven Zone meetings while managing the Fraternity Club in Wollongong was a new face at the City Eastern Suburbs meeting after taking over as General Manager at the Combined Services RSL Club in the CBD.

CMAA Federal President Bill Clegg, a Zone member, kicked off the Head Office Report and focussed on the recent death of a contract painter while working on the Maroubra Seals Club, which is a club within the Zone. Bill related the event to a "mock court" scenario, presented by the Bright Group, at the 2007 Mid Year Executive Leadership Conference that almost foretold the 2009 reality. Bill encouraged all members to fully investigate and understand the OH&S responsibilities relating to contractors and staff.

CMAA Communication Services Manager Peter Sharp then presented the balance of the report, speaking specifically to the events of the previous week when North West State Zone President Phil Wheaton was knocked unconscious during a violent armed robbery at his Armidale City Bowling Club where the Zone dinner was hosted earlier that night. Peter also encouraged members to fully understand the Human Resources and OH&S implications of having staff properly and professionally trained in all aspects of armed robbery strategy and process.

Peter also formally recorded the CMAA's thanks to Scott for his contribution in the Zone from his Committe role.

Lary then called for nominations for the Zone Secretary's position with Publicity Officer Rosy Dever accepting the nomination and the role.

Lary later welcomed 100 guests - members and Club Industry trade representatives - to the St Patrick's Day themed dining room.

The Zone's next meeting will be at Bill Clegg's Randwick Labor Club on Tuesday, June 16 with the annual Peter Cameron Golf Day, hosted by CMAA Hall of Fame Manager Paul Dalton, at the Coast Golf Club on Tuesday, May 26.

1. City Eastern Suburbs Zone President Lary Dorman congratulates Rosy Dever on taking the Zone Secretary role.

2. Zone Vice President Rocky Massaria welcomes Sydney CBD club "neighbour" John Wiley to his first City Eastern Suburbs Zone Meeting.















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- managing the CDSE function
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- providing you with the recognition you need to demonstrate to a board that you have the knowledge to be able to hold the position of GM, CEO, Secretary Manager and licensee of a registered club

Location	Club	Date
Central Coast	Mingara Recreation Club, Tumbi Umbi	S1: W13-Th14 May & S2: W20-Th21 May
Auburn	CMA Auburn	S1: W10-Th11 June & S2: W17-Th18 June
Tweed Heads	South Tweed Sports Club	S1: M20-T21 July & S2: M27-T28 July
Auburn	CMA Auburn	S1: W12/Th13 August & S2: W19-Th20 August

7 Times 9.30am - 4.30pm all days (4-day course - 2 x 2days) Cost S690 (plus GST) - CMAA Member/CMDA Affiliate*,

\$890 (plus GST) - Non Member.

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Finest financial minds investigate best and worst

It has been a big few months for David Moorcroft, the Customer Services Manager at Club Rivers in south-west Sydney.

David received his ACCM from CMAA Executive Officer Terry Condon at the St George Cronulla Zone 2008 Christmas Meeting then, at the Zone's Breakfast Meeting and Industry Forum last month, picked up the Zone Bursary to attend the CMAA's Mid Year Executive Leadership Conference at Conrad Jupiters from July 15 to

More than 60 Zone Members, Directors and Club Industry trade representatives attend the 7.30am breakfast event at CMAA Federal Executive Member Tim McAleer's Tradies at Gymea club.

President Ian Todd convened the Zone Meeting when Shawn Morris presented the Financial Report, Stuart Jamieson delivered the Education Report and CMAA Executive Officer Terry Condon joined Communication Services Manager Peter Sharp to present the Head Office Report and look at several major issues, including the Federal Government's evolving Industrial Relations legislation and two incidents close to hearts of all club managers - the brutal armed robbery at the Armidale City Bowling Club and the tragic death of a contract painter at the Maroubra Seals Club. Ian closed the meeting by announcing David Moorcroft as winner of the Zone Bursary before Barrington Group Managing Director Allen Barry spoke briefly about the Barringtons Academy courses and partnership with the CMDA.

Tim called together four of the Club Industry's most respected financial executives to discuss the best and worst ideas in the club business.

KMPG Senior partner Jim Hollington, PKF Partner Cameron Roan, Russell Corporate Advisory managing Director Greg Russell and Rob Brennan from RT Hospitality spent an hour offering their frank and honest opinions about what clubs and club managers are doing well and badly in this challenging domestic and global financial environment. KPMG, PKF and Russell Corporate Advisory are all CMDA Education Centre sponsor companies and all four speakers also participated at the CMAA's recent Conference program at Darling Harbour. The over-riding message from all four experienced executives was that managers need to properly research all decisions and use all information at their disposal to take the best possible options in even the smallest issue.

The Zone's next meeting will be at Kingsgrove RSL Club on Tuesday, June 2.

- 1. Host club General Manager Tim McAleer with Zone Education Officer Stuart Jamieson at the Breakfast Meeting.
- 2. Barrington Group Managing Director Allen Barry spoke about the company's Academy partnership with the CMDA.
- 3. St George Cronulla Zone President Ian Todd congratulates David Moorcroft on winning the Zone Bursary to attend the CMAA Mid Year Conference.
- 4. Four of the finest in club industry finance (from left) Greg Russell, Jim Hollington, Cameron Roan and Rob Brennan combined for the Club Industry Forum.















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Brisbane - Auburn - Lismore

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Location	Club	Date
Brisbane		Monday, 6 th & Tuesday, 7 th April
Auburn	CMA Auburn	Wednesday, 15 th & Thursday, 16 th April
Lismore	Lismore Workers Club	Monday, 25 th & Tuesday, 26 th May

Times 9.30am - 4.30pm (each day)

Cost \$480 - CMA Member / CMDA Affiliate

\$580 - Non-Member (GST exempt)

Award Participants will receive a Statement of Attainment

for the nationally accredited unit

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Alex rules the waves and the fairways at Horton Park

Alexandra Headland Surf Club showed they were kings of the turf as well as the surf when they won the annual CMAA Sunshine Coast Zone Charity Golf Day.

Horton Park Golf Club General Manager Russell Bartholomew, who posted 30 years as a CMAA member during 2009, hosted the event at the Maroochydore club.

Twelve teams teed it up for the four-person Ambrose event on Friday, March 13.













- 1. The winners ... Alexandra Headland Surf Club.
- 2. Runners-up ... Caboolture Sports Club.
- 3. The Bribie RSL Club team.
- 4. Bribie RSL Club's girls team were pleased to see the drinks cart during the event.
- 5. Team Aruze.
- 6. The Banktech and Stargames team.



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Ph: (02) 9643 2300 for enquiries

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Students shine as 'old team' lines up for 2009

Kingscliff TAFE College is the traditional venue for Far North Coast Zone's first meeting each year, which was the AGM on Wednesday, March 11.

CMAA Executive Officer Terry Condon, CCM, had barely finished calling for nominations before the outgoing Committee was re-elected for another year.

The Zone Committee for 2009 is ...

- > President: Jon McGregor Yamba Bowling & Recreation Club
- > Vice President: Darren Schipp Casino RSM Club
- > Secretary: Gordon Rhodes South Tweed Sports Club
- > Treasurer: Mark Bannerman Maclean Lower Clarence Service Club
- > Education Officer: Phil Mallon Cabarita Beach Sports Club
- > Publicity Officer: Nathan Whiteside Yamba Bowling & Recreation Club

Terry Condon presented the Head Office report to 35 members, touching on several major issues, including the Federal Government's new Industrial Relations legislation, the recent successful Conference and Expo at Darling Harbour and the CMDA's 2009 education program.

During General Business, there was discussion about the Zone hosting a "mini conference" to help increase membership and involvement in the CMAA.

The day opened with North Coast Institute of TAFE presenting the free workshops to 28 guests, with Irene Young speaking on "Core Identity and Change", Rod Ware chose the "Fast Track Apprenticeship Program" and Judy Donohoe introduced managers to "Hospitality Skills Sets" and how employees in the industry can gain certificates in various areas, including Events, Finance, Food Safety and Gaming.

There was also industry trade presentations from John Ritchie (Country Hospitality Services), Lynnette Symons (Club Partners), Lorraine O'Sullivan (Workplace Training & Development Services) and Luke Riggs (Fuji Xerox).

The TAFE College's Caldera Restaurant was the luncheon venue with the superb menu and food prepared and presented by catering faculty students.

"Having the TAFE as our venue offers the students a real run at the whole luncheon experience ... room set, food preparation, F&B service," Gordon Rhodes said. "Every year the meal is daringly different, brilliant presentations, fresh interesting local produce and served with genuine enthusiastic service. It's also an opportunity for students to stand up and get employed. Our club [South Tweed Sports Club] has employed three students from such programs in the past, as has Seagulls. This support of the TAFE is a tangible reminder of clubs and community working together."

The 50 luncheon guests also acclaimed Deborah Houston as the Zone's \$500 Bursary winner as the Outstanding Student in the Diploma in Hospitality Management.

Far North Coast Zone awards a similar bursary for the Outstanding Student in the the Tourism/Hospitality Department at Southern Cross University.







- 1. Gary Thatcher from Coolangatta & Tweed Heads Golf Club receives his 30 Year Service award from CMAA Executive Officer Terry Condon at the Far North Coast AGM.
- 2. Zone Vice President Darren Shipp presents Deborah Houston with her \$500 Bursary as Outstanding Student in Kingscliff TAFE College's Diploma in Hospitality Management.
- 3. Far North Coast Zone 2009 Committee members (from left) Gordon Rhodes, Phil Mallon, Darren Schipp, Mark Bannerman and Nathan Whiteside.



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When Thursday, May 14, 2009

Where CMAA Auburn Career Development Centre, 67-73 St Hilliers Road, Auburn

Times 9am - 4.30pm

Cost \$255 - CMA Member / CMDA Affiliate (GST incl)

\$295 - Non-Member (GST incl)

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Mixed emotions for members at Armidale

It was planned to be a celebration of everything that's good in the Club Industry.

North West State Zone President Phil Wheaton was "chasing" photos from the CMAA's annual Conference and Expo, held just a week earlier at Darling Harbour.

Phil wanted to honour his good mate Paul "Crusty" Gordon and Ainsworth executive Peter Black who was attending the CMAA-ClubsNSW Dinner and Trade Show at his Armidale City Bowling Club.

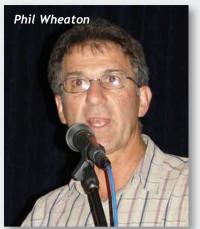
Paul and Peter were honoured in the main awards at the CMAA Expo Cocktail Party - Peter in the CMAA Hall of Fame

as the "Association Associate" and Paul as the Peter Cameron Award winner.

Phil was keen to ensure that two "good blokes" of the club and gaming business also go their congratulation from the "bush boys" on their home territory.

Even the best-laid plans, as they say, can sometime go wrong.

Following another successful dinner and trade show on Tuesday, March 10, where Paul and Peter had their national honours re-dedicated, Phil, sadly, became the



focus of everyone's attention when there was an armed robbery in the club on midnight.

Four masked intruders entered the club and Phil was knocked out when confronted by the armed men and one hit him across the face with a hammer. He remained unconscious during the course of the robbery and when he recovered, spent the balance of the night in hospital to be released the next day thankfully, without serious physical

The CMAA Zone Meeting, the following day, went ahead with CMAA Education Manager Ralph Kober in Amidale for the Dinner and to present the Head Office

Report. The Meeting, understandably, moved its focus to the events of the previous night and the implications and consequences for all club managers around Australia.

Ralph facilitated a conversation of members about the responsibility of the club and the manager to ensure all staff had appropriate education and training in behaviours and strategy when con fronted by an armed robbery situation.

The North West State Zone's next meeting will be at Gunnedah Services Club on Wednesday, May 13.











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Marrickville Anzac Club sold to developer for \$2.55mil

If Marrickville Anzac Memorial Club's walls could talk, they'd have a few stories. There were plenty of varns and memories around the club when the club was sold to a developer at auction for \$2.55 million last month.

Like many clubs in NSW affected by new pokie machine taxes and indoor smoking bans, the local institution had been struggling financially and went into voluntary administration last January.

Someone offered to buy it and pay for the day-to-day running, but the ANZ Bank rejected the deal, deciding to liquidate the assets.

Kevin Turnbull, 78, who lays the wreath in the Anzac Day Dawn Service on behalf of the club every year and a regular at the 2000member club for four decades, struggled with the reality. "It's really the saddest thing you could ever have happen ... you lose contact with your friends," he said.

The Australian flag was flying at half-mast out the front of the club and the bingo ladies had tears in their eves as they left for the last

The club opened in 1921 and its members helped organise the first official Anzac Dawn Service in Martin Place. It burnt down twice and was rebuilt in 1958 and 1981.

As well as helping local sporting clubs, it supported Jeff Fenech by paying for his airfares early in his boxing career.

Meantime, Corrimal Leagues Club, in Wollongong, has paid the price for being unprepared for new antismoking laws by falling into administration.

The *Illawarra Mercury* newspaper reported the club went into administration on March 19 after a disastrous financial vear compounded by decreased patronage and increased taxes.

Club management met with representatives from Sydney-based Paladin Partners who say they are confident the club can trade its

way out of difficultly. Live music and poker nights are likely to be scrapped and club directors have raised the prospect of reducing staff shifts to cut costs.

In 2008, the club reported a \$629,000 loss - \$351,498 worse than in 2007. The poor result followed a \$484,015 drop in poker machine revenue blamed on new smoking legislation.

"The loss the club sustained over the last financial year has been attributable mainly to the new antismoking legislation that came into force on July 1," the club's Annual Report said. "The club is trading at a loss and has insufficient working capital to meets its day-to-day cash flow requirements."

Director Mario Tuccia said the club did not have new smoking areas open when the anti-smoking legislation came into effect on July 2, 2007.

Two weeks earlier, Helensburgh Workers' Sports and Social Club suffered the same fate.



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Bill will hurt schools, hospitals and charities

Schools, hospitals and charities will get less money under the Brumby Government's proposed poker machine taxes, according to antigambling activists.

The **herald.sun.com.au** newspaper website reported the Inter-Church Gambling Taskforce has applied new tax rates proposed in the Government's Gambling Regulation Bill, which is before Parliament, to the revenue for each Victorian poker machine venue.

The Government released this data last month. The analysis found:

- > The tax take would have dropped by \$116 million this year if the new rates had been applied
- > Dozens of venues with average annual turnovers of less than \$32,000 per poker machine would have paid no tax to the Government
- > Victorians would need to gamble at least \$300 million more a year to maintain revenue at current levels
- > Small clubs were likely to be squeezed out when licences were auctioned in 2012
- > Cutting the number of machines in venues had had little effect.

Taskforce Chairman Dr Mark Zirnsak called on the Government to rethink the tax rates. "They need to go back and redo the tax rates to make sure Victorians will not have to lose



hundreds of millions more to make up for the lost revenue," he said. "If we are going to have pokies in the community, then we want the local bowling club, who feel they need a bit of extra money, to have them. We don't want licensees to have to thrash them to make up the revenue."

The Opposition also cricised the Government's Bill because the new pokie machine operators would not be banned from making donations to political parties. "It would be completely improper for the Government to be dishing out gaming entitlements with one hand, while collecting huge donations with the other," Liberal Gaming Spokesman Michael O'Brien said.

Rebecca Harrison, a spokeswoman for Gaming Minister Tony Robinson, rejected the taskforce's claims as "groundless speculation". "The Brumby Government has committed

to implementing tax arrangements that ensure the state derives a share of gaming revenue that is broadly similar to the current arrangements." she said.

National Party Member for Benalla. Bill Sykes joined the debate in addressing Parliament on March 10 about the Government's Gambling Regulation Amendment (Licensing) Bill 2009. "The legislation, as proposed at the moment, is unnerving the community clubs which are [part of 1 the fabric of society in our small communities," Mr Sykes said.

In its bid to restructure Victoria's gaming industry, the Brumby Government will have complete power to sell off 27,500 gaming machine entitlements without any regulation by Parliament. The Bill provides no detail of the sale process and allows no oversight by Parliament of the Minister for Gaming's actions.

"The Bill will enable the Minister [for Gaming] to create and allocate licences, but little guidance is provided," Mr Sykes added. "A number of community clubs in the electorate of Benalla rely quite heavily on poker machines for a significant part of their income. Those clubs include the Mount Beauty Community Club, the Savoy Community Club at Myrtleford, the Benalla Bowls Club, the Benalla Golf Club and the Mansfield Golf Club."

GTA announces Victorian Gaming Machine Briefing

The Gaming **Technologies** Association (GTA) is inviting Victoria's hospitality executives to attend a



complimentary briefing on gaming machines at the Melbourne Exhibition Centre from 9am to 5pm on Wednesday, June 24, 2009.

GTAs Chief Executive Ross Ferrar said the GTA and its members were delighted that the event would operate in conjunction with the combined Clubs & Hotels 2009 and Foodservice Infocus Expos from Jun 23 to 25, making it convenient and efficient for club managers and board members, hoteliers and

interested hospitality executives to attend all three events.

"Gaming machines are an integral part of the hospitality entertainment

offering and we are pleased to present important information on the economic, legal and technological environments," he said. To be hosted by Channel Nine's Finance Editor Ross Greenwood, this will be a day of valuable seminars and hands-on demonstration by GTA member companies of many aspects of gaming machine operations and technology. GTA members are seeking to support the Victorian Government's decision to change the

gaming industry to a venue operator structure in 2012 by demonstrating the latest gaming equipment collectively in a non-operational setting. "We anticipate that visitors will obtain a much greater level of certainty about the post-2012 business environment by attending."

Further information about the Victorian Gaming Machine Briefing is available at www.vgmb.com.au and about Clubs & Hotels 2009 at www.clubsandhotels.com.au

GTA operates the Australasian Gaming Expo and the New Zealand Gaming Expo. For further information visit GTA's website at www.gamingta.com

Clubs maintain Bushfire Appeal generosity and enthusiasm

Clubs across Australia have maintained their generosity and enthusiasm with money pouring in to appeals for victims of the Victorian bushfires and North Oueensland flooding.

Clubs, staff and members have spent recent months collecting money for the ClubsNSW Victorian Bushfire Appeal and total donations approaching \$2 million.

CMAA Federal President Bill Clegg, ACCM pledged \$10,000 on behalf of more than 2.700 members when the ClubsNSW Appeal launched. "Our reality is that these people and their communities can only start over again with financial support and we donate this \$10,000 on behalf of CMAA Members throughout Australia," Bill

At the Sunshine Coast Zone AGM on February 10, Clubs Queensland President Don Seccombe said his organisation was aiming to raise more than \$1 million to assist clubs and club managers re-establish themselves and their clubs in the flood-affected regions.

NSW Premier Nathan Rees congratulated clubs and their members on their fundraising efforts so far. "The Club Industry has a wellearned reputation for helping communities in their time of need. I congratulate the board of each of the clubs who donated to the ClubsNSW appeal. It's a decision that is no doubt supported by every member of their club. I'm sure the act of generosity will be greatly appreciated by the Victorian communities who now face the unimaginable prospect of rebuilding their lives from scratch, many having already lost loved ones in the bushfires."

Mounties Group initially donated \$50,000 to the ClubsNSW Appeal, but pledged to match dollar-for-dollar any cash donations from staff and members at the group's four clubs -Mounties, Mounties Bowling Club, Harbord Diggers and Manly Bowling Club - that brought the total to \$83,743.30. Mounties Group President Kevin Ingram said: "As business leaders who pride themselves on being seen as community-minded, it's critical that we be true to these words at such an important time of



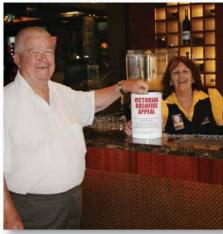
need. I thank those members and staff that have supported our fundraising efforts to date and I also pay tribute to the Clubs Industry for the generosity its has shown nationally to this Appeal."

Asquith Bowling and Recreation Club, one of Sydney's smaller clubs, donated \$10,000 and staged several fundraisers raising another \$13,000 for \$23,000.

Tweed Heads Bowls Club matched dollar-for-dollar member donations that turned \$20,000 into \$40,000.

Katoomba RSL Club hoped to raise \$20,000 from its small community at their bushfire fundraiser, but CEO David Cassidy said that event MC Darryl Brohman and more than 120 guests managed to muster \$41,800.

Cessnock Rugby League Supporters Club produced a generous and emotional donation when the club was struggling with news that 83 jobs were lost in the local Bonds factory



closure. Yet the Club and its members still raised several thousand dollars for the bushfire victims.

South Hurstville RSL Club General Manager Simon Mikkelsen was suitably proud of his club's late-February fundraiser. The six-hour event. involving live entertainment, a sausage sizzle, face painting, petting zoo, raffles, emergency service vehicles and auctions produced more than \$10,000.

Blacktown Workers Club Group General Manager Brenden Visco also reported a \$45,000 donation from the club's fundraiser. More than 300 members and guests enjoyed the event with \$20,000 coming from entertainers, suppliers, sponsors, caterers, raffles and auctions while the club chipped in \$25,000.

A full list of donor clubs to the ClubsNSW Bushfire Appeal, listed by region, is available at www.clubsnsw.com.au



U.S. sales slump hurts Aristocrat

Poker-machine maker Aristocrat has conceded that machine sales to American casinos could be pushed back into next calendar year if economic conditions continue to deteriorate. Chairman David Simpson said he hoped sales would come later this year, but his expectations for American purchases were low because of the poor sales recorded in the second half of its 2008 financial year. Aristocrat is relying on customers in NSW, Queensland, Victoria and the U.S. spending on software and games for its new machine - the Viridian - to boost sales this year. Mr Simpson's comments came after its larger U.S. rival, IGT, said most of its sales would occur in the second half of the year. Aristocrat, which has a December financial year, posted a profit of \$102 million, at the lower end of guidance and 58% lower than last year. Chief Financial Officer Simon Kelly said it was hard to predict when U.S. sales would occur, but he expected there would be a "mild skew toward the second half" of the year. Mr Simpson said the increased availability of the higher-priced Viridian in the U.S. would realise increased earnings. But it



was "unlikely" cashstrapped buyers would replace their machines at a higher rate than before. U.S. customers replace their

machines every 18 years, on average, while Australian replacements occur every 35 years. Overall, gross margins and revenues were dragged down by a poor performance in the high profit-margin markets of Australasia and the key U.S. market, while sales almost doubled in the lower profit-margin market of Japan, which makes up 20% of total revenues, compared with 8% in 2007. Australasian customers bought 44% less machines than a year ago, and the market is expected to "remain challenging", Mr Simpson said. U.S. profits fell 11% as the number of machines sold fell by 21.5% to 10,841. However, games software sales rose 36%. Aristocrat's new CEO Jamie Odell said he would review the business and announce his plans for the company in August. The former Foster's executive met the Casino Control Authority in Sydney last month as part of his licensing requirements. He cannot legally make decisions without the approval of Mr Simpson until he is cleared.

Ainsworth reduces first-half loss

Ainsworth Gaming Technology has posted a smaller first half loss but says it expects to increase revenue in the short to medium term. AAP reported that Ainsworth, a CMAA Career Development Centre sponsor company, sells poker machines in Australia, the U.S. and Europe and is working towards profitability after posting a first half loss of \$2.8 million, compared with a loss of \$10.8 million loss in the prior corresponding period. Chief Executive Officer Danny Gladstone said the company continued to reduce operational cost and place greater resources in research and development. "The company's strategy to establish in the key North American market and the increased level of investment in product development should ensure the company is able to increase its revenue in the medium and long term," Mr Gladstone said. Ainsworth recently submitted its gaming licence application in

Nevada, the largest single gaming jurisdiction in the U.S. "This is a lengthy process which, subject to approval, will have a positive impact on revenue in future periods," Mr Gladstone added. Sales revenue for the six months to



December 31 was \$20.6 million and 5% down over the previous corresponding period. Domestic revenue increased 8% to 43% of total revenue, compared with 38% previously. Revenue from the Queensland and Victorian markets increased by 85% and assisted in offsetting difficult market conditions in NSW, due to previously changed legislation. International revenue fell as the global financial crisis reduced levels of investment by gaming venues. Mr Gladstone said the was well positioned to capitalise on global market opportunities when economic conditions improved.

IGT cuts quarterly dividend

International Game Technology (IGT) of Reno said it slashed its quarterly dividend to save about \$100 million per year. The Las Vegas Sun newspaper reported that IGT, maker of slot machines and casino information and networking systems, said its board of directors declared a quarterly cash dividend of 6 cents per share - payable on April 7 to shareholders of record on"March 24. The dividend was cut from 14.5c per share. "In the current environment, we believe a revised dividend is the most prudent decision and in the best interest of IGT and our stakeholders," Chairman and Chief Executive T.J. Matthews said. "An unprecedented credit market environment and recessionary economic conditions have suppressed industry revenue expectations for the near term. Although the company continues to generate strong cash flow, a

reduction to the dividend will allow the company to continue to return value to our shareholders at a competitive market rate and supports our efforts to fortify our balance sheet to ensure IGT is well positioned to invest in growth opportunities over the long term." With the recession reducing

> spending by gamblers at casinos, IGT faces a decline in sales to the gaming industry. During the past five months it moved to cut expenses twice by cutting

iobs – 460 in November and 200 more in January, IGT, a big employer in Reno and Las Vegas, said on January 22 that it remained profitable, but less so than during 1997. IGT earned \$65.7 million or 22c per share in the period ended December 31 against a profit a year earlier of \$113.7 million or 36c per share. Product sales declined 8% to \$288.3 million.

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