


# Club Management

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## IN AUSTRALIA

May 2009  
Vol 78, No 203



Club Secretary Manager  
Course presenter Allan  
Peter (centre) with  
Mathew Roper and  
Joanne Pieper at the  
CMDA's inaugural course.

# TRAINING TRIUMPH

Students give Club Secretary Manager Course thumbs up

- INSIDE: Mid Year Executive Leadership Brochure: Pages 27-30
- What's Happening In The Zone: Pages 33-45



Chris Jones, CEO, North Ryde RSL Club

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## ➤ Pages 16 & 17

In what ways do your managers need to be stronger and more effective? Most CEOs have a "wish list", but few dare to speak openly about it. In fact, most of what's desired is trainable, but it needs more than a quick "spray" to create a stronger and smarter management team. Training for senior staff will be most effective when it combines intensive, short workshops, specific projects related to the club's needs plus coaching and support during the length of the project. It's a process and there's something satisfying to know that it won't ever end ...



## ➤ Pages 20 & 21

A new dismissal system will be introduced as part of the new workplace relations system that Workplace Relations Minister JULIA GILLARD brought to the Federal Parliament in February. New dismissal laws will come into effect from July 1, 2009. The objective is to ensure good employees are protected from being dismissed unfairly, while enabling employers to manage under-performing employees with fairness and with confidence. The Code sets out the circumstances in which a summary dismissal (a dismissal without notice or warning) is warranted, including cases of theft, fraud and violence ...



## ➤ Pages 48 & 49

Gaming reform in Victoria has hit a dead end. In February, the Brumby Government introduced a new Gaming Bill into Parliament to take Victoria towards an owner-operated structure from 2012. Gaming Minister TONY ROBINSON lauded the Gambling Regulation Amendment (Licensing) Bill 2009 to end the Tatts/Tabcorp duopoly as a windfall for clubs and hotels. But, the Coalition and the Greens have failed to support the Bill in the Upper House, forcing the Minister to declare a possible return to the duopoly. Reporter KATIE CINCOTTA investigates what exactly did the Victorian Government outline in its radical new plan for the "pokies"?

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## The solutions could be around you - in your teams

By **DANNY MUNK, ACCM \***

Prior to writing this article, I had been doing some industry reading. It would be fair to say that most of the reports would have been unbelievable just three to four years ago. Yet, in the

past 12 months, so much has happened so fast that what appeared "unbelievable" now is the next news article.

Harrah's and MGM, which between them controlled 16 out of the 25 major properties in Las Vegas, are facing major issues due to their debt burden. The original concept of property consolidation made so much sense. Overnight, the customer traffic and, in turn, revenue has just plummeted. Suddenly, being "big" was not the position that we believed it to be.

The Station Group - the largest local property group - also is facing major funding issues, threatening the jobs of almost 10,000 Las Vegas. These are groups that have been setting standards in properties, customer service and loyalty programming. Red Rock is a landmark property. Stations created a portfolio of properties second to none. This was to be the backbone of their newest property, "Aliante", which was many years in the planning, opening in November 2008.

To say they have opened in some of the worst times Vegas has seen is an understatement. Are the numbers good? No, they are not. What does stick in my mind is the comment made by the property's senior management: "We built this property for the long term."

Sometimes, while you weather the storms of today, you must remember that the businesses we are in are all for the long term. Sometimes, we need to make tough decisions to get us to the other side, but you must remember that the goal for our industry is tomorrow ... tomorrow for our clubs, communities and all the stakeholders who believe in our industry.

Currently, the impact on many industries is extreme. Some are doing well, but many are being impacted and being impacted very rapidly. Not only are clubs feeling the burden, but so too are our suppliers and our customers. It's our responsibility as managers to take this into consideration when we focus on our business. We need to understand that we are facing a rapidly changing market -

a market that can change again just as rapidly in the near future. Not only do we face the current economic storm, but we face a community that no longer associates the values of clubs with responsible gaming and beverage service.

Who knows which way legislation will lead us? Not only do we have this burden, but armed hold-ups are on the rise and clubs, as with hotels, are the last of the "cash bastions" in our communities.

So, what will get you through? Does someone have the answer? Yes, and most times those answers are around you.

People who have invested in their teams are riding the waves better than most. Why? Because during a storm, a good team can batten down the hatches faster than an individual. A good team can change direction faster than a team of individuals with their own agendas. A good team will refocus their business plans, marketing plans and synergise with their budgets faster than a solo leader. Teams hold your intellectual property, they nurture it and they grow it.

As a leader with values, a team that lives these values and an organisation that supports these values can get the organisation through the storm and move steadily into smoother waters. There are many people who help leaders create teams, show them how to nurture their teams and mentor their leaders - even show the leaders how to mentor their teams.

If you feel this is an area you are moving forward in, then excellent. I suggest that you should take the next step and challenge yourself by talking to others who recognise "team builders".

If you are not sure that you and your team are handling the storm, then perhaps it's time to ask for help. Seeking help is not a sign of weakness, but a sign of a leader who wishes to take the team out of the darkness.

If this is a topic you are interested in, contact me or other members of the CMAA Executive for guidance on what steps you need to take to create a team that can handle any storm.

> **DANNY MUNK, ACCM,**  
is the CMAA Federal Vice President



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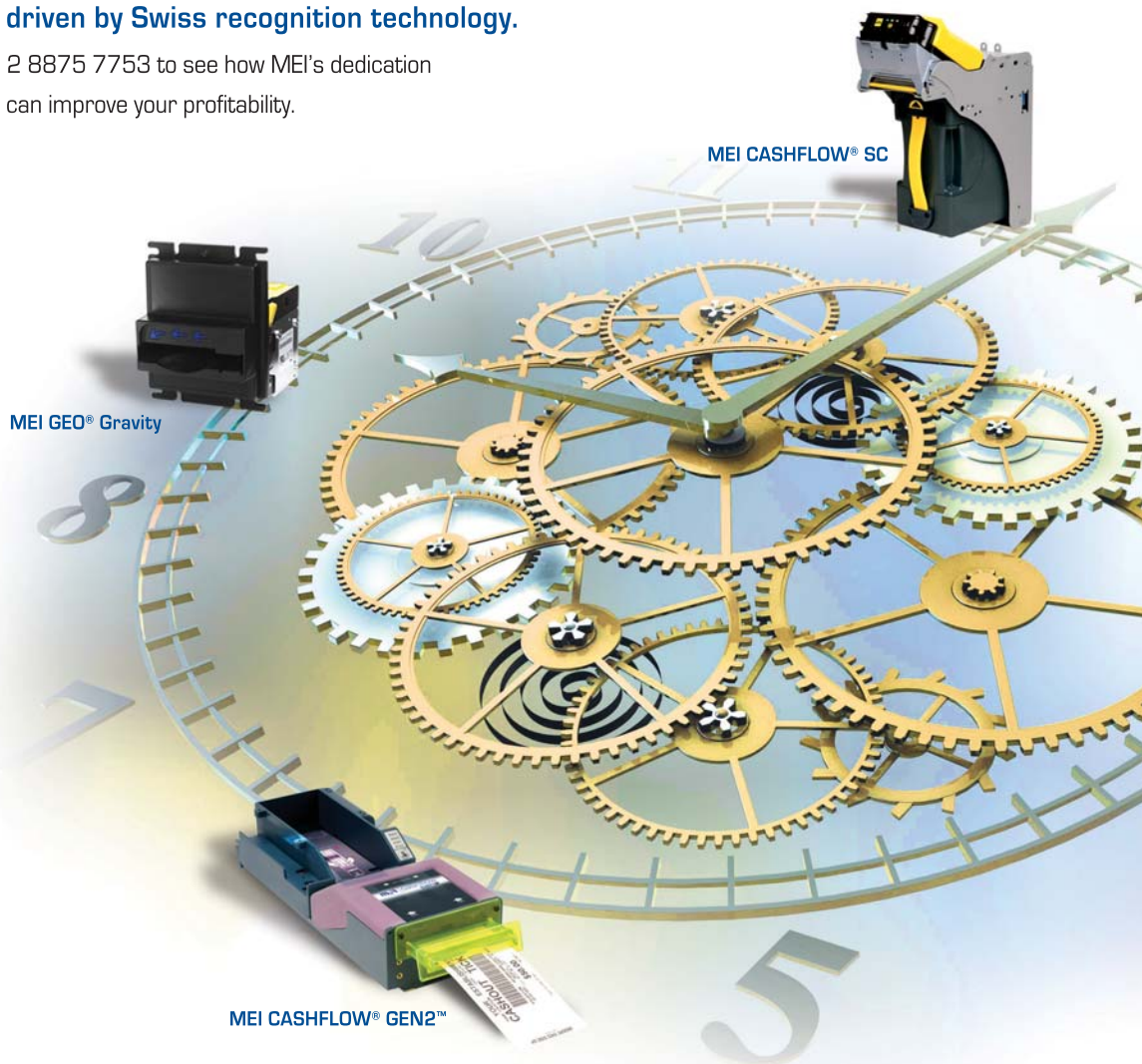
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## Statesmen make us proud and remind us of all that's good in our business

It's funny how the little things get your attention. I read literally

hundreds of letters, emails, magazines and brochures every week ... some complaints, some requesting financial support or CMAA assistance, others invitations and notices of meetings and functions. Somewhere, amongst a stack of emails, came a seemingly unimportant note with a couple of photos attached from Ian Elliot, the son of CMAA Life Member and former Federal Secretary George Elliot. The note said George had celebrated his 85th birthday with a few laps around Eastern Creek Raceway in a V8 Supercar - a gift from Ian and George jnr (see Peter Sharp's report on P51). Towards the end of the email, Ian wrote a couple of simple sentences that made me stop and think hard about this Association and the Club Industry. Ian wrote ... *"Dad was Secretary Manager at Yarra Bay Sailing Club for 10 years, then Secretary Manager at Coogee Randwick RSL Club for 20 years before retiring at 66. He is a past State and Federal Secretary of the CMAA and is immensely proud to have been a part of this organisation. His Life Membership is displayed proudly in the home to this day. He and all of the family are immensely grateful for the ongoing kindness that the organisation continues to display by inviting him to all your events and acknowledging his contribution. A lot of organisations and companies could learn a lot from the dignity you and your members continue to show towards those who went before."* Ian's words were heart-felt and genuine. And, because it came from the son of this distinguished club statesman,

it helped me better appreciate the place that the CMAA and the Club Industry has in the lives of men and women who dedicate their working lives to their clubs. A few days later, I conscripted another Life Member and CMAA Past President, Les Evennett, to record a video to support the *"Raise A Glass"* campaign that CMDA Sponsor company Foster's ran in the lead-up to Anzac Day 2009. Les, 92, is one of the famous *"Rats of Tobruk"* and I thought he'd be the perfect person to fly the CMAA flag in support of this campaign that raised awareness and funds for Legacy in Australia. Les is also a Life Member at Brighton RSL Club where he was the club's first Secretary Manager and served for 25 years until he retired. The Raise A Glass video ran on the CMAA website until Anzac Day. Les sat down and read through the script a few times and declared he was ready to go. The camera rolled. A few seconds later it was done ... he got it - every word, without a falter - first take. We had a few more cracks at it before we packed up and, each time, he got it. We - the CMAA and the Club Industry - are blessed to have men such as Les Evennett and George Elliot to hold up as a reference point for everything that is good about what we do and why we do it. They are men who gave their working lives to the club philosophy of offering members a place to relax and socialise and to make communities they served and the lives of people who live there better by their generosity.

I've also had the privilege of attending the CMAA's first Corporate Governance Cohort for 2009 at the Tweed Heads Campus of Southern Cross University

with a dozen CEOs and their club Presidents at the end of last month. The university environment adds a great deal of prestige and status to a course that offers both the manager and the board executive the opportunity to focus fully on comprehending the reciprocal roles and responsibilities in running a registered club, particularly in this period of global and domestic economic downturn, dramatic legislative change for the Club Industry and ever-changing compliance. It's a big time and cost commitment for any club, but each day ends with a greater realisation of the relationship, partnership and respect required to make a club successful in these challenging times. I've yet to hear a manager or president make a negative or cynical comment about the course and the product of the day's workshops, forums and debate. It's a remarkable experience for those involved and for me, as an observer. Professor Michael Singleton does a world-class job packaging and presenting this vast topic and the work is internationally ground-breaking for club management. I'm proud that the CMAA and the CMDA has been able to collaborate with Southern Cross University to deliver a course - and opportunity - to our members and their clubs.

In closing, I want to register the CMAA's deep regret at the passing of OLGR senior executive Brian Farrell. The CEO of the Casino, Liquor and Gaming Control Authority died suddenly on January 30.

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

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# Teacher would have been happy to sit in on this class

The CMAA has developed a club-specific course for existing General Managers, CEOs, Secretary Managers any young executives with ambitions to climb the Club Industry's corporate ladder. CMAA Federal Secretary ALLAN PETER, with more than 40 years of Club Industry experience, is pioneering the four-day program - Club Secretary Manager Course - that offers a definitive guide to the role and responsibilities of senior management. The response, already, has been overwhelming and identified a professional development path that every senior manager should consider. On Page 13, you'll find a summary of comments by three experienced club managers - GEOFF VIDLER, MAUREEN HAYWARD and CAMERON PROVOST - about the course and its value to their careers ...

Allan Peter sits back and considers how important the CMDA's new Club Secretary Manager Course would have been for him. "Life would have been a lot different and a lot easier to comprehend," the 40-year Club Industry veteran says. "You learned something new and important every day, but the problem was that it only fitted the environment and the context of the club that you were working in. It could be applied to

other circumstances in other clubs at another time, but there was no sense of policy or process ... you were flying and learning by the seat of your pants."

The CMAA's Federal Secretary and presenter of the four-day course, staged over two consecutive weeks at the CMAA's Education Centre at Auburn, Allan describes the Club Secretary Manager Course as "first class". "I can't begin to understand

how important this course could have been for me when I got into senior management roles," he says with a smile. "While it's club-specific, the theory attaches itself to all forms of management. Ralph Kober has done a superb job putting the course and the curriculum together."

The course investigates and quantifies virtually every aspect of the senior management role - from the board to conducting meetings, from constitutions to OLGR legislation, compliance and corporate governance. "There's not much - if anything - missing and we've, so far, had nothing but support and positive feedback for the course," Allan added. "Perhaps the only gripe is that these people are away from their offices for four days and they say they struggle to fit the study days in. In the finish, they say that every day of the course is valuable and important and they probably couldn't afford not to have done it."

Continued page 12



The inaugural CMDA Secretary Manager Course class of 2009 with presenter Allan Peter (front row middle).

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## 12 CMDA Club Secretary Manager Course

From page 11

Allan agrees that it would be easy to consign the “networking” aspect of the four days to being outside the heavy workload, but the first quickly illustrated how important the exchange of ideas and experiences was for every member.

“We had 20 people go through the first course and I think every one of them commented on the importance of that ‘common bond’ that goes with running a club in these challenging economic times,” Allan said. “The students expected that kind of input from me, but the thing that allowed them to immerse themselves in the course and the experience was being able to chat in an open forum about the personal and professional challenges they face every day. And the interesting thing is that, although they came from the spectrum of clubs and locations, their problems were similar and many went away with strategies and ideas for dealing with problems - and that came from their classmates ... fellow managers.

“I’m sure that each of those students in the first course went away with 19 new friends and professional allies ... people they know they can trust to pick up the phone and seek advice or a sympathetic ear for a problem because they have already shared that experience and relationship over four days at Auburn. I don’t think that you can put a price on that level of support in this industry.”

Ralph Kober says he’s delighted with the response to the course, its relevance for top-level managers and young executives on their way to the top of the corporate ladder. “The uptake for this course has been excellent and it’s pleasing that Zones outside the Sydney area have seized on the opportunity to ‘buy’ the course into the Zone so that members don’t have to travel to have the benefits of such a significant career development opportunity.”

The feedback from the first course and group of 20 managers has been more than encouraging for Ralph and Allan. “It looks like we have found a strong combination of topics and presenter because almost everyone is describing the course as a significant learning experience and something that they wish they’d had the opportunity to do before they moved into their club’s senior management



*CMAA Federal Secretary Allan Peter, a 40-year Club Industry veteran, works with Club Secretary Manager Course students at the CMAA’s Career Development Centre at Auburn.*

role,” Ralph added. “And that outcome was shared by everyone ... whether they have been in the job five years or 35 years.”

Allan pointed to Corporate Governance, legislation and compliance as the topics that brought the group together and focussed their learning energy and attention.

“Managers these days carry an enormous responsibility and burden in supervising staff and advising boards on the many and changing aspects of these three major issues,” Allan said. “The CMAA, through Southern Cross University at its Tweed Heads Campus, runs a tertiary-level course focusing solely on Corporate Governance, so that underlines how significant this subject is in the lives of all managers. Throw in ever-changing OLGR legislation and compliance, taxation changes, Industrial Relations, OH&S and staff issues and it’s not hard to understand why it takes four days to cover ... this is a course that every manager should consider.”

The CMDA Club Secretary Manager Course focuses on ...

- Preparing managers for the role of General Manager, CEO or Secretary Manager of a registered club.
- Refreshing and updating General Managers, CEOs or Secretary Managers on their roles and responsibilities for running a registered club.

- Understanding the role of the Company Secretary, the role of Management and the Board.
- How to prepare and conduct Board Meetings, introduce managers to Club Constitutions, member meetings, notices, disciplinary meetings, motions and more meeting procedure.
- Demystifying legislative and Office of Liquor and Gaming (OLGR) auditing requirements.
- Explaining key areas of gaming compliance, general administration and finance.
- Enacting compliance with management and accountability provisions as set out in Part 4 & Part 4A of the Registered Clubs Act 1976.
- Corporate Governance and Corporations Law.
- Unpacking the Liquor Act and Registered Clubs Act, Responsible Conduct of Gaming (RCG) and Responsible Service of Alcohol (RSA) Policy and Practice.
- Managing the CDSE function.
- Managing change and strategy implementation and decision-making.
- Providing managers with the recognition needed to demonstrate to a Board the knowledge to hold the position of General Manager, CEO, Secretary Manager and Licensee of a registered club.



# Managers assess values of major commitment



## GEOFF VIDLER

Acting General Manager  
Mosman Returned Servicemen's Club

"I've enjoyed the course very much, particularly the legal content. I think the legal content, when we had the solicitor speaking yesterday could have gone longer ... It was a bit rushed and there was great benefit out of it. The course has been very informative and I've enjoyed it. Also a Director at Chester Hill RSL & Bowling Club, Geoff Has been in the Club Industry for more than 30 years, starting off in bar and in the cellar, working his way up through the ranks and responsibilities to join management. A CMAA member for more than 18 years, Geoff describes the Course as something of a "refresher" for his many years of on-the-job supervision and learning. "I have never been in such a senior management role before, having spent the previous five years as an Operations Manager, where I have learnt a hell of a lot, but I've learnt a lot more out of this course in the past few weeks. The process and strategy of decision-making, corporate governance, compliance have been very important information and learning points for me. Personally and professionally, the networking with other managers and social contact with people in similar roles but different types of clubs has been beneficial. It's comforting to know that everyone is encountering the same problems with compliance the major issue. Compliance on clubs these days is what we are having trouble with and it's a full-on job keeping up with compliance."



## MAUREEN HAYWARD

CEO  
Canada Bay Club

"I have learnt a lot. You get so bogged down in your day-to-day work and just hearing the stories from other people, I've learnt a lot out of that. I also think that I've bought a lot to the course through my discussions in the class. I hope the younger ones that are here are learning a lot from the experience of senior managers on the course. We were talking outside about getting bogged down in the office and not getting out to network beyond our daily duties and this course feels like it's designed around that, which is excellent and should have been in place a long time ago. Maureen started in clubs - behind the bar, then calling bingo and running promotion nights - with Terry Buck at St Marys RSL Club in 1983 and later as an office administrator with Bill Webster at St Marys Leagues Club. Despite trying to retire to the bush in 1996, Maureen returned to the coast and started at Canada Bay Club as Financial Controller before becoming CEO in 2005. "This course would have been a great help to me going into these senior management jobs. Until you get to the top job, you don't realise the responsibilities and, in the last few years with the changes in legislation and how to cope with that and still manage your club, it would have been far easier for me going up into the role knowing the theory and concepts of the job even though I had been in the industry for so long. Having experienced and absorbed so much, the course reassures me what I know fits with the technical criteria at this level. I'm very happy that I've done this course and would recommend it to all senior managers ... in fact it will be important for my Operations Manager and Financial Controller to do this course, which is excellent value. Allan Peter is an exceptional trainer it's the first time I've met Allan, although I've done a few courses here over the years."



## CAMERON PROVOST, ACCM

General Manager  
Orange Ex-Services Club

A member on the CMDA Board of Management Studies, Cameron Provost, with 17 years in the Club Industry, is not a "hard sell" when it comes to the value and importance of senior managers maintaining and upgrading their education and professional development levels. "This course has been invaluable for me ... making sure I'm on the right track with a lot of things that I'm doing from a performance point of view and to reinforce what I'm doing is on the right track. The bonus is that I've picked up three or four things that will be invaluable for me and the club. This would have been a very valuable course for me moving from Operations Manager at Parramatta Leagues Club to the Orange job ... would have made me for more comfortable going into the role knowing what your 'big ticket' items are and your compliance responsibilities. There's a lot of reassurance knowing that you're not the only one who faces the massive challenges that go with moving from Ops Managers to General Manager and the fact that the buck stops with you - and what goes with that. Any young manager with ambition to become a General Manager, should undertake this learning and networking. The networking aspect of the course, also, has been very important and another bonus, with plenty of good conversation and reassurance knowing that people [managers] like me are bumping into comparable problems. I've now found another 19 people - plus Allan Peter, our presenter - to talk to if and when I bump into issues that someone discussed during the course. I'll certainly be encouraging my Assistant General Manager and Financial Controller, who both attend our club board meetings, to do this course because it will add so much to their understanding of how they can better support me and improve so many aspects of the business and the club for our members."



## Peter picks up the pieces after North Haven club robbery

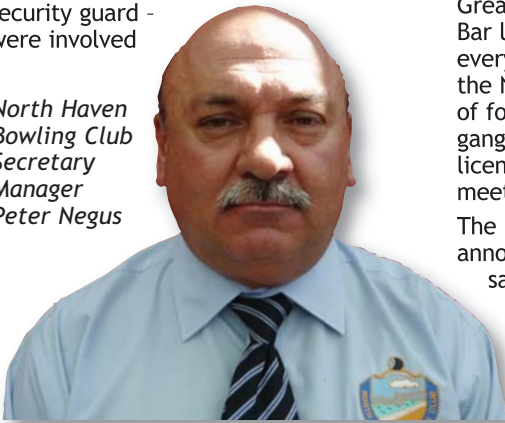
Peter Negus hopes he's had his first and last brush with armed robberies at his North Haven Bowling Club. "I think we were as vigilant and well-prepared as we could be, but it didn't stop these blokes getting in and taking the money ... I'll be forever grateful that no-one was physically hurt during the robbery," Peter, the club's Secretary Manager said.

State Protection Support Group (SPSG) officers were on the spot within minutes of the five men smashing their way into the club just before 10.30pm on Sunday, April 5. Four of the five were arrested at the scene of the robbery, while the other escaped in a vehicle and, despite a Highway Patrol pursuit and the use of road spikes, eluded police and is still at large.

(see other story on this page)

Three of Peter Negus's staff - a senior supervisor, supervisor, senior staff member and security guard - were involved

North Haven  
Bowling Club  
Secretary  
Manager  
Peter Negus



but uninjured in the robbery and, three weeks after the event, were still off work receiving medical and counselling support. The supervisor, senior staff member and security guard were tied up during the event, while the senior supervisor was forced to access the money for the thieves. "It was a terrible thing and, although we had discussed all available strategies and measures, we weren't able to stop them breaking in," Peter added. "We had looked at lighting, doors on 'exit only' of what could have been security weakness points, money-counting procedures ... every member of staff - and the Board - participated in an armed robbery awareness program, so I'm not sure what more we could have done."

At CMAA Executive Officer Terry Condon's invitation, Peter, the club's boss since 2005, spoke about the robbery and its consequences at the Great Lakes Zone Meeting at Club Old Bar last month. "It's something that every manager on the North Coast and the New England region has been aware of for some time with this, and other gangs, carrying out robberies at licensed premises," he told the meeting.

The Barringtons Security Alert that announced the North Haven robbery said SPSPG Police believed this was the same gang that carried out robberies, including the Armidale City Bowling Club crime when the club's General Manager and

North West State Zone President Phil Wheaton was struck in the face with a hammer and left unconscious during the robbery, across the north of NSW.

"I sincerely believed we might be too tough a target for robbers ... that they had put us in the 'too hard basket' - but, I was wrong," Peter added. "We are an upstairs club with residents close by, lighting visible into the club, good external security lighting and security guard positioned outside the club in the evenings ... we worked hard to make sure all the pieces were properly in place.

"Because of the robbery at Lake Cathie a few months back and the Armidale robbery, every club in the area was - and still is - on guard for these blokes and anyone else looking to rob us.

"A former Sydney detective conducted the security training for all staff and club directors so we were well informed and instructed in armed robbery behaviour techniques ... I'm not sure what else we could have done."

"The lesson is that every person responsible for delivery of service in a club - from the President to the General Manager and the people behind the bar - must be educated in how to behave if someone comes crashing through the front door waving a gun ... it's something that will save lives. And, in the end, that's the only thing that matters ... that the people on the wrong end of the robbery will come out alive and safe."

## Court told bowling club hold-up accused are sorry

Four men charged with an armed hold-up at North Haven Bowling Club have apologised for their actions. Solicitor Carolyn Kelly told Port Macquarie Local Court on April 7 that the men intended to "take full responsibility" for the crime.

The *Port Macquarie News* reported that Martin Ballengary, 26, of Kempsey, with Benjamin Wilson, 21, Kevin John Dickson, 23, and Joshua Dickson, 19, all from West Kempsey, were charged with robbery in company. The men did not enter pleas to the charges but, through Mrs Kelly, apologised to the Court. Magistrate Thomas Hodgson ordered a Police Brief be prepared by May 14 and adjourned the matters until May 21. The men appeared in custody and did not apply for bail.

The four were arrested on Sunday, April 5, by State Protection Support Group (SPSPG) heavily armed officers as the four allegedly attempted to flee the scene of an armed robbery at North Haven Bowling Club. Police allege five men armed with knives, a hammer and sticks smashed their way inside the bowling club just before 10.30pm. Three staff members and one security guard were tied up during the robbery before the men allegedly ransacked an office area.

The men were confronted by SPSPG officers, who had contained the area after receiving a tip-off about the robbery. One of the offenders was arrested, another escaped on foot, while the other three retreated into the club before surrendering to police shortly afterwards.

The staff were released uninjured. A short time later, Highway Patrol Police spotted a stolen car carrying the fifth offender traveling on Hastings River Drive in Port Macquarie. Police pursued the man to the Pacific Highway, where road spikes were used to try and stop the car. The man ran into thick bushland and, although Police searched the area with the help of the Dog Squad, he was not found. The arrests were part of "Operation Marquet", formed by Mid North Coast Local Area Command Police following a number of similar armed robberies on the North Coast and in the New England. Those robberies included the brutal Tamworth City Bowling Club robbery where General Manager and North West State Zone President Phil Wheaton was assaulted with a hammer.

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# When creativity is set free, business benefits in

In what ways do your managers need to be stronger and more effective? Most CEOs have a “wish list”, but few dare to speak openly about it. In fact, most of what’s desired is trainable, but it needs more than a quick “spray” to create a stronger and smarter management team. What actually makes an ideal manager ...

- He/She can improve teamwork and co-operation between staff in the kitchen, bistro, bar, functions and gaming. Is a very good communicators.
- Has good number skills and can understand and track financial reports, budgets and trends. Is comfortable with spreadsheets and monthly figures.
- Has great organisational skills, can identify the weaknesses that lead to inefficiency or poor communication - and fix them.
- Has good planning skills and can research ideas, prepare budgets and write proposals. Is already working on ideas for 2010.
- Is fast, a little impatient and can drive improvements in work speed. Looks for ways to achieve more with fewer staff, how to use equipment more effectively and welcomes the opportunities when it’s busy.
- Customer satisfaction makes him/her happy. Seeks out feedback by word-of-mouth, online and written comments and watches the number of return visits. Sees complaints as an opportunity.
- Works to improve own skills and skills of others. Knows this allows movement to higher tasks and focus on business building.
- Is flexible - able to chat with members, sell a function, deal with difficult staff, motivate a tired team, wrangle a good deal from suppliers and convince the boss to invest in new equipment.

Training for senior staff will be most effective when it combines intensive, short workshops, specific projects related to the club’s needs (e.g. catering improvement, better function service, developing standardised systems etc.) plus coaching and support during the length of the project.

Here’s how it can work in practice. It’s a process and there’s something satisfying to know that it won’t ever end. As one set of skills and management “muscles” are improved, another set is “discovered” that will need strengthening. For example, if you want staff to run a large function department, first make sure the supervisor can carry three plates, handle safety issues and train new staff quickly. Then, you can move onto their sales skills,

communication with clients and public speaking.

Is this all a fantasy? Not really.

It was part of the vision of Rob Morrison, CEO of the Frankston RSL Club in Melbourne. The club is busy and growing fast, and it attracts great staff. But, for the team to keep up with plans for the future, everyone’s skills needed to be improved. An in-house three-day program of mini-workshops, custom-designed and facilitated by Profitable Hospitality Managing Director Ken Burgin to meet the brief and supported by specialist presenters was the ideal solution.

Rob was keen that this training would not just be a “nice day out” and forgotten when everyone returned to their regular routine. Most participants had already done Certificate 3 or Certificate 4 hospitality training, so they weren’t strangers to education. “The success of our business growth depends on the level of knowledge, productivity, and personal motivation our team brings to its daily work and staff management,” Rob said. “It’s important that each individual feels valued and supported - once you stop extending your employees and increasing their skills, you quickly go backwards. Also, I knew that to continue our monthly trend of 16% growth would take some serious commitment to the personal and career development of our senior managers.”

Areas focused on included ...

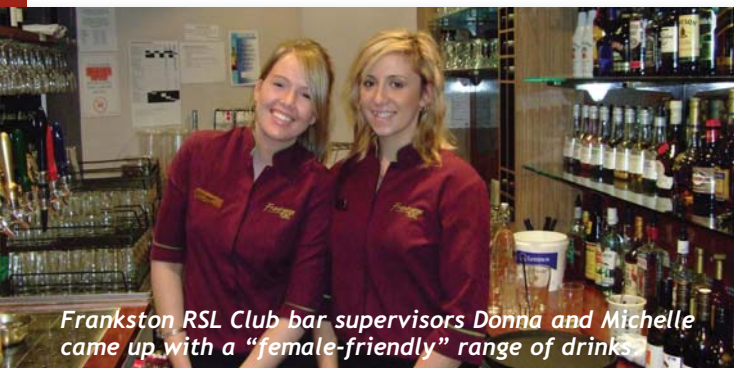
- Leadership skills - putting theory into practice
- Service leadership for food and beverage managers
- Kitchen management skills - understanding costs and percentages
- Function supervision and sales
- Bistro and Bar supervision and sales
- Personal effectiveness and wellbeing - managing stress and improving work/life balance

Following the intensive three-day workshop, each department committed to a specific project to be achieved over the following four weeks ...

- Increased sales in the traditional member’s bar
- Improved dessert sales in the bistro
- A welcome program for new gaming patrons
- More food sales in the bar
- Better product knowledge for bar staff
- More “restaurant-quality” service in the bistro
- Creating a function operations handbook
- Improving bistro booking efficiency

In the kitchen, there was an intensive review of recipe costs, upgraded food safety training and the introduction of more cost-effective bistro and function menus. On a personal level, even the basics such as adequate sleep, exercise, good diet and inter-personal communication skills were self monitored.

Progress updates and photos of “work in progress” were posted to a special online forum - everyone could see the action underway. Participants also received regular emails and a twice-weekly SMS message with a key point from the initial workshops e.g. a reminder of the “Cycle of Service” system they developed, or a staff training tip. Two of the team took responsibility for updating the web forum and reporting on progress.



Frankston RSL Club bar supervisors Donna and Michelle came up with a “female-friendly” range of drinks

## unexpected ways

After four weeks, there was a real buzz in the air as staff assembled to report on progress. A short quiz had everyone focused on what they had done and the issues covered. Not only had planned targets been achieved and exceeded - new ideas were still bubbling up, even on the day. The Members Bar now is selling a much wider range of beverages and wines, no longer just a haven for beer drinkers. When Donna and Michelle, the two bar and gaming supervisors were asked about areas of continued sales weakness, they immediately came up with a plan for "female-friendly" frozen margaritas, having seen it work well elsewhere. It was their idea, fully owned and backed up by a CEO who would make sure they had the resources to put it into practice and expect real results. When creativity is set free, the business benefits in many unexpected ways.

Of the many benefits observed from the program, one of the most important has been the personal development of each team member. "When managers and supervisors have been promoted from within, one of the most challenging aspects is managing relationships with their friends and other workmates," Rob added. "It's hard to be assertive and confident in supervising their colleagues. Great headway is being made with open and clear



*Frankston RSL Club chef Thierry enjoying the opportunity for change and innovation in the kitchen.*

communication skills improving. Since the training, we are seeing departments interact with each other far more. Bars are running wine promotions - previously unheard of. The food in the bar has been changed. There is increased interaction generally between all team members ... the 'feel' on the floor is one of service and professionalism."

For Rob, the recent development of the 90-day business plan, traditionally viewed as an onerous task, was completed in 30 minutes by a highly motivated and enthusiastic team. This spoke volumes about the success of the investment.

Next September, attendance at the second CMAA Club F&B Management Summit - again developed in collaboration with Ken Burgin, of Profitable Hospitality - is the chance for all clubs to extend the skills, knowledge and motivation of its management team.

There will be 20 presentations, including 10 "Master Classes", with experts from across the Club F&B industry, such as Rob Morrison, sharing their knowledge and experience.

Keep the dates - September 8 and 9 - free.

If the example of Frankston is a benchmark, then all clubs can reap the rewards of sound investment with healthy growth in challenging times.



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# Many aspects of Club Industry a 'legal

Clubs, like most businesses in this hectic economic environment, are a legal minefield. Whether it's industrial relations, human resources or accident liability, clubs - and club managers - face an avalanche of legislation and duty of care in a myriad of environments. In this article, Partner **MICHAEL GUIHOT** from **Easter Commercial Lawyers** - a CMDA Career Development Centre sponsor - profiles a case study of an assault incident in a club, the legal argument, finding, appeal and subsequent outcome of what appeared, initially, to be a relatively common and innocuous event. The case examines the liability of a club and security guard company for a violent attack on a licensed club patron by another patron ...

## The Incident

At around 11.30pm on a weekend earlier this decade, a club patron was the victim of an unprovoked assault by another patron inside the club. As a consequence of the initial incident, security guards - working for the security company that the club employed - evicted both men from the club. The aggressor was evicted through the club's eastern entrance, while the victim was evicted through the western entrance a short time later. The aggressor left the eastern car park before re-entering the club's western car park. As the victim walked through the western car park, the aggressor ran up and "king hit" him. The victim was in a coma for around two months and suffered

significant brain damage as a result of the assault. The victim sued the club and the security company in the NSW Supreme Court.

## Duty Of Care and Breach Of Duty

The NSW Supreme Court, comprising a single Judge, found the club and the security company owed a duty of care to a club patron who had been the victim of an unprovoked attack inside the club. The Judge found the club and the security company were in breach of their respective duties and should have:

- at least attempted to identify the aggressor in the initial incident to determine whether the victim required further protection;
- monitored the entrances to the western car park to restrain the aggressor from re-entry;
- staggered the interval between the victim's departure and the aggressor's departure by a longer period;
- provided a security guard to escort the victim to his car.

## The Appeal

On January 30, 2009, the NSW Supreme Court - Court of Appeal (comprising three judges) set aside the original Judge's judgment and orders and, instead, ordered judgment for the club and the security company against the victim.

## Duty of Care - No Breach

Like the original Judge, the Court of Appeal re-stated the law recognises that the occupiers of licensed premises, such as registered clubs, may be liable for

the wrongful or criminal conduct of its patrons.

The basis of the liability lies in the control the club exercised over its patrons and the club's knowledge, or ability to know about, patrons' intoxicated condition.

The club was subject to a duty to exercise reasonable care arising out of the intoxicated or dangerous condition of its patrons, which duty extended to the protection of a patron while the patron is on or departing from the premises.

## No Breach of Duty

The Court of Appeal reviewed the facts of the case and examined what security company staff actually did, which was to remain with the aggressor for 10 minutes, talking to him and satisfying themselves that he had calmed down and that he intended to go home with his girlfriend, before allowing the victim to leave the club.

Unlike in the initial judgment, the Court of Appeal held that the initial incident, although involving an unprovoked assault, did not require the club or the security company to take greater measures than they did to reasonably protect the victim from further injury at the hands of the aggressor.

## Delegation of Duty

The club argued that it had delegated the discharge of its duty with respect to the safety of patrons to the security company.

The contract between the club and the security company was not put in evidence.

Instead, the club provided the Court with its invoices from the security company, totalling \$35,000, for the week of the incident.

The "common sense" inference to be drawn, it argued, given the total amount paid for security, was that

**"Clubs may be subject to a duty to exercise reasonable care arising out of the intoxicated or dangerous condition of patrons, which duty extends to the protection of a patron while on or departing from the premises of a club ..."**

# minefield'

the club had delegated responsibility for all aspects of providing security to the security company.

In the ordinary course of events, it was the club's Duty Manager who had the final say on whether a patron was asked to leave the Club.

The club's Security Statement of Policy stated that: *"Security operatives should refer all incidents to Management where the decision will be made after personal assessment as to whether the incident is serious enough to require persons to leave the club."*

*Notwithstanding, if a security operative witnesses a serious offence being committed that would justify an immediate arrest to prevent the continuation of the offence or an injury to a person there is discretion to immediately intervene."*

The Court found that:

- the invoices were not evidence from which any inference could be drawn about responsibility for



## Eastern Commercial Lawyers

matters such as the eviction of intoxicated or quarrelsome patrons or, more generally, the design and implementation of a security system;

- the circumstance that security staff were permitted to use their discretion in urgent situations without recourse to the club's Duty Managers did not demonstrate that the club had delegated responsibility for the security of its patrons to the security company.

### What You Can Do

While the ultimate outcome of this case was in favour of the club and the security company, it was decided only after a careful review of the facts of the particular incident.

The Court of Appeal restated the obligations of all clubs towards their patrons: Clubs control their patrons and know, or have the ability to know

about, the intoxicated condition of patrons. In those circumstances, clubs may be liable for the wrongful or criminal conduct of their patrons.

Clubs may be subject to a duty to exercise reasonable care arising out of the intoxicated or dangerous condition of patrons, which duty extends to the protection of a patron while on or departing from the premises of a club.

In light of the Court's decision, it may be pertinent to review your club's

- security agreements and security procedures
- workplace security
- workplace relations and incident policies and procedures
- staff training procedures

to ensure that your club would be protected if a similar incident occurred.

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# Fair Work Bill brings new unfair dismissal regulations

A new dismissal system will be introduced as part of the new workplace relations system Workplace Relations Minister JULIA GILLARD brought to the Federal Parliament in February. New dismissal laws will come into effect from July 1, 2009.

- Under Work Choices, employees in businesses with up to 100 workers could be dismissed for any reason without any right to challenge the dismissal as being harsh, unjust or unfair. For other employees, the employer had only to demonstrate the dismissal was for 'operational reasons' and there would be no right of challenge or redress.
- As set out in *Forward with Fairness* before the last election, the Rudd Labor Government will establish new laws regarding unfair dismissal that are fair to small business owners and their employees.

The objective is to ensure good employees are protected from being dismissed unfairly, while enabling employers to manage under-performing employees with fairness and with confidence.

## Special Arrangements For Small Businesses

Within the overall unfair dismissal system, special arrangements will apply for small businesses with fewer than 15 full-time equivalent employees until 1 January 2011. From 1 January 2011, the special arrangements will apply to small businesses with fewer than 15 employees based on a simple

headcount (rather than using a full-time equivalent calculation). These arrangements recognise the special circumstances of small business owners. They do not have human resource management departments, they cannot afford to lose time and they cannot readily redeploy employees into other positions or workplaces.

Compared with larger businesses, small business owners will benefit from:

1. A doubling of the minimum employment period from six to 12 months, during which time employees cannot take a claim for unfair dismissal, and
2. A simple six-paragraph Fair Dismissal Code which, if followed by the small business owner, will ensure a dismissal is not unfair.

## A Fair Dismissal Code For Small Businesses

The Code sets out the circumstances in which a summary dismissal (a dismissal without notice or warning) is warranted, including cases of theft, fraud and violence.

- For under-performing employees, the Code simply requires the employer to give the employee a valid reason, based on the employee's conduct or capacity to do the job, why the employee is at risk of being dismissed and a reasonable chance to rectify the problem.
- Multiple warnings are not required.



Workplace Relations Minister  
JULIA GILLARD

It is desirable, but not necessary, for a warning to be in writing.

The Code sets out a process for dismissal that recognises that employees need a fair go. It contains basic principles that any reasonable person would regard as fair. If an employee is not performing satisfactorily it is only right that they should be warned and have the opportunity to improve their performance. At the same time, employers should have the right to immediately dismiss an employee whose conduct is seriously affecting the business, for example, stealing from the employer.

## What Is 'Unfair Dismissal'?

Unfair dismissal is a dismissal that is harsh, unjust or unreasonable. If an employee is made redundant, and the redundancy is genuine, the dismissal

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PARTNERSHIP**

will not be unfair. Exclusions from making an unfair dismissal claim ...

- Employees who have not met the minimum employment period (12 months employment in a small business and six months employment in a larger one) are not eligible to make a claim for unfair dismissal.
- Casual employees employed on an irregular basis are also not eligible to make a claim for unfair dismissal. Only those casual employees who have been engaged on a regular and systematic basis and who have a reasonable expectation that their employment would continue, can make an unfair dismissal claim.
- Other exclusions from unfair dismissal remedies include seasonal employment and specified-task employment at the end of which an employee's work is no longer required. The ending of employment that was for a fixed period or task is not considered to be a dismissal.

#### Simple, Non-Legalistic Processes

- Where a claim of unfair dismissal is

made, a simple, streamlined process will apply for both small and larger businesses.

- Unfair dismissal claims must normally be lodged with Fair Work Australia within 14 days. Fair Work Australia will take a flexible approach in gathering information. It will be able to make initial inquiries and discuss the issues with employers and employees, including in informal conferences at mutually agreed locations, with a view to achieving a mediated resolution.
- Where there are contested facts, Fair Work Australia will be able to decide the outcome in either a conference or by holding a formal hearing.
- The new system will be non-legalistic, the aim being to keep lawyers and contingency fee agents out of the process as far as possible. Under the new system, legal representation will be permitted, but only with Fair Work Australia's permission.
- Decisions will be able to be made in a conference setting. Fair Work Australia will act consistently with

the principles of natural justice, including by ensuring that both parties get to have their say and are able to respond to allegations put against them.

- Full public hearings will only occur where, after considering the views of the parties, Fair Work Australia decides this would be the most effective and efficient way to resolve the matter.

#### A Remedy Of Reinstatement Or Capped Compensation

Reinstatement will be the remedy unless it is not in the interests of either of the parties. Where reinstatement is not feasible, compensation may be ordered but a cap on compensation will apply. The maximum compensation will be six months pay, but normally compensation will be well beneath the cap. Employers will no longer need to pay "go away" money, since the process will be quick, simple and informal.

- Total Workplace Solutions Newsletter - April 2009  
[www.totalworkplacesolutions.com.au](http://www.totalworkplacesolutions.com.au)



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# Old fashion club recipe serves Noosa's

By HENRI LACH

The Tewantin-Noosa strip of Queensland's Sunshine Coast is a place of contrast and variety. For those with deep pockets, there's Noosa's trendy Hastings Street where a steak dinner can set you back \$39 - or more. Overnight accommodation won't leave you much change out of \$300.

Take a short trip west to Tewantin and you're in budget country. Lunch of sirloin steak with vegies or chips and salad at the Tewantin-Noosa R&SL and Citizens' Memorial Club ("The RSL" to the locals) will set you back the princely sum of \$8.95. A room at the nearby old-style Royal Mail Hotel costs about \$60, depending on what sort of breakfast you fancy.

And RSL club CEO Phil Stephenson will tell you that his steaks are every bit as good as those in Hastings Street.

Food has been a major focus for Phil since he took over the club reins just over 12 months ago from former boss Gerry Casey, who left in good standing to seek new pastures in the Club Industry.

Phil's success in the food business can be gauged by the lunchtime crowds that fill the dining and lounge areas - even on the dullest, overcast days.

## Phil enjoying Board's challenges in early days

Phil Stephenson is no new kid on the block. He was a junior executive with the Tasqua Hotel Group on the Sunshine Coast when, 14 years ago, he was head hunted by the club's first professional manager, Dave Gulliver. He became 2IC to Gerry Casey in 2000, attained his ACCM status two years ago and gained the top job last year with the approval of the club's Board, for whom he has great respect. "Most of those on the board are wealthy proactive business people who want to see the club succeed for the sake of the local community," he said.

"They are quite demanding. They are looking at each area as an individual business. They believe that all areas should make money, and that gaming should not subsidise other areas. They are very challenging. They challenge me on a daily basis," he said. Phil Stephenson appears to be relishing that challenge. He's justifiably proud of what he's achieved in bringing down costs and increasing profits. With a five-year plan on the drawing board for the Tewantin-Noosa R&SL and Citizens' Memorial Club that includes enlarging the entertainment and functions facilities, Phil is looking forward to an extended future at his new post. - HENRI LACH

*Tewantin-Noosa R&SL and Citizens' Memorial Club CEO Phil Stephenson.*



*The club's coffee shop has improved turnover, says new CEO Phil Stephenson.*

"I've introduced a new lunch menu that includes the \$8.95 sirloin steak, as well as \$4.50 for fish'n'chips, a \$6.50 chef's special and it's been a great success. It's bringing people in," he said.

The turnover has been nothing short of spectacular.

"For January, we sold 900 steaks, 900 chef's specials and more than 600 fish'n'chip dinners. These specials are bringing in the lunchtime crowds six days a week," he said.

Many of them also turn up for the club's \$14.95 three-course carvery lunch on Sundays.

Phil estimates 40% of his business comes from tourists, so new signage facing the roundabout at the club's western side is a beacon to the club and its facilities.

Food is not the only thing that's occupied Phil's mind since his elevation to the top job. He's looking at increasing the number of gaming machines to meet patrons' and the club's 8,500 members' demands. But that's quite an undertaking since the Queensland Government put a permanent cap on the number of machines throughout the state.

The club currently has 134 machines. Phil and his board want to increase that number to 180.

Despite the permanent cap on overall numbers, that increase can be achieved under new guidelines by a successful application to draw from the pool of surrendered machines from licensed premises.

A Community Impact Statement (CIS) - costing around \$30,000 - is the first step.

"We're in the process of doing a statement, and we hope

**"For January, we sold 900 steaks, 900 chef's specials and more than 600 fish'n'chip dinners. These specials are bringing in the lunchtime crowds six days a week ...**

# trendy tastes



*Budget-priced meals attract big lunchtime crowds to Tewantin-Noosa R&SL and Citizens' Memorial Club.*

to have it finished by the end of this financial year," Phil said. "If the application for extra machines is successful, extension of the gaming area will be necessary. We have plans to build on a section over the existing car park, include a new bar, and relocate the TAB," he said.

Phil estimates the cost of this project at \$5.5 million to \$6 million.

In the meantime, Phil has describes his first 12 months at the helm as "successful".

"Profit for the last financial year was \$533,000," he said. "At the end of last December we were showing a profit of \$535,000 with still half a year to go. We've doubled our profit - and that's through working each area as an individual business. It's taken a while to get there, but it's become very profitable".

Phil cited the club's coffee shop as an example. "It's gone from taking \$9,500 in January last year to taking \$18,500 last January. It's doubled by changing the menu and reducing costs. It's now profitable, whereas in the past it was losing money."



*The club's new signage is a beacon for tourists.*



## Apology to Maxgaming

It has been mentioned that a sign on our (Paltronics') booth may have been confusing for some of the attendees at this year's CMA exhibition held at Darling Harbour on 2nd & 3rd of March.

This A4 sign was on the stand.



**Now Approved  
MULTI-VENUE  
JACKPOT SYSTEM (NSW)**

The claim is that this may indicate that Paltronics is approved to provide a wide area JACKPOT for NSW. To make this very clear we are not approved for that function and are not approved to provide Multi Venue and Wide Area pooled jackpot values. Paltronics respects the fact that in NSW that function is licensed for registered Clubs exclusively to Maxgaming until 2017.

The sign refers to the fact that we have been approved to provide Multi Venue Jackpot configuration and reporting functions for those Clubs that have more than one venue and the Paltronics Venue Wide Jackpot System. While Paltronics provides full Wide Area Jackpot systems in other jurisdictions we would not like to provide anyone in NSW with the impression that this function is available in NSW through Paltronics.

The attached sign may have been better worded

**Now Approved - Multi Venue Configuration and Reporting System**

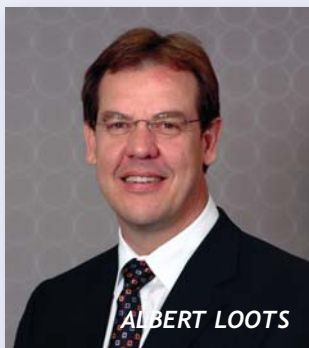
OR

**Now Approved - Multi Venue Jackpot System  
(Configuration and Reporting only in NSW).**

If you did happen to see this one sign, and were even slightly confused we apologize to you and we also apologize to Maxgaming. If you need any further clarification regarding the notice, terms used or any factors regarding this product please call me on 953 15199

**Stephen Cowan**  
General Manager





ALBERT LOOTS



BRUCE GROWCOTT



MICHAEL SCALES

## PKF expands focus on help for clubs in tough times

Businesses globally are feeling the economic pinch with thousands of job losses being reported. As a quick economic turnaround becomes less likely and people lose confidence and begin to limit their consumer spending, clubs and hotels again are faced with dropping revenue returns. It was just less than two years ago - July 2007 - that NSW and Victoria introduced total smoking bans in clubs, hotels and bars, aimed at limiting the health risks associated with second-hand smoke. The laws followed similarly tough no smoking laws in others countries and our clubs and hotels followed the trend of others around the world and saw huge drops in revenue. Now that the effects of the smoking laws are abating and revenue returns are increasing back to previous levels, the economic recession is just beginning.

Paul Cheeseman, a clubs and hotels specialist from PKF Chartered Accountants & Business Advisers, has noticed the downturn in the industry. "The industry is certainly being heavily impacted in a negative way. PKF has seen a definite increase in the number of clients involved in voluntary administrations and informal workouts," Paul said.

And he does not expect the situation to improve in the near future. In fact, PKF is expanding its club and hotel industry-focused services - predominantly centred in Sydney previously - to Melbourne and Brisbane so that it spans all three of the PKF East Coast practice's offices.

"There are many other clubs that will see this downturn through and continue as successful businesses," Paul said. "We have recently taken on the audit for the Redcliffe Leagues Club in Brisbane. But clubs and hotels need to ensure their advisers have industry knowledge and experience, as this can be a critical factor in how they will fare, and this is why we are focusing our attention, and expanding our resources available to clubs across all three states."

As well as audit services, PKF's club and hotel specialists offer feasibility studies, operations reviews, due diligence and accounting assistance services.

Paul Cheeseman and Peter Hodge are PKF's leading clubs partners in Sydney, while Wayne Wessels and Albert Loots, based in Brisbane, and Michael Scales and Bruce Growcott, located in Melbourne, are the PKF clubs contacts in the other states.



PAUL CHEESEMAN



PETER HODGE



WAYNE WESSELS

## Top cop calls for 11pm glass ban

Melbourne's senior police officer wants all glass banned from use in hotels and clubs after 11pm. The *Herald Sun* newspaper reported that wounded victims of "glassings" were among 13 people injured in a vicious CBD weekend nightclub brawl. The incident prompted Assistant Commissioner Gary Jamieson to call for for the late-night ban on glass in hotels and clubs. A woman smoking inside the Queensbridge Hotel is believed to have prompted the savage clash at 1.25am in late March. Mr Jamieson said it was time venues used plastic containers exclusively after 11pm. "It's about time the late-night entertainment industry took a look at itself and removed all glass from the premises after 11pm," Mr Jamieson said. "This will go on and on forever if they don't do it themselves." Victorian Opposition Leader Ted Baillieu said the Queensbridge had turned from a "nightclub into a fight club". "The Government has the power to do something about it, and they should," he added. In the incident, Queensbridge security staff approached the woman and asked her to leave the VIP area, but she became enraged. Her male friends attacked a security guard, kicking and hitting him with a bottle after he was knocked down. Other crowd controllers rushed to his aid, but the mob had swelled to 30 people. The fighting continued downstairs until Police arrived and the men ran off along Crown Promenade. Mr Jamieson first called for a review of glass and bottle use in late-night venues in November when figures showed the number of broken-glass attacks in Victoria had soared in recent years.

# Premier Legal Advisers to the Clubs Industry

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# Drinkers to help boost budget

The Federal Government will target beer, wine and brandy drinkers under a \$3 billion budget swoop on so-called "sin taxes".

The *Sydney Morning Herald* reported the Government plans to use the May Budget to remove many of the anomalies in the way different alcoholic beverages are taxed. With the Treasurer Wayne Swan facing a deficit

of up to \$50 billion for the 2009-10 financial year, the Government is scouring all possible places for big revenue sources.

It's believed the Government will use the reconfiguration of Australia's complex regime for taxing alcohol to revive its bid to increase tax on ready-to-drink spirits by 70%. The "alcopops" (RTD) tax was defeated in the Senate last month, but Federal Health Minister Nicola Roxon has indicated the Government would resurrect the plan.

Among options being considered are removing the concessional excise on draught beer, which makes a "middle" of tap beer at the pub about 10 cents cheaper than the equivalent amount of packaged beer. Ending this anomaly would reap \$690 million over four years.

In keeping with the Government's war on binge drinking, it's understood the concessional taxes on low-alcohol beer, worth \$48 million over four years, is likely to be retained. But the concessional rate of excise on brandy, which is 7% lower than for other spirits, will disappear at a cost to drinkers of \$20 million.

More controversial, but more lucrative for federal coffers, would be ending the wine equalisation tax (WET) rebate for producers, which is



Federal Treasurer WAYNE SWAN

forecast to cost \$1.13 billion over the next four years.

The WET rebate, introduced by the Howard Government in 2004 in response to heated criticism of the GST impact on small to medium wineries, entitles producers to a rebate of 29% of the wholesale value of domestic sales.

Cask wine, long one of the least-taxed alcoholic products popular among

problem drinkers, also is tipped to soon attract more tax, with the Alcohol Education and Rehabilitation Foundation estimating the tax on a glass of cask wine was just 4 cents when an RTD, such as a Vodka Cruiser, attracted \$1.25 tax. This is despite cask wine containing 14-15% alcohol when RTD contain about 5%.

Altogether, there are 13 different tax rates applying to different types of alcohol: six for beer; RTD; bottled spirits; brandy; WET; two tariffs on imported wine and spirits; and GST.

Liquor Stores Association of Western Australia President Phil Hawkins said it would be no surprise if the Government, hurt by its failure to get up its RTD tax increase, used the budget to boost overall revenue. "It wouldn't be a big surprise for them to go with an equalisation [volumetric] tax which would go across all alcohol, but I don't know if it's going to fix the

problems they think it will," he said.

Ms Roxon said she was determined to ensure the "alcopops" tax increase stayed. "This has been a successful public health measure to reduce consumption of these drinks targeted at young teenage girls," a spokeswoman said. "The measure remains good policy and we are examining our legislative options."



Federal Health Minister NICOLA ROXON

## OLGR liquor signs 'grace' period ends June 30

When NSW liquor laws came into effect in July 2008, new mandatory liquor signs also were introduced. To assist the liquor industry with this transition, licensed venues were given a 12-month grace period until June 30, 2009, to replace old signs with the new versions. The number of mandatory signs was reduced with the new laws, and the focus is on the prohibition of the sale/supply of alcohol to under-18s and access to restricted areas in licensed venues by under-18s. Venues that do not display the current required signs, after June 30, 2009, risk prosecution and fines under NSW liquor laws. If the new signs are not yet in place, the signs can be ordered online by downloading the order form from the Office of Liquor Gaming and Racing website - [www.olg.gov.au](http://www.olg.gov.au) - fax or mail the completed form to the OLGR Customer Service Team. If you are not sure what the required mandatory liquor signs are, you can access the "What liquor signs do I need?" fact sheet at the website.

The OLGR is working on a new Proof Of Age poster, following feedback from the OLGR's eNews subscribers. Responses indicated the voluntary poster is a useful tool and would a new version produced by the OLGR would be handy. The new poster provides the current forms of photo ID that can be accepted by licensed venues in NSW, in line with current liquor laws and no longer includes the former NSW Proof of Age Card, which was abolished as an acceptable form of ID in December last year. The new poster will be available by the end of May. Under NSW liquor laws introduced last year, licensed venues no longer have the discretion to accept proof of age documents other than those prescribed by law ...

- a current Australian or international driver's licence
- a current Australian or foreign passport
- a current NSW RTA Photo Card or an interstate proof of age card.

No other proof of age documents can be accepted.

2009 Mid Year Executive Leadership Conference  
& Members General Meeting



Conference Sponsor

# Winners make goals Losers make excuses



July 15 - 17, 2009 @ Conrad Jupiters, Gold Coast, Queensland





## 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](mailto:steve.condren@sslsc.net.au)

Register online at [www.ccmtravel.com.au](http://www.ccmtravel.com.au) or [www.cmaa.asn.au](http://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**

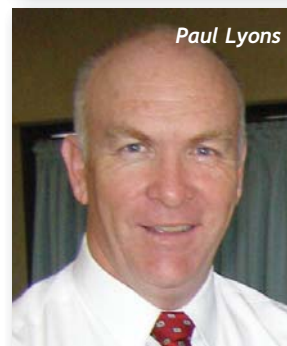
**"Are You Winning the Corporate Governance War?"**

**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.



Liesl Tesch



Paul Lyons

## THURSDAY, JULY 16, 2009

9am - 10:30am

**Keynote Speaker: Bernard Salt**

### “What are consumers looking for?”

In an increasingly competitive economy, now more than 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 Urquhart, 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 Forum**

3:15pm - 4pm

**Catering Forum**

## FRIDAY, JULY 17, 2009

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

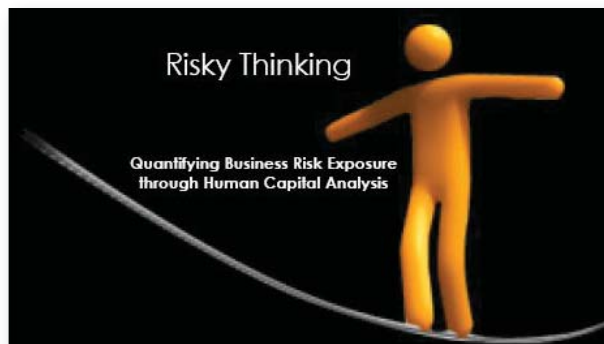
### Workshop A:

**David Barlow, McKenzie Carrick Australia**

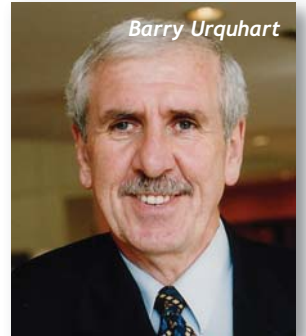
### “Risky Thinking”

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



Bernard Salt



Barry Urquhart



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:****Malcolm Fraser - Centre for IT Innovation & Entrepreneurship (CiTie) 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

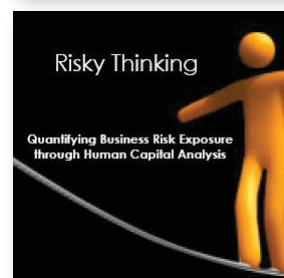
**Workshop E:****Peter Sharp, Jeremy Bath & Dean Gould****“Using the Media to Sell Your Club’s Story”**

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

Michael Singleton



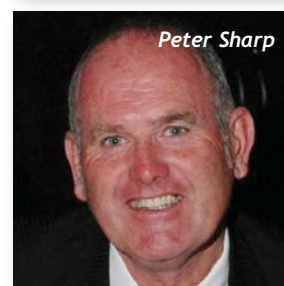
Malcolm Fraser



Jeremy Bath



Dean Gould



Peter Sharp



# Corporate Governance course gaining momentum

By RALPH KOBER, CMAA Education Manager

The CMDA continues to work towards ensuring CMAA Member have access to professional development opportunities and activities. The following are a few items for you information.

## Upcoming Courses ...

The CMDA has worked with the zones to schedule a series of courses suitable for managers and operational staff. Remember the CMDA can deliver most of its course offering in local zones and in house at clubs upon request. To view the full listing of courses scheduled for metropolitan and regional areas click on to the CMDA Training Calendar at [www.cmaa.asn.au](http://www.cmaa.asn.au)

## CMAA - SCU Corporate Governance Program

Registrations are now open for the 3rd to 5th Cohorts (study groups) scheduled for 2009. Each Cohort is restricted to a maximum of 12 clubs so delay in registering your club's interest in attending the industry's premier Corporate Governance program. You can register online by clicking on the CMA SCU Corporate Governance tile on the CMAA's website at [www.cmaa.asn.au](http://www.cmaa.asn.au) For a full description of the program, testimonials, costs and inclusions, please refer to the brochure featured in this edition of the magazine.

## CMAA Corporate Governance 2009 Dates ...

### Cohort 3/2009 - 2 x 2 days

Workshop 1: Tuesday 16th and Wednesday 17th June

Workshop 2: Tuesday 7th and Wednesday 8th July

### Cohort 4/2009 - 2 x 2 days

Workshop 1: Tuesday 18th and Wednesday 19th August

Workshop 2: Tuesday 15th and Wednesday 16th September

### Cohort 5/2009 - 2 x 2 days

Workshop 1: Tuesday 13th and Wednesday 14th October

Workshop 2: Tuesday 24th and Wednesday 25th November

## Armed Robbery Training Helps You Keep Your Staff Safe

Armed robbery of club premises continues to be rife, so much so that even the media are only reporting the more sensational robberies. Anyone who has been in a robbery can tell you that all robberies are serious, dangerous and life threatening. None can be under-played in seriousness or importance. Each can leave staff and customers traumatised, depressed and unable to return to work depending on the circumstances and the way in which club management has prepared for such an occurrence, putting place ways of helping staff and customers deal with the incident. The CMAA and Barringtons continue to assist clubs in meeting this challenge and helping clubs in complying with the OHS legislation that is explicit in its objectives i.e. to ensure all workers have a right to a safe and secure workplace. For employers not to demonstrate that this has occurred means that the club is vulnerable in any future litigation by both Workcover, as the regulator, and any staff member who blames management inaction as a mitigating factor in the severity of their trauma and or inability to return to work through suffering depression,



anxiety, stress and more. All staff should take on Face to Face Armed Robbery training. All staff should regularly complete a 20 min online armed robbery survival refresher. All clubs should talk to Philip Browne from Barringtons and Ralph Kober from the CMAA on how they can help you and your club minimise the risk associated with armed robbery.

For more information, or bookings, please contact

- Philip Browne - Barrington Group Sales Representative -  
P: 0439 643 157 or  
E: [Philip.browne@barringtongroup.com.au](mailto:Philip.browne@barringtongroup.com.au)
- Ralph Kober - CMAA Education Manager -  
P: 0418 963 057 or E: [ralph@cmma.asn.au](mailto:ralph@cmma.asn.au)

## Diary reminder ...

## CMAA Mid Year Conference - July 15 to 17

A reminder to all members that registrations are open for the upcoming Mid Year Executive Leadership Conference at Conrad Jupiters in July. You can go to [www.ccmtravel.com.au](http://www.ccmtravel.com.au) and book online. At the time of writing, there are generous discounted flights available on both major airline carriers to the Gold Coast.

## Active Certified Club Manager (ACCM) Update

If you are working towards your **Active Certified Club Manager (ACCM) Award**, you will need to start planning your training schedule for next year. 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 Harrison - P: 02 9643 2300 or E: [narell@cmma.asn.au](mailto:narell@cmma.asn.au) to discuss your specific needs or how the ACCM works.

These courses - and more - are highlighted on the CMDA's 2009 Training Calendar. For more details regarding these courses, contact [training@cmma.asn.au](mailto:training@cmma.asn.au) or call 02 - 9643 2300.



## CMDA Training Program: May - June 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 \* [www.cmaa.asn.au](http://www.cmaa.asn.au) \* Email: [training@cmad.asn.au](mailto:training@cmad.asn.au)

COURSES... <i>(Venue is CMAA Career Development Centre, Auburn unless otherwise noted)</i>	MAY	JUNE
<b>Provide Responsible Service of Alcohol SITHFAB009A</b> (LAB approved) 1 Day (ACCM Unit)	W 20 (Mounties) Th 21 (City Tatts)	W 17 (Mounties)
<b>Provide Responsible Gambling Services SITHGAM006A</b> (LAB approved) 1 Day (ACCM Unit)	Th 21 (Mounties) F 22 (City Tatts)	Th 18 (Mounties)
<b>Supervisor Boot Camp - 4 x 1 day Sessions</b> 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	
<b>Train the Trainer 1 Day</b> (Coach others in job skills SITXHRM001A) Ideal for supervisors & managers who are responsible for on-the-job training of other staff members.	M 25	
<b>Duty Management Development Program 2 x 3 Day Sessions</b> Content includes: HR Fundamentals, Cost Control, Rostering, Customer Service, Leadership, Compliance/Risk Management. This program targets Duty Managers and Senior Supervisors. <i>(Includes Roster staff SITXHRM003A, Manage quality customer service SITXCCS003A &amp; Lead and manage people SITXHRM005A).</i>	Brisbane (S1) M 11, T 12 & W 13	Brisbane (S2) M 15, T 16 & W 17
<b>Turning Grumpy into Great 2 days</b> (Non accredited) <i>Presented in conjunction with Big Dave Staughton</i>		Th 4 & F 5
<b>Presentation Skills for Leaders 1 day</b> (Non accredited) <i>Presented in conjunction with Big Dave Staughton</i>		F 19
<b>Develop &amp; Update Legal Knowledge Required for Business Compliance SITXGLE001A 3 x 2 Day Sessions</b> (ACCM Unit)		(S1) M 22 & T 23 <i>Continues July &amp; Aug</i>
<b>Manage Workplace Relations SITXHRM008A 3 Days</b> (ACCM Unit)	Batemans Bay M 4, T 5 & W 6	M 1, T 2 & W 3
<b>Club Secretary Manager's Course 2 x 2 Day Sessions</b> 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...	Central Coast (S1) W 13 & Th 14 (S2) W 20 & Th 21	(S1) W 10 & Th 11 (S2) W 17 & Th 18
<b>Club Business Management Bootcamp 2 Days</b> (Non accredited) <i>Presented in conjunction with Creating Synergy</i>	Th 14	
<b>Analyse &amp; Report on Gaming Machine Data SITHGAM004A 2 Days</b> (ACCM Unit) <i>(Prerequisite for Gaming Management Development Program)</i> Deals with the collection, analysis, reporting of EGM data per statutory requirements & variances through cash flow analysis.	Casino M 25 & T 26	ACT M 22 & T 23
<b>Gaming Management Development Program - 2 x 3 Day Sessions</b> (ACCM Unit) (Develop and manage gaming activities SITXGAM005A)		Central Coast (S1) M 22 & T 23 <i>Continues July</i>
<b>Catering Improvement Workshop 2 Days</b> (Non accredited) <i>Presented in conjunction with Profitable Hospitality</i>	Narrabri T 5 & W 6 Wagga T 19 & W 20	
<b>Intro to Cost Control Principles 1 Day</b> (Non accredited) <i>Understand the basics of calculating percentages, profit and COG's.</i>	W 13	
<b>Financial Fundamentals Program 2 Days</b> <i>(Prerequisite for Financial Management Program SITXFIN005A &amp; SITXFIN0006A)</i> This program covers the basics of understanding and working with financial information.	Sunshine Coast W 27 & Th 28	Wollongong T 9 & W 10
<b>Recruit, Select &amp; Induct Staff SITXHRM002A 2 Days</b> (ACCM Unit) <i>Deals with the skills and knowledge required to recruit, select &amp; induct staff within the framework of overall HR plans.</i>	W 20 & Th 21	
<b>Marketing Fundamentals 1 Day</b> <i>(Prerequisite for Develop &amp; Manage Marketing Strategies SITXMPR005A)</i> Demystifies the 7 P's of Marketing - Product, Price, Promotion, Place, People, Process & Physical Evidence.		M 22 & T 23
<b>Develop &amp; Manage Marketing Strategies SITXMPR005A 2 x 2 Day Sessions</b> (ACCM unit) * Marketing Fundamentals is the prerequisite for this program.	Laurieton/ Port Mac (S1) M 18 & T 19	Port Macquarie (S2) M 15 & T 16
<b>OHS Consultation - (Workcover Approved) ACCM Unit 2 x 2 Day Sessions</b> (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	(S2) T 9 & W 10

Courses featuring a code prefixed by SIT are nationally recognised & accredited training units. Upon successful completion of assessment requirements, participants will be issued with a Statement of Attainment and/or a Qualification. For further information contact Estelle McDonald-Birch at the CMDA. Phone: (02) 9643 2300 or Fax: (02) 9643 2400 or Email: [estelle@cmad.asn.au](mailto:estelle@cmad.asn.au).

REGISTER ONLINE TODAY - [www.cmaa.asn.au](http://www.cmaa.asn.au)



# Michelle heads to Jupiters after golf day success

It was another big day for the Inner West Zone when it hosted the annual Zone Bursary Golf Day at Carnarvon Golf Club.

Host club General Manager and Zone Treasurer Trevor Porter again sent a full field onto his western Sydney course, which was in superb condition after late summer rain. The day started with registration and breakfast at 7 o'clock with a shotgun start an hour later.

When the smoke cleared, the DeBortoli Wines team took the major prize that was presented over a smorgasbord luncheon back at the clubhouse.

Michael Clancy from Bankstown Sports Club won the CMAA Managers Raffle - Profiling Books, donated from Michele Nash from Success Masters, while Peter Kenyon from T&F All States won the dinner at Dedes Restaurant, Abbotsford. Zone Education Officer Michelle Dennington won the Zone Members Draw to attend the CMAA's Mid Year Executive Leadership Conference at Conrad Jupiters from July 15 to 17.

The Zone's next Meeting will be at Tigers Leagues Club on Thursday, June 18.

1 - Inner West Zone President Mathew Roper with the winner DeBortoli Wines team.

2 - The Inner West Zone Committee at Carnarvon Golf Club for their annual Zone Bursary Golf Day (from left) Mathew Roper, Trevor Porter, Michelle Dennington, Morgan Stewart and Colin Eisenhuth.

3 - Inner West Zone Education Officer Michelle Dennington with IGT representative Neil Pugsley.





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



# SUPERVISOR BOOTCAMP

a course designed to prepare talented line staff, team leaders & supervisors for the challenges of making the transition from “buddy to boss”

**AUGUST - S1:M10<sup>th</sup> S2: M17<sup>th</sup> S3: M24<sup>th</sup> S4: M31<sup>st</sup>**

The **Supervisor Bootcamp** is designed for potential & existing team leaders & 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 units of study ...

- SITXMG001A Monitor work operations
- SITXHRM001A Coach others in job skills



- **Great Savings for CMDA Affiliates**  
*Affiliates save \$200 on course registration fees...*

To take advantage of this discount **AND** help to retain key staff through career development, contact **Brad Jones** at the **CMDA** - P: 02 9643 2300 or E: [brad@cmaa.asn.au](mailto:brad@cmaa.asn.au) for details.

<b>When</b>	4 SESSIONS over 4 WEEKS <b>AUGUST - S1: M10<sup>th</sup> S2: M17<sup>th</sup> S3: M24<sup>th</sup> S4: M31<sup>st</sup></b>
<b>Where</b>	CMAA Career Development Centre, Auburn 67 - 73 St Hilliers Road (Cnr Hall Street), Auburn
<b>Times</b>	9.30am - 4.30pm - all days.
<b>Cost</b>	\$750 (+ GST) - CMA Member/CMDA Affiliate, \$950 (+ GST) - Non Member.
<b>Award</b>	Participants will receive a <b>Statement of Attainment</b> for the nationally accredited units <b>SITXMG001A Monitor work operations</b> and <b>SITXHRM001A Coach others in Job Skills</b> on successful completion of assessment requirements.
<b>ACCM Points</b>	<b>CMAA Members &amp; CMDA Affiliates</b> earn <b>25 points</b> for successful completion of this course.

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

For more details contact Estelle McDonald-Birch at the CMDA

P: 02 9643 2400 or E: [estelle@cmaa.asn.au](mailto:estelle@cmaa.asn.au)



# Golf and Gold Coast PCYC the big winners

Another great thing about golf ... the quality of golf can be merely proportional to the quality of the course, the weather and the company. Gold Coast Zone Secretary Dermot McEnroe reported that was the case at the annual golf day at Robina Woods on March 25. "Perfect Gold Coast day ... the course in superb condition ... some very average golf," was Dermot's summary of events. "The good news was there was plenty of XXXX from our sponsor to console the players." The field of 120 club managers, directors and industry trade executives enjoyed a hearty breakfast before the shotgun start at 8.30am. The success story of the day was the more than \$5,000 raised for the Gold Coast Police Citizens Youth Club (PCYC). Gold Coast Zone will combine with Brisbane Zone to host their annual Race Day at Gold Coast Turf Club on Saturday, July 18, as the social highlight of the CMAA's annual Mid Year Executive Leadership Conference at Conrad Jupiters from July 15 to 17. The next Gold Coast Zone meeting will be at Southport Surf Club on Tuesday, May 12.



## NSW Govt unveils combined problem gambling service

The NSW Government has come up with a new strategy to tackle problem gambling - combining all 43 government-funded counselling services under one banner. The three-year, \$2.4 million "Gambling Help" plan aims to identify problem gambling early. The State Government will also develop culturally specific anti-gambling communication strategies.

Gaming and Racing Minister Kevin Greene said early intervention was the answer. "We're always looking to support problem gamblers. We don't want anyone to get themselves into a situation where they gamble beyond their means," he said. "It's important that we provide support services, it's also important that we recognise

the early signs of the gambling addiction and work with those who have a problem."

Mr Greene says it's important cultural barriers do not prevent people from getting help. "Earlier this year we announced some programs to try to cut across cultural barriers when it comes to gambling problems," he said. "It's important that we work with different communities to make sure those that do have a gambling problem have that problem addressed."

Mr Greene says the Government spends millions each year on gambling counselling. "The Government spends not just \$2.4 million, but over \$12 million a year providing gambling counselling services," he said. "The work that these organisations do are 43 organisations in over 200 locations across NSW, is not only significant, it's very important."



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



**Is your career goal to become a GM, CEO, Secretary Manager?**

**Are you a CEO, General Manager or Secretary Manager?**

If you answered **YES** to either question, then you need to seriously consider attending the CMDA's **NEW**

## Club Secretary Manager Course

*(Especially developed for aspiring & existing GMs, CEOs, Secretary Managers)*

The CMAA has now developed a **club-specific** course that will **focus** on:

- preparing you for the role of GM, CEO, Secretary Manager of a registered club
- understanding the role of the Company Secretary, role of Management & the Board
- how to prepare and conduct Board Meetings, introduce you to Club Constitutions, member meetings, notices, disciplinary meetings, motions and more
- demystifying legislative & OLGR auditing requirements
- explaining key areas of gaming compliance, general administration & finance
- enacting compliance with management & accountability provisions as set out in part 4 & part 4A of the Registered Clubs Act 1976
- Corporate Governance & Corporations Law
- unpacking the Liquor Act & Registered Clubs Act, RCG & RSA Policy & Practice
- managing the CDSE function
- managing change, strategy implementation and decision-making
- providing the recognition you need to demonstrate to a Board that you have the knowledge 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	MAY - S1:W13-Th14 & S2:W20-Th21
Auburn	CMAA Auburn	JUNE - S1:W10-Th11 & S2:W17-Th18
Tweed Heads	South Tweed Sports Club	JULY - S1:M20-Tu21 & S2:M27-Tu28
Auburn	CMAA Auburn	AUGUST - S1:W12-Th13 & S2:W19-Th20

**Times** 9.30am - 4.30pm all days (4-day course - 2 x 2days)

**Cost** \$690 (plus GST) - CMAA Member/CMDA Affiliate\*,  
\$890 (plus GST) - Non Member.

**Award** A CMDA Certificate of Completion on participation of this program.

**ACCM points:** CMAA Members & CMDA Affiliates earn 25 points towards ACCM activity.

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

For more details contact Estelle McDonald-Birch at the CMDA

P: 02 - 9643 2400 or E: [estelle@cmma.asn.au](mailto:estelle@cmma.asn.au)



# Busy agenda and bowls at Beresfield

It was a case of business before fun at the Hunter Zone Meeting and Social Bowls Day at Beresfield Bowling Club in late March.

Host club General Manager Darren Mulligan and his team welcomed 40 Zone members along with the Hunter Zone Committee, Division D Federal Councillor Stephen Byfield, ACCM, and CMAA Communication Services Manager Peter Sharp who presented the Head Office Report.

Zone President Tony Mulroy presented the letter sent to Paul Murray who resigned as Zone Vice President after leaving the Club Industry. Tony then invited discussion on Paul's replacement and the Meeting accepted Tony's recommendation to resolve the position at the Zone AGM at Newcastle Panthers Club on Wednesday, June 24.

Another item on the AGM agenda will be a special presentation by Barringtons Managing Director Allen Barry. The meeting requested that a workshop on Armed Robbery education and implications and Allen, a CMDA Education Centre Sponsor, immediately agreed to the presentation.

The Meeting also resolved qualification and judging criteria for the PALTronics Macau Education Bursary, subsequently awarded to Joanne Henderson, of Telerah Bowling Club. Joanne will join Mid North Coast Zone Education Officer Glenn Buckley and a Central Coast Zone winner when they jet off to Macau on July 13.

Club Plus Superannuation representative Craig McLaughlin spoke briefly to members before the Meeting closed.

There was also a Zone Bursary Auction of a Stargames gaming machine conversion that went to Zone Education Officer and Cardiff RSL Memorial Club Club General Manager Ben Hamilton.

Members then joined industry trade representatives for a gourmet barbecue luncheon and few hours of relaxation and social bowls.

*1 - Gerard McMillan with Federal Councillor Stephen Byfield and Zone President Tony Mulroy.*



# 38 CMAA Diary - 2009 Zone Meetings & Industry Functions

Day	Date	Meeting	Venue	Zone
<b>MAY</b>				
Tuesday	5/05/2009	10:30	Woolgoolga Golf Club	Mid North Coast Zone Golf Day
Friday	08/05/2009	12:00 / 18:30	Mulgrave Country Club	Victorian Zone Meeting & Awards Dinner
Tuesday	12/05/2009	07:30	Southport Surf Lifesaving Club	Gold Coast Zone Meeting
Wednesday	13/05/2009	09:30	Gunnedah Services Club	North West State Zone AGM
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	Wellington Services Club	Mid State Zone Zone Meeting
Tuesday	26/05/2009	07:00	The Coast Golf Club	City Eastern Suburbs Peter Cameron Golf Day
Tuesday	26/05/2009	09:30	Greenbank RSL Club	Brisbane Zone Meeting
Thursday	28/05/2009	09:30	Auburn	CMAA Executive Meeting
<b>JUNE</b>				
Tuesday	2/06/2009	11:00	Kingsgrove RSL Club	St George Cronulla Zone Meeting
Thurs - Sat	2 - 4/06/2009		Hong Kong & Macau	G2E Asia - <a href="http://www.asiangamingexpo.com">www.asiangamingexpo.com</a>
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
Tuesday	23/06/2009	11:30	Randwick Labor Club	City Eastern Suburbs Zone Meeting
Wednesday	24/06/2009	11:00	Newcastle Panthers Club	Hunter Zone AGM
Thursday	25/06/2009	09:30	Auburn	CMAA Executive Meeting
<b>JULY</b>				
Tuesday	21/7/2009	10:00	Mulwala Services Club	Riverina Murray Zone Meeting
Wednesday	15/7/2009	14:00	Conrad Jupiters, Gold Coast	CMAA Fed Executive / Fed Council Meeting
Thursday	16/7/2009	16:00	Conrad Jupiters, Gold Coast	CMAA General Meeting
Wed - Friday	15 - 17/7/2009	09:00	Conrad Jupiters, Gold Coast	CMAA Mid-Year Conference
Saturday	18/7/2009	11:00	Gold Coast Turf Club	Brisbane Gold Coast Zone Charity Race Day
Monday	27 - 29/7/2009	09:00	Twin Towns Services Club	RSL & Services Clubs Assn National Conference
Wednesday	29/07/2009	09:00	Milton Ulladulla Bowling Club	Far South Coast Zone Meeting
Wednesday	29/07/2009	09:00	Canberra Labor Club, Belconnen	ACT Zone Meeting
Friday	31/7/2009	10:00	Bomaderry Bowling Club	Illawarra Shoalhaven Zone Meeting
<b>AUGUST</b>				
Monday	3/8/2009	07:30	The Grange Golf Club	Illawarra Zone Charity Golf Day
Tuesday	4/8/2009	09:30	Caloundra RSL Club	Sunshine Coast Zone Meeting
Wednesday	5/8/2009	10:00	Port City Bowling Club	Great Lakes Zone AGM
Tuesday	11/8/2009	10:30	Urunga Golf Club	Mid North Coast Zone Meeting
Wednesday	12/8/2009	09:30	Moree Services Club	North West State Zone Meeting
Wednesday	12/8/2009	10:00	Foster's Brewhouse, Abbotsford	Victorian Zone Meeting
Wednesday	12 - 13/8/2009	10:00	Crowne Plaza, Terrigal	Central Coast Zone Meeting & Conference
Sunday - Tues	16 - 18/8/2009	09:30	Darling Harbour, Sydney	AGE 2008 <a href="http://www.austgamingexpo.com">www.austgamingexpo.com</a>
Wednesday	19/8/2009	11:00	Souths Leagues Club	Hunter Zone Meeting
Thursday	27/8/2009	09:30	Auburn	CMAA Executive Meeting
<b>SEPTEMBER</b>				
Tuesday	1/9/2009	11:00	St George Masonic Club	St George Cronulla Zone Meeting
Tuesday	8/9/2009	12:00	Burleigh Bears Club	Gold Coast Zone Meeting
Tuesday	8/9/2009	11:30	Club Rose Bay	City Eastern Suburbs Zone Meeting
Wednesday	9/9/2009	08:30	Lismore Workers Club	Far North Coast Zone Meeting
Tuesday	15/9/2009	07:30	Forbes Services Club	CMAA Mid State Zone Charity Golf Day
Thursday	17/9/2009	10:00	Club Five Dock	Inner West Zone Meeting
Thursday	17/9/2009	11:00	Smithfield RSL Club	Nepean Zone Meeting
Tuesday	22/9/2009	07:30	Kogarah Golf Club	St George Cronulla - Neville Worton Golf Day
Wednesday	23/9/2009	09:00	Pambula Merimbula Golf Club	Far South Coast Zone AGM
Thursday	24/9/2009	09:30	Auburn	CMAA Executive Meeting
Friday	25/9/2009	11:00	Bribie Sports Club	Sunshine Coast Zone Charity Bowls Day
Tuesday	29/9/2009	07:30	Logan Diggers Club	Brisbane Zone Meeting
<b>OCTOBER</b>				
Sat - Tuesday	10 - 13/10/2009		Gold Coast Convention Centre	ClubsNSW Annual Conference
Friday	23/10/2009	10:00	Sandhurst Golf Club	Victorian Zone Golf Day
Sunday - Wed	25 - 28/10/2009		Grand Hyatt Hotel, Melbourne	RSL & Services Clubs Assn Annual Conference
Thursday	29/10/2009	09:30	Auburn	CMAA Executive Meeting
Friday	30/10/2009	11:00	Dapto Leagues Club	Illawarra Shoalhaven Zone AGM
Friday	30/10/2009	10:30	Yamba Sports Club, Phillip	ACT Zone Meeting & Bowls Day



# Big roll-up for meeting, outdoor gaming workshop

Great Lakes Zone President Tim McAlister welcomed more than 50 members to Club Old Bar for the April Zone Meeting and Education Workshop. Zone Secretary Kim White was the host manager for the workshop, meeting and luncheon.

CMAA Executive Officer Terry Condon attended the meeting to present the Head Office Report and touched on many of the important issues facing the industry, including the prevalence of armed hold-ups on the NSW North Coast and New England regions, the Federal Government's new Industrial Relations legislation and the human resource and workplace OH&S implications of the recent incident at Maroubra Seals Club where a contract painter died after falling from an external scaffold.

The day opened at 9.30 with the free education workshop - "Outdoor Gaming and Gaming Rooms of Tomorrow" - presented by Paynter Dixon's NSW Marketing Managers Chris Whitworth and Maria Passafaro. The Workshop investigated design techniques to ensure a gaming room is working efficiently and effectively along with possible trends for the future of outdoor gaming.

The Zone Meeting followed the Workshop with more than 75 managers, directors and Club Industry trade representatives sitting down to lunch and refreshments.

The Great Lakes Zone Annual General Meeting will be at Port City Bowling Club on Wednesday, August 8. The Christmas Luncheon and final meeting for 2009 will be at Port Macquarie Golf Club on Wednesday, December 2.

1 - Great Lakes Zone President Tim McAlister with Division D Federal Councillor Stephen Byfield at the Zone Meeting.

2 - Great Lakes Zone President Thomas Paynter with Maria Passafaro and Chris Whitworth from Paynter Dixon.

3 - Col Gissane with George Hardman and Zone Vice President Lary Collins.



## Piers Morgan departs Stargames

Stargames Limited CEO and Acting President Piers Morgan has resigned his position with the company. Mr Morgan left the company in mid-April and his duties have been assigned to other employees in the short term. Piers Morgan joined Stargames in June 2007 and was appointed CEO in September that same year and Acting President two months later. Before joining Stargames, he filled a range of executive roles for Jupiter's Limited, including General Manager of Business Development, General Manager of Centrebet and Group General Manager for Jupiter's Online.

## Tatts profit up but expects slow second half

Tatts Group has delivered a modest profit rise for the half of 2008-09 but says the rate of growth for the rest of the year is unlikely to match the first six months. Profit during the six months to December 31 increased 8.8% on the previous corresponding period to \$144.73 million due to strength in the wagering business, margin growth in Tatts Pokies and a recovery of the Talarius business.

Tatts declared an interim dividend of 10 cents, up on the previous corresponding period of 9.5 cents. The company said the second half of the financial year had begun well, but the rate of growth during the next six months was unlikely to match the levels achieved in the past

six months because of a relatively strong corresponding period last year.

Tatts owns and operates poker machines and lottery products such as Powerball, Super7s, OzLotto, Super 66 and The Pools.

The gaming firm said it was inevitable that there would be changes to its business model with a number of business opportunities arising, including the potential sale of NSW Lotteries and the Tasmanian TAB.

"Additionally, we have opportunities to bid for the sole post-2012 gaming machine monitoring and wagering licences in Victoria," Tatts said. Revenue during the half gained 5.4% to \$1.6 billion.



# Sydney Metropolitan

## Duty Manager Development Program

**Session 1: JULY 2009 - Monday 27<sup>th</sup> - Wednesday 29<sup>th</sup>**

**Session 2: AUGUST 2009 - Monday 24<sup>th</sup> - Wednesday 26<sup>th</sup>**



- All the presenters have specialist club and hospitality industry skills & knowledge!  
**IDEAL for Level 5/6 Supervisors, Level A, B & C Managers & Trainee Managers**
- Participants receive a number of text books, including “*Club Management in Australia*” and the guru of modern management, Ken Blanchard’s “*Leadership and the One Minute Manager*” situational leadership text and his revolutionary customer service book, “*Raving Fans*”.
- **Cost: \$1560(+GST) Members & \$1690(+GST) Non-Members**
- **Where: CMAA Training Centre at Auburn**

Participants who meet the assessment requirements of the program’s Rostering, Manage Quality Customer Service and Leadership modules receive Statements of Attainment for SITXHRM003A Roster staff, SITXCCS003A Manage quality customer service & SITXHRM005A Lead and manage people in partial completion of the nationally recognised qualification SIT60307 Advanced Diploma of Hospitality.



Register on line @ [www.cmaa.asn.au](http://www.cmaa.asn.au)



# Education, safety in focus at A.C.T. Meeting

A.C.T. Zone members attended the meeting and luncheon held at the Canberra Southern Cross Club in the week before Easter.

CMAA Education Manager Ralph Kober presented the Head Office Report and acknowledged the attendance of CMAA Division H - Victoria Zone, Riverina Murray Zone and A.C.T. Zone - Federal Councillor Grant Duffy, ACCM.

While numbers were low, those members present enjoyed and participated in rigorous discussion on many issues facing the Club Industry, not-withstanding the spate of vicious armed robberies enacted on club managers and their staff.

Barrington Group representative Philip Browne spoke during the luncheon about the need for more-focussed training of staff for them to safely survive these incidents. Philip also announced a number of course dates in May for members and their staff to attend.

A.C.T. Zone President Geoff Long, ACCM, went out of his way to thank trade representatives who attended the luncheon, hosted by the Canberra Southern Cross Club, showing their strong and loyal support of the A.C.T. Zone and its members.

Geoff also encouraged all members to undertake training provided by the CMDA and is looking to co-ordinate a date in the upcoming months where Ralph Kober can meet with A.C.T. members in their clubs regarding their individual career needs and qualification goals. If you are interested in participating in this free service to CMAA members, contact Geoff Long at the Belconnen Soccer Club.

Peter Bishell, Club Plus Superannuation's recently appointed representative in the southern NSW region, also attended the meeting and luncheon, speaking to members about the Club Plus portfolio of products and services.

A.C.T. Zone's next event will be a Zone Meeting at the Canberra Labor Club in Belconnen on Wednesday, July 29.

*1 - A.C.T. Zone President Geoff Long with Glenn Wallace from the Canberra Southern Cross Club and CMAA Education Manager Ralph Kober at the April Zone Meeting.*

*2 - CMAA Division H Federal Councillor Grant Duffy with Zone President Geoff Long.*



## GSA, GTA co-host technology workshop

The Gaming Standards Association (GSA) and Gaming Technologies Association (GTA) co-hosted a Gaming Communication Technology Workshop last month to review change and how Australasian jurisdictions might be affected. More than 50 technologists, regulators, suppliers and operator representatives from around the Asia-Pacific region attended the two-day (April 9-10) workshop in Sydney. A range of presentations reviewed current technology frameworks, technology architecture contrasts and the effect and impact of GSA standards. GSA President Peter DeRaedt said he was pleased with the workshop outcomes: "Our objective for this workshop was achieved. We facilitate the development of open communication standards and want to continue to bring together all parties worldwide. This allows us to foster a closer collaboration and help move the industry forward. Australia provides an important part of that global picture. GSA standards create a landscape that drives innovation in a positive way." GTA Chief Executive Ross Ferrar said the attendance reflected the importance of communications technology and the high level of interest in how recent developments might be applied. "GSA has achieved outstanding progress in delivering open standards to the gaming data communications sphere. The richness of information their implementation delivers is an increasingly vital aspect of delivering great gaming technology and meeting our various audiences' expectations," he said. Participants agreed that the workshop provided valuable information about GSA standards, prompted a great deal of worthwhile discussion and was an important addition to the 2009 calendar.





## A.C.T. Training - 2009

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**JUNE - Monday 22<sup>nd</sup> & Tuesday 23<sup>rd</sup>**

### SITHGAM004 Analyse & report on gaming machine data

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

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

**CMA Members & CMDA Affiliates \$480pp ... Non-Members \$580pp**

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**AUGUST 2009 - Session 1: Mon 24<sup>th</sup>, Tues 25<sup>th</sup> & Wed 26<sup>th</sup>**

**SEPTEMBER 2009 - Session 2: Mon 14<sup>th</sup>, Tues 15<sup>th</sup> & Wed 16<sup>th</sup>**

## Duty Manager Development Program

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Participants who meet the assessment requirements of the program's **Rostering, Manage Quality Customer Service and Leadership** modules receive Statements of Attainment for SITXHRM003A Roster Staff, SITXCCS003A Manage Quality Customer Service & SITXHRM005A Lead & Manage People in partial completion of the nationally recognised qualification SIT60307 - Advanced Diploma of Hospitality Management.

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For all CMDA courses ... book ONLINE @ [www.cmaa.asn.au](http://www.cmaa.asn.au)

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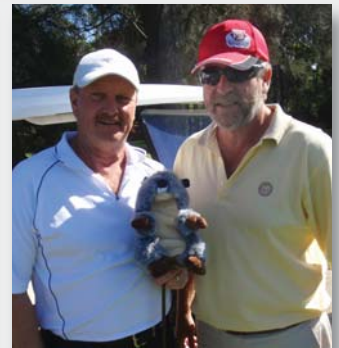
# Bragging rights to West Pennant Hills Sports Club

West Pennant Hills Sports Club went home with “bragging rights” as winners of the annual Manly Northern Suburbs Zone Golf Day at Mona Vale Golf Club on April 17.

The Paynter Dixon team was runner-up in the four-person Ambrose day that kicked off with breakfast and registration from 7am and shotgun start at 8 o'clock.

Zone President Ray Agostino hosted the presentation ceremonies over a two-course luncheon in the clubhouse.

Event organiser Luke Simmons, the Zone Education Officer said the 52 players enjoyed the great weather and spectacular Mona Vale layout. “Special thanks to our many hole sponsors, event sponsors and to Foster’s for providing the drinks on and off the course,” Luke added.



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## Clubs say net betting worse than poker machines

Problem gambling involving poker machines has decreased and there should be greater concentration on the ills of internet gambling, the club movement has argued in a submission to the Productivity Commission. The Sydney Morning Herald reported that Clubs Australia has been calling for an inquiry into problem gambling a decade after the Commission's previous one in an effort to fight the influence of Independent Senator Nick Xenophon who advocates tougher laws on pokie machines.

The club movement, in its submission to the Commission, argues that the NSW G-line, the problem gambling line, received 6,595 calls last year, compared with 11,774 in 2004. Clubs Australia says there is anecdotal evidence that the demand on counselling services is declining. It says average monthly spending on gambling is \$300 a person on the internet, compared with \$59.82 on non-internet gambling. It criticises calls to ban automatic teller machines in clubs, as Victoria will do by 2012, arguing that 25% of the country's ATMs are in hotels and clubs, and that \$9 billion is withdrawn from them each year. "People who gamble are not deluded," the submission says. "They choose to do so in knowledge of their basic odds and are content to 'budget' a 'spend' amount."

The club movement claims there has been much misinformation about the dangers of poker machines when internet gambling and mobile phone gambling are growth industries. "For example, Australia does not have 21% of the world's gaming machines [as has been reported] but only 2.5%, state and territory governments are not addicted to gambling revenue, and the majority of gaming machine revenue is not derived from problem gamblers," the submission says. NSW was ranked 12th in the world in online gambling jurisdictions, the submission says. The report says that since the Carr Government loosened restrictions on poker machines in hotels, annual revenue from gambling machines in NSW hotels has risen from \$178 million to \$1.68 billion. It says the annual amount spent on gaming machines per adult was \$665, about 1.62% of disposable income.

G-Line calls had decreased steadily from 11,774 in 2004, to 9,856 in 2005, to 8,048 in 2007, and 6,595 in 2008.

"Internet gambling fosters people staying at home gambling on their credit card in a totally unregulated environment, away from any watchful eye, and is in our view the most significant area for the future growth of problem gambling," the submission argues. "Australians are now able to gamble on over 1,800 websites or wherever they can take a 3G mobile telephone. There is evidence that the incidence of gambling abuse in Australian land-based gaming venues has declined since the release of the 1999 report. The simple truth is that the vast majority of gamblers enjoy gambling as a form of entertainment, like any other. This view of gambling is prevalent among anti-gambling campaigners driven by religious conviction and the firmly held belief that gambling is sinful."

Clubs Australia's Acting Chief Executive Officer Anthony Ball said Senator Xenophon's election to the Senate created a platform for an array of exaggerated claims and half-truths about problem gambling to be aired in the media. The Productivity Commission is expected to report in November.



## Secretary Manager Course on agenda for Far South Coast

With Anzac memorial weekend just a few days away, it was appropriate for Far South Coast Zone members to meet at Goulburn Soldiers Club for their April Meeting and Dinner.

The occasion was an ideal opportunity for managers, some who travelled from Merimbula and beyond, to catch up and enjoy the camaraderie much valued by CMAA members in such challenging times.

Zone President Mark Bellette chaired the Meeting with CMAA Education Manager Ralph Kober delivering the Head Office Report and engaging members in a range of interesting and topical issues facing the Club Industry.

That discussion centred on the spate of armed robberies occurring in the industry across the state, proposed Club and Hotel Safety Standards and the Zone's decision to purchase the CMAA Club Secretary Manager Course (see Pages 11-13) to be presented at Ulladulla in July.

The Far South Coast Zone's next meeting will be at Milton Ulladulla Bowling Club on Wednesday, July 29.





# Develop and manage gaming activities

SITHGAM005A

The CMDA's comprehensive *Gaming Management Program* is ideal for gaming supervisors and managers. Comprising of four modules that together make up the nationally accredited unit *SITHGAM005A - Develop and manage gaming activities*.

Each module deals with a specific area of gaming management and has been constructed to meet the operational needs of registered clubs. The program offers participants a great deal of flexibility as each module can be undertaken individually to meet specific training needs, or collectively to gain credit for the nationally accredited unit. This course is ideally suited for those staff who wish to take the next step up from gaming analysis.

*The upcoming modules are as follows:*

## Module I Develop & Manage a Club's Gaming Activities

**Topics:** Gaming Activities - Poker Machines, TAB, KENO, Poker Machine Maintenance, \*Gaming & Technology, Gaming Systems, Card Based, \*Role of Government, Managing Compliance Issues, \*Developing Policies, Legal Requirements, Ethics, \*Presenting a Gaming Plan, Reporting Financial Results, \*Gaming Installations, Floor Layouts, \*Gaming Rostering, Gaming Training and Staff Management.

**Dates:** Monday 22<sup>nd</sup>, Tuesday 23<sup>rd</sup> & Wednesday 24<sup>th</sup> June 2009

**Module Cost:** \$240 CMAA Members & CMDA Affiliates / \$290 Non members

**Certification:** Certificate of Attendance

## Module II Advanced Gaming Analysis

**Topics:** Operating Properties of Poker Machines, \*Calculate Gaming Machine Return, \*Mystery Jackpots, PC Based Jackpot Systems, \*Advanced Analysis & Reporting: NP to GP, High T/O Vs Low Gross, Churn, and Machine in Vs Machine out, \*Floor Analysis etc.

**Please Note:** *SITHGAM004A Analyse and report on gaming machine data is a pre-requisite for this module. Please supply evidence of completion when applying.*

**Date:** Monday 20<sup>th</sup> July 2009

**Module Cost:** \$240 CMAA Members & CMDA Affiliates / \$290 Non members.

**Certification:** Certificate of Attendance



## Module III Develop & Manage Club Gaming Promotions

**Topics:** Planning for the Future, \*The Marketing Model, \*Know Your Market, \*Planning Processes, \*Database Marketing, \*Promotions - Attention Getters, \*Advertising, Inducements and Promotions Compliance, \*Gaming in The Future and \*Internet Gaming.

**Date:** Tuesday 21<sup>st</sup> July 2009

**Module Cost:** \$240 CMAA Members & CMDA Affiliates /  
\$290 Non members.

**Certification:** Certificate of Attendance

## Module IV Manage Club Gaming Security

**Topics:** Gaming Security Policies & Procedures, \*Designated Strong-rooms, \*Physical Barriers to Critical Areas, \*CCTV, \*Cash Control, \*Staff Training, \*Security Personnel, \*Gaming Venue Legislative, \*Detecting Poker Machine Fraud.



**Date:** Wednesday 22<sup>nd</sup> July 2009

**Module Cost:** \$240 CMAA Members & CMDA Affiliates /  
\$290 Non members.

**Certification:** Certificate of Attendance



### FULL PROGRAM DETAILS...

<b>When</b>	(Session 1) Mon. 16 <sup>th</sup> , Tue. 17 <sup>th</sup> & Wed. 18 <sup>th</sup> June 2009 (Session 2) Mon. 20 <sup>th</sup> , Tue. 21 <sup>st</sup> & Wed. 22 <sup>nd</sup> July 2009
<b>Where</b>	Diggers at The Entrance Club 315 The Entrance Rd, The Entrance NSW 2261
<b>Times</b>	9.30am - 4.30pm all days
<b>Cost</b>	\$1,320 (GST exempt) - CMA Member/CMDA Affiliate, \$1,490 (GST exempt) - Non Member.
<b>Award</b>	Participants who complete the full program will receive a Statement of Attainment for the nationally accredited unit SITHGAM005A Develop and manage gaming activities on successful completion of assessment requirements.
<b>ACCM Points</b>	CMAA Members & CMDA Affiliates earn 25 points for successful completion of this course.

To register for the course go to [www.cmaa.asn.au](http://www.cmaa.asn.au)  
Contact Estelle McDonald-Birch at the CMDA on for more info  
☎ 02 9643 2300 or email: [estelle@cmaa.asn.au](mailto:estelle@cmaa.asn.au).



# Victoria resumes battle with gaming

By KATIE CINCOTTA

GAMING reform in Victoria has hit a dead end. In February, The Brumby Government introduced a new Gaming Bill into Parliament to take Victoria towards an owner-operated structure from 2012.

Gaming Minister Tony Robinson lauded the Gambling Regulation Amendment (Licensing) Bill 2009 to end the Tatts/Tabcorp duopoly as a windfall for clubs and hotels.

"Venues will now bid directly for gaming machine entitlements and will have more control of their gaming business from 2012. As a result of the new arrangements, pubs and clubs will receive a greater share of gaming revenue," Mr Robinson announced.

But, the Coalition and the Greens have failed to support the Bill in the Upper House, forcing the Minister to declare a possible return to the duopoly.

"Ted Baillieu has again shown he is the toff from Toorak, siding with super-rich gaming operators, rather than standing up for a fairer deal for Victorians," Mr Robinson said.

Coalition Gaming Spokesman Michael O'Brien accused Mr Robinson of scaremongering and insisted the reforms would get up with some changes which, he believes, should include auction system details, existing limits on poker machines and problem gambling measures.

Greens MP Greg Barber also wants pre-commitment technology to be written into the Bill, but the Gaming Minister insists that's not possible with technology changing so fast.

So, what exactly did the Victorian Government outline in its radical new plan for the "pokies"?

A year after a new model was first touted, the Bill announces a new progressive tax system, a tax-free threshold to help small not-for-profit clubs and the option to pay for gaming machine entitlements by instalments.

The tax deal means clubs with machines earning less than \$2,666 in average monthly revenue will pay no tax, while those machines bringing in \$2,667 to \$12,500 a month will pay 42.5% tax and 50% for any club

## Proposed Reforms in the Original Bill

- Tax-free threshold for clubs on machines earning less than \$2666 per month
- Payment on 10-year gaming licences: 10% within 7 days, 10% in 2012 and 80% in equal quarterly instalments over 4 years
- A new Regulatory Supervision Fee to the VCGR of \$450-\$550 per machine per annum
- Compulsory bidder training begins in 2010 for the registered bidders
- A single independent Monitoring Licensee to be granted late 2009
- Prohibition on profit sharing arrangements
- Pre-commitment mechanisms mandated on all next-generation machines from 2010
- ATMS banned at all gaming venues from 2012

For more detail, go to <http://www.gamblinglicences.vic.gov.au/index.html>

machine taking in more than \$12,501 a month.

CMAA Victoria Zone Education Officer Jim Smith was impressed by the new tax scale which, for a small club like The Hawthorn (with 43 machines), is going to mean far more revenue in the club's kitty. "The tax-free threshold is going to be hugely beneficial to our club," Jim said. "That will add a significant amount of revenue to our bottom line."

The former Echuca Workers Club General Manager is happy to be back in Melbourne and recently proposed to his partner on a sunset cruise in Greece - with the pair set to tie the knot next March. But, for now, Jim is focused on developing a food strategy for The Hawthorn Club that will take their reliance on gaming revenue from 70% to 50%. "We don't have a bistro facility, but we own the freehold next door which we lease to a restaurant, but there's no through access," he said. "So, we're working with a construction company and architect to design some new areas."

Other managers, such as Mulgrave Country Club General Manager Kerry Scarlett, isn't convinced the new tax ratio is a bonus, especially for larger clubs like her own. "I think the tax-free threshold is beneficial for smaller clubs, but not large clubs," she said. "We've got 105 machines, so we'd be paying a 42.5% tax rate, but there are added expenses like monitoring, promotion and technical support. It's too early to say if we'll be better off without knowing what the licence costs are."

Estimates being bandied about

include up to \$100,000 for a venue's entitlement and \$20,000 to \$25,000 per machine, with rumours the Government will announce costs in April-May.

Like many "clubbies", Kerry is disgruntled that it's taking so long to unveil those critical figures. Without them, clubs are unable to finalise their business strategy or financing. "Everybody is estimating what they might cost, but nothing is set in concrete," she added. "We've spoken to the bank but without a figure there's nothing they can do."

Kerry is also uneasy about the breakdown of payment for the entitlements, which requires 10% in 2010, 10% in 2012 and the balance of 80% in equal quarterly instalments over four years. She says having to outlay for machines, before they are even working for you, is going to be a burden. "It's not a fair system because we have to come up with that money prior to earning any additional income," she added. "We could be up for \$4.5 million with our licences, so that's \$900,000 before you even get the machines in."

Andrew Terry, who heads up the two SS&A clubs in NSW and the Wodonga Country Club in Victoria, poured over the 40-page *Statement of Outcomes II* and the 68-page *Overview Gaming Industry 2012* manifesto and is disturbed by a tax he's dubbed "the hidden snake". "The nasty surprise is this Government supervisory fee - which is indicated to range between \$450 and \$550 per machine per annum," Andrew said. "For our venue in Wodonga, we could be up for

# gridlock

\$42,000 a year just for the privilege of having the Government regulate you. It's like a 'Big Brother' fee they've just whacked in there."

Andrew believes the "Regulatory Supervision Fee" is simply creative accounting from the Government to replace lost licence payments from Tatts and Tabcorp. The VCGR fee may tally close to \$20 million a year from Victoria's 522 gaming venues.

"I reckon it's an attempt to replace the licence fee that they lose under the former duopoly system," Andrew added. "I've got 400 machines here in Albury so, to be paying a \$500 tax levy on each of them a year would cost me \$2 million, which would just be unprecedented."

Andrew is convinced there will be a differential gaming licence rate between clubs and hotels with his "guesstimate" at \$20,000 to \$50,000 for clubs and up to \$100,000 for hotels. If he's on the money, the structure could prove unviable for small, regional clubs. "Potentially, we're looking at \$1 million to \$2 million initial outlay on entitlement ... and \$50,000 to \$100,000 a year in administration - and that's before you talk about promotions, overheads, on-costs, etc. I have a genuine concern about the ability to recoup the capital ... it could make gaming in Victoria for smaller operators very unprofitable." He says it's disheartening to think that some clubs will end up worse off under their own direction. "When we do get the final numbers I think a lot of people are going to be very disappointed," he said. "It's not this great cash cow that everyone has been running around mooring."

Although the current deadlock extends the waiting game, most club managers are happy the original bill got the flick. "I think it's a good thing that it's been deferred," says Kerry Scarlett. "They couldn't pass it the way it was, it needed alterations."

Like many of her colleagues, she's lobbied through Clubs Victoria for a range of amendments. "We sent a letter off through ClubsVic and our argument is that there is no protection for grassroot clubs, the 50/50 rule is not in the legislation, clubs would still have to compete

## Ad campaign pulls in problem gamblers

Victoria has invested in a three-year, state-wide "Take the Problem Out of Gambling" campaign, part of a \$37.5 million commitment to promote responsible gambling.

Since its debut in October 2008, the evocative advertising has grabbed attention with its emotional take on the reasons behind addiction, and the successful outcomes for those who seek help.

Victorian Gaming Minister Tony Robinson says the campaign - spanning TV, radio, print, online and in-venue - was proving effective in getting help to problem gamblers.

For the first time, a national helpline number came into use, which received promising response rates. The total number of calls answered by Gambler's Help Services rose by 45% (to 2063 calls) in the two months to Christmas compared with the same period in 2007, and 29% of callers directly cited the campaign as the impetus for their call.

Visits to the Problem Gambling website also tripled during the campaign, peaking at more than 400 unique visitors per day.

The Minister says the campaign used research that showed people can address their gambling problems if they seek the appropriate help.

"We used this information as a key message in our advertisements and it has struck a chord, as shown by these results," Mr Robinson said.



Mulgrave Country Club General Manager Kerry Scarlett, who belongs to a gambling taskforce made up of 16 venues in the City of Monash, is happy to hear about the campaign's results, but says it's hard to measure the true impact of the initiative.

"With us, there hasn't been an increase in the self-

exclusion rate in the last six months," Kerry said. "It's been pretty steady - sometimes one a week, sometimes none, and sometimes two or three. But obviously there's a lot more people on the list than there ever was."

Other club managers think binge drinking requires more attention than problem gambling, with increasing liquor trade a likely antidote to rising anxiety during the recession.

Hoppers Crossing Club General Manager Jay Mitchell is concerned that binge drinking deserves more attention than problem gambling - which affects only 2% of Australian adults. "We've had our best five months ever ... it's been massive," Jay said. "But, most of our increase has been with alcohol, with double-digit growth year-on-year. I believe binge drinking is a bigger issue than the anti-gambling bashing that is happening."

For more information of the "Take the Problem Out of Gambling" campaign, go to

[www.problemgambling.vic.gov.au](http://www.problemgambling.vic.gov.au)

- KATIE CINCOTTA

against hotels on price for gaming entitlements, there are no concentration limits on club entitlements and the taxation regime continues to lock out smaller clubs and penalises those clubs who are able to hold onto their entitlements." Julian Murray, who runs The Wonthaggi Club, is another manager who's pleased with Parliament rejecting the legislation and hopes the next proposition will close off the unknowns. "I think it's the first small win for the Club Industry down here," Julian said. "They've tried to push it through without embracing some of

the concerns. We're fearful about the way the entitlements will be distributed and having to bid against these giant sporting clubs or major players."

With Parliament set to meet again in early May, the industry is hoping a compromise can be reached to move Victoria's gaming future out of gridlock.

"We're all stuck at the moment," says Kerry Scarlett. "Our board is revisiting our 'Stage 2' plans every month because we can't move on with anything."

## Cost-effective printing can be easy

Colorcraft Printing has been providing printing services to clubs for more than 35 years, working closely with a selection of large and small clubs. Colorcraft's Managing Director Sean Downs said this "history" has enabled the company to clearly understand the printing needs and challenges that clubs face.

"Having been involved in this industry for such a long period, we've been able to develop appropriate and cost-effective solutions for most of a club's printing requirements," Sean said. "For us, there are three main factors that drive clubs towards a particular print supplier - quality, price and speed ... it's as simple as that."

Garry Brown recently joined the Colorcraft team. He has extensive Club Industry experience and his new ideas will add more value to the clubs that Colorcraft already services. "This role has been created purely so we have someone dedicated to looking after all of our club accounts," Sean added.

"What appeals to clubs about Colorcraft is that we can offer a 'total print solution' and they can deal direct with the manufacturer. We do the lot - design, copy writing, digital, large format digital posters, journals on-line ordering solutions. Basically, anything related to printing."

Colorcraft understands the current economic climate has a direct impact on clubs' and members' "disposable income", Sean says, which increases the importance of engaging with members more effectively through creative marketing communications that incorporate appealing offers.

Sean said there are many ways clubs can save on printing - stock options or investigating different print methods. "The biggest way to get the most 'bang for your bucks' comes down to testing your existing print supplier against alternative print options to ensure they remain competitive and to keep them on their toes," he added. "When you have a project, it doesn't take much



to send the brief on to [sean@colorcraftprinting.com.au](mailto:sean@colorcraftprinting.com.au) to compare quality, price and speed."

Colorcraft Printing representatives meet with club clients regularly to review marketing communication tools and initiatives then identify more cost-effective ways to manage the production of jobs. "This is all done at no cost to the clubs," Sean added.

To learn more about Colorcraft Printing's services, go to [www.colorcraftprinting.com.au](http://www.colorcraftprinting.com.au)



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# Elder statesmen keep pace with life and technology

Age shall not weary them.

March was a big month for a couple of CMAA elder statesmen who certainly don't sit back and let life pass them by.

Former Federal President and Life Member Les Evennett in March did the video that appeared on the CMAA website during April supporting the "Raise A Glass" campaign to back Foster's efforts to financially back Legacy in Australia.

Les, 92, is a "Rat of Tobruk" and after the Dawn Service, headed to the city to march alongside his fellow Diggers in the Anzac Day Parade through Sydney's CBD.

As he has done throughout his life and his career, Les did a superb job of recording the video that ran until Anzac Day, at Brighton RSL Club.

A Life Member there, Les was the club's founding Secretary Manager, serving in that role for more than 25 years.

Les also attends St George Cronulla Zone meetings and is a popular guest at the CMAA's Annual General Meeting, held at Darling Harbour.

George Elliot, also an Association Life Member, has shown he's far from past a challenge with a few fast laps around Sydney's Eastern Creek Raceway to celebrate his 85th birthday.

Apart from the big family dinner at Lee's Fortuna Court, George's sons, Ian and George, organised the event through Fastrack, a company that George junior runs at the track providing supercharged laps of the raceway in a full-blown V8 Supercar.

At 85, NSW drivers are required to re-test to retain their licence and George completed this in time for his March 15 birthday - and in time for Ian and George to strap him into the V8 Holden Monaro for five laps at around 180km/h. Perhaps not exactly what the RTA examiner had in mind when he tested George's skills, but something to get the former club boss's pulse racing again.

George was Secretary Manager at Yarra Bay Sailing Club for 10 years, then Secretary Manager at Coogee Randwick RSL Club for the next 20 years before retiring aged 66 in 1988.

A past State and Federal Secretary of



Les Evennett's "Raise A Glass" video clip on the CMAA website home page.

the CMAA, Ian said George is "immensely proud to have been a part of the Association". "His Life Membership is displayed proudly in the home to this day," Ian added. "George and all of the family are immensely grateful for the ongoing kindness that the organisation continues to display by inviting him to all your events and acknowledging his contribution."

"A lot of organisations and companies could learn a lot from the dignity you and your members continue to show towards those who went before."

George and Les both attend the CMAA's annual Sponsor Appreciation Luncheon that allows all CMAA Life Members to catch up and be acknowledged formally.



George Elliot with his sons Ian (left) and George following the Fastrack experience to celebrate his 85th birthday.

**CMAA Life Member George Elliot prepares to take a V8 Supercar spin at Sydney Eastern Creek Raceway.**



# Smoking: Unreasonable, or a fair outcome with opportunities?

Compared with most other States and Territories, NSW is one of the few jurisdictions to permit gaming and smoking in unenclosed areas. RICHARD CULLINAN, a Partner with Cullinan Ivanov Partnership explores some of the fundamental issues impacting outdoor gaming and smoking areas in NSW.



Richard Cullinan

No matter what your opinion on outdoor gaming, it's clear that if a competing venue has a good, ambient outdoor gaming solution - and you don't, then your financial bottom line will be affected. Creating the right environment for outdoor gaming is challenging and should not be underestimated. There are many ingredients required to get the space right. With this in mind, it's quite surprising how cavalier many club managers have been about the compliance, or otherwise, of this vital capital investment. It appears the initial view was "let's stick whatever in and see if we can get away with it" ... and, in many cases, there was not serious consideration for the importance of designing these areas properly - not only for compliance, but also for performance. The Smoke-Free Environment Regulation 2007 NSW is a complex piece of law. It's common to see many basic errors in the design of outdoor areas that render them non-compliant, with club managers and Board members probably blissfully unaware they have an investment that may well receive a warning letter from NSW Health, should they visit. And there's no question that, post the Dubbo RSL Club court case, inspections are continuing at pace.

Basic errors include ...

- Use of an operable roof, operable louvre screens, or roller shutters in required openings - these elements, under the regulation, are required to be counted as solid walls. Many venues rely on roller shutters to secure the outdoor area after hours. Currently, NSW Health is treating roller shutters as locked open windows or doors. Hopefully, there is some movement to address this and an amendment to the Regulation will be forthcoming.
- Using locked open windows or doors to create the entire opening to the outside. Only up to 15 % of the required 25% opening can comprise locked open windows and doors. Any windows or doors exceeding 15% are required to be treated as solid walls. Therefore, solutions relying entirely on locked open windows or doors for their required openings are non-compliant.
- Shafts up to high-level windows or openings. Surprisingly, windows or openings at a higher level (above your lowest ceiling point) can actually come against the calculation and are of no benefit. If your area has a lot of high-level windows above a lower ceiling area to achieve the required amount of openings, it may well be non-compliant.
- Allowing gaming machines to be visible from a public street. From 2009, clubs have been brought into line with hotels and machines are not allowed to be visible from a public street.
- Relying on a large, uncovered outdoor area to get the calculation of your covered indoor area over the line. The

Dubbo RSL Club case clarified that different places with different uses will be calculated separately. Many outdoor areas that we are seeing are non-compliant as they have distinct places - one for gaming and one for drinking/dining. To comply, they rely on both areas being calculated as one place.

With the Dubbo RSL Club case behind us and some clarity on certain aspects of the Regulation, it is a fool's paradise to believe the Regulation is not going to be enforced. It's important that clubs use architects or designers who have had significant experience with the regulation to avoid tripping up. Clubs embarking on outdoor areas should insist on seeing the calculation method and figures of their designer and consider having these checked by an expert in the Regulation. Designers using terms such as "25% open" may fundamentally not understand the Regulation, which is about ensuring the actual enclosing walls and ceiling do not exceed 75% of the total notional wall and floor area. While this might appear to be "semantics", it's actually a fundamental principle that affects the calculation.

## Other Issues to Consider ...

### Acoustics

Acoustics can be a major issue threatening these outdoor areas and needs to be addressed carefully. It's very hard to ensure compliance with the latest acoustic regulations if outdoor areas are located anywhere near adjoining residential areas. If acoustics are not addressed carefully, you may think you have sorted your smoking issues only to find you have opened a can of worms around your operating hours.

### Smoke Drift and Perception

There is nothing in the Smoke-free Environment Regulation 2007 NSW relating to preventing smoke drift between smoking and non-smoking areas. However, the Smoke-free Environment Act 2000 NSW - "Clause 10 Duty to prevent spread of smoke" does touch on the issue and states that reasonable steps must be taken to prevent smoke from smoking areas penetrating smoke-free areas. It's important that this issue has been addressed in your design as prevention of smoke drift can be very hard to achieve. However, there are ways to solve this problem. At the same time, you may have a mathematically compliant terrace yet smoke is persistently remaining in the area. Perception is everything and, if you don't pass the "sniff" test, you are going to draw closer scrutiny to all aspects of your smoking solution.

### Shared Areas

Be mindful not to make an outdoor gaming area too attractive to non-gaming patrons. Where possible, provide an alternate alfresco area for these patrons to ensure your outdoor gaming area doesn't default to a beer garden, scaring off gaming punters. An attractive outdoor ambience with the use of real planting, attractive screening and lighting while maintaining a comfortable warm "room-like" feel are important for the success of an outdoor gaming area. Simply placing machines on a covered terrace area will not perform as well as you might expect. With all of these challenges, it's important to get your design right in all aspects and spend correctly for the longer term. In most cases there are easy solutions to solve problem outdoor areas. However, it's best to have worked out your contingency plan before waiting for NSW Health's knock on the door.



# Expo shines spotlight on club entertainment

The club entertainment industry took the opportunity to step into the spotlight at the CMAA's annual Conference and Hospitality Expo at Darling Harbour in early March.

Multi-award-winning performer Peter Byrne and entertainment agent Shayne O'Leary from the Artistes' Answering Service spent both days fielding questions and inquiries from managers, directors and Club Industry trade representatives.

"First, we want to thank the CMAA and Executive Officer Terry Condon for the opportunity to again showcase the entertainment industry and get a reminder about what clubs want from entertainers," Peter Byrne said. "Shayne and I felt very positive about the feedback we got from the two days, particularly compared to last year."

Peter said a lot more people called on the "Entertainment Live" Stand making inquiries about shows and entertainment. "We got lots of business cards and referrals from clubs across Sydney and country towns," Peter added. "In the present climate, it was a welcome change and very encouraging for the industry."

Although, like many forms of business in the current global and domestic economic downturn, entertainers are experiencing a drop in booking volume, Peter says he is holding on to the fact that "re-educating" clubs and encouraging acts to re-invent themselves will have a



domino effect and eventually bring the business full circle.

"I'm already starting to see results for investing time and effort in rebuilding my contact base," Peter said. "I decided to build a huge database of clubs across NSW, the A.C.T. and Queensland. It took almost three months to complete before I followed up with mailing and emailing information on my shows. I'm averaging two to three inquires and/or bookings a day from 'old' venues that hadn't booked me in a while, or

venues that were trying to get people into their rooms. The calls are coming from all over NSW, so there's a willingness to try and do something."

Shayne and Peter also followed up on the list they received at the end of the Hospitality Expo, emailing information to contacts, which again resulted in positive feedback.

"This is not specifically about generating work or bookings now, but more about recreating an interest in entertainment again," Peter concluded. "The phone won't ring on its own over the next few years unless we give people a reason to call."

For more information, contact the Artistes' Answering Service (02) 9529 5777, go to [www.answeringcentre.com](http://www.answeringcentre.com) or [www.myspace.com/entertainmentlivemagazine](http://www.myspace.com/entertainmentlivemagazine)

CMDA presenter and former Club Industry executive Ron "Rowdy" McLean achieved another career milestone with the internationally recognised accreditation as a Certified Speaking Professional.

The National Speakers Association of Australia event at the Sheraton Ballroom in Sydney in late-March made him one of only 57 speakers in Australia to achieve this status, which can be earned only by passing strict criteria that assesses an individual's professional education, professionalism and expertise as a speaking professional.

A former Tweed Clubs Chairman and Seagulls General Manager, Rowdy has used his entrepreneurial skills to build several multi-million-dollar companies. In just four years, he has built a consulting company, Creating Synergy - a CMAA National Bursary



## Rowdy upgrades speaking credentials

Sponsor organisation - employing more than 30 staff and delivering service culture, change management and leadership programs to the hospitality industry. Creating Synergy also is an international speaking business and Ron recently returned from a U.S. tour

and heads off to Portugal this month and Shanghai later in the year.

Ron's leadership development company, Flame, mentors CEOs and business leaders, including many club managers.

The Get Real coaching and seminar company provides motivational programs for individuals, teams and organisations.

He also has contributed to several

books on leadership and business development, has a Masters Degree in Business Administration and is a Fellow of the Australian Institute of Management.

While his business has diversified across many industries - working with Macquarie Bank, Hoyts, Australia Post, Country Energy, Procter and Gamble - Ron maintains close ties with the Club Industry through his training and development programs and long-term sponsorship with the CMAA.

He is working with more than 50 clubs around Australia and will deliver the Club Managers Bootcamp for the CMDA on Thursday, May 14. For an insight into the work, thinking and philosophy of this entrepreneur and business leader who is at the cutting edge of innovation and creativity, don't miss this one-day workshop.

## 20th Australasian Gaming Expo a cause for celebration

The first Australasian Gaming Expo was held in 1990 at the Sydney Convention and Exhibition Centre at Darling Harbour. The 2009 event - August 16 to 18 - marks the 20th time the event has been held there. Back in 1990, "Rock Lobster" was a hit song. "Home Alone" was a hit movie and "Dances with Wolves" won an Oscar. Collingwood were the AFL Premiers and Canberra Raiders won the NRL. In 1990, Bob Hawke's Labor Government was re-elected for the third time and Iraq invaded its rival oil-exporting neighbour Kuwait, sparking the Gulf War. Gaming machines had been in clubs in NSW since 1956 but had only been legalised for use in some casinos other than that. During the 1990s, nearly all states and territories legalised gaming machines for use in clubs and hotels. Gaming machine manufacturers, ever innovative and always looking to improve player entertainment using the latest technology, used the AGE to release their latest products. Few people would have foreseen an industry providing employment around Australia to 140,000 people, worth \$13.5 billion in annual GDP to Australia's economy, developing over the next two decades. In 1990, Microsoft released Windows 3.0, Tim Berners-Lee proposed a "hypertext" system - the start of the Internet as we know it today. What would 1990 AGE visitors have made of the Internet, personal computers, mobile telephones doubling as cameras, or text messaging? Thirty of the companies that exhibited in 1990 have been part of the AGE during those 20 years. And, with 80% of the available floor space sold to exhibiting companies by April, there will be plenty of new product releases, new technology, new ideas and



Aussie innovation at AGE 2009. A new feature is the Australasian Gaming Briefing - at 4pm on Monday, August 17, featuring Channel 9 Finance Editor Ross Greenwood, notable for presenting complex information in an easy-to-understand way. Gaming Technologies Association (GTA) Executive Officer Ross Ferrar said he was confident the Briefing would be an important event. Visitor registration is now available at [www.austgamingexpo.com](http://www.austgamingexpo.com) or call the Gaming Expo HelpLine 1300 724 030.

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# New Club Central Hurstville creates 120 jobs

The new \$44 million Club Central Hurstville is creating a rare employment opportunity with up to 120 new hospitality jobs on offer.

Illawarra Catholic Club has received more than 700 applications as the club recruits 60 additional staff for its new club - Club Central Hurstville, which will open later this month.

The club also is recruiting the 60 new staff required for the catering operations within the organisation. The club has been seeking to employ staff for a wide range of positions from duty manager to bar and gaming attendants.

When the doors open, Club Central Hurstville will offer employment for more than 160 people, including existing staff.

At a time when the Club Industry has seen the loss of 9,000 jobs during the past four years, there are few examples of expansion and growth - particularly of this scope - within clubs.

Illawarra Catholic Club CEO Mike Walker believes the current trend within the Club Industry is creating a crucial evolutionary phase whereby only the fittest clubs will survive. "We're seeing an unprecedented demise of many



clubs resulting from poker machine taxes, smoking bans, coupled with ill-informed 'wowers' and the economic crisis," Mike said. "With the opening of Club Central Hurstville, we're well placed to weather the storm and contribute to the community through employment and other ongoing support mechanisms."

Bucking economic trends, Illawarra Catholic Club is an example of a registered club that, thanks to sound management practices and a movement away from the reliance on gaming, is well placed in difficult times.

The club's \$44 million development - at the corner of Crofts Avenue and Cross Street, opposite Westfield - is part of its long-term survival strategy into commercial and retail property.

The seven-storey building will house three levels of the club with the remaining space let for commercial and retail use.

The name change from Illawarra Catholic Club to Club Central Hurstville also is part of the club's "evolution" as it moves to better reflect its physical location and its broader membership base in 2009 and beyond.

## Mounties gets the full service from IGT

IGT announces that it has renewed its service contract agreement with the Mounties Group. The contract covers all servicing for the Group's 789 gaming machines over several years at their Mt Pritchard and Harbord Diggers venues and Mounties and Manly Bowling Clubs. This new agreement continues a long-standing relationship between IGT and the Mounties Group. "Our contract renewal further solidifies our relationship with the Group," said IGT's General Manager Operations, Emil Paya. "The contract will see IGT Service Plus® team looking after all makes and models of gaming machine within Mounties venues, showing our diversity and providing our customers with an ongoing relationship that extends beyond the purchase of gaming machines. IGT's Service Plus® team services any gaming



machine and any gaming system, because we know that keeping a gaming floor operational and efficient is vital to ensure maximum returns. We pride ourselves in offering our business partners personalised service."

Meantime, IGT Australia has taken over TATE Associates to form IGT Systems (Australia) Pty Ltd. With the rapid growth in customer demand for its systems solutions, IGT, a CMAA Sponsor partner company, also announced it would invest in and further build its customer support and professional services teams in its Sydney office. IGT Systems (Australia) General Manager Colin Gray said the company's modular approach to systems solutions, which allows customers to gradually upgrade at their own pace - rather than impose an expensive and

disruptive replacement - has been very successful. The major components of the changes are ...

- IGT Systems (Australia) Pty Ltd is the legal entity, replacing TATE Associates Pty Ltd - effective October 1, 2008. This recognises the strength of IGT's brand and total gaming solutions strategy
- Sydney-based customer support and professional services personnel
- IGT's Support Manager role moves to Sydney and IGT is increasing its support team to ensure it continues to deliver world-class, local support service
- IGT is building a core team of Professional Services personnel in Sydney that will supplement the Melbourne-based team
- IGT has restructured its Product Development group in Melbourne to improve the focus on local product developments and further enable closer working relationships with IGT USA Systems Group on product developments such as Server Based Gaming.

# Clubs show benefits of Paynter Dixon 'touch'

Coastal and country clubs are enjoying a new look and feel thanks to the expertise and experience of Paynter Dixon Constructions.

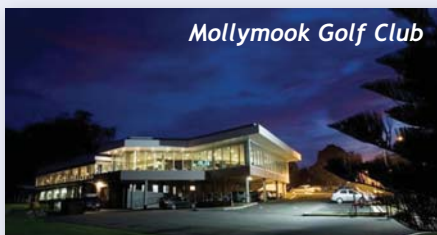
It's all about the view at Mollymook Golf Club with the new dining and outdoor area, which opened in March and is the latest stage of the long-standing relationship with the club spanning more than 20 years.

The Paynter Dixon team worked closely with the club to create a stylish environment that optimises the expansive views over Mollymook Beach.

Paynter Dixon Marketing Manager Peter Rogerson said the purpose of the \$6.5 million renovation was to incorporate all services and facilities on one floor. "We re-located the existing food area [situated on the ground level] to the main trading floor and built a new dining area, outdoor balcony and state-of-the-art kitchen facility. The new food area was strategically located to maximise the spectacular view of Mollymook Beach, making it one of the premier dining positions on the South Coast."

Paynter Dixon also converted the auditorium into a gaming lounge, new TAB and alfresco gaming area. A new open plan area with a coffee area, two bars, a passenger lift, toilet facilities and children's playground.

The construction process focused on sustainability, which is critical with energy costs predicted to rise by more than 20%. The job incorporated many energy-saving devices - dual-flush cistern, WELS-rated tap ware with water-flow restriction devices, waterless urinals, energy-saving light fittings and power factor correction. Highly engineered performance glazing reduces excessive heat load on the



air-conditioning with a recirculating gas-fired hot water system with flow restriction devices instead of electric heaters to reduce energy use.

Mollymook Golf Club CEO Tod Oxborough said the project was done with minimum disruption to the club and the new areas receiving excellent feedback from members and guests. "Paynter Dixon completed the project under budget and ahead of schedule in time for the holiday season," Todd said. "The turnover has greatly increased from the year before and our patrons love being able to enjoy a meal while looking over the ocean. The number of tourists and locals that have visited the club has increased by 20% since the renovations."

Meantime, Club Mudgee is reaping the benefits of a Paynter Dixon renovation completed in 2007. The NSW Central West region is renowned for its premium wines, heritage, cafes, restaurants and attracts tourists from Australia and around the world.

At the centre of regional tourist



destinations such as Mudgee are the local clubs and Club Mudgee (Mudgee Soldier's Club) is an integral part of the community. An inexpensive venue to have a meal and a drink, Club Mudgee also provides locals and tourists with a place to socialise and relax. When tourists visit Club Mudgee they experience the distinct Australian and Mudgee "flavours".

Club Mudgee was renovated in 2007 with the design concept to modernise and streamline the club, make it more user-friendly for patrons and staff while retaining the local character. The renovations included moving the old gaming and lounge area into the club's existing sports bar and TAB section to create a new, more accessible space for members and guests. It included raising the sunken lounge in the old sports bar to accommodate gaming machines. A new lounge area was built and features a dance floor with a state-of-the-art audio system and ceiling speakers. There is also access to a new smoking terrace at the front of the building, complete with heating, plasma screens and stylish outdoor furniture.

Club Mudgee General Manager Owen Hughes is pleased with the renovations and transformation. "Paynter Dixon completed the renovations ahead of time and under budget and we are very happy with the results," Owen said. "It has given the club a new and vibrant ambience and made the club more family friendly and attractive to tourists."

Offering two bars, a restaurant, four function rooms, bowling greens and an outdoor deck, Club Mudgee is an appealing destination for Mudgee locals and tourists.

## Aristocrat faces tough trading conditions

Analysts have warned that Aristocrat Leisure faces tough trading conditions across its global markets, analysts warn. Aristocrat has just completed a \$200 million capital raising to bolster its balance sheet, and forecast late last month that first-half net profit would fall by as much as 44% because of deteriorating market conditions. "In the current market, we struggle to see earnings

growth for Aristocrat," Citigroup analysts wrote. "It faces management transitions and near-term headwinds from sluggish demand in major markets in the U.S., Japan and Australia." The gaming giant said first-half results would show a pre-tax deterioration of between \$30 million and \$35 million because of lack of games releases in Japan. Aristocrat

completed an institutional placement of about 61.5 million ordinary shares at \$3.25 per share to raise \$200 million. "The proceeds of this placement will position us strongly to deal with the current operating environment and further strengthen our position for future growth," Aristocrat Executive Chairman David Simpson said. Aristocrat will seek a further \$75 million through an offer to eligible shareholders of up to \$10,000 of shares each through a share purchase plan (SPP).



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