

Club Management

IN AUSTRALIA

Publication No PP227838/003

February 2009
Vol 75, No 200

EXPO '09 COUNTDOWN

- It's just a month until the Club Industry's premier Conference & Trade Expo
Expo preview: Page 16

- CMA Magazine goes online & interactive:
Page 12

- Market through the business downturn:
Pages 48 & 49



- CMAA welcomes legal team to Sponsor family: Report - Page 14

GRAND CENTRAL™

Available Now!



STARGAMES™

A SHUFFLE MASTER INTERNATIONAL COMPANY

1 Sheridan Close, Milperra NSW 2214 Australia
Ph: +61 2 9773 0299

CLUB MANAGERS' ASSOCIATION AUSTRALIA

OFFICE BEARERS

CMAA FEDERAL EXECUTIVE

President

WILLIAM CLEGG, ACCM
Randwick Labor Club

Federal Secretary

ALLAN PETER, ACCM

Vice President

DANIEL MUNK, ACCM
Penrith Rugby League Club

Executive Member

DAVID O'NEIL, ACCM
Castle Hill RSL Club

Executive Member

TIM MCALEER, ACCM
Tradies @ Gynea

CMA NSW STATE EXECUTIVE MEMBER

DEBORAH FEENING, ACCM
Club Marconi

FEDERAL COUNCILLORS

Division A - City/Eastern Suburbs Zone and Manly/Northern Suburbs Zone

Mario Machado, ACCM
Assistant Chief Executive Officer
Hornsby RSL Club

Division B - St George/Cronulla Sutherland Zone and Inner West Zone

Ian Todd, ACCM
General Manager
Kingsgrove RSL Club

Division C - Nepean Zone

Michael Wiesel
Secretary Manager
St Marys RSL Club

Division D - Hunter Zone, Central Coast Zone and Great Lakes Zone

Stephen Byfield, ACCM
Chief Executive Officer
Diggers @ The Entrance

Division E - Far North Coast Zone, North West State Zone, Mid State Zone and Mid North Coast Zone

Gordon Rhodes, ACCM
Chief Executive Officer
South Tweed Sports Club

Division F - Illawarra Shoalhaven Zone and Far South Coast Zone

David Hiscox, ACCM
General Manager
Dapto Leagues Club

Division G - Gold Coast Zone, Brisbane Zone, Ipswich Darling Downs Zone, Sunshine Coast Zone, and the Central and Northern Queensland Zone

Steve Condren
General Manager
Southport Surf Life Saving Club

Division H - Victoria Zone, Riverina Murray Zone and the ACT Zone

Grant Duffy, ACCM
Secretary Manager
Numurkah Golf & Bowls Club



ADMINISTRATION

Executive Officer

Terry Condon, CCM

Administration Officer

Gerry Sarlemyn

Senior Industrial Relations Advocate

Peter Cooper

Education Manager

Ralph Kober, B.Ed.

Career Development Administrator

Narell Harrison

Training Course Administrators

Brad Jones, CCM
Estelle McDonald-Birch

Communication Services Manager

Peter Sharp

Accounts Officer

Priscilla San Luis

Receptionist

Carol Quirke

Training & Venue Coordinator

Maria Hudson

Administration Assistant

Evonne Bosnich

Life Members

Harry Walker (decd.)
Norm Robinson (decd.)
Arthur Justice (decd.)
Len Ewart (decd.)
Lou O'Neill (decd.)
Peter Cameron (decd.)
Bob Harbutt (decd.)
Keith Nolan (decd.)
Fred Chubb, CCM (decd.)
Alan McDougall, MBE (decd.)
John Milne (decd.)
Les Evennett

George Elliot, CCM

Peter Strachan, ACCM

Hans Sarlemyn, ACCM

Jim Henry, OAM, CCM

Terry Condon, CCM

Lew Cooper

Barry Stevenson

Greg Pickering, ACCM

John Allan, ACCM

Allan Peter, ACCM

Wayne Forrest, ACCM



Bill Clegg ACCM

Federal President



Allan Peter ACCM

Federal Secretary



Danny Munk ACCM

Vice President



David O'Neil ACCM

Federal Executive Member



Tim McAleer ACCM

Federal Executive Member



Deborah Feening ACCM

NSW State Executive Member



Publisher CMAA

Editor: Peter Sharp

Phone: (02) 9643 2300

Mobile: 0410 140 036

Email: sharppee1@cmma.asn.au

Contributors:

Henri Lach, Katie Cincotta.

Advertising Manager:

Judy Rayner

Advertising Bookings:

(02) 9332 2363 & 9360 6177

Fax (02) 9361 5142

rayner@bigpond.net.au

Printing and Design:

Daily Press Pty Ltd

Phone: (02) 9558 8419

Correspondence:

The Editor, c/-

Club Managers' Association Australia

67-73 St. Hilliers Road

Auburn NSW 2144

P.O. Box 845 Auburn NSW 1835

Phone (02) 9643 2300

Fax (02) 9643 2400

Please address all business correspondence to the Federal Secretary

The Club Managers' Association Australia is registered as an industrial organisation of employees in the terms of the Federal Workplace Relations Act, 1996, and The Club Managers' Association is a registered Trade Union in the terms of the New South Wales Industrial Relations Act 1996. The CMAA is affiliated with the Australian Council of Trade Unions (ACTU) and the CMA is affiliated to the NSW State Branch of the ACTU, The Labor Council of NSW.

Registered Office

67-73 St. Hilliers Road

Auburn NSW 2144

Phone (02) 9643 2300

Fax (02) 9643 2400

P.O. Box 845 Auburn NSW, 1835

Email - cmma@cmma.asn.au

Office Hours

Monday to Friday 9am to 5pm

Seven-day telephone answering service in operation.

"Club Management in Australia" is published monthly by the Club Managers' Association Australia. All material is copyright and cannot be reproduced without the explicit permission of the Publisher or Editor. Editorial contributions relating to the club industry are welcome. Submitted copy should be typed and double spaced. We don't accept any responsibility for keeping and returning unsolicited material. Photographs submitted must be captioned. Those sent without prior arrangement cannot be returned unless accompanied by a stamped, self addressed envelope. Views expressed in this magazine are not necessarily those of the Club Managers' Association Australia. Although we do exercise the utmost caution, we don't accept responsibility for claims expressed in advertisements appearing in our issues.

Subscription rate is \$60 a year.
ISSN 0045-7205

SPONSORS OF THE CLUB MANAGERS' CAREER DEVELOPMENT CENTRE

www.cmaa.asn.au



**EXCLUSIVE
TO VIRIDIAN™**

Aristocrat Introduces

JACKPOT *Royale*

**The NEW mid-denomination Multigame
with a license to entertain!!!**

2-LEVEL SYMBOL DRIVEN PROGRESSIVE JACKPOT

MULTIGAME - PLAY 2 NEW GAMES

GOLDEN SHIELD™ - 20 Free Games feature
JAGUAR KING™ - 15 Free Games feature

MULTI-DENOM AND MULTILINE

5c/20 Lines (200cr)
10c/10 Lines (100cr)
20c/5 Lines (50cr)

* Availability subject to
regulator approval



ARISTOCRAT
it's all in the game™

For further information contact your Business Development Executive
on 1800 150 432 or visit our website www.aristocratgaming.com

© 2009 Aristocrat Technologies Australia Pty Limited. Aristocrat, it's all in the game, game names and the Aristocrat logo are trade marks or
registered trade marks of Aristocrat Technologies Australia Pty Limited. NS0870

Secure your future with a Bachelor of Business in Club & Gaming Management.

Our distance education courses will fit your career and lifestyle.

- Developed in partnership with the Club Managers' Association Australia
- Early exit points at Certificate, Diploma and Associate Degree levels
- Advanced standing available for work experience and prior study

Contact:

02 6620 3627

clubline@scu.edu.au

scu.edu.au/clubandgaming

 **Southern Cross UNIVERSITY**
A new way to think

February Magazine Contents

PAGE	ADVERTISER / Editorial
COVER 1	CMAA Expo + CMAA Sponsor
COVER 2	STARGAMES
P 1	CMAA Imprint & Administration
P 2	CMAA Career Development Centre Sponsors
P 3	ARISTOCRAT
P 4	SOUTHERN CROSS UNIVERSITY + Edition Contents
P 5	IGT + CMAA AGM + President's Perspective
P 6	PAYNTER DIXON + Edition Pointers
P 7	AINSWORTH GAME TECHNOLOGY
P 8	MERIDIAN CONSTRUCTIONS + From The EO's Desk
P 9	CASHCODE
P 10	CHOICE PAPER IMAGING + Industry Feature 1
P 11	IGT + Industry Feature 2
P 12	THOMSON PLAYFORD CUTLERS + CMA Magazine & Website
P 13	INDEPENDENT GAMING
P 14	CMAA Sponsor Update - Eastern Commercial Lawyers
P 15	IGT
P 16	REED CONSTRUCTIONS + CMAA 2009 Conference & Expo
P 17	EXHIBITION MANAGEMENT
P 18	CLUBSATIONAL + Industry Issues
P 19	CLUB SUPER
P 20	Market Forces - Facing The Global Financial Crisis
P 21	GLOBAL GAMING INDUSTRIES
P 22	CMP LAWLER + Industry Issues
P 23	JAMES CLIFFORD
P 24	MAXGAMING
P 25	CMDA - Corporate Governance Brochure 1
P 26	CMDA - Corporate Governance Brochure 2
P 27	CMDA - Corporate Governance Brochure 3
P 28	CMDA - Corporate Governance Brochure 4
P 29	CMAA Federal Councillors + Zone Education Officers
P 30	CMDA - February-March Training Calendar
P 31	CMDA - 2009 Program Update
P 32	CMAA - 2009 National Bursary Winners
P 33	CMAA - 2009 Conference & Expo Brochure 1
P 34	CMAA - 2009 Conference & Expo Brochure 2
P 35	CMAA - 2009 Conference & Expo Brochure 3
P 36	CMAA - 2009 Conference & Expo Brochure 4
P 37	TECHNOPROM
P 38	CMAA - 2009 Hospitality Expo Exhibitor List
P 39	CMAA 2009 HOSPITALITY EXPO
P 40	G2E 2008 Tour Diary 1
P 41	G2E 2008 Tour Diary 2
P 42	SLATER GORDON + G2E 2008 Tour Diary 3
P 43	WHITCON + Feature - Property Development
P 44	Market Forces
P 45	TABCORP WAGERING
P 46	CMDA - Club F&B Management Summit DVD 1
P 47	CMDA - Club F&B Management Summit DVD 2
P 48	Feature - Market Through The Business Downturn
P 49	IMPACT GAMING + Feature - Marketing 2
P 50	CMDA - CLUB SECRETARY MANAGER COURSE
P 51	RAYNER SALES & MARKETING + Market Forces
P 52	Feature - Lifesaving boss says lives on the line 1
P 53	GJW CONSULTING + Feature - Lifesaving boss 2
P 54	CMAA DIARY - 2009 Meetings & Events 1
P 55	CMAA DIARY - 2009 Meetings & Events 2
P 56	PROFILE UNIFORMS + Market Forces
P 57	Feature - Smarter, More Agile Management in 2009
P 58	Clubs in Our Communities 1
P 59	Clubs in Our Communities 2
P 60	MITCHELL BRANDTMAN + Market Forces
COVER 3	KENO
COVER 4	ARUZE



Website and magazine revamp delivers on Association charter

With a new year comes the predictable and important resolutions, re-affirmation of goals and, hopefully, achievements assessed and recorded. It's pleasing, therefore, that this is the first issue of *Club Management in Australia Magazine* in a format designed to best suit members, the CMAA's Career Development Centre Sponsors and magazine advertisers who now become online advertisers as the Association also expands its website - www.cmaa.asn.au It's a reinforcement of the Federal Executive's policy of maintaining and enhancing the Association's relevance with the membership and our stakeholders and about improving the channels of communication at all levels. As part of this communication network, the Association seeks - and welcomes - your feedback on these new products and formats. These new services also are an extension of the Association's Strategic Plan and the benchmarks set out in the CMAA's Values Matrix. In these difficult economic times, it's vital that, like club managers across the nation, the Association strives to improve every aspect of its resources and services.

Still in the realm of communication, a further concept under consideration and development is the evolving challenge of how the Association can deliver training and professional development programs across the

vast membership demographic. E-Learning is seen as a major progression in how we provide education at a time, place and method that best suits individual members and his/her employer. E-Learning also will go a long way to determine the CMAA's future and direction. A significant commitment will be required to provide the appropriate and necessary state-of-the-art facilities at our Career Development Centre. We will, as always, offer our best efforts and judgement in exploring and delivering this exciting new aspect of education and training.

As the Club Industry moves towards a greater awareness of the training and career development needs of directors and managers, it's pleasing to note that the CMAA's **Corporate Governance** program is attracting significant interest. This program is not a "sampler" or schedule of what is considered to be "good practice". The aim of this world-class program, delivered at the **Tweed Heads Campus of Southern Cross University** is to develop the skills of managers and directors - in a united and supportive environment - to be able to apply the techniques for effective Corporate Governance.

I look forward to meeting up with Association members, sponsors, corporate friends and Club Industry trade representatives at the CMAA's

Annual Conference, AGM and Hospitality Expo at Darling Harbour on March 2 and 3. Everyone - club managers and the industry-related trade - is experiencing the same economic pressure and the best way to deal with these challenges is to work through them together. The Conference and Expo is the perfect venue to further an understanding of what confronts us and how best to tackle it. See you at the Expo.

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



NOTICE OF ANNUAL GENERAL MEETING

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

BIG



➤ Page 20

Tightening credit markets, falling interest rates, consumer confidence rocked by extreme volatility and a “crystal ball” used for forecasting ... welcome to the new financial world order. **Community First Credit Union Chief Executive Officer JOHN TANCEVSKI** also is a Director at his local golf club, so he knows the direct and indirect implications and consequences that the global, regional and domestic financial meltdown is having on business, banking and the Club Industry. **John** offers five important steps in dealing with the current crisis ...



➤ Pages 40-42

Port Macquarie Golf Club General Manager TREVOR HAYNES, ACCM, decided to apply for a **2008 CMAA National Bursary** to experience the changes in **Las Vegas** since his previous visit in 1993. **Trevor**, the **Great Lakes Zone Publicity Officer**, was over the moon when he was announced at one of the two winners of the annual **Peter Clarebrough Memorial Gaming Bursaries**, sponsored by CMAA partner company **IGT**. The **CMAA Study Tour** - from November 11 to 23 - taking in **New York** and **Las Vegas** for the annual **G2E Global Gaming Expo** provided another significant reference point in **Trevor's** Club Industry career and his **Tour Diary** makes interesting reading ...



➤ Pages 52 & 53

More people could die on Queensland beaches if gaming machines were taken away from surf lifesaving supporters' clubs. That's the harsh reality, according to a prominent lifesaving movement leader who sees the constant attack on poker machines as unwarranted and ill-informed. **Kurrawa Surf Lifesaving Club President Phil Murphy** says many smaller volunteer clubs along Queensland's seaboard would cease to exist if poker machines suddenly disappeared. “There would be dire consequences if gaming machines were abolished,” he said ...

CHANGING PLACES

PARRAMATTA RSL – A NEW DEVELOPMENT PROJECT FROM PAYNTER DIXON



When Castle Hill RSL amalgamated with Parramatta RSL it was decided that some changes were required in order to grow and develop the business.

The results? Nothing but impressive. From the moment guests arrive they are met with a fresh and inspiring ambience which cleverly continues to the gaming area, outdoor gaming areas and the lounge. The furnishings boast luxurious textures in chocolate tones paired with sparkling metallics.

Paynter Dixon continues to create great results on smaller and larger projects – understanding the individual needs of the client and their market place.

**NSW 02 9797 5555 • QLD 07 3368 5500
VIC 03 9811 9950 • paynterdixon.com.au**



PAYNTER DIXON

HOSPITALITY

No ordinary projects

SEE IT AT
CMAA!

DEVIL DOLLARS™

**DOUBLE
ACTION™**



25Line Primary Game



50Line Double Action™
Feature Game

World class gaming action has arrived with the launch of Ainsworth's brilliant new **DOUBLE ACTION™** bonusing concept, allowing players the opportunity to select 25 paylines plus an extra 5 credit wager in the primary game to win the **DOUBLE ACTION™** 50 Line free game feature.



Welcome back to the realities of our industry and our critics

Welcome to another year of "clubland" in

Australia. I hope our club managers, directors, members and industry suppliers have made the most of the holiday period to refresh themselves for the challenges we all face in 2009.

CMAA Conference & Expo

Registrations for the **CMAA Conference and Hospitality Exposition at Darling Harbour on March 2 and 3** are rolling in steadily and I urge all members to go online and register as soon as possible and support your Association that once again is providing the Conference free of charge. The **CMAA AGM** will be held on **Monday, March 2, at 9am**, followed by an address by the **NSW Gaming and Racing Minister Kevin Greene**. The **CMAA's 2009 Mid Year Conference** again be at **Conrad Jupiters** on the Gold Coast from **July 15 to 17. Thursday (July 16)** will be a **Combined Conference Day** with the **National Australian Hotels Association**, which will cover federal issues confronting the hospitality industry.

ATM attacks

If any fair-minded person needed any further proof why ATMs should not be removed from our clubs, they got plenty of reasons over the past two months. We have witnessed daily

attacks on ATMs as a "theme" for thieves. And it has only been by good fortune that lives have not been lost during this spate of ATM explosions. The usual "anti-everything" brigade - **Reverend Tim Costello** and Independent **Senator Nick Xenophon** - would have us believe that ATMs are a bigger risk to the general public by being located in secure venues, such as our clubs, than on street corners and open to the vagaries of city and suburban and the genuine threat that real, hardened criminals provide. Any ATM user - including problem gamblers - can nominate how they wish to access savings in their bank accounts ... by way of personal limits, selective venue use and that way the majority of people would not be disadvantaged by the failings of some.

Victoria pokies spending 'boom'

Victorian Premier John Brumby recently stated "the pokies cap in Victoria had reduced gaming machine numbers to a record low, while revenue, as a share of state income, was also at an all-time low". At the same time, his Government had strong measures in place to help problem gamblers. "At the end of the day, that's what a Government's obligation is to do in these areas. It's not to make moral judgments about what's right and what's wrong and how people spend their time,"

Premier Brumby continued. "That's a matter for mature adults to determine. Not for Government. What is the responsibility of Government, though, is to properly inform the community, give the information they require and, if people have a problem with gambling, to help them through it - and that's exactly what we do." Finally, an Australian political figure with the courage of his conviction to say what the 99% of people who do not have a problem with gambling want to say to the likes of Senator Xenophon and Reverend Costello. We are all responsible for our actions and, if we need help, it is up to those with the problem to seek that help and know that they can receive it. The Club Industry has been providing this help long before Senator Xenophon and Reverend Costello decided that they would become the "moral conscience" of hard-working mature Australians. In less than 12 months, Premier Brumby has shown that he is prepared to return half of the gaming machines in Victoria to community-owned clubs by disbanding the **Tabcorp/Tattersall's** duopoly and showed he is prepared to take the moral crusaders head-on when they pedal false information. Well done Mr Premier.

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

GUARANTEEING OUTSTANDING PERFORMANCE

- Master Planning
- Design and Construction
- Construction Management
- Interior Design
- Council Negotiation



MERIDIAN
CONSTRUCTION

Call Mick Brady
or Greg Crowley
02 9599 0399
321 Princes Highway
Banksia NSW

The Winning Hand For Gaming Operators



PayCheckTM 3
PRINTER

- Prints a ticket in 1.2 seconds!
- HOT Swappable
- Jam Resistant Bezel Design
- Drop in replacement
- Print Head Life of 100 Km

FrontLoad
BILL & TICKET VALIDATOR

- 96%+ Acceptance Rate
- Fast Acceptance Speed
- AUTOMATIC Calibration
- Minimal Maintenance
- TITO capable

Players want Fast, Secure Payment Solution-
Choose Nanoptix Ticket Printers & CashCode Validators

Nanoptix

www.nanoptix.com

 **CashCode[®]**
A division of **CRANE** PAYMENT SOLUTIONS

www.cashcode.com

**"We have seen an increase of cash-in of 8%-34%
when using CashCode Note Acceptors"**

Peter El Hassan
West's Ashfield Leagues

Call John Dorahy +61 (0) 415 601 072 Australia@cashcode.com

Service and dedication the hallmark of

By PETER SHARP

If they were Test cricketers, they'd be standing in the middle of the Sydney Cricket Ground, bats raised, acknowledging the acclaim of thousands of fans and celebrating a century partnership.

But George and John Anthony are gaming executives - pioneers, experts, professionals, statesmen ... they enjoy the absolute respect of the industry that they have passionately and collectively served for more than a century.

The IGT Professional Services father-and-son team logged their remarkable industry milestone in December last year. For George, now 86, it was 55 years - starting out as a sales and service technician with Apex Poker Machines in 1953. For John, 60, it was 45 years - clocking on as a poker machine technician with Ainsworth Industries in 1964.

Countless hours of determination, perspiration and inspiration have brought the genial and generous pair to this watershed moment - but neither is considering a time when they won't be at IGT, calling on their clients, speaking to club managers and doing business with their best advice and friendship.

"I am very lucky to have had the opportunity to work with my son. I've enjoyed every minute of it," George says, smiling. "The secret is that we both respect one another and when we don't see eye-to-eye on something, we work it out".

This 100-year partnership began in



A century of gaming industry passion, experience and knowledge ... George (right) with John Anthony at IGT offices at Rosebery in Sydney.

'53 when George got his start as a sales and service representative at Apex Poker Machines before moving on to the same area at Ainsworth Consolidated Industries. As he worked to modify, improve and develop new mechanisms at the workshop and in his home garage, George passed on his skills and knowledge as John fussed around "helping" his father from the age of 5. "I've worked with George going on 45 years and I still learn from him every day," John adds.

It was almost inevitable that John, in 1964, after "working" beside George for all of those years would join his father - then Area Manager, Sales and Service - at Ainsworth as a Mechanic.

Father and son decided, after a prolonged analysis of the growing industry, that it was time to mix it with the "big boys", establishing Anthony and Staff Pty Ltd in 1970 and specialising in rebuilding and servicing poker machines.

Their first venture was more than successful and just two years later, Nutt and Muddle purchased Anthony and Staff with John becoming Sales Manager and George an Area Manager. The success of their first venture and five years at N&M inspired the Anthonys to take another family enterprise - Jade Enterprises - for a spin in the marketplace. Jade specialised in refitting electro-mechanical poker machines with



FOR ALL YOUR GAMING TICKET REQUIREMENTS

- THERMAL TICKET IN - TICKET OUT
- GAMING PRINTED ROLLS / WESTREX RIBBONS
- REWARD CENTRE ROLLS
- THERMAL & MULTI PLY ROLLS

GUARANTEED TROUBLE FREE OPERATION

Contact Christopher Swan at Choice Paper & Imaging

Phone 8824 4394 Mobile 0415 067 110 Email chrisswan@choicepaperandimaging.com.au
www.choicepaperandimaging.com.au

George and John's century

stepper motors and the company grew steadily with an opportunity to design and build a speciality gaming machine. The venture's primary investor failed, the dream faded and Jade closed. Not the type of men to interpret a stumble as defeat, George and John moved on to Olympic Gaming Technology in 1988 with John as National Sales Manager and George's vast expertise directed to machine design and sales. Olympic's sales increased steadily from \$8.9 million turnover in '88 to \$87 million a decade later.

When IGT bought out Olympic in 1998 for a record \$170 million, George and John stayed with the new company, building the Professional Services area into an industry-recognised service, providing customer service training, consulting, game room design and their industry knowledge and experience to IGT customers in Australia and New Zealand.

George Anthony's resume is as vast as it is diverse - from sales and service to owner, operator, managing director, manufacturer, design and development, game designer to industry consultant ... he's been there and done that. George introduced tokenization to NSW clubs, invented the multi-line play-and-pay system and came up with the mathematical design, theme concept and project managed the development of many games, including *"Zulu Warrior"*, *"The Joker Is Wild"* and the *"Rugby League"* machine.

George has assisted and advised countless club Gaming Managers,

General Managers, CEO and Boards - contributing significantly to the successful direction and growth of the Registered Club movement - during his long and generous journey.

Being and ex-serviceman and Prisoner of War (PoW), George has maintained a genuine warmth and affiliation with RSL and service clubs, providing his unique appreciation of the community-based club movement. Perhaps the strongest endorsement of George's career and contribution to the Club Industry is that he was the second person inducted into the CMAA's Hall of Fame in 1995.

"The Club Industry has always been like a yo-yo, persevering through hard times, bouncing back and continuing to grow," George said. "Times have been tough of late and I can see changes to the industry with clubs having to close their doors or amalgamate but I know that they will pick up and carry on supporting their communities. People don't realise what our clubs do, they bring people together, provide a social outlet for all ages and give back every day."

John's vast industry experience covers gaming floor layout, technical compliance, promotions, sales and customer service where he has an "expert" reputation and he delivers consultation and presentations in three main areas - customer service, venue promotions and denomination mix. Often, the night before his presentation, he will visit the venue as a mystery shopper to assess the customer service, then deliver his assessment - covering food, bar and

gaming service - to management and staff.

John's IGT role involves extensive travel to all Australia and New Zealand jurisdictions and venues from big-city casinos to country clubs and hotels in all legislative environments.

"Clubs do so much for the community," he said "I just don't think the NSW public realise what their local clubs contribute. No matter what type of club, from youngsters to retirees and pensioners, our clubs provide entertainment, social and financial support and it would be fantastic if this message was more widely recognised."

While they share a unique place in the gaming industry, both men are respected as much for their humility, generosity and professionalism as for their undoubted and impressive success. The secrets to that success and remarkable longevity in the gaming industry? Really, there are no secrets. For George and John Anthony, it has been a genuine "labour of love" ... for the incentive to tinker, create, develop, achieve and succeed in a business that only those who know it, truly appreciate. But when George and John speak about their 100 years working with club, hotel and casino gaming workers, the secret becomes much clearer. It's about their love of the relationship - business and personal - that makes it easy to come to work every day and help someone else be successful.

As the industry moves into the business and economic challenges of 2009, the SCG crowd is still cheering as the Anthonys quietly and proudly add another two years to their superb partnership. Well played, gentlemen.

BIGGER

New look, feel for magazine and website

CMA Magazine has made a quantum leap with a new look, new feel - and now it's online ... offering exciting reading and advertising options.

Club Management in Australia (CMA) Magazine is the monthly reading reference for club executives across Australia, delivering news, opinions, features, industrial relations and education information that shapes the careers of the Club Industry's decision-makers in thousands of licensed clubs around Australia.

The CMAA is partnering with **Insite Interactive** to package the online "digital book" version of the magazine via the Association's impressive new website - cmaa.asn.au That means *CMA Magazine* readers and advertisers can enjoy new dimensions - audio, video, flash banners and animations, rollovers and clickable links.

The CMAA also is partnering with **Tic Technologies** to launch its new website with the latest online



technology and resources.

CMAA Executive Officer Terry Condon, CCM, said the technological advances through the website and magazine were part of the CMAA's ongoing commitment to delivering the best in career development, education and industrial relations support to its growing membership. "It's exciting and new and it's about ensuring our members have the best in resources and services that the Association can deliver."

Rich Media options make it possible to bring a page to "life". Pre-press pages are shipped from our publishing partner and CMAA sponsor partner company **Daily Press** to create the

online *EBook* and for **Insite Interactive** to add any new media and enhance editorial and advertising features. The online *EBook* is constructed for 1024 x 786 PC screen resolution, which is the most common screen resolution.

All of the relevant technical information associated with this *CMA Magazine* "revolution" is available at www.cmaa.asn.au

For more information on *CMA Magazine*'s new, enhanced online features, contact **MIKE KENNEDY** - **Insite Interactive's** Head of Product Marketing & Sales Distribution on (02) 8314 7100.

To book a *CMA Magazine* advertisement, contact **Advertising Manager JUDY RAYNER** or **Sales Co-Ordinator SUE FLYNN** at **Rayner Sales & Marketing** - (02) 9360 6177.

Join the CMAA in this new page of the *CMA Magazine* story and the exciting opportunities that technology and new publishing offers. It's new, it's exciting and it's at your fingertips...

Premier Legal Advisers to the Clubs Industry

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

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



Brett Boon - Partner

T: +61 2 8248 5832

E: brett.boon@thomsonplayfordcutlers.com.au



Thomson
Playford
Cutlers

www.thomsonplayfordcutlers.com.au



Media Release



The IG Flexi-NET TITO System reaches 71% return of tickets in gaming venues

The continued success of the Australian invention Flexi-NET TITO has exceeded everybody's expectations and worldwide ticket performance.

The continued player acceptance of the Flexi-NET TITO product is outstanding.

With all Clubs and Hotels experiencing a tough period in business the Flexi-NET TITO product is the light at the end of the tunnel.

The Flexi-NET TITO product develops the highest efficiencies in customer service.



Customer inserts their ticket or money



Customer plays the game then presses collect



The machine will issue the customer with a ticket



Customer takes the ticket & plays on the next machine or goes to the cashier to redeem their cash

*Visit a venue today or call into one of our two showrooms
(Baulkham Hills or Newcastle)*

INDEPENDENT GAMING PTY LTD 17 Brookhollow Avenue Baulkham Hills, NSW, 2153
Phone: 02 8858 1000 Fax: 02 8858 1010 www.independentgaming.com.au

ECL partnership puts CMAA in powerful legal position

The CMAA has never been in a stronger position - and it's all legal. Federal President Bill Clegg, ACCM, and Executive Officer Terry Condon, CCM, recently signed off on a new sponsorship agreement with Sydney-based law firm Eastern Commercial Lawyers (ECL).

Tony Johnston, Michael Guihot and John Murray are the founding partners of the practice that highlighted its rapid rise as a winner in the 2008 City of Sydney Business Awards.

ECL joins the CMAA's "family" of Career Development Centre Sponsors to enhance education and professional development opportunities for club managers across the Association.

Bill welcomed ECL's partnership, citing the expanding range of clubs enlisting the firm's services at all levels of club business, administration and corporate governance. "I'm pleased to welcome Tony, Michael and John with their staff to the CMAA's impressive family of sponsors and envisage a strong and long-lasting relationship," Bill added.

Tony, Michael and John decided to fly "collectively solo" in early 2007 after successfully building their careers in high-profile Australian law firms and set up their practice on Elizabeth Street in Surry Hills, NSW.

"We have worked hard together to start and build ECL, so we are pleased with our development in just a couple of years and this CMAA sponsorship is an endorsement of the work we are doing across the Club

Industry," Tony said of the sponsorship. "When we sat down with Bill and Terry, we decided it was time to put something back into the Club Industry and supporting the Career Development Centre fits comfortably with our business ethics and philosophy ... we are very pleased with the new partnership."



ECL specialises in ...

- Licensed Clubs, Hospitality and Gaming
- Commercial Dispute Resolution and Litigation
- Workplace and Industrial Relations and Occupational Health & Safety
- Commercial, Corporate and Consumer Advisory Services
- Commercial Property

John said ECL understands the client's need for practical legal advice with a commercial perspective. "Legal issues can be a difficult and complex aspect of managing a business so we treat your matters as though they are our own and aim to be your most trusted commercial legal advisor," he added.

Michael emphasised that "having regard to the financial pressures that many clubs are now facing, ECL's legal services are cost-effective, proactive and practical. We focus on achieving effective outcomes while maintaining quick turn-around times at rates that beat those charged by the larger law firms. That's why we

are the preferred provider of legal services to a growing number of clubs throughout NSW."

Collectively, Tony, Michael and John have more than 30 years of legal experience.

Tony has extensive experience advising the Club Industry, and is a trusted advisor to a broad range of licensed clubs. Tony's clients include a number of large and small clubs, gaming machine manufacturers, hotels, resorts, liquor manufacturers, retailers and wineries across Australia. Tony's practice is built on a reputation for providing prompt, clear, concise and practical legal solutions to his clients in a broad base of commercial areas.

Michael helps clubs and companies to resolve disputes including, when necessary, by litigation. He gained his experience in a large national law firm and was for a time legal counsel with Diageo Australia Ltd. Michael is quick to identify the legal issues and commercial imperatives that underpin disputes and to align the appropriate dispute resolution strategy with his clients' demands. Michael's clients are in the clubs, liquor, fast-moving consumer goods, music publishing, construction and property industries.

John has advised clubs regarding a broad range of employment issues for a number of years. John has worked in workplace relations groups in large national firms, including as a partner, since 2000. As a Workplace Relations specialist, John advises in the areas of workplace and industrial relations, employment-related litigation and OH&S.

Tony, Michael and John welcome inquiries from clubs and industry-related businesses.

➤ Contact details ...

Eastern Commercial Lawyers

Level 2, 491-493 Elizabeth Street, Surry Hills NSW 2010.

P: 02 9698 3939

F: 02 9699 3889,

E: tony.johnston@eclawyers.com.au

W: www.eclawyers.com.au



PICTURE: CMAA Federal President Bill Clegg, ACCM, (seated) with Eastern Commercial Lawyers founding partners (from left) Michael Guihot, Tony Johnston and John Murray at the firm's Surry Hills offices.

When it comes to jackpots

BIGGER

is Better!



**Fort Knox® is the \$1 link with bigger jackpots
– that your customers will enjoy playing**

- Configurable grand jackpot start-up of \$10,000, \$20,000 or \$50,000
- Two standalone jackpots
- Selection of exclusive games

**Visit us at CMA
Stand #147**

**Call your IGT Sales Executive for more
info or contact IGT on (02) 8345 3000
www.IGT.com.au**



**globalstrength
localfocus**

Published February 2009. Game type availability subject to specific jurisdictional approval.
© Copyright 2009 IGT (Australia) Pty Ltd.

Agenda framed to tackle industry challenges

Like much of the business world, the Club Industry is fighting through tough times, but that also focuses management professionals on the need to keep pace with the smartest and latest trends to maintain a successful business. The **CMAA's 2009 Conference, AGM and Hospitality Expo**, titled "*Let's Focus on SMART Management*" is framed to help club managers tackle these economic, staffing and business challenges.

"I encourage all club executives to attend the impressive array of free Conference workshops and bring directors to ensure their entire organization has a clear picture of the options and resources available to them," **CMAA Federal President Bill Clegg, ACCM**, said.

Aristocrat Technologies Australia again will sponsor the **Conference and Awards Cocktail Party**. Aristocrat has partnered the CMAA at recent **Mid-Year Executive Leadership Conferences** staged at **Conrad Jupiters** on the Gold Coast. **CMAA Executive Officer Terry Condon, CCM**, said the Association has a long and productive relationship with Aristocrat.

The Conference program is again free to eligible delegates and features a range of sessions designed to assist all managers in developing their roles within their organisations. The two-day event opens on **Monday, March 2**, with **Registration** from **8am**, **Conference** doors opening at **8.45** and the **Expo** kicking off at **9 o'clock**.

Warren Jowett, **Aristocrat's Executive General Manager Australasia and Asia Pacific**, will give the **Conference**

Opening Address at **9am** as a prelude to the **Association's AGM** in the **Conference Room** in **Hall 6**. **NSW Gaming and Racing Minister Kevin Greene** then will deliver a **30-minute Keynote Address** at **10.30am**.

Expo business closes at **4pm**, when the **CMAA-Aristocrat Cocktail Party** swings into networking and celebration mode, incorporating the annual **CMAA Awards** and **2009 CMAA National Bursaries** presentations. The bursaries - offered by CMAA sponsor partners - acknowledge members who have achieved selection to enhance their education and career development. The **CMAA Awards** include **CMAA Hall of Fame** - "*Association Associate*", "*Industry Associate*" & "*Club Manager*", **CMAA 21-Year & 30-Year Member Service Awards**, **Peter Cameron Award**.

The 2009 Expo continues the format introduced last year for issuing name badge passes to the event. **Harbour Data/Tradevent Registrations** has devised a **bCODE** mobile ticketing (m-ticketing) system that electronically and wirelessly delivers event tickets/name badges to mobile phones using SMS and email. **Harbour Data/Tradevent Registrations** Director of Operations **Regina Mason** said the process, which is being used successfully in Australia and internationally, saves registration booth queues and is easy to use.

➤ Register online at

<https://secure.tradevent.com.au/cma2009>

➤ **P33-36:** 2009 CMAA Conference & Expo Brochure



We're making clubs even more hospitable!

Rising to the challenges of 2008, REED successfully worked with the board and management teams of numerous clubs throughout Australia to make their clubs even more hospitable to their members and guests. These major projects include the refurbishment of the Adamstown and Swansea RSL Clubs in Newcastle, NSW.

We look forward to more club refurbishment projects throughout 2009 and wish all club boards, managers and their staff a successful New Year.



Level 3, 41 McLaren Street,
North Sydney NSW 2060
T: 02 9965 0399
www.reedgroup.com.au





**NOW INCORPORATING
VICTORIAN GAMING EXPO 09!**

VICTORIA'S ONLY TRADE SHOW FOR THE GAMING & HOSPITALITY INDUSTRY!

**ATTRACTING
OVER 6,000
TRADE
VISITORS**

In the year ahead many important decisions concerning the specification, purchase and operation of gaming machines and matters related to the successful management and provision of facilities for gaming venues will be made.

As the only Victorian trade show with a major focus on gaming within the hospitality industry, the timing of the fourth Clubs & Hotels Expo in June 2009 is ideal.

If you are a supplier of equipment, products or services to the Hotel and Club industries, you'll not want to miss securing your exhibition site at Clubs & Hotels 2009.

**For further info visit
www.clubsandhotels.com.au
Exhibition site enquiries:**

**Phillip Nennstiel, T 03 9699 4699 (0402 794 120)
email phillip@exhibitionmanagement.com**

**23 – 25 June 2009
Melbourne Convention & Exhibition Centre**

Clubs want uniform gambling laws

The Club Industry will use the Productivity Commission's current inquiry into gambling to call for local internet gambling companies to be subject to the same laws required of clubs, hotels and casinos that operate poker machines.

Standardising gambling laws means online operators would be banned from accepting bets placed with a credit card and offering gambling inducements such as \$1,000 in free bets, would be required to have staff trained via an accredited responsible gambling course provider and would have to offer free problem gambling counselling.

ClubsAustralia CEO David Costello said internet gambling is so popular that federal, state and territory governments must act to ensure it is subject to the same checks and balances that apply to poker machine operators.

"Clubs have worked tirelessly with Government to significantly reduce

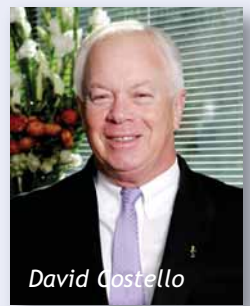
the level of problem gambling in the community," Mr Costello said. "We are not prepared to sit back and watch this hard work be lost by a group of online cowboys who think responsible gambling is providing an email address to a counselling centre located in Los Angeles.

"Internet betting is a multi-billion business in Australia. **Centrebet** recently boasted to its shareholders that turnover increased by 14% in 2008. It predicted turnover would increase by even more in 2009 despite the world financial crisis.

"However, with the privilege of holding a gambling license comes responsibility. Inducing people to gamble with a credit card with the promise of free bets is, in my opinion, an invitation to problem gambling. Centrebet last year printed a flyer offering free **A League** soccer tickets, with entry into the stadium through a Centrebet plastic card committing people to a \$5 bet. And, if you go to the Centrebet website and click on "Responsible Wagering",

you will be directed to a website in Los Angeles which offers nothing more than an email address.

"**ClubsAustralia** does not speak out due to a fear of competition. Indeed, last year, **ClubsNSW** publicly rejected a business proposition from both **Centrebet** and **Betezy** on the basis of concerns about the aforementioned practices. Clubs believe gambling is a legitimate form of entertainment, but it's vital that safeguards exist ensuring it never goes beyond a recreational activity. Clearly, when it comes to online gambling, very few - if any - safeguards exist. To those that question the danger of online gambling, they need look no further than recent studies showing more than 20% of online gamblers are problem gamblers. The rate of 'regulated' gambling on the other hand is less than 1% of the adult population."



David Costello

Betfair in Xeonphon's sights

Senator Nick Xenophon has accused the **Queensland Government** of pandering to online gambling giants as it moves to repeal laws that stop advertising during televised sport. The criticism follows **Queensland Treasurer Andrew Fraser** revealing the Government was not planning to prosecute online betting giant **Betfair** for potentially breaching state laws. Brisbane's *Courier Mail* newspaper reported that Mr Fraser said he was considering repealing laws that allow potential legal action against online betting agencies that advertise in Queensland.

This latest incident comes on top of **Premier Anna Bligh's** decision late last year to impose - without Club Industry consultation - a permanent cap on the number of poker machines in Queensland clubs and hotels. Federal Independent Senator Xenophon, who campaigns against gambling, called on the **Rudd Government** to intervene. The issue emerged after a sponsorship was struck between *Channel 9* and Betfair where cricket commentators quoted Betfair odds during the summer of cricket coverage. It could technically be in breach of **Queensland's Interactive Gambling (Player Protection) Act** because Betfair is not registered in the state and is prohibited from advertising there.

Advertise JOBS for FREE*, check out what's new today on.....

clubsational

.com.au

Save on marketing costs by promoting your Club online for a fraction of the cost of other media. Offer Online Discount Vouchers, promote Accommodation, Jobs and more. Clubsational.com.au provides your Club with more value for their marketing dollar to MORE PEOPLE, MORE of the TIME!

*Terms & Conditions Apply



Let CLUB SUPER
complete
the super
picture

- Flexible insurance
- Profit-for-members fund
- Financial advice available to all members
- Industry Fund
- Personalised service
- 8 investment options

To find out more contact one of our friendly Client Services Managers
Ben Dahl 07 3238 1266 Karen Hyland 07 3238 1265 Tanja Smith 07 3238 1261
CLUB SUPER Administration 1300 369 330 www.clubsuper.com.au



Growing with you



This information is of a general nature and does not take into account your individual financial situation, objectives or needs. Before acting on this advice, you should consider the appropriateness of the advice, having regard to your objectives, financial situation and needs. You should obtain a copy of the Fund's Product Disclosure Statement (PDS) and consider the PDS before making any decision. If you require specific advice, you should contact a licensed financial adviser. Club Plus Qld Pty Ltd (ABN 30 010 892 396), the Trustee of CLUB SUPER (ABN 12 737 334 298) is Corporate Authorised Representative No. 268814 under Australian Financial Services Licence No. 238507 and is authorised to provide general financial product advice in relation to superannuation.

Global meltdown and clubs surviving the financial markets

Tightening credit markets, falling interest rates, consumer confidence rocked by extreme volatility and a “crystal ball” used for forecasting ... welcome to the new financial world order. Community First Credit Union Chief Executive Officer JOHN TANCEVSKI also is a Director at his local golf club, so he knows the direct and indirect implications and consequences that the global, regional and domestic financial meltdown is having on business, banking and the Club Industry. Community First Credit Union is a CMAA Sponsor company and, in this article, John offers five important steps in dealing with the current crisis ...

First ...

Don't panic - stay focused on your strategic plan. The simple notion about markets and economic cycles is that they move up and down. It's impossible to “pick” markets, so it's not wise to start speculating. Stay focused on your strategic plan and delivering benefits to club members because that's the only reason they stay. Being prudent and having another look at options is healthy - stopping everything may not be. This economic cycle is a classic case of why businesses can't act like self-funded retirees and live off their “nest eggs” - previously accumulated savings. In a falling interest rate environment, self-funded retirees are forced to live off less and are the opposite to first home buyers who take advantage of the cheaper cost of debt and enter the market at a time where they can afford to pay off debt ... note the words “pay off debt” - not “borrow”, just because it is now cheaper than last month.

Second ...

Understand the players in the market. Australia is not the United States or Europe - nor is it Asia. Australia has one of the most highly regulated financial markets in the world and the possibility of any “licensed” financial services organisation “failing” in this country remains highly unlikely. However, licensing ironically depends on what product the client is seeking. If a consumer needs a loan, then he/she can go to the security of a bank, credit union or building society, or (hopefully not) a local broker operating from a laptop in the car with a mobile phone. But, if our client wants to deposit one dollar, he/she must go to an **Authorised**



John Tancevski

Deposit-Taking Institution (ADI) licensed by the **Australian Prudential Regulation Authority (APRA)** and the **Australian Securities and Investment Commission (ASIC)**. In simple terms, go to the APRA website - www.apra.gov.au/adi/ADIList.cfm - and the list of ADIs and, if the financial institution is listed, that's a great start. Also, as many councils have recently found out when buying CDOs, credit ratings are no guarantee of security. Credit ratings refer to the company's ability to pay creditors, or dividends, so, use them sparingly - if at all - when investing deposits. Financial institutions also are regulated by the **Banking Act (1959)** and depositors - not creditors - have first priority for payment. There is a difference between a “**depositor**” and a “**creditor**”, so an **APRA** licence is more important than a credit rating - and that's why the Australian Government recently “guaranteed” all deposits in **APRA**-regulated financial institutions (based on certain conditions).

Third ...

Re-write your investment policies to

reflect the current economic environment. This is a great time to dust off your old investment policy and update it based on current prudential guidelines, not historical banking relationships because all ADIs are hungry for new deposits. Diversification remains important, but make it based on deposit maturities - not on credit rating. Also, if you invest in unlicensed organisations, test whether the return is so much higher that it warrants the risk. Remember the difference between “**unlicensed**” and “**unrated**” because “**unlicensed**” means there are no guarantees.

Fourth ...

Make any debt work. The world is in a “credit crunch”, which means that credit is available but it will cost more and won't be as easy to obtain. That's because financial institutions want to ensure the money will be paid back. Although interest rates are falling, they will start to increase again in the next cycle, so any debt should be repaid while rates are lower than usual and any new debt should only be used to produce more revenue. However, please note that we expect consumer confidence will be dampened, so keep any projections conservative. I believe profit forecasts showing falls of more than 25% will be common in 2009.

Fifth ...

Seek “**partners**” - not just “**suppliers**” - in your business. When the going gets tough, we want to make sure we have as many resources available to us as possible and, if that includes expertise outside of our business, be prepared to use it. The difference is that a “**supplier**”, generally, will start and stop the relationship with the delivery of a good or service, whereas a “**partner**” will want to build a relationship based on increasing their knowledge of your business so that they can start suggesting options for you. I'm confident that any club that uses this economic slowdown to strengthen its balance sheet, reassess its business model and work with partners to achieve better outcomes will be in a great position to capitalise on the turn-around - when, eventually, it arrives.

In closing, surviving the financial markets is not the goal ... delivering benefits to members through all cycles is.

Now with...

- ⊕ Loyalty
- ⊕ Rewards
- ⊕ Membership
- ⊕ Accounting
- ⊕ TITO and CRT



>>> See our **max@tag** system at
CMAA Hospitality Expo Stand 61
2 & 3 March 2009

Alcohol code of conduct for top sports

Australia's top footballers and cricketers face new pressure to curb their hard-drinking ways and asked to be responsible role models under a new alcohol code of conduct.

smh.com.au reported the **Federal Government** announced six major sporting bodies agreed to the code, aimed squarely at curbing Australia's binge-drinking culture.

Under the **National Alcohol Code of Conduct**, clubs will ask players to "behave in a dignified and professional manner" when drinking alcohol, and to uphold standards of "integrity, dignity and professionalism". They will be asked to act as role models and "not put themselves, teammates nor the general public at risk of serious physical and social harms".

Players will be asked to accept the consequences of their drinking, take "reasonable action" to prevent alcohol problems and address related issues.

The code has been adopted by the **National Rugby League (NRL)**, **Australian Rugby Union (ARU)**,

Australian Football League (AFL), **Football Federation Australia (FFA)**, **Cricket Australia (CA)** and **Netball Australia (NA)**. The code was drawn up in response to alcohol-fuelled antics by some Australian sportsmen and the troublesome growth in sports-related and social binge drinking. Sporting bodies have agreed ...

- not to allow players onto the field if they are drinking or under the influence of alcohol
- discourage the promotion or service of alcohol in and around competition areas at under-age events
- ensure food, low-alcohol and non-alcoholic drinks are available where alcohol is served

The code applies to elite professionals, amateur sporting clubs, registered players of clubs, accredited coaches and assistant

coaches, support personnel, umpires, referees and other officials. "We recognise binge drinking is a community-wide problem and we believe sport can be an important part of the solution," **Sports Minister Kate Ellis** said and urged other sporting bodies to support the code.

Still a headache for the Government, however, is what to do about alcohol advertising and lucrative sponsorship deals clubs have with alcohol brands.

A Parliament Committee is considering a ban or limitation on alcohol and gambling advertising on television and radio.

Family First Senator Steve Fielding has proposed limiting such ads between 5am and 9pm but Cricket Australia, rugby codes and horse-racing clubs have said a ban would force an increase in ticket prices.

Under the Code, clubs will ask players to 'behave in a dignified and professional manner' when drinking alcohol, and to uphold standards of 'integrity, dignity and professionalism' ...



Has the horse already bolted?

NEW OPPORTUNITIES! GAMING AMENDMENT!

How do I get more entitlements?

Call CMP Lawler for a solution.

Why would I?

- We were the most successful with SIAs (70% of Club SIA 2's approved and over 130 SIA 1's approved)
- We know clubs and we know the new system
- We get results

When should I act?

NOW

Luke Heard 8346 6000 or lheard@cmplawler.com.au

cmp
LAWLER



www.jamesclifford.com.au

Serving The Hospitality Industry For 28 Years

DESIGN & CONSTRUCT - CONSTRUCTION & FITOUT

With years of contracting experience we have developed a significant knowledge base across the hospitality industry. This knowledge delivers value based savings to our customers through our ability to quickly understand their issues and challenges, and provide effective, well thought out solutions.

T. (02) 9601 5177

F. (02) 9821 1069

E. build@jamesclifford.com.au





BREAK THROUGH BARRIERS

Break through all the usual financial barriers with Maximise:

1. Purchase the latest generation gaming machines
2. Use the latest release games when you want
3. Install the hottest new link themes of your choice

All for ZERO CAPITAL OUTLAY, paid for out of your cash flow with highly competitive daily rates that even a leasing agency would be proud of!

To find out how our new Maximise machine/game/link package can assist your club break through the barriers visit www.maxgaming.com.au or call 1800 706 221 or visit us at the CMAA Hospitality Expo, Stand 14.

What are you waiting for?



maxgaming
BIGGER JACKPOTS... MORE OFTEN

ARISTOCRAT
it's all in the game®

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

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

YOUR CLUB had better be!



YOUR CLUB can't afford to miss this program

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

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

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

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

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

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

> **knowledge ...**

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

> **skills ...**

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

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

YOUR CLUB will be the winner.

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

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

The Corporate Governance Program Convenor ...

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



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

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



HANS SARLEMYN, ACCM - CEO, *norths group*

"I believe that this program is a pre requisite for all senior managers of registered clubs. I will be sending more of my senior management team to the upcoming programs in 2009. If I was going to use one word to sum up the program, it would be ... **EXCELLENT.**"



TONY CAMPOLONGO, OAM - President, Club Marconi

"The program has made my view of Corporate Governance much clearer and has reduced those 'grey areas' around who is responsible for what when it comes to Corporate Governance."



GORDON RHODES, ACCM - CEO, South Tweed Sports Club

"I advise all club managers - country and city - to sign up for the program. This is not just for the big clubs [we are only a medium-size venue] and, in fact, I suspect the resources [physical, such as texts] and the interaction will prove invaluable."



KEN MURRAY - President, Randwick Labor Club

"The impact of the program has been to solidify our relationship as President and CEO and has seen the whole Board become more confident in our ability to lead the organisation through some major new developments."



TONY LYKAKIS, ACCM - CEO, St George Rowing Club

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



DENNIS McHUGH - Vice President, Tradies

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



PAUL BARNES, ACCM - CEO, Moama Bowling Club

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



BILL CROWTHER - Vice President, Dapto Leagues Club

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

The Corporate Governance Program details ...

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

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

CMAA-SCU Corporate Governance Program 2009 ...

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

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

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

Cohort 1 / 2009

Workshop 1: Tuesday 17th & Wednesday 18th - February

Workshop 2: Tuesday 17th & Wednesday 18th - March

Cohort 2 / 2009

Workshop 1: Tuesday 21st & Wednesday 22nd - April

Workshop 2: Tuesday 19th & Wednesday 20th - May

Cohort 3 / 2009

Workshop 1: Tuesday 16th & Wednesday 17th - June

Workshop 2: Tuesday 7th & Wednesday 8th - July

Cohort 4 / 2009

Workshop 1: Tuesday 18th & Wednesday 19th - August

Workshop 2: Tuesday 15th & Wednesday 16th - September

Cohort 5 / 2009

Workshop 1: Tuesday 13th & Wednesday 14th - October

Workshop 2: Tuesday 24th & Wednesday 25th - November

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

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

go to www.cmaa.asn.au and click on the Southern Cross University link

or contact CMAA Education Manager RALPH KOBER 02 - 9643 2300 or E: ralph@cmma.asn.au

The Corporate Governance Program assessment and articulation ...

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

CMAA ZONE EDUCATION OFFICERS

ACT

Paul Lander
Canberra southern Cross Club
P.O. Box 53
WODEN ACT 2606
P: (02) 6283 7200
F: (02) 6283 1553

NSW

CENTRAL COAST

Colin Woods
Gwandalan Bowling Club
Gamban Road
GWANDALAN NSW 2259
P: (02) 4976 1204
F: (02) 4976 2605

CITY EASTERN SUBURBS

Graeme Tonks
Paddington-Woolahra RSL Club
P.O. Box 176
PADDINGTON NSW 2021
P: (02) 9331 1203
F: (02) 9332 3973

FAR NORTH COAST

Phillip Mallon, ACCM
Cabarita Beach Sports Club
Cabarita Road
BOGANGAR NSW 2488
P: (02) 6676 1135
F: (02) 6676 1245

FAR SOUTH COAST

Michael O'Sullivan, ACCM
Milton Ulladulla Bowling Club
P.O. Box 1
ULLADULLA NSW 2539
P: (02) 4455 1555
F: (02) 4454 0539

INNER WEST

Michelle Dennington
West Suburbs Leagues Club
P.O. Box 877
ASHFIELD NSW 2131
P: (02) 8752 2067
F: (02) 9799 3696

HUNTER

Ben Hamilton, ACCM
Cardiff RSL Memorial Club
P.O. Box 61
CARDIFF NSW 2285
P: (02) 4945 0766
F: (02) 4956 6627

ILLAWARRA SHOALHAVEN

Dennis Skinner
The Windang Club
Judbooley Parade
WINDANG NSW 2528
P: (02) 4296 4044
F: (02) 4296 4920

MANLY NORTHERN SUBURBS

Luke Simmons
North Sydney Leagues Club
12 Abbott Street
CAMMERAY NSW 2062
P: (02) 9202 8888
F: (02) 9955 7619

MID NORTH COAST

Glenn Buckley, ACCM
Woolgoolga RSS&A Club
17 beach Street
WOOLGOOLGA NSW 2456
P: (02) 6654 1234
F: (02) 6654 0156

MID STATE

Geoffrey Holland, ACCM
Dubbo RSL Memorial Club Ltd
P.O. Box 736
DUBBO NSW 2830
P: (02) 6882 4411
F: (02) 6882 4471

NEPEAN

Joseph Bayssari, ACCM
Seven Hills Toongabbie RSL Club
P.O. Box 67
SEVEN HILLS NSW 2147
P: (02) 9622 2800
F: (02) 9621 8121

NORTH WEST STATE

Sharon Goodhew, ACCM
Narrabri RSL Club
P.O. Box 93
NARRABRI NSW 2390
P: (02) 6792 1844
F: (02) 6792 1696

RIVERINA MURRAY

Paul Barnes, ACCM
Moama Bowling Club
P.O. Box 19
MOAMA NSW 2731
P: (03) 5480 9777
F: (03) 5480 9888

SOUTHERN RIVERINA

Craig Muir
Coomealla Memorial Club
P.O. Box 42
DARETON NSW 2717
P: (03) 5027 4505
F: (03) 5027 4350

ST GEORGE CRONULLA

Stuart Jamieson
Club Rivers
P.O. Box 445
RIVERWOOD NSW 2210
P: (02) 9533 3144
F: (02) 9533 3812

THE GREAT LAKES

Jason Stone
Port Macquarie Panthers
P.O. Box 59
PORT MACQUARIE NSW 2444
P: (02) 6580 2300
F: (02) 6580 2301

QUEENSLAND

BRISBANE

Jason Lynch, ACCM
Arana Leagues Club
Dawson parade
KEPERRA QLD 4054
P: (07) 3354 1333
F: (07) 3355 1264

GOLD COAST

Bryan Jones
Coolangatta Surf Life Supp. Club
P.O. Box 826
COOLANGATTA QLD 4225
P: (07) 5536 4648
F: (07) 5536 1322

IPSWICH DARLING DOWNS

Paul Phillips
Goondiwindi RSL Club
23 Albert Street
GOONDIWINDI QLD 4390
P: (07) 4671 1269
F: (07) 4671 3330

SUNSHINE COAST

Kym Nunan-Squier, ACCM
Maroochydore RSL
Memorial Avenue
MAROOCHYDORE QLD 4558
P: (07) 5443 2211
F: (07) 5443 8105

QUEENSLAND SUB ZONES

BUNDABERG

Michael Hughes
RSL (QLD Branch)
Maryborough Club
165 Lennox Street
MARYBOROUGH QLD 4650
P: (07) 4122 2321
F: (07) 4121 2571

ROCKHAMPTON GLADSTONE

Will Schroeder, ACCM
Yaralla Sports Club
P.O. Box 8008
SOUTH GLADSTONE
QLD 4680
P: (07) 4972 2244
F: (07) 4972 6355

VICTORIA

Jim Smith
The Hawthorn Club
627 Glenferrie Road
Hawthorn VICTORIA 3122
P: (03) 9818 1331
F: (03) 9815 1080

CMAA FEDERAL COUNCILLORS

DIVISION A - City Eastern Suburbs Zone & Manly Northern Suburbs Zone

MARIO MACHADO, ACCM
HORNSBY RSL CLUB
4 High Street
HORNSBY NSW 2077
P: (02) 9477 7777
F: (02) 9476 2637

DIVISION B - St George Cronulla Zone & Inner West Zone

IAN TODD, ACCM
KINGSGROVE RSL CLUB
P.O. Box 57
KINGSGROVE NSW 2208
P: (02) 9150 6822
F: (02) 9150 8466

DIVISION C - Nepean Zone

MICHAEL WIEZEL
ST MARYS EX-SERVICES CLUB
Mamre Road
ST MARYS NSW 2760
P: (02) 9623 6555
F: (02) 9623 5689

DIVISION D - Hunter Zone, Central Coast Zone & Great Lakes Zone

STEPHEN BYFIELD, ACCM
DIGGERS @ THE ENTRANCE
P.O. Box 124
THE ENTRANCE NSW 2261
P: (02) 4384 8843
F: (02) 4332 5717

DIVISION E - Far North Coast, Mid North Coast Zone, North West State Zone & Mid State Zones

GORDON RHODES, ACCM
SOUTH TWEED SPORTS CLUB
4 Minjungbal Drive
TWEED HEADS SOUTH NSW 2486
P: (07) 5524 3655
F: (07) 5524 4523

DIVISION F - Illawarra Shoalhaven Zone & Far South Coast Zone

DAVID HISCOX, ACCM
DAPTO LEAGUES CLUB
P.O. Box 15
DAPTO NSW 2530
P: (02) 4261 1333
F: (02) 4261 8853

DIVISION G - Gold Coast Zone, Brisbane Zone, Ipswich Darling Downs Zone, Sunshine Coast Zone, central & Northern Queensland Zone

STEPHEN CONDREN
SOUTHPORT S.L.S. CLUB
McArthur Parade
MAIN BEACH QLD 4217
P: (07) 5591 5083
F: (07) 5526 4220

DIVISION H - Victoria Zone, Riverina Murray Zone & ACT Zone


GRANT DUFFY, ACCM
NUMURKAH GOLF & BOWLS
P.O. Box 190
NUMURKAH VIC 3636
P: (03) 5862 3445
F: (03) 5862 1264



CMDA Training Program: February - March 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 * Email: training@cmma.asn.au

COURSES... <i>(Venue is CMAA Career Development Centre, Auburn unless otherwise noted)</i>	FEBRUARY	MARCH
Provide Responsible Service of Alcohol SITHFAB009A (LAB approved) 1 Day (ACCM Unit)	W 18 (Mounties)	W 18 (Mounties)
Provide Responsible Gambling Services SITHGAM006A (LAB approved) 1 Day (ACCM Unit)	Th 19 (Mounties)	Th 19 (Mounties)
Supervisor Boot Camp - 4 x 1 day Sessions For potential & existing team leaders & supervisors. Includes: Identifying the responsibilities & characteristics of an effective supervisor, personal values & style, time mgmt skills, communication & motivational techniques, delegation & problem solving, supervising service excellence & coaching skills.	(S1) M 2 (S2) M 9 (S3) M 16 (S4) M 23	
Train the Trainer 1 Day (Coach others in job skills SITXHRM001A) Ideal for supervisors & managers who are responsible for on-the-job training of other staff members.	M 23	
Deal with Conflict Situations THHGC03B - 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers.		M 23 & T 24
Duty Management Development Program 2 x 3 Day Sessions Content includes: HR Fundamentals, Cost Control, Rostering, Customer Service, Leadership, Compliance/Risk Management. This program targets Duty Managers and Senior Supervisors. <i>(Includes Roster staff SITXHRM003A, Manage quality customer service SITXCCS003A & Lead and manage people SITXHRM005A).</i>	Broken Hill (S1) M 16, T 17 & W 18	Broken Hill (S1) M 16, T 17 & W 18 Sydney (S1) M 9, T 10 & W 11 Continues April
Presentation Skills for Leaders 1 Day (Non accredited) Presented in conjunction with Big Dave Staughton	W 11	
Action Planning DIY Strategies for Smaller Clubs 1 Day (Non accredited) Presented in conjunction with Big Dave Staughton		F 20
Develop & Update Legal Knowledge Required for Business Compliance SITXGLE001A 3 x 2 Day Sessions (ACCM Unit)	(S1) T 24 & W 25	(S2) T 17 & W 18 Continues April
Manage Workplace Relations SITXHRM008A 3 Days (ACCM Unit)		M 23, T 24 & W 25
Club Secretary Manager's Course 2 x 2 Day Sessions Ideal for aspiring and existing CEO's. Includes 35A Audit Checklist, Finance, Corporate Governance, How to run a Board Meeting, Role of Company Secretary and more...		(S1) W 11 & Th 12 (S2) W 18 & Th 19
Analyse & Report on Gaming Machine Data SITHGAM004A 2 Days (ACCM Unit) (Prerequisite for Gaming Management Development Program)		
Gaming Management Development Program - 2 x 3 Day Sessions (ACCM Unit) (Develop and manage gaming activities SITXGAM005A)	(S1) M 16, T 17 & W 18	(S2) T 24, W 25 & Th 26 Continues April
Profitable Functions Workshop 2 Days (Non accredited) Presented in conjunction with Profitable Hospitality		W 4 & Th 5
Catering Improvement Workshop 2 Days (Non accredited) Presented in conjunction with Profitable Hospitality		Wollongong T 10 & W 11 Sydney M 30 & T 31
Financial Fundamentals Program 2 Days (Prerequisite for Financial Management Program SITXFIN005A & SITXFIN006A) This program covers the basics of understanding and working with financial information.	M 2 & T 3	Glenn Innes M 9 & T 10
Financial Management Program 1 x 2 Day Session & 1 x 3 Day Session (5 Days) (ACCM Units) This is the final stage in the finance stream and covers working with budgets preparation of financial reports.		(S1) T 24 & W 25 Continues April
Marketing Fundamentals 1 Day (Prerequisite for Develop & Manage Marketing Strategies SITXMPR005A) Demystifies the 7 P's of Marketing - Product, Price, Promotion, Place, People, Process & Physical Evidence.	M 2 & T 3	
Develop & Manage Marketing Strategies SITXMPR005A 2 x 2 Day Sessions (ACCM unit) * Marketing Fundamentals is the prerequisite for this program.		(S1) M 30 & T 31 Continues April

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@cmma.asn.au.

* CMDA currently has an application before the VETAB Board for consideration to upgrade to the SIT07 Tourism, Hospitality & Events Training Package.

By RALPH KOBER,
CMAA Education Manager

NEW for 2009 - Club Secretary Manager Course

Are you looking for a club-specific course of instruction that will give you the recognition you need to be able to hold the licence of a registered club? If you are an aspiring Secretary Manager, an existing Secretary Manager, or acting as an Honorary Secretary, then this course will greatly assist you in meeting the challenge of holding the licence of a registered club and to be confident that you can comply with the requirements pursuant to the Registered Clubs Legislation and Conditions Checklist (35A Audit)

Course Topics Outline ...

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

To be eligible for attendance on the course it is **essential** you can provide copies of ...

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

It would also be **desirable** for attendees to have gained accreditation for ...

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

The CMDA is planning to hold 10 of these courses from March 2009 on a monthly basis and will ensure at least four courses will be held in regional areas - the **Tweed, Albury, Illawarra and Central Coast**. The course will be run over four days (two days in consecutive weeks) and priced so that all CMAA members can take advantage of the generous member's price. Course facilitators are current, experienced CEOs and those who have held similar positions.

The first course scheduled for 2009 will be held at CMAA Auburn ...

- (Session 1) Wed & Thurs - March 11 & 12
- (Session 2) Wed & Thurs - March 18 & 19

Monthly courses have been scheduled for Auburn and regional areas.

- Refer to the CMDA Training Calendar for details.

Contact Estelle McDonald-Birch - 02 - 96432300 or estelle@cmaa.asn.au - at the CMDA to register ...

CMAA National Bursary Program

Congratulations to all winners in the CMAA 2009 National Bursary Program. The CMAA and its generous sponsor companies have provided members with a superb range of

significant and substantial bursary awards - including overseas study tours and study scholarships at **Southern Cross University**. The full list of National Bursary winners is on **Page 32** of this edition. **YOU** have to be in it to win it.

CMAA-SCU Corporate Governance Program

Registrations are open for the five Cohorts (study groups) scheduled for 2009. Each Cohort is restricted to a maximum of 12 clubs so don't delay in registering your club's interest in attending the Club Industry's premier **Corporate Governance** program. You can register online by clicking on the **CMA-SCU Corporate Governance** tile on the CMAA's home page at www.cmaa.asn.au For a full description of the program, testimonials, costs and inclusions, refer to the brochure featured on **Pages 25-28** in this edition.

2009 dates for the CMAA-SCU Corporate Governance program ...

- **Cohort 1 - 2 x 2 days**
Workshop 1: Feb - Tues 17 & Wed 18
Workshop 2: March - Tues 17 & Wed 18
- **Cohort 2 - 2 x 2 days**
Workshop 1: April - Tues 21 & Wed 22
Workshop 2: May - Tues 19 & Wed 20
- **Cohort 3 - 2 x 2 days**
Workshop 1: June - Tues 16 & Wed 17
Workshop 2: July - Tues 7 & Wed 8
- **Cohort 4 - 2 x 2 days**
Workshop 1: August - Tues 18 & Wed 19
Workshop 2: September - Tues 15 & Wed 16
- **Cohort 5 - 2 x 2 days**
Workshop 1: October - Tues 13 & Wed 14
Workshop 2: November - Tues 24 & Wed 25

CMDA 2009 Training Calendar

The CMDA's **2009 Training Calendar** is now available and features courses scheduled for delivery at the **Career Development Centre** at Auburn and selected regional and interstate venues. **Zones** - through their **Education Officers** - have contacted the CMDA to request specific courses to be delivered in their Zones at venues and dates to suit the clubs within the Zone. This approach will ensure that more courses will run successfully and that the needs of the members will be met. If you, as a Zone member, want specific courses to be made accessible to you and your staff, particularly if they are **ACCM Education Units**, then contact your **Zone Education Officer** and **Zone Committee Members**.

The CMDA endeavours to make its training courses available to all members however it cannot run these heavily subsidised training courses at a loss and therefore will always ensure that minimum number requirement per course are met. The CMDA asks that members and their **Zone Committees** support, as much as possible, the CMDA's ability to make more accessible the professional development courses essential for career progression. Contact Estelle McDonald-Birch - 02 - 9643 2300 or estelle@cmaa.asn.au - to discuss your Zone's requirements.



CMAA 2009 Bursary Awards Program



PETER CLAREBROUGH MEMORIAL GAMING BURSARY - sponsored by IGT

Janelle Bergkotte	Queanbeyan Kangaroo RLF Club	Gaming & Operations Manager
Arthur Kyreakou	Panthers - Hunter Region	Operations Manager

AMERICAN CLUB MANAGER'S CONFERENCE BURSARY - sponsored by KPMG

Jane Grosvenor	Parramatta Leagues Club	Human Resources Manager
----------------	-------------------------	-------------------------

ASIAN GAMING CONFERENCE & EXPO BURSARY

sponsored by *Stargames, Russell Corporate Advisory, Global Coffee Solutions, LPK Cleaning, GJW Consultancy, ILG & Paltronics*

<i>Stargames Bursary</i> Elisha Ball	Panthers	Group Gaming Coordinator
<i>ILG Bursary</i> Grant Duffy ACCM	Numurkah Golf & Bowls Club	Secretary Manager
<i>LPK Cleaning Bursary</i> Tony Jackson ACCM	Cabra Vale Diggers Club	Operations Manager
<i>Russell Corporate Advisory Bursary</i> Kenny Lim	Epping Club	Property Services Manager
<i>GJW Consultancy Bursary</i> Andrew Churnside	Panthers - Hunter Region	Duty Manager - Gaming
<i>Global Coffee Bursary</i> Aaron Ferey	Moorebank Sports Club	Operations Manager
<i>Paltronics Bursary</i> Sandra Dorman ACCM	Club Bondi Junction	Secretary Manager

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

Karen Butler	Parramatta RSL Club	Operations Manager
--------------	---------------------	--------------------

CLUB GAMING MANAGEMENT EDUCATION BURSARY - sponsored by Maxgaming

Kevin Morland ACCM	Numurkah Golf & Bowls Club	Assistant Manager
Kerri Ralph	Milton Ulladulla Bowling Club	Duty Manager
Joe Doueihy	Wentworthville Leagues Club	Manager - Tingha Club

PROFESSIONAL DEVELOPMENT EDUCATION BURSARY - sponsored by CMAA

Karl Reiter	Macksville District Ex-Services Club	Trainee Manager
James Smith	Mingara Recreation Club	Purchasing Manager

BACHELOR OF BUSINESS IN CLUB MANAGEMENT DEGREE BURSARY - sponsored by Barringtons

Steve Elias	Fingal Bay Sports Club	Secretary Manager
Tracey Van Rossum ACCM	Moorebank Sports Club	General Manager

CMAA VISIONARY LEADERSHIP PROGRAM BURSARY - sponsored by Scott & Broad

Luke Walker ACCM	Panthers - Hunter Region	GM - Cardiff/Newcastle
Shane Cairney	Batemans Bay Soldiers Club	Duty Manager

CMAA JUPITERS CONFERENCE BURSARY - sponsored by Enterprise Development Network

Amy Conroy	Panthers	Group Gaming Manager
Brett Bolton	Club Bondi Junction	Senior Duty Manager

CLUB BUSINESS MANAGEMENT BOOTCAMP BURSARY - sponsored by Creating Synergy

Karren Jamieson ACCM	Club Five Dock	Finance Manager
Wayne McFayden ACCM	Kingsgrove RSL Club	Assistant Secretary Manager

Let's Focus on **SMART** Management



CMAA 2009 Annual Conference, AGM & Hospitality Exposition

March 2 & 3, 2009

Sydney Convention & Exhibition Centre, Darling Harbour



President's Message *Bill Clegg, ACCM*

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

Conference & Expo Overview

REGISTRATION FEES

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

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

CONFERENCE SESSIONS

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

ANNUAL GENERAL MEMBERS MEETING

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

ACCM ACTIVITY POINTS

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

CMAA - ARISTOCRAT COCKTAIL PARTY

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

The Cocktail Party will feature:

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

Timetable of Events

MONDAY, MARCH 2, 2009

8am

Conference Registration

8:45am

Doors open for Conference

9am

CMAA Hospitality Exposition Opens

9am - 10am

CMAA Annual General Members Meeting

Conference Opening: Warren Jowett - Aristocrat

10am - 10:30am

NSW Minister for Gaming & Racing

11am - 12pm

Panel Forum

Demystifying Employee Contracts & Service Agreements

1pm - 2pm

Panel Presentation

Club management success stories in challenging times

4pm

CMAA Hospitality Exposition Closes

4pm - 6pm

CMAA - Aristocrat Cocktail Party

TUESDAY, MARCH 3, 2009

8am

Registration

8:45am

Doors open for Conference

9am

CMAA Hospitality Exposition Opens

9am - 9:45am

Presentation

Accountancy Essentials for Non Accountants

10:15am - 11am

Panel Forum

Best Practice Management & Benchmarking

Post IPART 2008

11:30am - 12:15pm

Panel Presentation

Amalgamations - the Parent Club's Perspective

1pm - 1:45pm

Panel Presentation

Amalgamations - the Child Club's Perspective

4pm

CMAA Hospitality Exposition Closes

MONDAY, MARCH 2, 2009

9am

Conference Opens

9am - 10am

CMAA AGM Meeting

CMAA Members only

Conference Opening: Warren Jowett - Aristocrat

10am - 10:30am

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

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

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

11am - 12pm

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

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

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

1pm - 2pm

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

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

4pm

Exposition Closes

4pm - 6pm

CMAA - Aristocrat Cocktail Party

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

- *There will be a maximum seating capacity of 300 people per session.*
- *To avoid disappointment, ensure you are in the room before the session starts.*
- *Conference Program subject to change.*

TUESDAY, MARCH 3, 2009

9am

Conference Opens

9am - 9:45am

Presentation**Accountancy Essentials for Non Accountants**

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

10:15am - 11am

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

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

11:30am - 12:15pm

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

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

1pm - 1:45pm

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

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

4pm

Exposition Closes

How To Register

Pre-registration:

- Go to www.cmaa.asn.au and register online

Once you have registered:

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

Conference & Expo Dates

Conference & Hospitality Exposition

Monday, March 2 & Tuesday, March 3, 2009

Conference & Expo Times

Conference hours: from 9am both days

Exposition hours : 9am - 4pm both days

Conference & Expo Registration Fees*

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

* **\$550p.p.** for Trade Suppliers **NOT ACCREDITED** as a CMAA Hospitality Exposition Exhibitor



Conference Sponsor

CMAA Hospitality Expo

Sydney Convention & Exhibition Centre,
Darling Harbour

MONDAY 2nd & TUESDAY 3rd of MARCH, 2009

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

A GREAT WAY TO START THE YEAR

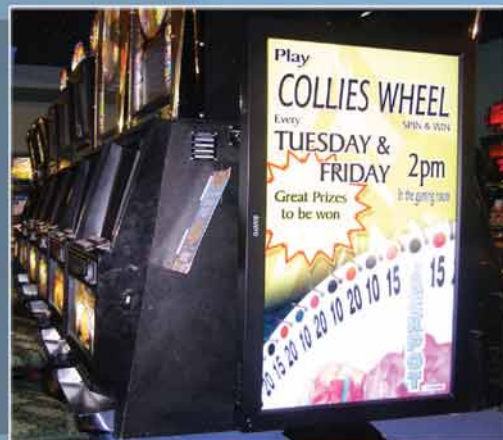
➤ Please note:

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

www.cmaa.asn.au

POKER MACHINE BANK ENDS

Commercial-grade high definition LCD panels mounted in "portrait" format at the end of gaming machine banks offer an eye catching display.



BISTRO MENU BOARDS

High definition LCD panels mounted in portrait or landscape format for Bistros, Cafes or Restaurants provide a cost efficient medium for displaying Menus.

LCD DIGITAL SIGNS

LCD Digital Signs can be positioned in entrance foyers, lounge areas, gaming rooms and outdoor areas using commercial-grade Widescreen High Definition display panels. Create your own content utilising Technoprom's digital software controller package or simply plug in Technoprom's media player to run MPEG or JPEG files



Visit the TechnoPROM team - NORM JONES & DENNIS SIMPSON - at **Stand 118** at the **CMAA Hospitality Expo 2009 - March 2 & 3** - to inspect our range of products, technology and solutions, including Raffle & Promotion machines.

TechnoPROM

PH: 02 4225 0333 www.technoprom.com.au



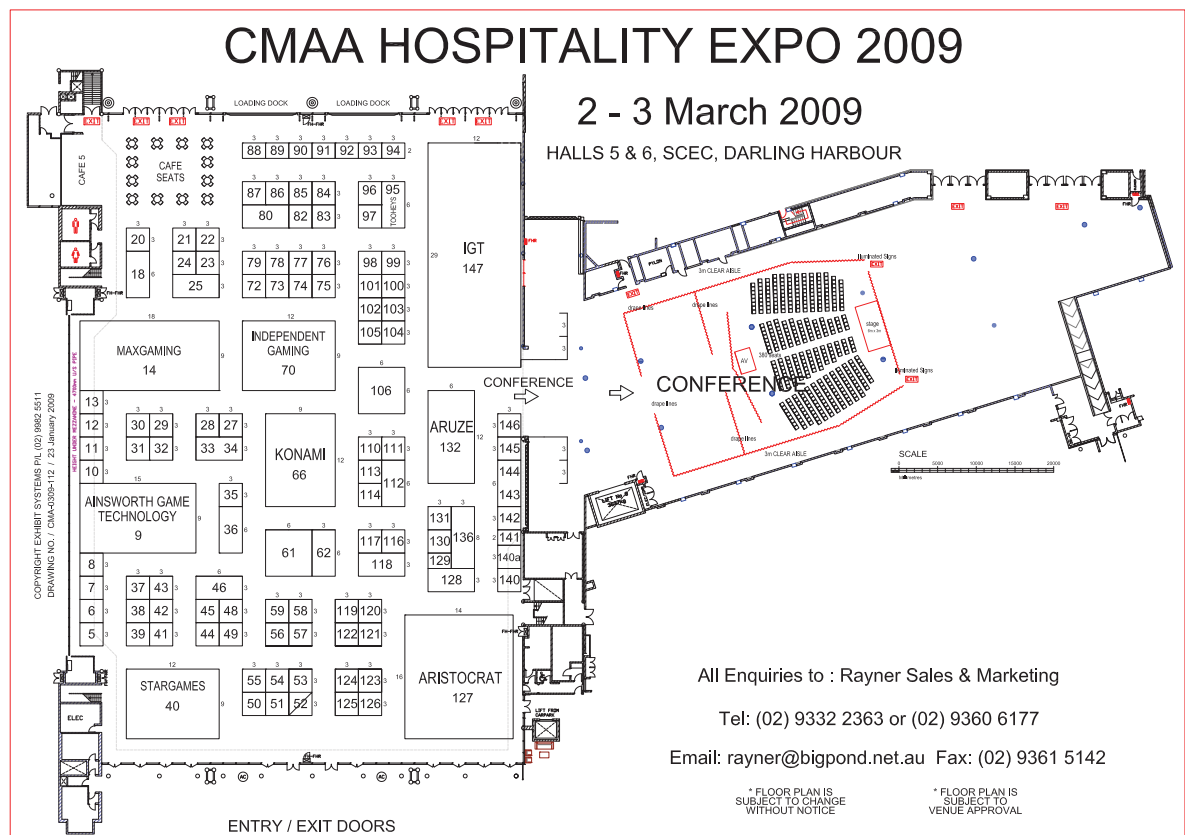
NORM JONES
0419 125 746



DENNIS SIMPSON
0418 283 205

38 CMAA Hospitality Expo 2009 Exhibitor List

STAND		STAND		STAND	
28	Abacus Cash Systems	122	Feltex Carpets Ltd	128	Micros Fidelio Australia
9	Ainsworth Game Technology	92	Flexicast	27	Network Refurbishment & Construction
140a	Airquest	55	Furniture New Vogue	117	Nufurn Commercial Furniture
36	All Pride Signs	141	GJW Consultancy	120	Paynter Dixon Constructions
98	AMZ Furniture	25	Global Coffee Solutions	119	Pernod-Ricard Australia
127	Aristocrat	61	Global Gaming Industries	72	Plantscaping Solutions
132	Aruze	62	Goldcrest Security	113	Premier Building Group
104	Australian Interior Landscapes	142	Gopher Graphics	41	Premier Hospitality Services
114	Barringtons	18	Goplay	35	Reed Contructions Australia
53	Bepoz Retail Solutions	136	Hennessy Coffee/ Jem Computers/Wireless Café	110	Remondis
39	Bevcon Solutions	22	Hunter Technologies	59	Retail Systems Australia
125	Big Ticket Promotions	31	Hypertech Security	34	Ricmar Commercial Furniture and Upholstery
97	Boden Projects	143	ICU Security Cameras	101	Russell Corporate Advisory
44	Brinks Australia	147	IGT	144	Sanyo Data Systems
46	Cash Handling Systems	70	Independent Gaming	29	Screencheck Australia
51	Cash Point ATM	111	Infogenesis	33	Spacebud Hospitality
58	Cashcode/Nanoptix	37	Insight Services (NSW)	32	Sprintquip
131	Club Plus Superannuation	75	Integral Energy	88	St George Bank - Payment Solutions
112	Coca-Cola Amatil (Aust)	128a	J Tech Australia	40	Stargames
80	Coinop Solutions	73	James Clifford Constructions	100	Statewide Business Training
99	Community First Credit Union	123	Jensen Data	218	Stream Management
129	Cootamundra Bases	49	Karo Australia	83	T & F All States
56	Corporate Risk Group	66	Konami	118	Technoprom
146	Country Fresh Food	124	LMI Concepts	140	The Presidential Card
126	Customers ATM	14	Maxgaming	95	Toohies
105	Daily Press	50	Maximum	48	True Blue Chemicals
30	De Bortoli Wines	121	MEI	57	Whitcon Services
103	Dina Corporate	116	Meridian Construction Services	74	Wild Promotions
130	Eastern Commercial Lawers	43	Merlot Constructions (Aust)	52	Zig Zag Apparel
106	Ebet Gaming Systems	76	Methodical Services		
102	Elite Signs				





www.cmaa.asn.au



Conference Sponsor

CMAA Hospitality Expo 2009

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

MONDAY 2ND & TUESDAY 3RD OF MARCH, 2009

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

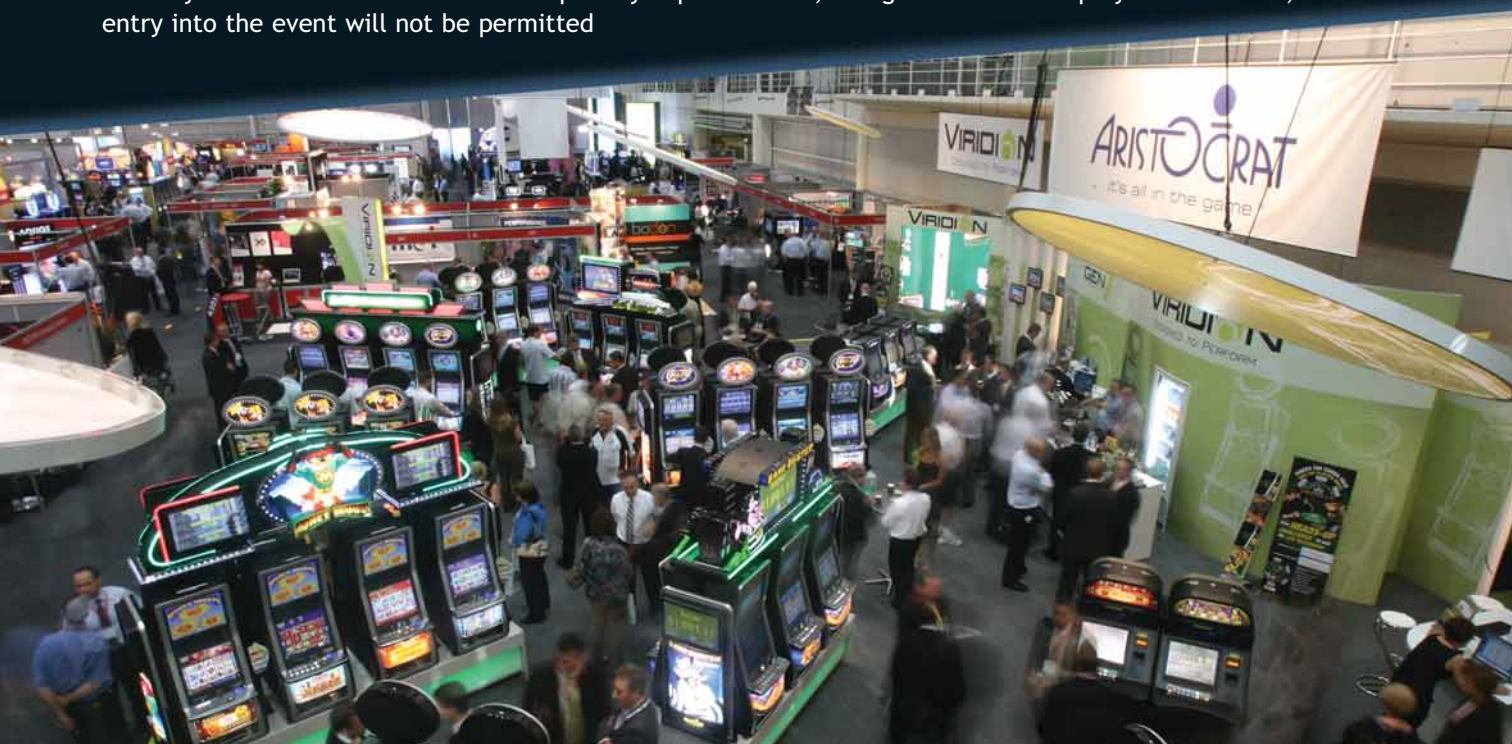
A GREAT WAY TO START THE YEAR!

STANDS ARE SELLING FAST

Call Judy Rayner and the team to book your stand now
(02) 9360 6177 or (02) 9332 2363

➤ Please note:

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



Considering the US economy, the Vegas

Port Macquarie Golf Club General Manager TREVOR HAYNES, ACCM, decided to apply for a 2008 CMAA National Bursary to experience the changes in Las Vegas since his previous visit in 1993. Trevor, the Great Lakes Zone Publicity Officer, was over the moon when he was announced at one of the two winners of the annual Peter Clarebrough Memorial Gaming Bursaries, sponsored by CMAA partner company IGT. The CMAA Study Tour - from November 11 to 23 - taking in New York and Las Vegas for the annual G2E Global Gaming Expo provided another significant reference point in Trevor's Club Industry career. In the midst of one of the toughest economic landscapes in recent history, more than 26,500 professionals from 89 countries attended G2E 2008 at the Las Vegas Convention Centre to see the latest products, participate in expert-led conference sessions and network with industry colleagues. While overall attendance was down around 12% on 2007, the 2008 event attracted a total of 724 exhibitors, including 117 exhibitors from countries outside the United States. This is Trevor's Tour Diary of places and events ...



Day 1 - Arrived in New York late, but time for bonding and settling into a new time zone. **Rosie O'Grady's** was still the meeting and bonding place.

Day 2 - Orientation bus tour around Manhattan and visited sites you have heard of ... **5th Avenue**, **Tiffany's**, **Trump Tower**, **Central Park** and **"Ground Zero"**. The evening was hosted by **Aristocrat** at **Rosie O'Grady's**, providing further opportunity for bonding and networking.

Day 3 - A three-hour bus ride to **Atlantic City** to visit the new **Borgata Casino** and renovated **Trump Casino**. We enjoyed a guided tour of both casinos. My pick was the **Borgata**. The slot managers were very giving of their time and knowledge and freely answered questions relating to retention variations over denomination mixes, etc. The **Borgata Casino** has 3,929 slots, 331 table games and a 3,500 room hotel. All slots are TITO with an average daily floor net of \$307, doing the math is some \$440 million per annum. **Trump Taj Mahal Casino** is slightly smaller with 3,171 slots and 68 tables. Their daily average win is \$258 per unit. The 11 casinos in **Atlantic City** house 34,434 slots averaging 8.7% retention.

Day 4 - Another three-hour bus ride up state to **Connecticut**, home of the native American casino **Foxwoods** and **Mohegan Sun**. Both casinos have operated successfully for many years and the expansion from my previous

visit is enormous. These casinos are owned and operated by the tribes of the regions and the profits are distributed to the members in the form of payment, education, health and employment. Both casinos draw their customers from **New York** and surrounding states. **Mohegan Sun**, the smaller of the two with 6,800 slots has a floor average of \$384 with 1,200 rooms, 30 dining outlets, 10,000 employees and ... guess what, **NO BINGO**. **Foxwoods** houses 8,600 slots across their on-site casino floors, 1,300 rooms over four on-site hotels and a 3,200-seat, high-stakes bingo hall. **Foxwoods** has 11,000 employees. On their website recently, they had a total of 16 job vacancies.

Day 5 - Day of leisure and bonding with the New Yorkers. Standing at the **St Paul's Church** immediately adjacent to **Ground Zero** really hit home the enormity of what had taken place. This vantage point highlighted the vacancy in the city skyline. All things being American, the **MacDonald's** on **7th Avenue** - just around the corner from **Wall Street** - maintained their provision of the **"Macca's"** experience by having a baby grand piano on the mezzanine level. The piano is manned by a musician 20 hours each day.

Day 6 - Arrived in **Las Vegas** and our accommodation at the **Mirage Casino**. The local meeting point was the **Stack Bar** in the **Mirage**. The rest of our arrival day was free to wander

around seeing the many sites of **"Vegas"**.

Day 7 - We left the strip to tour to some of the suburban casinos of **Las Vegas** ... the **Green Valley Ranch** and **Red Rock Casino**. The casinos are the closest we could experience to a club-style facility. They catered for the local market and this could be identified by the style of promotions, which had some longevity and targeted a return visit over several weeks - longer than the average tourist. However, these casinos are becoming more successful in pulling crowds from the strip with their offer of a "quieter" experience with comfortable surroundings.

Day 8, 9 & 10 - G2E Conference & Expo - The **G2E Expo**, really, is hard to explain. Take the annual **AGE** in Sydney ... multiply it by 8; add 20 machine manufacturers that you haven't heard of ... and you're getting close. It did take three visits to the Expo to see everything on offer. The Expo was held in conjunction with a wine and food fare, which would be very similar to the catering show in Sydney. Regarding value for money and educational purpose, I thought that **ClubsNSW** could learn from the way the conference was programmed.

> **Conference Day 1 - 8am to 4.15pm**: Opportunity to attend six workshops, including one **Keynote Address** to all delegates.

> **Conference Day 2 - 8am to 4.15pm**: Opportunity to attend six workshops, including one **Keynote Address** to all delegates.

Conference Day 3 - 8am to 12.15pm: Opportunity to attend three workshops.

The casino are offering large link prizes, the 'megabucks' link was at \$18 million, while the Monopoly link in our casino was offering \$850,000.

'buzz' is alive and well - 15 years on

My Conference Attendance Program:

Players Club & Incentive:

From Launch to Maturity

Marketing: *Market Research: Top Down, or Bottom Up*

Keynote Address: *Financial State of America and the Global Economy*

F&B: *Refresh and Reposition. Changing F&B to Meet Demand*

F&B: *Cutting Edge Technology and Software Solutions*

H.R.: *Importance of Employee Satisfaction*

Wild Card: *Risk Management*

Gaming Technology: *Evolution, or Revolution?*

Keynote: *State of the Industry*

Casino Design: *Making the Most*

Marketing: *Online*

Wild Card: *Striking a Balance: Retail, Entertainment and Dining*

I thought 12 workshops was a pretty good "strike rate".

Day 10 - This was our last day to explore **Las Vegas**. As mentioned in the introduction, my reason for applying for the bursary was to see the differences 15 years had made to **Las Vegas** and the slot industry.

The Buildings - In 1993, the **MGM Grand** and **Excalibur** were under construction. The "pride of the fleet" nowadays are **Mandalay Bay**, **Bellagio**, **Planet Hollywood** and **Wynn Casino**. Situated on 217 acres with 2,716 slots **Wynn Casino** was completed in 2005, costing \$2.7 billion. **Wynn** features an 18-hole golf course, its own **Ferrari-Maseratti** dealership and an art gallery featuring originals by **Picasso**, **Vermeer** and **Rembrandt**. Each of the existing and more-recent casinos has maintained dominance in their choice of theming and attractions. The water dancing at the **Bellagio** is only surpassed by the interior opulence. Whether it's white tigers, duelling battle ships, indoor rain forest, a trip to the **Eiffel Tower**, some of the finest collections of art or the giant TV screen covering old **Fremont Street**, the attractions are only limited by imagination. It would seem that money is no barrier to provide the latest attraction to pull players into respective casinos.

Bellagio Las Vegas



It was interesting to see that most of the strip casinos are now charging a fair market price for food. All offered the buffet through to themed restaurants and fine dining. It would appear they are no longer giving away the \$1.19 all-you-can-eat breakfast

The food - It was interesting to see that most of the strip casinos are now charging a fair market price for food. All offered the buffet through to themed restaurants and fine dining. It would appear they are no longer giving away the \$1.19 all-you-can-eat breakfast. The suburban casinos catering to the local market still made "value food" available, but without compromised quality. The **Red Rock** buffet offered over 100 metres of choices. Food in **New York** was exciting enough to suggest that you could not get a bad meal. With more than 14,000 restaurants in **Manhattan**, they can't risk poor quality. The variety in how the way food was served proved to be a great trend and one we can all follow. The hardware on plates and imagination in presentation made a side order of fries look exciting.

The Service - In preparation for my 1993 visit, I was excited to experience the service that was supposed to be legendary in the U.S. Unfortunately, I was disappointed as all I experienced was an expectation of a tip for service that was at best equal to but, in most cases, worse than we deliver in NSW. I'm pleased

to say that this time it had all changed. Apart from the assistance at the airport, all hospitality service was nothing less than sensational in the better restaurants and casinos and "down graded" to excellent at the bottom end of town. Conversation with other tourists reckoned the difference may be due to the U.S. economy, whereby staff had to work better to earn tips. It was obvious that the larger casinos had specific staff selection criteria. Female waitresses on the floor were young, attractive and wearing the appropriate uniform. I'm still struggling to fathom the winning formula. Of course ... it's the training.

The Slots - I recall, on my last visit, being very unimpressed with the slot machines and gained a greater appreciation of what we had at home. This time, there are still plenty of machines carrying cherries and lemons. These machines have a low bet rate of three coins and an even lower top win of \$500. Due to legislation, all machines are still operating handles. However, 99% of machine play is from the buttons. If

Continued on p42

From p41

you want to only play one coin, or one line, you will require two buttons. Maximum bet is made easier with the press of a single button. The casino are offering large link prizes, the "megabucks" link was at \$18 million, while the **Monopoly** link in our casino was offering \$850,000. There were many other individual links offering \$20,000 to millions. Most on the casinos have the **eBay** machine - one video screen over eight seats with all players betting individually on the one outcome. This machine was very popular and was returning 9% to the **Atlantic City** casinos. The lighting, theming and presentation of the link jackpot machines was impressive, to say the least. There doesn't appear to be any "generic" signage or lighting ... everything is themed with the casino's décor. It appears all machines in **Atlantic City, Connecticut and Nevada** are **TITO** and are supported by stand-alone bill breakers, or redemption centres that will return cash for the 'TO', break large bills and work as an ATM. Slot

managers can't praise **TITO** enough and I believe **TITO**'s success is due largely to availability of the bill breakers. Slot gaming has come along way. Many machines are familiar to us with many more we are yet to see.

Las Vegas - The state of **Nevada** has a population of 3,000,000 with 2,000,000 living in **Las Vegas** and another 40 million tourists each year. More than 20% of all jobs are gambling-related and another 15% of jobs support the related industries that support the casinos. The U.S. economic downturn has affected casino income by around 20%. Even the Government had a change of heart and "rolled back" smoking laws to allow smoking at gaming tables and machines. **Foxwoods** sliced off a 500-slots area for non-smoking and view the area as a token to legislation. **Las Vegas** has done an excellent job of exploiting gaming, food, alcohol and staff resources and, on the outside looking in, their efforts do not appear to have harmed anyone beyond the small percentage of problem gamblers affected by all gambling jurisdictions.

Achievable Lessons for Club Operators

- Clubhouse presentation - focus on foyer, bathrooms and furniture
- Staff training and staff selection - Why can't NSW clubs have 5-star hotel services?
- Setting an appropriate atmosphere for any given area
- Recreate presentation of food and delivery systems

Summary - To visit all the sites I have mentioned and to experience the enormity of the casinos, the gaming industry, service and cities is something I hope everyone in the Club Industry gets the opportunity to experience. The ultimate benefit of my bursary tour will be the networking and lasting friendships formed on the tour. I stay in contact with some of the people I met 15 years ago and expect to do the same from this tour. Finally, thank you to my **Great Lakes Zone** members, **CMAA Executive Officer Terry Condon** and the **CMAA** head office, along with the **Board of Directors** at **Port Macquarie Golf Club** for making this remarkable learning experience possible.



Lawyers for the Club Managers' Association across Australia

Slater & Gordon is proud to be the preferred legal service provider for the Club Managers' Association Australia and its members. We have offices throughout Australia and offer preferential rates and service to members of the Association and their families.

Slater & Gordon is also able to provide legal advice and assistance to your registered club at very competitive rates.

Legal Services for Clubs

- Dispute resolution
- Property and planning
- Organisational issues
- Commercial advice
- Liquor licensing
- Dealing with regulators and Government

Contact Peter Wertheim at pwertheim@slatergordon.com.au or call (02) 8267 0604 for a complimentary assessment of your club's legal needs

Personal Legal Services

- Litigation and compensation claims
- Conveyancing
- Wills and deceased estates
- Family law
- Motor vehicle claims
- Employment



Free first consultation
'No Win No Fee' arrangements available*
Out of hours appointments

Call our Legal Help Line - Freecall

 **1800 555 777**

Home/hospital visits available. Non English speaking service available.

*Conditions apply. Does not include other party costs. May not include out of pocket expenses.

Reputation & Results™

www.slatergordon.com.au

SYDNEY CITY • PARRAMATTA • NEWCASTLE • WOLLONGONG • CANBERRA • BRISBANE • MELBOURNE • ADELAIDE • PERTH

Ainsworth appoints Black to national role

Ainsworth Game Technology has appointed Peter Black as its National Sales Manager.

Peter, who worked previously at Konami Australia, has been involved in the gaming industry for more than 40 years and started with Ainsworth, a CMAA sponsor partner company, on January 12.

To provide additional support to Peter Black's appointment, Troy Primmer has accepted an expanded role as National Operations Manager.

Since the release of the "Game Plus" range and the SL cabinet, Ainsworth's games have achieved outstanding performance, which has been evidenced by recent machine ranking reports and further endorsed Ainsworth as a preferred supplier.



Peter Black

These appointments, combined with the montage of games that have been and continue to be released, further highlight Ainsworth's commitment to the local markets.

Ainsworth CEO Danny Gladstone said he was delighted to have someone of the calibre and experience of Peter Black joining Ainsworth. "Peter and Troy will give our sales team the necessary leadership and support to ensure the Ainsworth product reaches its full potential in the market," Danny added.

REMONDIS acquires SafeCycle to extend service

Restaurants, bars and pubs in Sydney's inner-west now have the opportunity for their waste to be removed by Australia's most dynamic waste management company, with REMONDIS acquiring SafeCycle Transport.

REMONDIS CEO Luke Agati said the acquisition was a natural extension of the service excellence REMONDIS delivers to clubs and hotels across Australia, with smaller waste generators using rear lift bins.

"REMONDIS has a great reputation in Melbourne as the largest rear-lift bin service provider, so we are delighted to be able to build on this good name for the benefit of local pubs and clubs in Sydney's inner-west," he said. "We have welcomed 75 new customers to our business through this acquisition and are providing commercial services up to seven days a week."

Luke said Sydney's inner-west was a great market for REMONDIS as there are so many restaurants, cafes, clubs and hotels to service.

Smaller-sized clubs and hotels from any area can contact REMONDIS on (02) 9032 7100 to find



out more about waste service and management solutions.

REMONDIS has been operating for 25 years in Australia and is of the fastest-growing waste resource companies, with more than 20% organic growth year on year over the past three years. REMONDIS, a CMAA sponsor partner company provides professional waste management and environment solutions Australia-wide with particular focus on resource recovery outcomes for customers.



C O N S T R U C T I O N :: F I T O U T :: R E F U R B I S H M E N T



Come see us at CMAA
Hospitality Expo

Stand 57



Phone (02) 9527 4231

Fax (02) 9527 0231

Email info@whitconservices.com.au

Web www.whitconservices.com.au

Tabcorp's club program shows impressive results

In 2007, **Tabcorp** committed to invest \$7 million over three years into **ClubTAB** facilities across NSW.

A committee was formed to administer this funding allocation to ensure the offers were right and that the maximum number of venues possible would be positioned to access the funding support.

The goal was to improve wagering facilities in NSW clubs with a focus on those keen to commit to significant upgrades to their facilities and services ... essentially, rewarding those proactive in their approach to their **ClubTAB**.

Coffs Ex-Services Club CEO John Rafferty sits on the **Development Fund Committee** and says the committee works together in making decisions about the spend of the funds: "We all get together and present ideas to grow the **TAB** within the clubs network ... we then spend the funds accordingly."

During the first year of this program, more than 200 clubs have benefited from \$2.5 million spent on refurbishments, including more than 100 clubs investing in sports betting facility upgrades.

Through this refurbishments program, participating clubs have experienced a growth increase, with some clubs seeing 20% to 50% growth in turnover, plus the flow-on benefits through new memberships an increased patronage.

Cutting-edge design work,



underpinned by new technologies has created a more exciting and engaging experience for retail customers.

ClubTABS have more satisfied customers who are experiencing an improved and more consistent wagering experience across NSW.

The refurbished facilities cater to **TAB** customers needs, but also completes the club's entertainment offer, attracting customers seeking great facilities across **TAB**, bar, gaming and food.

The work that **ClubsNSW** and **Tabcorp** have managed through the Development Fund Committee has seen clubs across NSW embracing **Tabcorp** as a legitimate business partner.

In 2009, the Committee will focus on club staff **TAB** training.

Tabcorp conducts accreditation courses for entry-level staff, or, for staff requiring formal training, the course includes three days of off-the-job training and is rewarded with a certificate of accreditation.

"We have focused in the first year on equipment and will turn out focus, this year, on training of staff to get a consistency of service to match these great facilities," John Rafferty says of the 2009 project.

To find out if your club is eligible for fully subsidised staff accreditation under the **ClubsNSW** Development Fund, contact your **TAB Business Development Manager** directly or via **TAB Service Support Centre - 131 785**.



Landmark ruling in 'duty of care' case

A court has ruled that a publican failed in his duty of care when he returned motorcycle keys to an aggressive, drunken patron who then died in a road crash. The **Tasmania Supreme Court Full Bench** decision on January 20, is the first of its kind in Australia and was met with concern from hotel owners. *The Australian* newspaper reported that on January 24, 2002, **Shane Scott** was drinking at the **Tandara Motor Inn**, at **Triabunna** on Tasmania's east coast, when rumours emerged of a police breathalyser test being conducted nearby. Scott's local council workmate suggested that the motorbike his friend was riding, which belonged to Scott's wife **Sandra**, be locked in the hotel storeroom. The publican, **Michael Kirkpatrick**, agreed and Scott gave him the bike keys. According to evidence, it was then agreed someone would call Ms Scott later to come and pick him up. Scott was served and drank seven or eight cans of Jack Daniels-and-cola. A witness overheard Mr Kirkpatrick tell Scott that "he had had enough and it was time to leave", but that Scott "started getting stropky". Mr Kirkpatrick said Scott later asked for his motorbike back. He asked Scott a number of times whether he was "right to ride" and Scott said he was fine. About 10 minutes after leaving the hotel, Scott's bike ran off the wrong side of the road at nearby **Orford** and collided with a bridge rail. Scott died, with a blood alcohol concentration of .253. In an initial court case, Ms Scott and the **Motor Accident Insurance Board** argued that Mr Kirkpatrick was negligent in serving Scott too much alcohol and failing to stop him riding away on his bike. Their case was rejected, with the judge ruling that a publican's duty of care to a customer did not generally extend to trying to prevent harm caused by his own drunkenness. However, an appeal to the **Supreme Court Full Bench** overturned the original decision and found Mr Kirkpatrick had breached his duty of care by returning the motorbike and keys to Scott.

THE ORACLE

RACING AND SPORTS SHARPEST TIPSTER



As well as an impressive **71%*** Win Strike Rate, these are some of the highlights since July 1 -

- ★ Ipswich Greys 28/10/08 Race 10 #2 Fort Rush

WIN \$45.50 (NSW TAB Div)

- ★ Murray Bridge Gallops 21/9/08 Race 3

QUINELLA \$152.10 (NSW TAB Div)

- ★ Belmont Park Gallops 26/7/08 Race 3

FIRST 4 \$14,000.80 (NSW TAB Div)

- ★ Gold Coast Trots 19/9/08 Race 1

TRIFECTA \$1,190.30 (NSW TAB Div)

* across all three race codes : 1 March 08 - 31 October 08



Please call Sky Channel on **1800 251 710** for further assistance, and ask about receiving your first 3 months **FREE!!!** (conditions apply)

Only
\$29/week
(exc. GST)

Club Food & Beverage Summit 2008

Special DVD of Summit Highlights

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



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

See DVD Contents on rear of this brochure >>>

**Only
\$195**

Summit presented by Club Managers Association of Australia and Profitable Hospitality

ORDER NOW: Fax this form to CMAA on (02) 9643 2400 to secure your copy

Post: CMAA 67-73 St Hilliers Rd, Auburn NSW 2144 Phone (02) 96432300

Please allow 21 days for dispatch of your order.

Name _____

Position: _____ Business: _____

Phone: _____ Fax: _____

Email: _____

Address: _____

Please supply _____ DVD Sets at \$195 each (inc GST) – Post Free.

Payment enclosed: \$ _____ () Visa () Mastercard () Amex () Cheque

Credit Card N°: _____ Expiry date: ____ / ____

Name on card: _____ Signature: _____

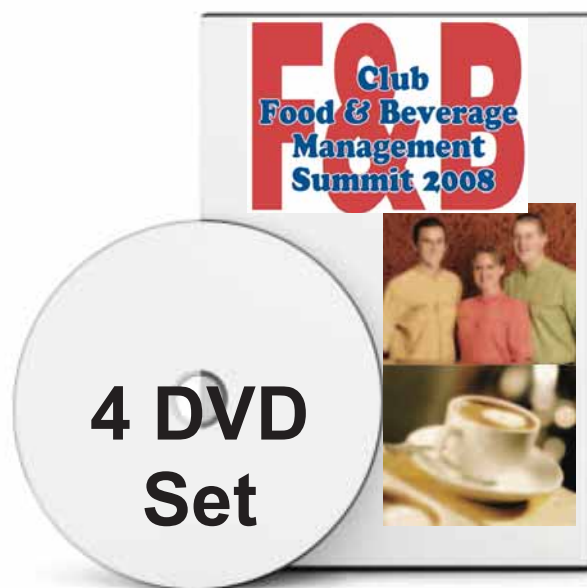
Contents of the F&B Summit DVD Set

Day 1 Sessions:

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

Day 2 Sessions:

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



It's profitable to market 'your way' through

By KATIE CINCOTTA

The Chinese have a proverb about disaster bringing new prospects ... "A crisis is an opportunity riding the dangerous wind".

And that was exactly the message touted at the recent **Australian Marketing Institute Conference** that offered sage advice from local and international marketers on how to ride out a tough 2009.

As we confront the aftershock of a global financial meltdown, the marketing gurus say it's critical to continue to invest in promotion during the downturn.

That's the only way to keep customers coming through your club's doors - and the statistics prove it. Chartered accountant **David Haigh**, who runs **Brand Finance** in the United Kingdom, pointed to a 1998 study by **PIMS** that showed companies that invest in marketing during a decline come out ahead. The report also showed companies that increased marketing spend during the last

recession achieved an average return on capital employed of 4.3%, compared to 0.6% for companies that maintained marketing spend and -0.8% for those that cut their marketing budget.

"Those who cut their budgets during recession screwed themselves because they evaporated their business, whereas those who maintained their budgets through the recession were making much higher returns after the recession," says **David Haigh**.

St George Bank is a case in point ... in 2008, "the happy dragon" posted a record profit - a 13.9% jump in annual cash earnings. **Kathy Hatzis**, **Head of Marketing at St George Bank**, says upping its marketing budget has been part of that success, with the bank opting for double-digit growth for its 2009 marketing spend. Brand identity guru **Jonathan Sands**, who runs the global consultancy **Elmwood**, says business success will also come to those companies who can find a point of difference.

"Jerry Garcia said 'it's no longer good enough to be the best of the best, you have to be the only people who do what you do'. And in the next five years that's absolutely true ... your margins will be small and only one brand can be the cheapest, so the rest have to do something differently."

Sands says consumers are "hard-wired" to notice the differences and, in a climate of fear, will gravitate towards goods and services that connect with positive emotions. "The most successful brands I've seen around the world make people smile," Sands says.

Elmwood's own client, a small sewage business

increased its business from £2 million (\$A5 million) to £3 million (\$A7.5 million) a month after it re-branded with the name **serious s***** and some cheeky slogans, such as "**s*** happens**".

Sands also notes that it was during The Great Depression of 1929 that **Mickey Mouse** was born, and countries such as Japan continue to use cartoons as emblems of trust.

Other companies are finding success with anti-marketing strategies that humanise product

choice. In America, wine retailer **Wegmans** allowed its wine buyers to take happy snaps of themselves on their wine-buying tour in Chile, which were then used to market wines at the point-of-sale.

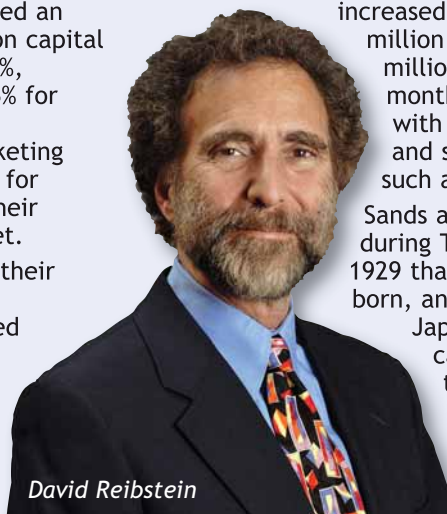
"It showed them getting really plastered and having a good time, with hand-written notes of why you should try this and what food it would work with," Sands said.

With global anxiety about money, terrorism and disease, Sands says it's important to reach customers with humour and remedies for stress. "The key is how we escape and have antidotes to anxiety, he says, A restaurant in New York has its tagline: '**Make Food, Not War**'. It's about getting people to slow down and feel more relaxed."

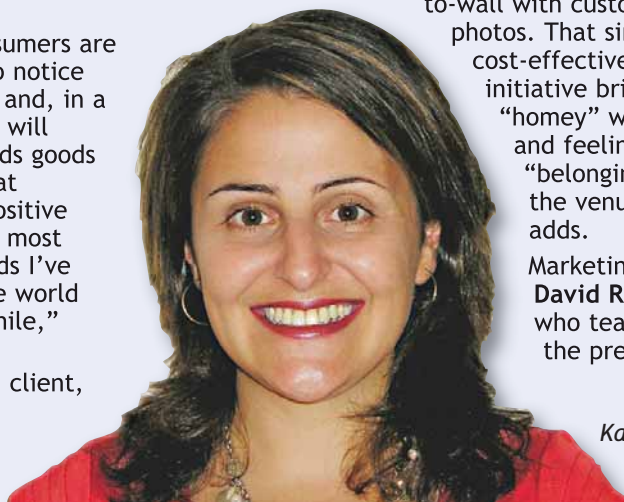
Smart marketing also can be subtle and involves showing you love your customers, such as a South Melbourne

hotel that is decorated wall-to-wall with customer photos. That simple, cost-effective initiative brings a "homey" warmth and feeling of "belonging" to the venue, Sands adds.

Marketing master **David Reibstein**, who teaches at the prestigious



David Reibstein



Kathy Hatzis

STAFF UNIFORMS
For all your staff clothing needs
Profile Uniforms Australia P/L
Ph: (02) 9457 8988
e-mail: profile.uniforms@bigpond.com

the business downturn

Wharton School, says we also need to start looking at our customers in more depth - in particular their "share of requirement" - a customer-specific market share that shows what percentage of business a company or brand fulfils for a customer in a certain category or service.

So, if a customer spends \$1,000 a year on lunches at the local RSL Club out of his total \$10,000 spending on dining out, then that club has a 10% share of requirements for that customer.

"Strategically, this is a really important measure because, if I have a low share of requirements, I shouldn't be trying to acquire new customers, but taking the existing

customer base and penetrating them more," Reibstein sums up.

It's the adage about customer loyalty - and in tough times, that just means finding clever ways to keep your patrons coming back for more.

"In times of war, innovation increases 100-fold. And, in business terms, we're in a world war," he added. "We can't spend our way to market share so we have to think our way to market share."

The business consultant cites a recent workshop he held that asked people to design a brand of tomato ketchup (sauce) that would beat Heinz, imagining they were Mickey Mouse.

One team invented 'Sketchup', a tomato sauce bottle with six different

nozzles that would allow kids to create food art that would be showcased on a website.

"By transporting yourself into different shoes, you can come up with new and innovative solutions," he added.

And, by all accounts, at the AMI Conference it's that distinction that promises sales.



Jonathan Sands

"In times of war, innovation increases 100-fold. And, in business terms, we're in a world war. We can't spend our way to market share so we have to think our way to market share ..."



"Indian Dreaming" or "Moonfire" model gaming machines become obsolete in March

MKG stock available at competitive prices

ALSO FOR SALE

Late model IGT machines - including "Money Chimes" links and signage

Limited stock of "Excite"

Call Richard Cousins on 0416 117 419 or George Cragen on 0414 332 223

Club Secretary Managers' Course

The CMAA has now developed a **club specific** course of instruction that will

focus on:

- preparing you for the role of Secretary Manager of a registered club
- the role of the Company Secretary, role of Management & the Board
- how to prepare for Board Meetings, the Constitution, member meetings, notices, disciplinary meetings, motions and more
- demystifying legislative & OLGR auditing requirements
- gaming compliance & general administration & finance
- 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 and strategy implementation
- decision making and;
- providing you with the recognition you need to demonstrate to a board that you have the knowledge to be able to hold the licence of a registered club

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

PRE-REQUISITE: To be eligible for attendance on the course it is **essential** you can provide copies of:

- an OLGR approved RCG Certificate
 - an OLGR approved RSA Certificate (completed within the previous five years)
- It would also be **desirable** for attendees to have gained accreditation for:
- the accredited unit SITHGAM004A Analyse & Report on Poker Machine Data.
-

When	(Session 1) Wed 11 th & Thu 12 th March & (Session 2) Wed 18 th & Thu 19 th March 2009
Where	CMAA Career Development Centre, Auburn 67 - 73 St Hilliers Road (Cnr Hall Street), Auburn
Times	9.30am - 4.30pm all days
Cost	\$690 (plus GST) - CMAA Member/CMDA Affiliate*, \$890 (plus GST) - Non Member.
Award	Participants will receive a Certificate of Completion on successful completion of this program.
ACCM points:	Completion of this program entitles CMAA Members & CMDA Affiliates to 25 points toward ACCM activity.

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

For more info ☎ 02 9643 2300 or email: estelle@cmaa.asn.au.

* Registration form available on CMAA website - www.cmaa.asn.au

Aristocrat gets its man with Jamie O'Dell

Aristocrat has a new CEO and Managing Director with Jamie O'Dell leaving Foster's Australia, a CMAA Career Development Centre sponsor, after nine years to join the major gaming machine producer.

Mr O'Dell, who took up his new role on February 1, steps into the role created by outgoing CEO Paul Oneile's decision not to seek a renewal of his contract with the company. Mr O'Dell will pick up more than \$1.25 million annually in his new role at Aristocrat.

"I'm delighted to have been selected to lead one of the world's top gaming machine companies which is well placed geographically and in its expanding product range," Mr O'Dell said of his appointment.

Aristocrat also is a CMAA Career Development Centre sponsor company and sponsors the CMAA's annual Conference and Trade Expo at Darling Harbour (March 2 & 3, 2009) and the Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast (July 15 to 17).



Jamie O'Dell

Mr O'Dell joined Foster's after three years in Singapore as Vice-President of Allied Domecq's global duty-free position, having previously been Managing Director of Allied Domecq's URM brands in the United Kingdom from 1995 to 1997. Before that, he was Managing Director of Allied Domecq's Tetley Australia.

Aristocrat Chairman David Simpson said the company was delighted to have attracted an executive and

corporate leader of Mr O'Dell's experience. "He is a successful executive from a consumer-oriented industry who will quickly develop gaming industry knowledge and provide inspired leadership," Mr Simpson added.

Meantime, Aristocrat also announced the appointment of Sean Evans as General Manager, Australia & NZ reporting to Warren Jowett, Executive General Manager Australasia and Asia Pacific. Originally from Brisbane, Sean joined Aristocrat in October 2000 as a Senior Product Manager in the Global Marketing team based in Lane Cove. In 2001, Sean was seconded to the U.S. operation as Director, Multi-Site Progressives. In 2004, Sean was promoted to Vice President of Sales responsible for Game Sales and Recurring Revenue. In 2005 and 2006, the U.S. operations achieved record profits. In November 2006, Sean was promoted to Senior Vice President of Sales and given the added responsibility of Systems Sales and Latin America.

Rayner

SALES & MARKETING
PTY LIMITED

Let us help you to book
and arrange your
advertisement in
Club Management in
Australia magazine:

Call Judy or Sue at

Rayner
Sales & Marketing Pty Ltd

Ph: 02 9360 6177

Email: rayner@bigpond.net.au

Lifesaving boss says lives on the line

By HENRI LACH

More people could die on Queensland beaches if gaming machines were taken away from surf lifesaving supporters' clubs. That's the harsh reality, according to a prominent lifesaving movement leader who sees the constant attack on poker machines as unwarranted and ill-informed.

Kurrawa Surf Lifesaving Club President Phil Murphy says many smaller volunteer clubs along Queensland's seaboard would cease to exist if poker machines suddenly disappeared.

"There would be dire consequences if gaming machines were abolished," Phil says. "We would not be able to provide the same level of service as we do now. It would be a second-class service, and it's fair to say that lives would be on the line. If it wasn't for poker machines we'd be running chook raffles and standing on



Surf Club Kurrawa General Manager Rob Aldus.



Kurrawa Surf Lifesaving Club President Phil Murphy keeps an eye on the busy Kurrawa Beach.

street corners with tins cups. That wouldn't meet the running costs of the club. As well, in these hard times, corporate sponsorship is getting tighter and tighter," he said.

Phil Murphy speaks from a position of some authority. He's been involved in the surfing movement for more than 20 years. A former keen competitive surfer, he's been **Kurrawa Surf Lifesaving Club President** for the past 13 years.

"I was there when poker machines were first legalised in Queensland and I've seen the benefit they've had for the community and for the lifesaving movement," Phil added. "Their [poker machines] demise

would leave a big funding hole that would be very hard to fill."

He said the cost of maintaining the volunteer life saving movement was "enormous". "The cost of servicing equipment alone runs into \$20,000 to \$25,000 a year," he added.

Kurrawa Beach, opposite the huge shopping complex of Broadbeach, is one of the Gold Coast's most popular and busiest beaches. Attendances of more than 1,000 a day on weekends is not uncommon and the massive crowds keep lifesavers on their toes.

Kurrawa Surf Lifesaving Club has a proud safety record, with the only deaths in recent years occurring outside monitored hours by people

"If it wasn't for poker machines we'd be running chook raffles and standing on street corners with tins cups. That wouldn't meet the running costs of the club ..."

Kurrawa Beach on the Gold Coast ... crowds of 1,000 - and more.



if pokies go

swimming outside the flags, and from natural causes.

So-called "preventative actions" - a term used now to indicate steps taken by lifesavers to stop people getting themselves into trouble - run into several thousand during the summer season. Actual rescues may top the 100 incident mark. And then there is first aid for things like stinger bites and other injuries.

With around 250 volunteer lifeguards and 250 nippers, the need to ensure that the best and most-modern equipment is in use and maintaining that equipment, financial responsibility is heavy.

Fortunately, Phil's club currently has the advantage of a solid supporters' club. The licensed **Surf Club Kurrawa**, with its bank of 63 machines and 16,000 social membership, is the lifesavers' lifeline.

General Manager Rob Aldus said his club's donation last calendar year to those lifesavers was \$850,000 - the major portion from gaming revenue.

He would like to add a few more machines to meet the needs of members and visitors to his club - and increase that contribution.

But that's no longer an option under the Queensland Government's new permanent cap on machine numbers at clubs and hotels in that state.

"We have to do the best we can to keep supporting a community-based organisation ... the Kurrawa Surf Lifesaving Club without more poker machines," Rob said with a hint of bitterness.

Surf Club Kurrawa ... \$850,000 to the lifesaving movement.



National surf titles come 'home'

Kurrawa Surf Lifesaving Club has reason to celebrate, despite threats to its funding base.

The club regained the rights to host the Australian Surf Lifesaving Championships in March next year and for the next three years, after a reshuffle of venues.

Kurrawa lost the championships after 2006 to Scarborough Beach in Perth, WA. But the Queensland Events Corporation and Gold Coast City Council successfully applied for their return last year. Officially, the Australian Surf Lifesaving Championships are the largest sporting event of their type in the world - and uniquely Australian. The championships attract an average of 7,000 competitors who contest more than 295 events including board races, swim, ironman and ironwoman, and beach events. Importantly, it's all free to the public.

Equally important is that it's an

event that injects many millions of dollars into the local economy. Obviously, there is a spin-off for the licensed club in the sale of food drink and from the occasional flutter on the pokies.

It's also an occasion for a great get-together of old surfers who sip their favourite brew while they tell tall tales of past exploits.

"We sold 119,000 schooners of beer in a week during the last championships we hosted," Surf Club Kurrawa General Manager Rob Aldus recalls.

The last word goes to Kurrawa Surf Lifesaving Club President Phil Murphy who, obviously, is extremely pleased the championships are back on the Gold Coast - and back at his club. "We should never have lost them in the first place ... our beaches are far better," he said with passionate conviction.

- HENRI LACH

Delivering the

Independent Advantage

Development / Project Management

Operational Management

Income Diversification

Security Management



www.gjwconsult.biz

For individual & personal service

call Gary on 0408 738 801 - email: gary@gjwconsult.biz

or Les on 0419 229 946 - email: les.clarke@gjwconsult.biz

54 CMAA Diary - 2009 Zone Meetings & Industry Functions

Day	Date	Meeting	Venue	Zone
JANUARY				
Thursday	29/1/2009	09:00	Auburn	CMAA Executive Meeting
FEBRUARY				
Wed - Sun	4 - 15/2/2009		New Orleans, Las Vegas	82nd World Conference on Club Management
Tuesday	10/02/2009	09:30	Caboolture Sports Club	Sunshine Coast Zone AGM
Tuesday	10/02/2009	09:30	Coffs Harbour Catholic Club	Mid North Coast Zone Meeting
Monday	16 - 17/02/2009	10:00	Albury SS&A Club	Riverina Murray Zone AGM
Tuesday	17/02/2009	10:00	Northcliffe Surf Club	Gold Coast Zone AGM
Tuesday	17/02/2009	10:00	Asquith Leagues Club	Manly Northern Suburbs Zone Meeting
Wednesday	18/02/2009	09:30	Diggers @ The Entrance	Central Coast Zone Meeting
Wednesday	18/02/2009	10:00	Yarraville Club	Victorian Zone Meeting
Saturday	21/02/2009	14:30	Orange Ex-Services Club	Mid State Zone AGM
Thursday	26/02/2009	09:30	Auburn	CMAA Executive Meeting
Friday	27/02/2009	11:00	Wollongong RSL Bowling Club	Illawarra Shoalhaven Zone Meeting
MARCH				
Sunday	1/03/2009		Darling Harbour	CMAA Federal Council Meeting
Monday	2/03/2009	09:00	Darling Harbour	CMAA Annual Conference & Trade Expo
Monday	2/03/2009	16:00	Darling Harbour	CMAA Annual Awards & Cocktail Party
Monday	2/03/2009	09:00	Darling Harbour	CMAA Annual General Meeting
Tuesday	3/03/2009	09:00	Darling Harbour	CMAA Annual Conference & Trade Expo
Tues - Wed	10 - 11/03/2009	09:30	Armidale Bowling Club	North West State Zone Meeting
Tues	10/03/2009	10:00	Redcliffe Leagues Club	Brisbane Zone AGM
Wednesday	11/3/2009	09:30	Kingscliff TAFE	Far North Coast Zone Meeting
Friday	13/3/2009	11:30	Horton Park Golf Club	Sunshine Coast Charity Golf Day
Tuesday	17/03/2009	07:30	Tradies Sutherland	St George Cronulla Zone Meeting
Tuesday	17/03/2009	10:00	Paddington RSL Club	City & Eastern Suburbs Zone Meeting
Thursday	19/3/2009	11:00	Parramatta Leagues Club	Nepean Zone AGM
Wednesday	25/03/2009	07:30	Robina Woods Club	Gold Coast Zone, Charity Golf Day
Thursday	26/03/2009	10:00	Beresfield Bowling Club	Hunter Zone Meeting
APRIL				
Thursday	09/04/2009	10:00	Canberra Southern Cross Club	ACT Zone Meeting
EASTER	10 - 13/04/2009	EASTER	EASTER	EASTER
Wednesday	15/04/2009	11:00	Club Old Bar	Great Lakes Zone Meeting & Charity Golf Day
Friday	17/04/2009	07:00	Long Reef Golf Club	Manly Northern Zone Golf Day
Wednesday	22/04/2009	09:00	Goulburn Soldiers Club	Far South Coast Zone Meeting
Thursday	30/04/2009	09:30	Auburn	CMAA Executive Meeting
MAY				
Tuesday	5/05/2009	10:30	Woolgoolga Golf Club	Mid North Coast Zone Golf Day
Friday	08/05/2009	12:00	Mulgrave Country Club	Victorian Zone Meeting & Awards Dinner
Tues - Thurs	12 - 14/05/2009		Hyatt, Canberra	Leagues Club Assn Gaming Conference
Tuesday	12/05/2009	09:30	Southport Surf Lifesaving Club	Gold Coast Zone Meeting
Wednesday	13/05/2009	09:30	Gunnedah Services Club	North West State Zone Meeting
Wednesday	13/05/2009	10:00	Gosford RSL Club	Central Coast Meeting
Tuesday	19/05/2009	09:30	Nambour RSL Club	Sunshine Coast Zone Meeting
Saturday	23/05/2009	14:00	Gilgandra Services Club	Mid State Zone Zone 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
JUNE				
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 - www.asiangamingexpo.com
Monday	15/06/2009	10:00	Gilgandra Services Club	Mid State Zone Study Tour
Tuesday	16/06/2009	11:30	Randwick Labor Club	City Eastern Suburbs Zone Meeting
Wednesday	17/06/2009	09:30	Casino RSM Club	Far North Coast Zone Meeting
Thursday	18/06/2009	09:30	Penrith RSL Club	Nepean Zone Meeting
Thursday	18/06/2009	10:00	Tigers Leagues Club	Inner West Zone Meeting
Wednesday	24/06/2009	11:00	Newcastle Panthers Club	Hunter Zone Meeting
Thursday	25/06/2009	09:30	Auburn	CMAA Executive Meeting
JULY				
Tuesday	14/7/2009	10:00	Mulwala Services Club	Riverina Murray Zone Meeting
Wednesday	15/7/2009	14:00	Conrad Jupiters, Gold Coast	CMAA Fed Executive / Fed Council Meeting
Thursday	16/7/2009	16:00	Conrad Jupiters, Gold Coast	CMAA General Meeting
Wed - Friday	15 - 17/7/2009	09:00	Conrad Jupiters, Gold Coast	CMAA Mid-Year Conference

Day	Date	Meeting	Venue	Zone
JANUARY				
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
AUGUST				
Monday	3/8/2009	07:30	The Grange Golf Club	Illawarra Zone Charity Golf Day
Tuesday	4/8/2009	09:30	Caloundra RSL Club	Sunshine Coast Zone Meeting
Wednesday	5/8/2009	10:00	Forster Tuncurry Services Club	Great Lakes Zone AGM
Tuesday	11/8/2009	10:30	Urunga Golf Club	Mid North Coast Zone Meeting
Wednesday	12/8/2009	09:30	Armidale 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 www.austgamingexpo.com
Wednesday	19/8/2009	11:00	Souths Leagues Club	Hunter Zone Meeting
Thursday	27/8/2009	09:30	Auburn	CMAA Executive Meeting
SEPTEMBER				
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	09:30	Bondi Icebergs	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	11:00	Canberra Labor Club	ACT Zone Meeting
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
OCTOBER				
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
NOVEMBER				
Thurs - Sunday	5 - 8/11/2009		Sheraton Mirage, Gold Coast	Leagues Club Association Annual Conference
Tuesday	10/11/2009	10:00	North Beach Bowling Club	Mid North Coast Zone Meeting
Tues - Thursday	17 - 19/11/2009		Las Vegas Convention Centre	Global Gaming Expo - G2E
Friday	20/11/2009	10:00	Belconnen Soccer Club	ACT Zone Meeting
Tuesday	24/11/2009	09:30	Randwick Labor Club	City Eastern Suburbs Zone Meeting
Tuesday	24/11/2009	09:30	Logan Diggers Club	Brisbane Zone Meeting & Qld Bursaries
Wednesday	25/11/2009	09:00	Batemans Bay Soldiers Club	Far South Coast Zone Meeting
Wednesday	25/11/2009	11:00	Central Charlestown Leagues Club	Hunter Zone Meeting
Friday	27/11/2009	09:00	Brighton Le Sands	CMAA Executive Meeting
Friday	27/11/2009	10:30	Brighton Le Sands	CMAA Federal Council Meeting
Friday	27/11/2009	12:00	Brighton Le Sands	CMAA Sponsors Luncheon
DECEMBER				
Tuesday	1/12/2009	11:00	St George Motor Boat Club	St George Cronulla Zone Meeting
Wednesday	2/12/2009	09:30	Tamworth Club	North West State Zone Meeting
Wednesday	2/12/2009	09:30	Norths Leagues Club	Manly Northern Suburbs Zone Xmas Meeting
Wednesday	2/12/2009	09:30	Port Macquarie Golf Club	Great Lakes Zone Meeting
Friday	4/12/2009	15:00	Xmas Cruise	Inner West Zone AGM
Friday	4/12/2009	10:00	Gosford RSL Club	Central Coast Zone Meeting
Friday	4/12/2009	11:00	Collegians Balgownie	Illawarra Shoalhaven Zone Xmas Luncheon
Tuesday	8/12/2009	11:00	Maroochy RSL Club	Sunshine Coast Zone Xmas Meeting
Wednesday	9/12/2009	09:30	Yamba Bowling Club	Far North Coast Zone Meeting
Friday	11/12/2009	11:30	Club Helensvale	Brisbane & Gold Coast Zone Xmas Lunch
Thursday	10/12/2009	12:00	Liverpool Catholic Club	Nepean Zone Xmas Luncheon
Thursday	17/12/2009	09:30	Auburn	CMAA Executive Meeting

So, you've done your preliminary work on a Property Development proposal ... now what?

By PHILLIP WADE *

Turning property development concepts into reality requires a significant degree of flexibility and communication. In a previous article for *Club Management in Australia magazine*, I wrote on the critical preliminary feasibility work required when clubs are considering property development projects. While that preliminary work is crucial, it is equally vital to ensure that the various design concepts being considered by the club meet all legal and regulatory requirements imposed on clubs and will not adversely affect a club's core operations.

Consequently, as the concepts for the development begin to take shape there is a new set of legal hurdles and checklists that must be addressed. In this article, I will outline several key issues that need to be considered at this time ...

'Core' or 'Non-Core' Property

First, a distinction must be made as to whether the proposed development is being carried out on a club's "core" or "non-core" property. If the land on which the development is to be constructed is "core property", the proposal may require members' approval if it is to proceed, particularly if the development involves the leasing of premises within the completed development. It is worth keeping in mind that if the development is to take place on land which is used as club car parking, the development would almost certainly be taking place on "core" property. If

the land is identified as "non-core", the Board or club management has the right to proceed with the development and lease premises within the completed development without first obtaining the approval of the club's members. But, having said that, as a matter of good corporate governance, we would recommend obtaining members' approval to any development that the club proposes to undertake, despite the fact the development is taking place on "non-core" property.

Amendments to the Gaming Machines Act

Watch this space. At the time of writing, we anticipate that the amendments to the Gaming Machines Act will come into force by January 2009. We expect the amendments to address some of the inconsistencies that result from the Gaming Machines Act, particularly those that may adversely affect a club's gaming machine entitlements if the proposed development includes a retail component or involves the club's premises being moved to a different location. Given the proposed amendments to the Gaming Machines Act, it may be worthwhile holding off on finalising any development proposals until the amendments come into effect.

Financial structure

The different ways to structure the financing and ownership of the new development's assets should also be carefully considered at this stage. For example, as my colleague **John Martin** noted in a previous *CMA Magazine* article, clubs may find it useful to hold investments in a unit trust structure to assist in managing risk and allowing for the option of bringing in outside investment funds in the future. Depending on whether the development is to be constructed on "core" or "non-

core" property, members' approval may be required to transfer the land to such a trust.

Regular Communication

A constant requirement throughout the entire process is member communication. In our experience, this does not just involve the regulatory requirements on Boards, but going beyond that to ensure members feel involved in the project. Although a particular development proposal may not require members' approval to proceed, in development projects involving **Thomson Playford Cutlers**, we have found it to be beneficial for clubs to seek member approval regardless. An open and transparent process with your members is to be encouraged wherever possible. Not only is it good corporate governance, as I mentioned, it also helps build member and community support for the project and can avoid issues emerging later in the process. The importance of regular communication also extends to your key legal and financial advisers, who need to be updated throughout the entire process. The development proposal should be continually assessed against any regulatory requirements that might affect the proposal and the club's core operations to ensure that the proposal complies with those requirements and does not adversely affect the club's core operations.

Flexibility

Often, the development first proposed can be quite different to the end result, with necessary amendments and improvements made along the way. From our experience in working on development projects of all types and sizes, we have found that clubs that are mindful of and advised properly on the legal and regulatory hurdles they may face in undertaking their project, are more likely to achieve the best outcome through appropriate risk management.



Phillip Wade

➤ **PHILLIP WADE** is a Special Counsel in the **Thomson Playford Cutlers Hospitality, Registered Clubs and Gaming** team. He acts, primarily, for registered clubs on property development projects and general property transactions. Phillip can be contacted on 02 - 8248 5822 or pwade@thomsonplayfordcutlers.com.au

Smarter, more agile management in 2009

Getting tired of all the “tough times” talk? Whatever your sales story, this is the year for more efficiency and leveraging your strengths - every business process needs review. Examine all the ways that staff and visitors interact with your club and ask ... *Do they make the guest's visit more enjoyable? Do they help members to spend more? Do they create a reason for members to return - AND bring friends? Is there a way that we could eliminate paperwork, or drudgery in the way it is managed?* Profitable Hospitality Managing Director KEN BURGIN examines some characteristics of clubs that will sail through the recession ...

Relentless training and employee motivation - Not just basic Certificate II and III, but in-depth continual training and up-skilling for the team. Most employees love to be challenged and see an opportunity for career development. Support your managers in staff supervision and leadership, catering, functions and bar management. And, what about the bottom line? It's a fact - many of your managers are weak with analysing numbers. If they can't pull apart sales and cost reports, how will they make the decisions you expect of them? These are decisions that can't be left to the “people in the office”. The CMAA has Australia's most brilliant range of workshop training and this can be seen as an opportunity for staff to get out of the kitchen or can be tailored for in-house delivery to work in depth on your club's needs. Victoria's Frankston RSL Club CEO Rob Morrison has found cross-the-board training for basic skills, and in-house leadership workshops for key management staff is a combination that works well. It's sure to be one reason for Frankston's sales to be up 28% in January alone.

Always Flexible - When the POS and visitor data shows a shift in sales or customer preferences, you adapt within days. Assume last year's menus and pricing are out of date and, instead of occasional big changes, start a process of monthly small updates as the market changes. Some local businesses may close, removing a source of day-time customers, and new housing may bring a host of new opportunities.

Open and Friendly - Share more information on your website about the management team (with photos) and start an online diary to share the

weekly life of the club. Your wide reach through the magazine and email newsletter can give it the role of a local paper - is it used like that, or just promoting bingo and schnitzels? Spread the good news about all the events in your area, not just the meat raffle. And, no more talk about seniors not using email ... the diehards are now a shrinking minority.

Better Food - There's more fame and profit to be made by offering a great product - even if it's traditional fare. The best coffee, freshest oysters, most tender steak or that wicked chocolate cake. Food connects with our deepest emotions - use it to help people feel happy, not bloated. And, how's the wine list - run by suppliers, or someone passionate on your staff? Wine sales can easily double when enthusiasm is applied.

Faster and Faster - Bistro service is often quick, but follow-up items can be a problem. How efficient are ticket sales for a concert? How fast is the coffee machine when everyone's finished dinner? In the big cities, café operators make a fortune from crowds - why should we treat it as a problem? Can the bar make a dozen cocktails lightning-fast if you've got a cool crowd on Friday night? The faster you are, the more you sell.

Happy Surprises - What's the system for celebrating birthdays and special days? The same old birthday letter offering a cheap bottle of wine is way out of date ... your membership system can pinpoint member birthdays and SMS them a special offer, or cause bells to ring when they swipe their card (you get the idea). Birthday marketing is massively successful when done with style and



individuality ... does it need a shake up?

Promote Partnerships - Small businesses in your area often find marketing difficult, as it takes time to build relationships and their budgets are tiny. The hairdresser, garage or gym may want to swap promotions and dozens of businesses need somewhere comfortable for meetings. You have what they all want - good food, inexpensive drinks and lots of space ... don't sell it short.

Reduce the Tedious Work - Smarter POS systems, online membership renewal, smarter payroll and attendance management, online rostering. Automation helps to eliminate expensive labour and can bring new accuracy to routine tasks. It also gives more information - faster - about what's really happening with sales and costs. Many clubs have a BMW-grade I.T. system, but they've hardly taken it out of the garage. Are all those shiny computers working to build better service delivery? Can't they give more frequent F&B reports than once a month?

We're in the Happiness Business - Even if you do work long hours and the pay could be more, there are so many people who envy your hospitality job. There will be times when you compare 2008 and 2009 figures but, when you're “on stage” with the guests, always wear a smile. They don't want to hear about tough times ... they've come to escape their own.

Workers duo win national award for lifesaving effort

Two **Blacktown Workers Club** staff used their first aid training to save the life of a heart-attack victim who collapsed at their club. The 41-year-old man, who has since fully recovered, suffered the seizure at the club in mid-2008.

The *Blacktown Sun* newspaper reported that **John Filipec** and **Peter James**, who saved the man, received the **Australian Emergency-Care Providers National Resuscitation Award**. They revived the man by using cardiopulmonary resuscitation and the club's defibrillator.

Blacktown Workers Club also

received an award for its training program.

"It was a bit of a shock getting an award," Peter James said. "We never thought about it."

John Filipec agreed: "We just did what we were supposed to do."

John was the club's Head Steward and has since been promoted to Duty Manager, while Peter is a Poker Machine Supervisor.

They said first-aid training was part of the job requirement: "All of our training just kicked in," Peter said. They never thought about what to do

next, even when the man seemed to be in danger: "I looked at his face and saw that he'd stopped breathing. I brought over the defibrillator and we managed to revive him."

John said they were so relieved to see him talking to the ambulance officers as they took him to hospital: "It all took about three or four minutes. Once it was over, I had to hold back the tears ... It was a great feeling, saving someone's life."

Peter said it was a "full-on" situation: "I had to sit down for about 15 minutes afterwards ... I'm so glad he survived."

South Tweed Sports saving every drop

South Tweed Sports Club has dived into its "*Saving Every Drop*" water conservation program, reducing its reliance on town water.

Club CEO and CMAA Federal Councillor Gordon Rhodes, ACCM said that in the 16 months since receiving its *Federal Government Community Water Grant*, that it has saved more than 2 million litres of water - the equivalent to 44 standard backyard pools.

"With our water tanks now commissioned, we look forward to seeing even less town water being required as the harvested and recycled rain water will assist in our bowling greens irrigation," Gordon added.

The grant - almost \$50,000 - assisted the club to buy three water tanks (more than 66,000 litres capacity), converting existing urinals to waterless systems and converting bathroom fittings.

Club Chairman Douglas White said that although the club's water-

saving program had been running for a number of years, the grant was essential to further its goal of reduced water consumption. "After all, we aim live up to our catchphrase to be good sports in the community."

The club's water consumption (club general and greens) in 2004 was 12,459,000 litres. In 2008, the consumption was 6,678,000 litres - a reduction of 46% or 5,781,000 litres.

The "*Saving Every Drop*" program is one of a number of environmentally friendly initiatives at South Tweed Sports Club. In the late 1990s, the club won a **SEDA (Sustainable Energy Development Authority) Award** for its project of reducing the number of light fittings in main trading areas from 1,260 to 330 with a massive 86% reduction in energy use.

Further reducing the energy consumption was a **BMS (Building Maintenance System)** that controls the operating times of the air-

conditioning plant. A review of the operating times has produced a further reduction of more than 122,000 kilowatt hours in the past year. This equates to a reduction of more than 122 tonnes of greenhouse gas and equivalent to removing 44 small cars from our roads annually.

Dubbo clubs talk merger

Two Dubbo clubs have started down the road to amalgamation, but the drivers warn that reaching the final destination is about two years away - if they arrive at all. The *Dubbo Liberal* newspaper reported that **Dubbo Golf Club** and **West Dubbo Bowling Club** are talking about amalgamation. The next step is for the Boards of each club to get together, but there's no date yet for the meeting. In December, the golf club Board called for expressions of interest for an amalgamation after failing to meet operational costs. The bowling club was the only club to send an expression of interest. **Dubbo Golf Club General Manager Tim McGrath** said the Board had accepted the expression of interest. The next step is for both clubs to work out a Memorandum of Understanding (MoU), detailing the process during and after the amalgamation. Tim emphasised the clubs were in the early stages ... "This is a two-year process and we're a few weeks into it," he said. Before the clubs can join forces, the members of both clubs need to be consulted twice, Tim added. In December, golf club **President Sandy Dunshea** said the club's financial results for the year were not what he would have liked. The golf club has a 27-hole championship course and 1,624 members with 1,149 of those golf-related.





Jodi Dickson

Mounties wins national HR award



Mounties Group won “Most Effective HR Department” category at the 2008 Australian Human Resources Institute’s (AHRI) Awards.

The national award, in the “HR Impact” section, acknowledges the HR Department’s performance and impact measured by company key performance indicators (KPIs) and standard people management metrics benchmarked against Australian norms. Mounties beat 11 national companies, including Seek Ltd, Comcare, Main Roads WA and Dental Health Service Victoria for the title.

Mounties Group Workplace Relations Manager/Solicitor Jodi Dickson, has worked in Mounties HR

for nine years and is responsible for implementing programs designed to provide employees with the increasingly important work/life balance and the tools to meet their KPIs. Jodi previously won the 2007 AHRI award for “Best HR Practitioner”.

“It’s an honour for the department to be recognised on a national level and I am privileged to work with such a wonderful and supportive team,” Jodi, a former CMDA Board of Management Studies member, said. “Mounties People Management

practices consistently produce business outcomes that keep the business at the top of the industry. Recognition of our people indicators provides a competitive tool to attract high-calibre candidates with the application process serving as an audit tool.”

Mounties Group CEO Greg Pickering said the award was well deserved and a public acknowledgement of Jodi Dickson’s excellent leadership and the great team working in HR.

“Mounties Group recognises the importance of happy, well-trained staff and is proud that HR management’s work has been recognised by the national HR industry body with the ‘Most Effective HR Department’ award.”



Greg Pickering

The AHRI Awards are Australia’s premier HR and people management awards program and recognise outstanding individuals and teams that demonstrate tangible improvements in business performance.

Marconi Poker Palace deals \$10,000 ‘free roll’

Club Marconi upped the poker ante on February 1 with a \$10,000 “free roll” event to launch its **Poker Palace**.

Club Marconi hosted the biggest cash “free roll” event in Australia where players could join up and play in the grand opening poker tournament.

Marconi Poker Palace (MPP) promises to be a poker room where top-class prizes, events, structures and environment are part of the deal. Club Marconi is known as a premier poker venue, has established the benchmark in attendances and prizes and has hosted marquee events, including the 2005 WSOP Champion Joe Hachem Event where more than 1,200 players participated.

Two of poker’s most respected tournament directors, **Bruno Rao and Frank Ferraro**, will operate the venture.

Tournament developer Bruno Rao said the launch of the MPP was an exciting opportunity. “Poker is the ‘in’ thing ... everyone wants to play,” Bruno said. “The support from the players and Club Marconi has been enormous. Whatever we



have done in the past will not compare to what we will do in the future.”

MPP is set to host nine scheduled events per week with games ranging from “free-roll”, “buy in”, “satellite” and “corporate”, to charity events.

For novice players discovering the game, MPP will run a Poker Academy where everyone can learn to play and understand the game’s variations.

For more information go to www.marconipoker.com.au



IGT launches new progressives at CMAA Expo



IGT will launch a record number of new games at the CMAA Hospitality Expo on March 2 and 3 at Darling Harbour. This suite of new games continues IGT's tradition of providing variety and performance for clubs, hotels and casinos. IGT will have a strong focus on low-denomination games, including ...

- "Silver Falls" - a strong performer in IGT's in-venue testing that features a choice of jackpot and RTP options with the opportunity to win jackpots in regular and free games
- "Multistar 50 Lines" offers three classic IGT games in one
- "Triple Red Hot 7s" - a "Super Reel" game - features eight progressives and gives players the chance to win multiple prizes.



IGT Product Marketing Manager Chris Gialouris said IGT was leading the way with development of new game play concepts for symbol-driven progressive and 'Double Diamond' games. "We'll be showcasing 10 new, stand-alone progressives covering all denominations, including a new \$1 symbol-driven double progressive - 'Spartan'," Chris added. IGT has added five progressives across the game libraries for its successful link products such as "Wheel of Fortune", "Money Chimes" and the "Fort Knox Link". Expo visitors also should inspect the latest additions to IGT's mid-denomination range - "Secret Tomb", "Jewel of Africa" and "Clovers and Gold". IGT is at **Stand 147** for the latest in locally developed games to suit any venue.



Global Gaming acquires Maxetag

Global Gaming Industries has completed its acquisition of Queensland-based player loyalty and rewards company **Maxetag**. **Global Gaming Industries** has supplied poker machines, multi-terminal gaming machines and Central Credit Transfer Systems (CCU) to clubs and hotels in Australia and overseas for more than 20 years. The CCU system has dominated the

hotel gaming market and recently was approved to operate as a TITO system. Announcing the November acquisition, **Global Gaming Industries** CEO **Scott Macdougall** said that while the company has gained the lion's share of the hotel market with its CCU products and improved its position with the approval of TITO, the system has previously only been considered by a small number of clubs. "This, primarily, has been due to the fact that, until now, we have lacked the loyalty and rewards functionality that registered clubs require," **Scott** said. "I am happy to say that this is no longer the case and we should no

longer be seen as just a hotel supplier." Since its first installations in Queensland, South Australia and the Northern Territory, Maxetag has expanded its market in these states with installations in hotels and registered clubs. Maxetag's unique tag-based loyalty and rewards

system provides a simple people-friendly interface for patrons at the bar, bottle shop and on the gaming floor.

"We see Maxetag as the cornerstone product of a new entity - **Global Gaming Systems**," **Scott** said. The added functionality that Maxetag brings to our systems product is essential to our ability to meet the requirements of registered clubs." Global Gaming Industries will present the complete Global Gaming Systems suite of products at the **2009 CMAA Hospitality Expo** at Darling Harbour on **March 2 and 3**. Maxetag is on display at Global Gaming's Alexandria showroom. Contact representatives **John Rougas - 0413 150 825** or **Adyn Lewis - 0414 931 201** for a demonstration or more information.



Mitchell Brandtman

Quantity Surveyors & Construction Cost Managers

QUANTITY SURVEYORS

**Specialising in Licensed Clubs
New Buildings
Additions and Renovations**

- Contractual Advice
- Finance Drawdowns
- Estimate and Cost Plans
- Tax Depreciation Schedule
 - Bills of Quantities
- Contract Administration

Ph: 1800 454 434
Trading Nationally

Spice things up with **Keno**

Option 1
Base Unit



Option 2
Salt & Pepper
with
base unit



Extras
Table
numbers



Keep the fun times rolling with the new range of Keno Bistro Holders. Designed for use in bistros and outdoor settings they keep Keno accessible to your diners, so it's a great way to increase your Keno sales!

Email kenomarketing@tabcorp.com.au for an order form or contact your Area Manager for further details.



Visit us at www.playkeno.com.au



WILD HUNTERS SHARK

TM

50 PAY LINES

Visit us at **Stand 132**



2009 Annual Conference, AGM
& Hospitality Expo
March 2 & 3
Darling Harbour

ARUZE GAMING
AUSTRALIA

23-27 Bourke Road
Alexandria NSW 2015 Australia
telephone 612 9699 9133 | facsimile 612 9698 4669

