

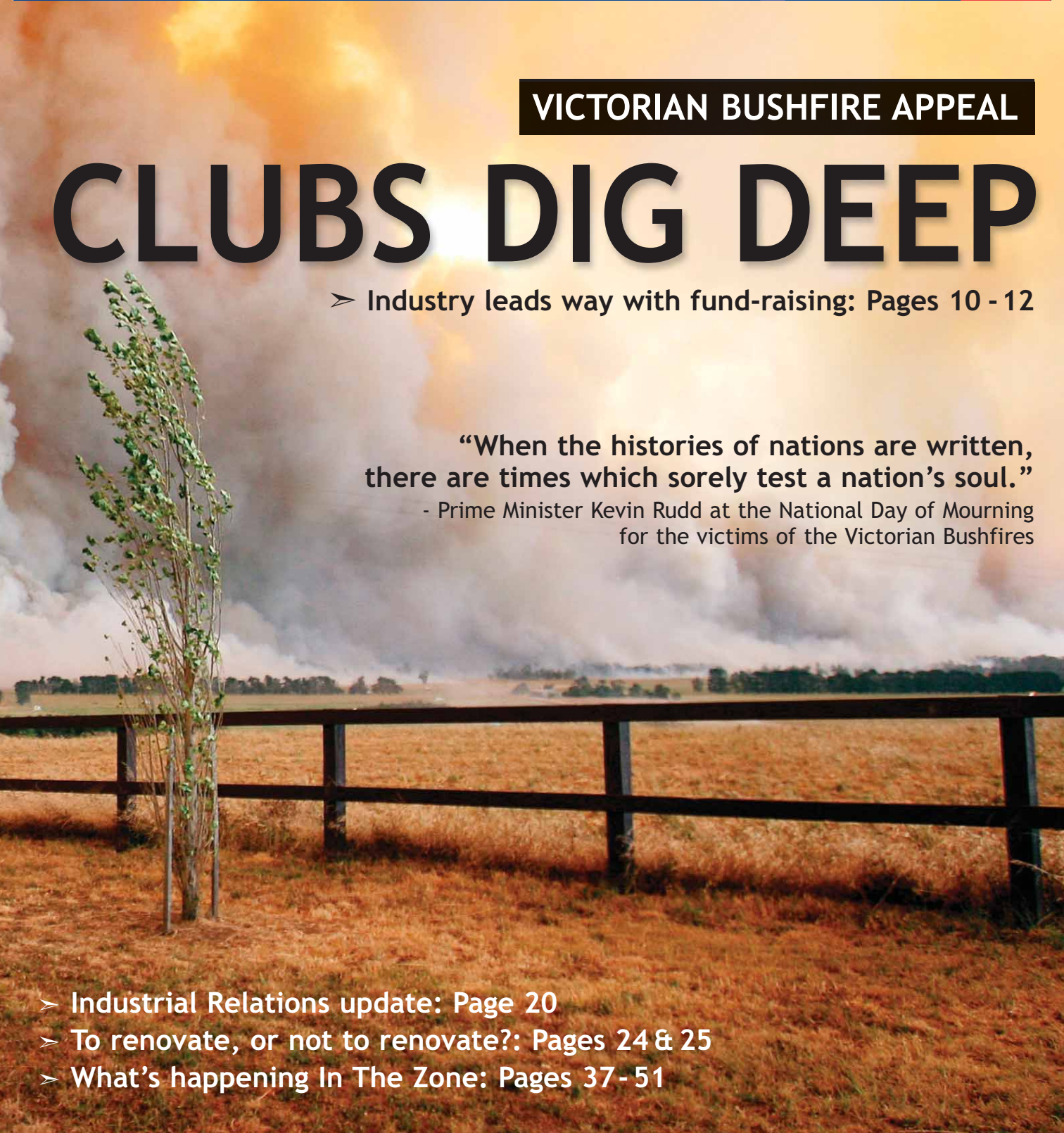
VICTORIAN BUSHFIRE APPEAL

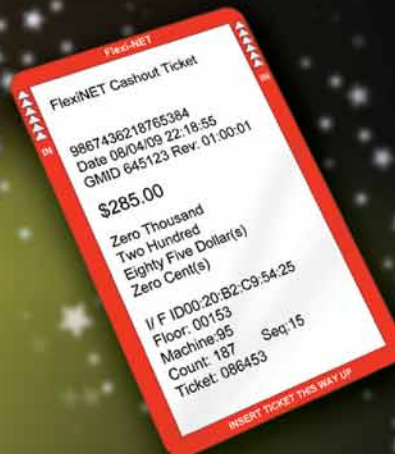
CLUBS DIG DEEP

➤ Industry leads way with fund-raising: Pages 10 - 12

**“When the histories of nations are written,
there are times which sorely test a nation’s soul.”**

- Prime Minister Kevin Rudd at the National Day of Mourning
for the victims of the Victorian Bushfires

- 
- Industrial Relations update: Page 20
 - To renovate, or not to renovate?: Pages 24 & 25
 - What’s happening In The Zone: Pages 37- 51



Chris Jones, CEO, North Ryde RSL Club

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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

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Registered Office

67-73 St. Hilliers Road

Auburn NSW 2144

Phone (02) 9643 2300

Fax (02) 9643 2400

P.O. Box 845 Auburn NSW, 1835

Email - cmma@cmma.asn.au

Office Hours

Monday to Friday 9am to 5pm

Seven-day telephone answering service in operation.

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Zone Meetings a powerful opportunity for all members

By TIM McALEER, ACCM *

Having facilitated several CMAA Forums at Zone meetings during 2008, I got an up-close and personal experience of the challenges club managers face in many of our CMAA Zones ... and, I take my hat off to each of you.

There is no doubt that we are living in challenging times. I read recently that in times of war, the innovation and creativity level of a population increases 1,000% - a truly remarkable figure. What I see in the Club Industry at the moment clearly attests to the truth of this proposition. The tough times we are experiencing have resulted in a wave of innovation and creativity, of resilience and determination that ensure our success in what many believe is the most difficult period in our industry's history.

The overwhelming message that I took away from my visits to the various CMAA Zones is that our Association is a vibrant and relevant contributor to the working lives of Club Managers. The message I received was that, although we may not have it all right, there are plenty of positives. Our conferences, education programs, newsletters, the *CMA Magazine* and the all-important Zone Meeting structure are all valued strategies for communicating with our membership and developing across-the-board professionalism. It's to be hoped that you, the members, will grasp the opportunity that these forums provide and comment on and contribute to your Association's ongoing improvement.

The CMAA Forums provided plenty of feedback for the CMAA - Executive and Administration - to work with and has prompted a change in 2009 when all Federal and State Executive members have committed to attend at least two Zone meetings. This is a significant addition to the communication process and will give members even

greater access to their Association leaders - and more direct input to the CMAA Boardroom.

A demonstration of that determination and commitment to communicate more directly will be when the Executive team travels north this month to attend the Brisbane Zone AGM at Redcliffe Leagues Club on March 10 and meet with Brisbane, Gold Coast and Sunshine Coast Zone Committees the previous evening. I hope it will be the first of more such opportunities to bring the CMAA closer to the membership.

Perhaps the most encouraging sign during my 2008 "tour of duty" was the number of members attending those Zone meetings and events. Our national membership is steadily increasing past the 2,600 mark and attendance levels are high, indicating the need for information to manage the challenges of increased gaming machine taxes, non-smoking legislation and government cracking down on the consequences of binge drinking. There were record numbers at the Riverina Murray Zone AGM in mid-February and Executive Officer Terry Condon reports that trend was reflected across the Association during 2008.

The time factor is difficult, but I encourage all members to attend your Zone meetings and, if possible, bring along a colleague who is not yet a member, or who has not attended a meeting for some time. These meetings, workshops and luncheons are opportunities to be better informed on the vast raft of legislative change that happens almost daily ... to build and expand your professional network and, perhaps, encounter a colleague who has confronted and resolved an issue that you are facing ... and to take time away from the pace and pressure of running a busy club - no matter the size.

It doesn't have to be YOUR Zone meeting. If you can get to a neighbouring Zone meeting or event, go along, meet new colleagues and enhance the CMAA ethic of the professional network.

On that theme and, in closing, I invite all club managers to attend the St George Cronulla Zone Meeting at my club, Tradies at Gympie, on Tuesday, March 17. It's a breakfast meeting and Industry Forum from 7.30am until 9.30am. The Forum, following on from the successful 2008 event, features some of the best minds in the club business - Cameron Roan (KPMG), Jim Hollington (PKF), Rob Brennan (RT Hospitality) and Greg Russell (Russell Corporate Advisory). They will discuss and comment on the best and worst ideas they encounter in the Club Industry today and respond to questions from the floor. No matter what Zone you belong to, if you'd like to join us, email elie@tradies.com.au by March 13.

➤ TIM McALEER, ACCM, is a Member of the CMAA Federal Executive and General Manager of Tradies at Gympie (Sutherland District Trade Union Club)





➤ Page 20

The CMAA recently issued - online and via mail - an Industrial Relations Information Bulletin to its national membership where **Federal Secretary ALLAN PETER, ACCM**, offered further advice on the Federal Government's '**Fair Work Australia**' Bill. The Bulletin also references what members should consider regarding **Employment Agreements** under the jurisdiction of the **NSW Industrial Relations Act** and Federal Members in the A.C.T., Queensland and Victoria covered by the '**Fair Work Australia**' Bill that **Deputy Prime Minister and Employment and Workplace Relations Minister JULIA GILLARD** brought before the Federal Parliament last month ...



➤ Pages 24 & 25

CMAA Victoria President BARRY WEST says his Yarraville Club's \$1.6 million renovation took almost four years to get off the ground. So, when the **Victorian Government** announced the end of the Tattersall's/Tabcorp "duopoly" early in 2008 - and the move to owner-operated poker machines - the 104-year-old club asked itself the same question other Victorian clubs were pondering in the face of potentially costly gaming licences - to renovate, or not to renovate? **CMA Magazine's Southern Exposure writer KATIE CINCOTTA** sat down with Barry West to discover why his club went ahead with its overhaul, and hasn't looked back ...



➤ Pages 52 & 53

Surf lifesaving supporters clubs, usually, are not noted for their opulence. They're mostly functional - sometimes, almost Spartan - facilities that attract gaming, food and beverage revenue to help their lifesavers and nippers do what they're dedicated to doing - keeping our beaches safe. **General Manager ANTON MOGG** and his Noosa Heads Surf Club have broken the mould. A \$7.5 million reconstruction program that began in January '08 and officially opened on January 31 this year has brought a large slice of luxury to their premises. Surf clubs have magnificent ocean views and Anton and his board set out to exploit that - and they've succeeded ...

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Club Industry stands proud supporting those in need

The Club Industry always has been - probably, always will be - a large and easy target for headline hunters, politicians and anti-everything groups looking to score cheap points. In recent times, we have been under attack from the powerful "media darlings" of the anti-poker machine lobby - Senator Nick Xenophon, Senator Steve Fielding and Reverend Tim Costello - and their "triumph at any cost" philosophy of converting anyone who will lend an ear to their philosophy of statistics juggling and media manipulation.

Before that, in NSW, it was former Treasurer Michael Egan - under the guardianship of then-Premier Bob Carr - who decided the Club Industry was an untapped gold mine that would prop up his Government's public works and social agenda through a draconian taxation regime and, if the clubs didn't like it, they could lump it. Both statesmen went scurrying off into retirement as the industry, its members and their communities took a step back to better understand the implications of this policy and how it jarred violently with the Australian social philosophy.

Clubs were always prepared to discuss and negotiate a new tax regime, but to have it battered across their head like a blunt instrument was, at best, un-Australian. The non-smoking legislation was inevitable and clubs

have embraced their responsibility in this area, in the process trying not to alienate members who choose to smoke.

These obstacles and environments are not new to the industry - and it won't be the last time we are ambushed or sold out. Yet, in the scramble for clubs to stay financially viable, maintain jobs and support communities, the Club Industry again stands tall with remarkable generosity to support the Victorian Bushfire Appeal and provide support to clubs, families and individuals affected by floods in North Queensland.

The CMAA is proud to have donated \$10,000 immediately to the *ClubsNSW* Bushfire Appeal that kicked off with its own \$50,000 donation and approached the \$1.5 million mark at the end of February. The Mounties Group jumped in the next day with a \$50,000 donation and dollar-for-dollar incentive program for staff and members. Many clubs have followed with donations and fund-raising events to support the victims of perhaps the most terrible natural disaster event in our nation's history.

Clubs Queensland also is focused on raising \$1 million to assist clubs, managers and their families and those North Queensland communities affected by the month-long flooding that has devastated the region.

Then, on Monday, February 16, at a seemingly unimportant social event

at Albury's famous SS&A Club, 150 people - CMAA, *ClubsNSW* and club supporters - united to raise more than \$160,000 through a Charity Auction and cash pledges. My heart-felt congratulations and thanks to the CMAA's Riverina Murray Zone Committee, its members and their *ClubsNSW* colleagues.

The momentum of this worthy national appeal may slow in the coming weeks, but you can bet your last dollar that the Club Industry won't lose its fund-raising focus because clubs have done this across their generous history. No excuses, no politics, no borders ... find a way to help. Clubs are communities in this country and the people of fire-ravaged Victoria and flood inundated North Queensland can be certain that the Club Industry will stand beside them until the worst is over.

And that support and generosity comes from those same clubs struggling under the burden of ill-advised legislation and misplaced media and political pressure. But this is an industry that will survive and support communities in need long after our adversaries and critics have shuffled off to their next windmill.

Bravo, ladies and gentlemen ... you do your clubs and communities proud with each dollar you donate.

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

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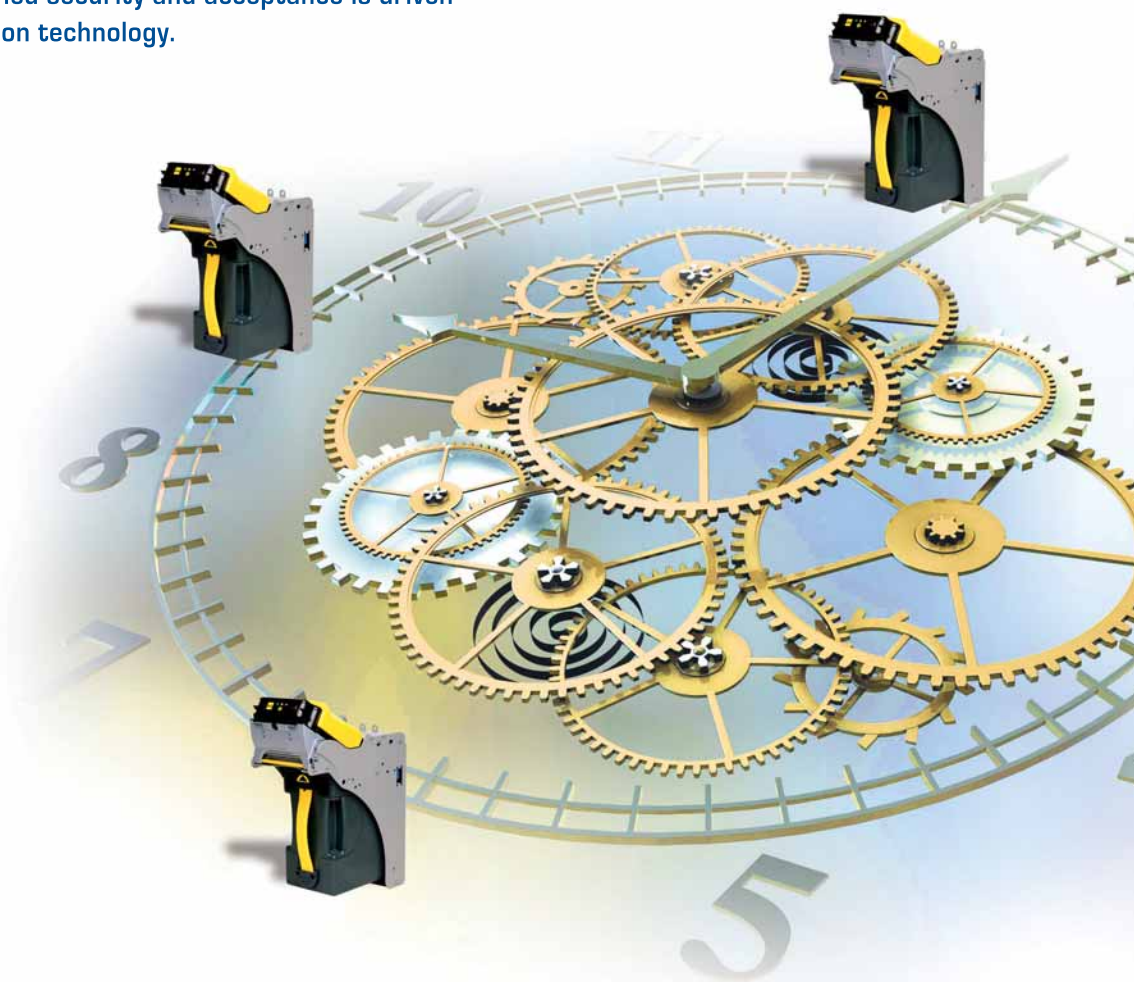
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Clubs respond to Victoria and Queensland

More than 200 people dead in firestorms across Victoria and lives changed by flooding in northern Queensland. The story of death and devastation has filled the media for almost a month. The Club Industry is famous for its generosity of spirit and community support. Clubs across Australia are opening their hearts and their wallets to support families and communities from the deep, charred south to the inundated north. Australians are in trouble and the Club Industry has responded - again ...

Not since the devastation of the 2007 Hunter floods, Central Coast bushfires of 2006, the South-East Asian Tsunami and Cyclone Larry has the Club Industry witnessed the ferocity of the firestorms that ripped through Victoria last month. Fires continue to burn across the state, but the images of entire towns and communities - Marysville, Strathewen, Kinglake and St Andrews - wiped off the face of the earth by the blazes is etched deep in the minds and hearts of all

Australians. The official death toll (Feb20) rose to 208, with a firefighter killed near Marysville. The number of people who died in Marysville increased from 39 to 45, making it the town with the highest toll. Prime Minister Kevin Rudd and Victorian Premier John Brumby spent days in the area assessing the damage, consoling people who had lost loved ones and homes and ensuring the victims were receiving the best medical care and social support available. Weekend telethon and fundraising efforts, including the Australia v New Zealand one-day cricket match in Adelaide, raised more than \$100 million.

The Club Industry's fund-raising effort kicked off on the Monday following the massive media coverage of the events in Victoria. ClubsNSW CEO David Costello launched the organisation's appeal with a \$50,000 donation. The CMAA stepped in with a \$10,000 pledge - the money going to the ClubsNSW effort that, in turn, goes to the Red Cross, which is the Victorian Government-appointed administrator of all funds raised.

CMAA Federal President Bill Clegg, ACCM, announced the donation as the Club Industry united and rallied



*I love a sunburnt country,
A land of sweeping plains,
Of ragged mountain ranges,
Of droughts and flooding rains.
I love her far horizons,
I love her jewel-sea,
Her beauty and her terror -
The wide brown land for me!*
'My Country' (1904) -
Dorothea Mackellar

to support the Victorian families, towns and communities.

"There are no words to properly express our sadness and shock at the loss of lives and property in Victoria," Mr Clegg said. "Our reality is that these people and their communities can only start over again with financial support and we donate this \$10,000 on behalf of CMAA Members throughout Australia."

Mr Clegg said that since 1955, the CMAA had supported club managers

who have been community leaders and organisers in times of trouble and need. "The Club Industry has already provided a united and generous response to this tragedy and I'm confident that it's the start of many fund-raising events in clubs to significantly boost the Appeal," he added.

Responding to these major donations, NSW Gaming and Racing Minister Kevin Greene said the Club Industry had a strong history of supporting their communities in times of crisis. "I

remember when bushfires tore through the Central Coast in 2006, it was the local clubs that opened their doors to the community, providing food and sleeping arrangements for both those that had lost their

homes as well as exhausted fire-fighters needing a rest," the Minister said. "I encourage all clubs to donate whatever they can afford to this most worthy of causes."

And to the other extreme of natural disaster, Queensland's flood damage bill continues to escalate, with 48 local government areas affected and covering an area about the size of South Australia. The State Government estimated there was \$234 million worth of damage to roads and local and State



natural disasters

Government infrastructure. That figure did not include personal losses to residents. At the Sunshine Coast Annual General Meeting at Caboolture Sports Club on February 10, Clubs Queensland President Don Seccombe, from Redlands Sporting Club, painted a picture of the flooding and cost to people and the economy of North Queensland. Mr Seccombe said his organisation was aiming to raise more than \$1 million to assist clubs and club managers re-establish themselves and their clubs in the flood-affected regions. With the rain still falling in many parts across the region, some clubs and communities were cut off from supplies for more than five weeks, pushing many businesses, including clubs, to breaking point.

The CMAA and the Club Industry has always been at the forefront in times of national and international natural disasters and has supported the South-East Asian Tsunami and Cyclone Larry - raising more than \$4 million - the 2006 Central Coast bushfires, 2007 Hunter floods and the CMA America's September 11 appeals.

CMAA Riverina Murray Zone clubs typified the industry's sentiment and support when an auction dinner at Albury SS&A Club raised more than \$160,000. That effort pushed the *ClubsNSW* Appeal past \$1 million. The auction - offering escort packages, sporting memorabilia and plasma TVs - raised \$84,000.

Riverina Murray Zone Vice-President and Barooga Sports Club General Manager Greg Ryan said many clubs also

donated cash to the bushfire appeal. "It was a very special night, he said. "Clubs rallied in a very emotional way, everyone determined to give whatever they could to the victims of the bushfires."

Riverina Murray Zone President Gus Lico said he was extremely proud of the managers and clubs involved in the charity event. "This shows that in times of adversity, clubs and their communities provide assistance with remarkable generosity ... this was a superb gesture," he added. "Almost every club and club manager across Australia has made some form of contribution to the appeal and this reflects the importance of clubs in communities across our nation."

CMAA Executive Officer Terry Condon, CCM, praised everyone involved in the effort - club managers, directors and Club Industry trade representatives - for their remarkable generosity. "My heart-felt congratulations and thanks to the CMAA's Riverina Murray Zone Committee, its members and their *ClubsNSW* colleagues," Terry said. "The momentum of this worthy national appeal may slow in the coming weeks, but you can bet your last dollar that the Club Industry won't lose its fund-raising focus because clubs have done this across their generous history. No excuses, no politics, no borders ... find a way to help. Clubs are communities in this country and the people of fire-ravaged Victoria and inundated Northern Queensland can be certain that the Club Industry will stand beside them until the worst is over."

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12 Fire & Flood

From p11

David Costello said that clubs had donated more than \$1 million to the *ClubsNSW* Appeal and that 15% had come from just one NSW region was quite amazing. "I've seen countless acts of generosity during my 40 years in the Club Industry, but nothing can surpass what I experienced last night," he added.

Donations included ...

- Echuca Moama RSL & Citizens Club - \$20,000
- The Rules Club at Wagga Wagga - \$5,000
- Commercial Club (Albury) - \$15,000
- Thurgoona Country Club Resort - \$5,000
- Wagga RSL Club - \$10,000
- Temora Ex-Services Memorial Club - \$5,000
- Barooga Sports Club - \$10,000
- Silver City Workingmen's Club - \$5,000
- Barham & District Services Club - \$5,000
- Tumut Golf Club - \$1,000

Auction items came from Albury SS&A Club, Mulwala Ski Club, Broken Hill Democratic Club, Murray Downs Golf Resort, Broken Hill Legion Club, Rich River Golf Club, Club Mulwala, Thurgoona Country Club, Deniliquin RSL Club, Tocumwal Golf Club, Euston Sporting Club, Wentworth Services & Sporting Club.

Among the many other fund-raising events and efforts organised by clubs ...

- Mounties Group made an initial donation of \$50,000 and organised collection tins in the Group's four venues - Mounties at Mt Pritchard, Mounties Bowling Club, Harbord Diggers Club and Manly Bowling Club - for the following 10 days when members and staff could donate to the cause. Mounties Group matched that amount dollar-for-dollar.
- Club Marconi immediately began collecting donations so that patrons can contribute on top of a \$5,000 club donation and \$920 from the Club Marconi Seniors Group.
- South Hurstville RSL Club staged a six-hour bushfire fundraiser on February 22 with live entertainment, sausage sizzle, face painting, petting zoo, raffles, emergency service vehicles and auctions.
- Katoomba RSL Club hosted a fund-raiser luncheon on February 27 with the popular Darryl Brohman as MC and Paul "Nobby" Clark as his guest.

Tatts Group CEO Dick McIlwain announced sales from Victoria in the February 21 Tattsлото draw would be a Tattsлото Bushfire Benefit with all Tatts' and Victoria Government proceeds from this draw directed to the Victoria health system, in particular, to the Alfred Hospital Burns Unit. A normal Saturday Tattsлото draw of \$10 million would raise \$3.5 million for the Victoria health system. Tatts is the parent company of maxgaming, a CMAA Career Development Centre and CMAA National Bursary sponsor organisation.



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More clubs facing merger or closure

More than 60 licensed clubs in NSW face amalgamation or closure, killed off by a combination of the global financial crisis, poker machine tax and tougher smoking laws.

The *Sunday Telegraph* newspaper reported *ClubsNSW* saying 5% of all clubs are pursuing amalgamation to survive. If partnerships are not found, they will close.

The biggest under threat is Campbelltown RSL Club, with more than 22,000 members, seeking to merge with Cabra-Vale Diggers Club at Cabramatta with 21,000 members.

If approved at its March 22 vote, the move would be the second-biggest merger in the 100-year history of *ClubsNSW*, after Mounties and Harbord Diggers amalgamated two years ago. Campbelltown RSL Club President Elwyn Spencer said the club's assets were worth \$42 million but a \$6.4 million debt was crippling the club. He said the debt was "small" compared to other NSW clubs, some owing more than \$50 million. "We've come a long way and I signed the memorandum of understanding last Friday for the amalgamation," Mr Spencer said.

The club had virtually no positive cashflow and every club in NSW was "feeling it", he added. "We had no cashflow ... government taxes, smoking rules, interest rates and bills we couldn't pay," Mr Spencer said. "We had to do something - and we had to do it fast."



ClubsNSW CEO
DAVID COSTELLO

The notice concludes by reminding member that this is not the formal meeting to vote on the amalgamation.

Other clubs needing an urgent lifeline, according to *ClubsNSW*, include: Punchbowl Ex-Services & Community Club; North Manly Bowling & Recreation Club; Windsor & District RSL Club; Randwick Bowling Club; The Croatian Club at St Johns Park; Brighton le Sands Amateur Fishing Club; Wagga Wagga Community Club; the Oxley Club in Bourke; Cobram Barooga Golf Club in the Riverina; Fraternity Bowling & Recreation Club in Wollongong, which has 10,000 members.



The club's website is advising of an "Information Evening" (date to be advised) as an opportunity for Members to learn more about the proposed amalgamation with Cabra-Vale Ex- Active Servicemen's Club Limited (Cabra-Vale Diggers).

"The Board of Directors are confident that the choice of Cabra-Vale Diggers as the amalgamating partner is a positive choice in ensuring the future success of Campbelltown RSL Club, along with maintaining the Campbelltown RSL's identity, traditions and especially our strong links to the local community," the site states.

ClubsNSW CEO David Costello said financial instability and the reluctance of banks to lend money were behind the growing decline. Other factors were poker machine taxes, anti-smoking laws, companies spending less on

functions and clubs struggling to replace ageing members.

"This is a significant percentage of the industry that is putting up its hands and saying: 'We can't survive on our own'," Mr Costello said. "Not only have the banks virtually stopped lending, but they are also applying significant pressure to clubs to pay their loans off faster."

Mr Costello said that in the past 10 years, 200 clubs across the State had closed - a number that would increase dramatically if current trends continued.

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Aristocrat brings Sean 'home' after seven years on the Vegas strip

The traffic and the road tolls have changed quite a bit since Sean Evans last called Sydney his home. "Mate, it's busy out here on the road and the return journey from home to work costs \$14 these days ... things have changed around here," was Sean's assessment as he headed for Sydney Airport to sign off on the arrival of his family possessions from Las Vegas.

The Bundaberg-born former club manager has spent the past nine years in the U.S. - based in Las Vegas since 2002 - in a range of senior executive roles for Aristocrat. He has returned as Aristocrat's General Manager Australia and New Zealand. He accepted the position last November and has taken three months to make the move with his family.

Sean will deliver the Conference Sponsor's Address before the Annual General Meeting of members to open the CMAA's Conference and Hospitality Exposition at the Sydney Convention and Exhibition Centre on March 2 and 3. Aristocrat continues its long-term

support and sponsorship of CMAA events at the 2009 Conference.

Sean, 39, joined Aristocrat in October 2000 as a Senior Product Manager in the Global Marketing team based in Lane Cove. That was one of two stints living in Sydney. His latest stay will be with his wife Jada and daughter Taylor at Collaroy and close to Aristocrat's new business home at North Ryde - which, Sean declares, doesn't involve paying a toll to travel to work. The Evans family will become four in three months when Jada is due to give birth to the latest addition.

"It's good to be back in Australia ... Jada's an American but we've had five trips back here to visit my family and Jada's parents visited a few years ago and she's very happy to be here," Sean said. "It's a wonderful place to live, raise children and the education opportunities are first class."

As for his arrival at North Ryde, Sean is positive and confident that Aristocrat can return to its days as the preferred supplier and industry advisor to the Club Industry. "I'm still getting my head around the details but I'm impressed with the people and the products we offer our customers here and I believe it will be a case of 'tweaking' rather than major change in the coming months. Aristocrat is - and always has been - a world-class company, producing and selling world-class product and I hope to bring some good things to the Australian operation."

In 2001, Aristocrat seconded Sean to the U.S. operation as Director, Multi-Site Progressives. In 2004, he was promoted to Vice President of Sales responsible for Game Sales and Recurring Revenue with the operation achieving record profits in the following two years.

Sean's impressive climb up the Aristocrat corporate ladder continued in late 2006 when he became Senior Vice President of Sales with the added responsibility of Systems Sales and Latin America.

Aristocrat's 2008 figures hit the marketplace on February 24 when the Latin America operation, with remarkable figures in Chile, again showed record sales figures. "It was amazing working across those sales area in America and the opportunity in Latin America added to that overall



Aristocrat's General Manager Australia and New Zealand, SEAN EVANS

experience," Sean said. "Although we only had a small sales crew there, the potential and results in that region have been very encouraging for the company."

The now-successful executive has come a long way since pulling beers behind the bar at the Brothers Club in Bundaberg, working in the cellar, floor counting and moving through the ranks to Duty Manager and Assistant Manager to bosses Cliff Jones, then Pat McGuire.

A CMAA member from 1994 to '97, Sean was always focused on gaming and undertook several CMDA courses, including study at the Southern Cross University's Lismore campus. So, he well appreciates the CMAA's role and value. "I'm looking forward to the Conference Address on Monday and catching up with old friends ... there are very good people in the CMAA and I'm proud of Aristocrat's ongoing relationship and sponsorship of the CMAA's Career Development Centre," he added.

During his Aristocrat tenure, Sean also directed the launch of three casino-specific hyperlink progressive systems and helped grow the company's wide-area progressive product offerings from one to three wide-area links.

Before joining Aristocrat, Sean served in various gaming management roles in Australia, including five years with Conrad Jupiters as General Manager for the company's wide-area monitoring division. He managed the launch of Australia's first local-area and wide-area hyperlink progressive systems - both developed by Aristocrat. Under his management, the Jupiters gaming machine operation grew from zero machines in 1997 to 13,500 by January 2000, which was 38% of the Queensland market.

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1. Source: Club Data Online NSW ranking report for WOF Money Beans Deluxe - June 2008 to November 2008 2. Jackpot total from February 2007 to February 16th, 2009

Vic Govt advances new gaming machine legislation

The Victoria Government is pushing ahead with proposed legislation to underpin gaming machine entitlements and monitoring arrangements for 2012 and beyond. Gaming Minister Tony Robinson said feedback on the Gambling Regulation Further Amendment (Licensing) Bill Exposure Draft was important in providing further stakeholder and community input to the proposed post-2012 licensing arrangements.

"In April, 2008, the Government announced that Victoria's gaming industry would transition from the current gaming operator duopoly to a venue-operator structure in 2012," he said. "The Exposure Draft provides the information venues need to decide if they want to participate in the industry post 2012. We have announced a new industry framework that gives venues more control of their gaming operations, makes them more accountable to their local communities and gives them an opportunity to receive a much greater share of gaming revenue while keeping the Government aggregate tax broadly similar."

The Exposure Draft details a new progressive tax system applying to each venue's average monthly per gaming machine revenue. A tax-free threshold is proposed to help small not for profit club venues ...

Average Monthly per Machine Revenue	Hotel Tax rate	Club Tax rate
0 - \$2,666	8.33%	Tax free
\$2,667 - \$12,500	50.83%	42.5%
\$12,501 +	58.33%	50.0%

Current arrangements will remain in place post 2012, including ...

- the 50/50 distribution of gaming machines between clubs and hotels;
- the commitment that no more than 80% of gaming machines will be allocated within metropolitan Melbourne
- the regional caps policy
- the maximum limit of 105 machines per venue

All eligible venues will be able to participate in the new gaming industry through an open and competitive bidding process. Further details of this process, along with entitlements transfer arrangements and other 2012 transition issues, will be available in 2009.

Venues interested in participating will be offered assistance from early 2009, with a business education package including training and business planning.

A Discussion Paper has been released, detailing matters such as logistical and operational issues, technology and future industry developments and public comment is being sought. Consultation will continue to determine the terms of the 2012 review on tax rates. These terms will be included in legislation in 2009.

The Exposure Draft Bill Explanatory Statement and the Monitoring Licence Discussion Paper are available on the Department of Justice website at

www.justice.vic.gov.au/gamblinglicencesreview



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Government delivers Fair Work Australia Bill

The CMAA recently issued - online and via mail - an Industrial Relations Information Bulletin to its national membership where Federal Secretary ALLAN PETER, ACCM, delivered further advice on the Federal Government's 'Fair Work Australia' Bill. The Bulletin also references what members should consider regarding Employment Agreements under the jurisdiction of the NSW Industrial Relations Act and Federal Members in the A.C.T., Queensland and Victoria covered by the 'Fair Work Australia' Bill that Deputy Prime Minister and Employment and Workplace Relations Minister JULIA GILLARD brought before the Federal Parliament last month ...

Under the Rudd Labor Government's 'Fair Work Australia' Bill, it's anticipated that all Members will be able to formulate individual Employment Agreements, pursuant to the relevant Industry Modernised Award.

While the delivery of this new Industrial Relations framework has been a painstaking and protracted process, it delivers on the Government's promise to redress the consequences of the previous Coalition Government's WorkChoices policy and legislation.

Employment and Workplace Relations Minister Julia Gillard delivered the 'Fair Work Australia' legislation to the Federal Parliament last month, but there is expected to be further "fine tuning" by the Government and in the Senate before it is formally enacted as the new Bill.

NSW Members

The NSW Industrial Relations Act protects NSW workers covered by Common Law Employment Contracts. The Industrial Relations Amendment Act 2006 extends the State Commission's jurisdiction to deal with Common Law Employment Contract disputes. The Association maintains the Club Manager State Award 2008, which has limited application within this jurisdiction and sets minimum conditions of employment.

General Comment

The Association's Senior Industrial Relations Advocate, Peter Cooper has, for many years, prepared individually tailored agreements for Members under the terms and services of membership. These agreements, by necessity, have evolved according to the ever-changing legislative guidelines. Despite these factors, many essential elements remain the same ...

- The Agreement should clearly detail the agreed intentions of the parties. As Boards may change, long-standing conditions should be protected and maintained.

Expressed intentions can avoid disputation at the end of the employment relationship.

The following list is an example of what can be included in a Service Agreement - and you are not limited by ...

- *additional employer superannuation contributions* - separate from any employee salary sacrifice arrangement, which also needs to be clearly stated.
- *housing arrangements* - rental assistance and utilities services payments.
- *company-supplied motor vehicles* - with club usage and replacement policy details, negotiated salary sacrifice arrangements and novated vehicle leases.

Tools for the Manager ...

- **Mobile phones.**
- **Laptop computers** with external access and communication software.
- **Salary & Performance Reviews ...** the parties may develop an agreed method and timing of such reviews, adding a separate process to their agreement.
- **Australian Taxation Office ...** specialised arrangements, including FBT.
- **Duties & Responsibilities ...** In addition to the Manager's statutory responsibilities, is being the Company Secretary in operating a licensed club on behalf of a Board of Directors. Other requirements unique to the club's operations also should be considered, whether they are other commercial

activities and/or involvement in the club's sports objectives.

- **Education & Training ...** Professional Development Leave for managers should cover management courses and seminars along with industry activities, Association meetings and conferences (CMAA, ClubsNSW, Clubs Victoria, Clubs Queensland, Leagues Clubs and RSL & Service Clubs).
- **Industry Activities ...** recognition of positions held and time required to be involved in Government and Industry bodies.
- **Employment Protection ...** Lawful Notice periods suitable to seniority and length of service, underpinned by a detailed procedural fairness processes for performance-related issues. This is in addition to any form of grievance resolution from either party which should be handled through a fair and transparent method.

Above all, it has always been the Association's intention to assist Members and their Boards to facilitate an agreed document, formulated directly between the parties.

As a third party, the Association does not involve itself in negotiating these agreements - except if invited to participate by the parties.

The Association - if invited to participate - offers advice and presentations to Board meetings on the technical elements on any proposed agreement to be executed between the Manager and the Club.

It is recommended that you implement a Service Agreement for your employment protection - even if you have a good working relationship with your current Board.

It's important to remember that Club Board of Director changes can dramatically alter your employment and workplace circumstances.

Should you require the Association's assistance in formulating an employment document for consideration, contact Senior Industrial Advocate Peter Cooper at the CMAA

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Govt replaces 'worst 48' with 'safety star' rating system

The NSW Government will dump the policy of targeting a list of the 48 "most dangerous" hotels and clubs in NSW, introduced by Premier Nathan Rees to stop glassings and alcohol-related assaults.

The *Sydney Morning Herald* reported that the Government would instead consult the club and hotel industry about a "safety star rating system".

The change comes four months after Mr Rees announced the special attention policy and set down rules for the 48 venues including four clubs - requiring them to serve drinks in plastic after midnight, have 10-minute time-outs every hour after midnight on serving alcohol and enforce 2am lock-outs.

Gaming and Racing Minister Kevin Greene delivered a discussion paper to Cabinet in late February. The paper was circulated for public comment and input from the hotel and club industry before the ratings system will be devised for hotels and clubs. The industry also is hoping the Government will dump the 10-minute time-out rule, which is resulting in staff being abused.

Under the new rating system proposal, each venue would be rated by a system of stars, hats or another device to indicate how safe it has been assessed. The public then could make an assessment of venues they were visiting.

The restrictions the Government had in place on troublesome venues would remain for the most dangerous.



*Opposition Gaming and
Racing Spokesman
GEORGE SOURIS*

The revised system allows more room for clubs and hotels to improve their situation. Statistics to determine the most violent hotels also would change. The Government will assess hotel complaints that they were being targeted even when someone was thrown out of a venue, then attempted to take on a bouncer.

NSW Opposition Gaming and Racing spokesman George Souris said the Premier's intervention, with his new rules introduced on December 1, had thrown the licensing system in disarray. "We have a Government which really has no idea from day to day what to do with liquor licensing, what to do with youth binge drinking and what to do with alcohol-related violence," Mr Souris added.

The list of 48 hotels includes Scruffy Murphy's, the Cargo Bar and the Coogee Bay Hotel, but controversially includes lesser-known venues such as Campbelltown Catholic Club, the Stonewall bar in Oxford Street and The Mean Fiddler at Rouse Hill.

Mr Rees's action against the pubs was a big step compared to previous years, when the Government was accused of not cracking down on alcohol-related violence because hotels were donating millions to the Labor Party. The venues targeted by the laws have complained that they are being unfairly punished when stabbings and brawls occur at other nearby venues.

Vineyards go as Foster's prunes wine business

Foster's Group has ended much industry speculation with its decision to retain its wine business following a review of the global operation.

Sydney's *Daily Telegraph* newspaper reported the business will be reshaped to generate cost savings of \$100 million a year in fiscal 2011, including the sale of some non-core assets, such as vineyards. The Australian wine and its beer, cider and spirits divisions will be structurally separated.

The global supply operations will be integrated with respective demand regions to create end-to-end business units comprising sales, marketing, supply and functional support. The wine brand portfolio will be reshaped to focus on attractive segments, starting with rationalisation of the Australian tail brand portfolio.

Foster's, a CMAA Carer Development Centre sponsor company, also plans to sell 36 non-core vineyards, with three wineries to be closed, reconfigured or consolidated in Australia and



*Foster's Group Chairman
DAVID CRAWFORD*

California. Overall, Foster's expects the measures will generate a net \$100 million a year in cost savings in fiscal 2011. In the meantime, it expects to book total asset writedowns and restructuring charges between \$330 million and \$415 million in the second half of the 2009 financial year.

Foster's Group Chairman David Crawford said the performance of the wine business has been

unsatisfactory, due to poor execution in the Americas and the pursuit of a multi-beverage model in Australia.

Mr Crawford said that, in light of the operational opportunities available to improve performance and difficult capital markets, the Foster's Board had determined shareholder value would be best maximised by retaining the business.

"The current difficult conditions in debt and equity markets mean this is not the appropriate time to sell or demerge Foster's wine business," Mr Crawford added. "We are modifying our strategy and dramatically changing how we operate the wine business by installing a new management team under the leadership of Ian Johnston."



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To renovate, or not to renovate ... the

CMAA Victoria President BARRY WEST says his Yarraville Club's \$1.6 million renovation took almost four years to get off the ground. So, when the Victorian Government announced the end of the Tattersall's/Tabcorp "duopoly" early in 2008 - and the move to owner-operated poker machines - the 104-year-old club asked itself the same question other Victorian clubs were pondering in the face of potentially costly gaming licences - to renovate, or not to renovate? *CMA Magazine's* Southern Exposure writer KATIE CINCOTTA sat down with Barry West to discover why his club went ahead with its overhaul, and hasn't looked back ...

KC: *What was the rationale in going ahead with the renovation?*

BW: Renovations had been considered on and off for four years and, although the function room had been done four years ago, it was looking a bit piece-meal. We were at the stage where the club really had to have a "rebirth" - otherwise we were destined to fail. It was a necessary renovation ... not just something to look pretty. We needed to do it to survive.

"If clubs are going to succeed in the future, they need to diversify their business away from gaming and have a 'whole-venue' approach ...



From this ...

KC: *Did you question the move after the owner-operated model was announced?*

BW: Some clubs have pulled back on renovations because of the uncertainty. By the time the change was announced, we were too far committed to back out. We'd signed our contracts. It had taken us four years to get to the stage where we had a builder and an architect. It was a gutsy effort by the Board to push ahead with it. When the builders' quotes came in, we negotiated very strongly. And we seemed to come in at the right time - with the gaming

announcement - as a lot of clubs had pulled their renovations all together. Instead of having half-a-dozen jobs to quote on, they only had ours so, it worked in our favour to some extent.

KC: *What is the building's history?*

BW: Way back, the "hall" was used as a chemical storage plant and then was given to the community by James Cumming on the condition that it was a men's club, there was to be no alcohol and no gambling. Somewhere, in the last 105 years, we've changed track.

KC: *Now, what's new?*

BW: With the new bistro and the glass frontage, we've given people somewhere to sit and relax ... have a coffee, a meal, a beer. We've made the club more family-friendly. And, with the chef we "stole" from Crown Casino and a new menu, bistro trade is up by around 30%. Part of our re-invention was to change our logo, our colours, our branding ... our new uniform is black pinstripe. The lights in the bistro have a real "wow" factor and we've used them as inspiration for the red transfer flourish on the menus. Our administration/graphic artist Brad Smith found the lights at a shop in Chadstone, which was actually a groovy shoe shop, but he admits "they're a bitch to dust".

KC: *What has been the reaction to the facelift?*

BW: We had people who lived down the side street who came in and asked if this was a new club. Before,

To this ...



question remains the same



Yarraville Club General Manager BARRY WEST

it looked like a warehouse with a solid brick wall out the front. Brad says: "I've lived here for 30 years and the club has always been referred to as the 'big grey toilet block', or the 'factory' and suddenly it was open and inviting".

KC: What problems did you come up against?

BW: Our trade was severely affected during the renovation. Council delayed doing the street works - redesigning the footpath - which extended our renovation and blew it out by about a month. We also had problems with the neighbours who thought we'd be too noisy and bring foot traffic to the area - which is exactly what we wanted. They took us to VCAT which cost us \$70,000 to fight and delayed us by about six months. VCAT basically supported everything that we wanted, except the bi-fold windows at the front. But we're probably better off, anyway, because now we have a very secure

building with 10.76mm soundproof tinted laminated glass.

KC: What financial position is the club in?

BW: This club is financially well-established. We own our club outright and have enough assets - two residential blocks and two houses -

Facelift Facts

- **Design:** Bate Architecture
- **Cost:** \$1.6 million
- **Construction:** 5 months
- **Membership:** Increased 260 to 2000 full members
- **Trade:** Bistro trade up 30%

that if, tomorrow, we had to close the doors for 12 months, we could sell our assets and be totally debt-free. The financial downturn has not affected real estate prices in Yarraville and our asset-to-debt ratio is one-part debt to eight-parts asset, so the renovation wasn't a risky move.

BW: What's the club's mission moving forward?

BW: If clubs are going to succeed in the future, they need to diversify their business away from gaming and have a "whole-venue" approach. What we've done here is create a destination. We're in a vibrant, thriving industry but managers have to be up to speed in a business sense. I've already done my spreadsheet costings on the gaming licences and I'm smiling.



Honour Roll continues to build with proud managers



Club Rivers Customer Services Manager DAVID MOORCROFT, ACCM.



Panthers Cardiff General Manager LUKE WALKER, ACCM.



Club Merrylands CEO NEIL WATTS, ACCM.



Diggers @ The Entrance Marketing Manager CHRISTINE HAYNES, ACCM.



Orange Ex-Services Club Assistant General Manager GUY CHAPMAN, ACCM.

The CMAA was founded in 1955 to protect the professional working interests of club managers. That founding inspiration has flourished and extended to provided world-class Club Industry education and career development programs for club managers at all levels - now, including the CMAA's Club Affiliate program.

During the Association's history, club managers have requested greater levels of education, competence and recognition of their professional development at the Certified Club Manager Award has become the professional standard across the years.

The list of CCMs has grown dramatically and as another year of education and professional development starts, the CMAA acknowledges the latest "graduates" to the CCM "club".

Orange Ex-Services Club Assistant General Manager Guy Chapman received his ACCM Award at the CMAA Mid State Zone AGM at his home club on February 21. CMAA Communication Services Manager Peter Sharp and Guy's boss, General Manager Cameron Provost presented the award. Cameron received his ACCM award from CMAA Executive Officer Terry Condon, CCM, at the Association's head offices at Auburn late last year.

"I'm proud to accept this ACCM Award and thank all of the people who have supported me over the years as I have worked my way through to this point," Guy said. "I work with a great team of people and the CMDA has provided first-class courses to ensure that I have been able to work steadily towards this milestone in my working life."

Diggers @ The Entrance Marketing Manager Christine Haynes accepted her CCM Award from Terry Condon at the

Central Coast Zone Meeting at her home club in mid-February.

Christine's boss, Diggers GM and CMAA Division D Federal Councillor Stephen Byfield, ACCM, was there to see Christine accept her CCM.

Christine is the Central Coast Zone Vice President and a great supported of her Zone, the Association and the CMDA's education program.

Neil Watts joined the CMAA in 1995 and is celebrating his ninth year as CEO at Club Merrylands Bowling & Sports, which houses 198 gaming machines, has 24,000 members and an annual turnover of more than \$14.2 million.

"I have worked for some highly successful operators in venues over the years who have thankfully, supported my professional development and recommended CMDA education as a structured and relevant study path to follow," Neil said of his career and study path to his ACCM Award.

"In turn, I now urge and recommend my managers to take a slow and steady approach to obtaining the ACCM accreditation. This direction guarantees a high standard of training and experience so as to be successful and remain up to date in our highly regulated and ever changing industry. I have received a lot of advice and knowledge networking with managers at CMAA Zone meetings.

"The ACCM qualification recognises a manager's industry experience, structured achievement of key educational courses that are practiced on the job, along with the ongoing commitment to CMAA industry activities and meetings that assure a strong support network - all crucial to the career development of all club managers.

"All education and experience you acquire throughout your career can be recognised and assessed towards the ACCM. In my case, a mix of formal qualification at university, on the job training, CMDA courses and an advanced diploma at TAFE contributed to the Award. I'm pleased and proud to have achieved the level of Certified Club Manager."

Late last year, Club Rivers Customer Services Manager David Moorcroft, ACCM, accepted his CCM Award at the St George Cronulla Zone Meeting and Christmas Luncheon at the Georges River Sailing Club, while Panthers Cardiff General Manager Luke Walker, ACCM, received his CCM from Peter Sharp at the Hunter Zone Meeting and Christmas Luncheon at Cardiff RSL Club in late November.

ACCM Awards

2008

- DAVID MOORCROFT - Customer Services Manager at Club Rivers
- KYLE SUTTON - Assistant Gaming Manager at Fairfield RSL Memorial Ex-Services Club
- GUY CHAPMAN - Assistant General Manager at Orange Ex-Services Club
- JOANNE PIEPER - Secretary Manager at Illawarra Leagues Club

2009

- AARON FERREY - Operations Manager at Moorebank Sports Club
- CHRISTINE HAYNES - Marketing Manager at Diggers @ The Entrance
- DAMIAN CLEMENTS - General Manager at Forster Bowling Club
- NEIL WATTS - CEO at Club Merrylands
- STEVE ELIAS - Secretary Manager at Fingal Bay Sports Club

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.

YOUR CAREER - YOUR FUTURE

invest with the CMAA's 'knowledgebank'

with RALPH KOBER,
CMAA Education Manager

The CMDA continues to work at ensuring that our members have access to professional development opportunities and activities. Here are a few items for you information...

CMAA E-newsletter

The CMAA's new **E-newsletter** - delivered on a monthly basis in electronic format - features training courses and career development information.

The E-newsletter is a big part of the CMAA decision to update and upgrade the Association's website ... take a look at www.cmaa.asn.au

We appreciate that club managers' days are busy and full - and how much email and internet detail arrives on your computer. Because of this situation, rather than receiving sporadic course alerts and multiple emails, the CMDA will be featuring all training course and professional development information in the new **CMAA E-newsletter** that members will receive in the middle of each month.

Registrations and payment for training courses can now be done online by accessing the CMDA Training Calendar on the CMAA's website www.cmaa.asn.au via the **Training Calendar** and **Registration** button on the home page, or by clicking on the **Training** icon.

Upcoming Courses

The CMDA has worked with the Zones to schedule a series of courses suitable for managers and operational staff. Remember that the CMDA can deliver most of its courses in local Zones and "in house" at the request of clubs.

To view the full listing of courses scheduled for metropolitan and regional areas, click on to the **CMDA Training Calendar** at www.cmaa.asn.au

What cost to keep your professional development up to date?

If you were an accountant (CPA), doctor, scientist or lawyer - rather than a club manager - you would be required to spend thousands of dollars and undertake mandatory training programs on an annual basis just to be able continue working in your chosen profession.

That's not the case with club management.

Most managers rely solely on circulars from associations and enterprises and "hear-say" to keep up to date - sometimes too much so, rather than participating in cutting-edge and best-practice management events that enable managers to be more constructive, rather than reactive, to major issues challenging managers and directors.

Ask yourself ... *is it all about the money or is the value in any education event more to do about what you get out of the event?*

You can choose to use cost as a short-term excuse to opt out of participating, or you can choose to invest in yourself and help yourself and your club to better weather the financial storm.



For those clubs - executives and board leaders - who have chosen to participate in the **CMAA-SCU Corporate Governance Program**, the results are telling - just ask any of them.

If you have read the course information and decided it's too expensive, then you haven't seen what it costs for other professionals to keep their skills and knowledge up to date. It will pay to do a search and find out for yourself.

Registrations are now open for the four 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.

It's easy to register online by clicking on the **CMA-SCU Corporate Governance** tile on the CMAA website at www.cmaa.asn.au

For a full description of the program, testimonials, costs and inclusions, refer to the brochure featured on pages 27-30 in this edition of the magazine.

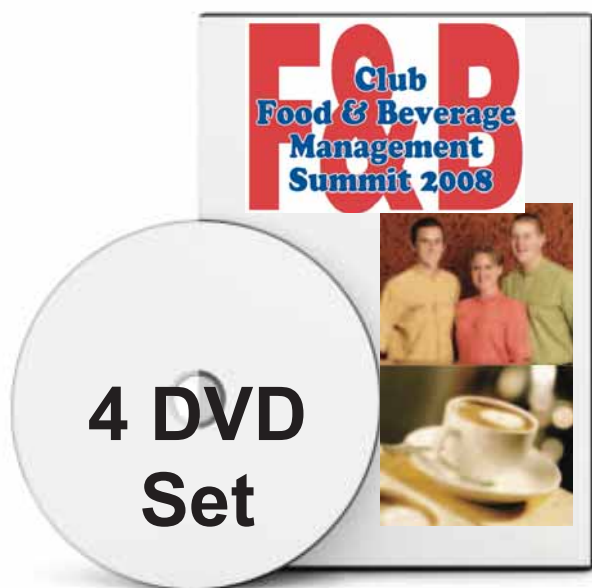
CMAA 2009 Corporate Governance program ...

- **Cohort 2 - 2009 - 2 x 2 days**
 - Workshop 1: Tue 21st & Wed 22nd - April
 - Workshop 2: Tue 19th & Wed 20th - May
- **Cohort 3 - 2009 - 2 x 2 days**
 - Workshop 1: Tue 16th & Wed 17th - June
 - Workshop 2: Tue 7th & Wed 8th - July
- **Cohort 4 - 2009 - 2 x 2 days**
 - Workshop 1: Tue 18th & Wed 19th - August
 - Workshop 2: Tue 15th & Wed 16th - September
- **Cohort 5 - 2009 - 2 x 2 days**
 - Workshop 1: Tue 13th & Wed 14th - October
 - Workshop 2: Tue 24th & Wed 25th - November

Club Food & Beverage Summit 2008

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...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 >>>

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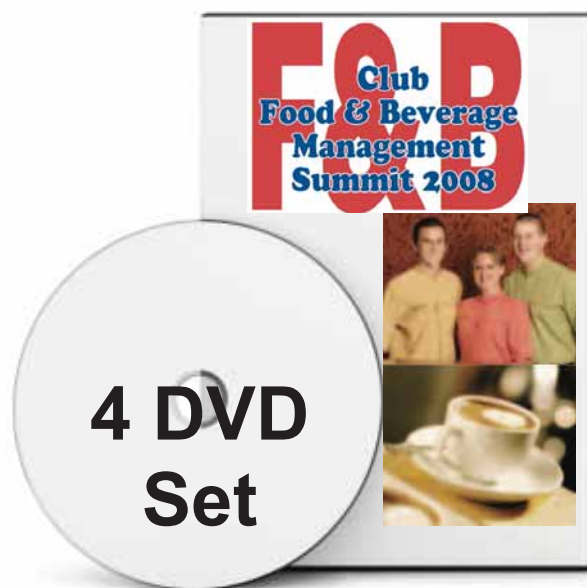
Contents of the F&B Summit DVD Set

Day 1 Sessions:

- **Your Staff can't Sell, but they can be Taught** - Big Dave Staughton
- **Keynote Speaker: Catering Secrets from the Industry's Best** - Detlef Haupt, Executive Chef, Sydney Convention Centre.
- **Smart Purchasing Techniques for Clubs** - Michael Foulkes, Catering Manager, Cabra Vale Diggers Club and Steve Sidd, Snives & Forks Catering
- **From Head Chef to Operations Manager: Finding and Keeping Real Talent** - 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



Why, in tough times, training should be the

Training in the workplace is simple, really ... at least it should be. It's a matter of knowing what to train, having someone who knows *how* to train and giving recognition, structure and a *future pathway of training* for the trainee. There has been much research into what elements contribute to retaining employees in an organisation and what will lead to an employee moving on because the mere cost of recruiting and training can be crippling for the business.

Much has been stated and speculated about the "tight" labour market and how it contributes to higher levels of staff turnover ... the easier it is to find another job, the more likely an employee will move on. Staff turnover is, perhaps, at an unprecedented high across the board - especially in the hospitality industry with an average of approximately 50% turnover per year - and that's average. Some venues, such as sea-side and tourist resorts are reporting turnover rates as high as 250%. A nominal portion of these rates can, justifiably, be attributed to the quirkiness of the "hospitality industry", given the transience of workers attracted to food and beverage style jobs. If you want to travel, learn how to mix drinks and get an RSA. During summer, work the sea-side resorts and, during winter, it's off to the snow, or another country, to chase the sun. Unfortunately, many clubs, hotels and resorts cannot escape this element of the workforce. Simply, there is not enough local people wanting to settle down to work in your bar or restaurant for the rest of their careers. And, you don't have enough supervisory and managerial positions to satisfy the aspirations of your best people. So, what to do? The portion of people referred to previously might account for, let's say, 33% to 50% of your turnover (number of people leaving the organisation per month, or year) ... and, certainly, that's substantial.

But, what about the remaining people? The ones who *do* want to develop in your organisation ... the local community who've had enough of being "transient" ... the ones who would stay - if only you asked them to. BRENT WILLIAMS - the Group Human Resources Manager at CASTLE HILL RSL CLUB - takes a look at the challenge and the successful strategy that club has implemented ...

Ask your staff to stick around because you value them. Ask them to stay by investing time and resources into meaningful, relevant training and development strategies. Ask them to stay by showing them what you have to offer in the way of career development and progression. Invest time and effort into your people and they will more willingly invest theirs with you.

The key to this aspect of staff retention is a well-planned, structured and executed training program. Castle Hill RSL Group's "Pathways to P.R.I.D.E" program has been in the development and infancy stages for almost two years and is now growing into a mature, relevant and streamlined training program. It is run internally - by internal, accredited trainers - and applies directly to the tasks undertaken in each job role. The P.R.I.D.E acronym stands for **Personal Responsibility In Delivering Excellence** and has been the core value of customer service for the organisation since its inception in 2006. Employees at Castle Hill RSL Group are regularly reminded of P.R.I.D.E through ...

- monthly service and performance awards:
- posters in staff areas
- annual refresher training in the philosophy of P.R.I.D.E.

The **Pathways to P.R.I.D.E** system is really quite straightforward. At each step along the way, such as floor duties, bar service, restaurant service etc, supervisor duties, house manager duties all the way to General Manager, there is a clearly defined outline and vehicle of training and education required.

Pathways to P.R.I.D.E is a two-pronged system - one addresses the workplace *training* needs; the other addresses the *educational* needs.

On the first stream, there is the internal training modules required to be undertaken at each level. This is essential training and follows the natural guidelines of effective workplace training, such as, professionally developed training guides with clearly defined standards and assessment tools along the way. It's the classic "buddy" system, combined with a systematic approach to planning and delivering the training.

First, the "buddy" is not only experienced in the *field* but also in the *field of instruction*. They have completed extensive training and assessment on how to train and what **Pathways to P.R.I.D.E** is. When a new employee comes to work for his/her first training shift, he/she will be greeted by a workplace trainer (WPT) at reception. Yes, the trainer will be waiting for them to arrive. The WPT then takes the new employee through each stage of his/her shift, essentially never leaving his/her side. This is repeated - in part, at least - at each point of progression along the pathway. Employees are supported, properly trained and recognised for their efforts.

The second stream consists of completing accredited units in the relevant qualification, starting with Certificate III. For **Pathways to P.R.I.D.E**, that is essentially Hospitality, but could also be commercial cookery, business or front-line management. Employees are encouraged to do this via the government-supported traineeship



Castle Hill RSL Club Group Human Resources Manager Brent Williams.

last thing to go

system but, if they have completed other qualifications that exclude them from such a traineeship, they are able to enrol as a student.

What's so unique about that you ask? The traineeship scheme is implemented at Castle Hill RSL Group completely in-house. That includes the staff training and assessing. The modules are delivered - mostly through on-the-job training and assessment detailed in the first stream - by Castle Hill RSL Group employees who are, of course, accredited to do so.

What's the benefit? There are many. The main ones are, of course, relevance in the workplace - trainees are learning the ropes on "our turf" from our people with pride in our

"Take a systematic approach towards providing a training path for all of your people and more are likely to stick around ...



organisational values. The next benefit is that by having "our people" training "our people" in line with national standards, the chance of Castle Hill RSL Group providing service and facilities in line with national standards increases dramatically. Then, of course, there is the opportunity to share in more of the financial incentives by reducing the workload of your relevant RTO. Additionally, through the internal focus of the program, the **P.R.I.D.E** culture emerges across all levels of the organisation through ownership and a value-based approach from trainees entering the program to WPTs and Managers that see the

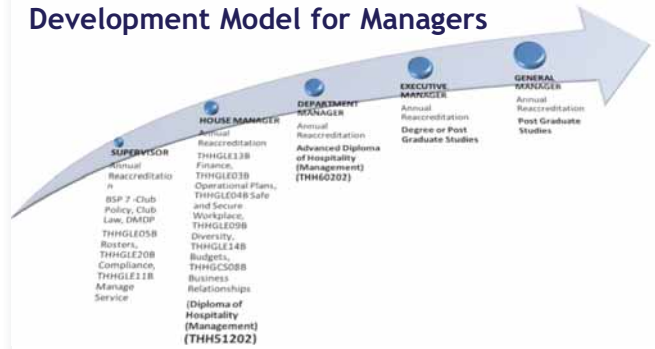
overwhelming benefits the program provides.

Is any of this new? Not really. The point, simply, is this: Take a systematic approach towards providing a training path for all of your people and more are likely to stick around. This reduces the cost of recruitment and training. It's ironic, when you think about it ... train well to train less.

Pathways To P.R.I.D.E - Basic Skills Training for Employees



Pathways To P.R.I.D.E - Development Model for Managers



CMA America unveils new logo

The Club Managers Association of America (CMA America) has unveiled a new logo. Through the words incorporated in the image and through its appearance as a seal, this logo emphasises the CMA America's core components - education, professionalism and leadership. The logo also communicates the CMA America's rich history by highlighting 1927 - the year the Association was established.

CMA America CEO Jim Singerling, CCM, CEC, acknowledged the input of several CMA America leaders in guiding the design process.

"Volunteer leaders shared insights with staff regarding designs that would appropriately reflect our Association today and into the



future," Jim said. "Staff used this input to direct the work of David Gagliano and the DCR Partnership, a New York City design firm. The result of this shared expertise is a logo that communicates the CMA America's essence, messages and identity in a simple, effective, compelling and contemporary manner."

The previous CMA America logo debuted in 2002 and was the fourth version since the CMA America was formed. The new logo continues the

history of representing the Association's mission statement: *The Club Managers Association of America advances the profession of club management by fulfilling the educational and related needs of its members.*

CMA America continued its rollout of the new logo at the 82nd World Conference on Club Management and Golf Industry Show last month in New Orleans. During this year, CMA America will gradually transition to the new logo, which will begin to appear in publications and other communication vehicles.

The CMA America is the professional Association for managers of membership clubs with almost 7,000 members across all classifications, running more than 3,000 country, golf, city, athletic, faculty, yacht, town and military clubs.



CMDA Training Program: March - April 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@cmad.asn.au

COURSES... (Venue is CMAA Career Development Centre, Auburn unless otherwise noted)	MARCH	APRIL
Provide Responsible Service of Alcohol SITHFAB009A (LAB approved) 1 Day (ACCM Unit)	W 18 (Mounties)	W 22 (Mounties)
Provide Responsible Gambling Services SITHGAM006A (LAB approved) 1 Day (ACCM Unit)	Th 19 (Mounties)	Th 23 (Mounties)
Train the Trainer 1 Day (Coach others in job skills SITXHRM001A) Ideal for supervisors & managers who are responsible for on-the-job training of other staff members.		Ballina T 7
Deal with Conflict Situations THHGCS03B - 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. (Includes Roster staff SITXHRM003A, Manage quality customer service SITXCCS003A & Lead and manage people SITXHRM005A).	Broken Hill (S1) M 16, T 17 & W 18 Sydney (S1) M 9, T 10 & W 11	Sydney (S2) M 20, T 21 & W 22
Action Planning DIY Strategies for Smaller Clubs 1 Day (Non accredited) Presented in conjunction with Big Dave Staughton	F 20	
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	(S1) W 15 & Th 16 (S2) W 22 & Th 23
Analyse & Report on Gaming Machine Data SITHGAM004A 2 Days (ACCM Unit) (Prerequisite for Gaming Management Development Program)		Sydney W 15 & Th 16 Brisbane M 6 & T 7
NEW Profitable Functions Workshop 2 Days (Non accredited) Presented in conjunction with Profitable Hospitality	W 4 & Th 5	
Profitable Café Workshop 2 Days (Non accredited) Presented in conjunction with Profitable Hospitality		T 7
Catering Improvement Workshop 2 Days (Non accredited) Presented in conjunction with Profitable Hospitality	Wollongong T 10 & W 11 Sydney M 30 & T 31	
Function Supervisors Bootcamp 2 Days (Non accredited) Presented in conjunction with Profitable Hospitality		T 21 & W 22
Financial Fundamentals Program 2 Days (Prerequisite for Financial Management Program SITXFIN005A & SITXFIN0006A) This program covers the basics of understanding and working with financial information.	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	(S2) T 28, W 29 & Th 30
Monitor Staff Performance 2 Days (ACCM Unit) Deals with the skills and knowledge required to monitor staff performance, includes skills in performance appraisal and counselling.		Sydney W 15 & Th 16 ACT M 20 & T 21
Develop & Manage Marketing Strategies SITXMPR005A 2 x 2 Day Sessions (ACCM unit) * Marketing Fundamentals is the prerequisite for this program.	(S1) M 30 & T 31	(S2) M 20 & T 21
Advertising Management 1 Day (Non accredited) Develop your skills in the development of advertising materials. * compliments Marketing Fundamentals & Marketing Strategies programs.		M 6 & T 7
OHS Risk Management for Supervisors and Managers 2 Days (Implement and monitor workplace health, safety & security procedures SITXOHS004A)) Ideal for all supervisors and managers. Meets the training requirements for supervisors and managers as stated in the OHS Regulation 2001.		M 6 & T 7

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

REGISTER ONLINE TODAY - www.cmaa.asn.au

Debbie adds Executive touch to Coffs Harbour meeting

It was a day for farewells and congratulations when Mid North Coast Zone kicked off the CMAA's busy 2009 Zone events schedule with a meeting at Coffs Harbour Catholic Club on February 10. The meeting of 30 members welcomed CMAA NSW State Executive Member Debbie Feening, ACCM, and Education Manager Ralph Kober to the meeting and luncheon.

Debbie discussed the latest on the NSW gaming legislative changes, the CMAA's Strategic Plan and the Values Matrix.

Debbie's visit is part of the CMAA Executive's plan for each member to attend at least two Zone meetings during 2009.

Ralph covered the the Head Office Report, focusing on the CMAA's annual Conference, AGM and Trade Expo at Darling Harbour and the Association's high-profile Corporate Governance courses that will be staged across 2009. Ralph also spoke about the comprehensive CMDA Training Calendar for 2009, pointing to major education events and opportunities for Zone members.

Ralph was also able to announce that Zone Education Officer Glenn Buckley, the Woolgoolga RSS&A Club General Manager, had won the PALtronics-sponsored bursary to visit Macau in July and PALtronics executive Michael Havilland was there to present the bursary.

More than 50 guests sat down to a delicious luncheon when former Macksville RSL Club General Manager Harry Morton welcomed Coffs Harbour Catholic Club General Manager Michael Hawkins into the retirement ranks. Harry finished up at Macksville late last year and spoke warmly of his friendship with Michael and his career in the Club Industry.

The Zone's next event will be the Charity Golf Day at Woolgoolga Golf Club on Tuesday, May 5 with the next Zone Meeting at Urunga Golf Club on Tuesday, August 11.

Top left: CMAA NSW State Executive Member Debbie Feening speaks to the Mid North Coast Zone Meeting at Coffs Harbour Catholic Club.

Top right: PALtronics executive Michael Havilland (right) congratulates Glenn Buckley on winner the Zone Bursary to Macau.

Middle: Harry Morton welcomes Coffs Harbour Catholic Club General Manager Michael Hawkins into the retirement ranks.

Right: Michael Coleman from Nambucca Leagues Club with Debbie Feening and Nathan Brown from Tooheys.





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When	Thursday, May 14
Where	CMAA Career Development Centre 67-73 St Hilliers Road, Auburn
Times	9am to 4.30pm
Cost	\$255 - CMA Member/CMDA Affiliate (GST inclusive) \$295 - Non Member (GST inclusive)
ACCM points:	Completing this program entitles CMAA Members & CMDA Affiliates to 12 points toward ACCM activity.

Register online today at www.cmaa.asn.au

For more details contact **Estelle McDonald-Birch** at the CMDA

P: 02 9643 2400

E: estelle@cmad.asn.au

Leon goes home the big winner at AGM

Leon Clarke headed off to the Sunshine Coast AGM at Caboolture Sports Club to help re-elect the Zone Committee for 2009. While he supported 45 fellow members in returning his workmates Laurie Williams and Suzanne Long to the executive, Leon also was announced as winner of the 2009 Arthur Tye Bursary.

Sponsored by Aristocrat, with local representatives Lee Shoebridge and Harry Bryant in the audience, Arthur presented Leon with his commemorative award and his ticket to attend the Global Gaming Expo (G2E) in Las Vegas in November.

"I am shocked and honoured to receive this award and thank Arthur, Lee and Harry from Aristocrat for making the award possible, my fellow Zone members, my boss Chris Keen and the team at Nambour RSL Club for their support, friendship and professional fellowship ... this is a great opportunity in my club management career," Leon said in accepting the bursary.

CMAA Communication Services Manager Peter Sharp presented the Head Officer Report, bringing attention to the CMAA's bulletin summarising the latest on Federal Government's 'Fair Work Australia' Legislation, the chance to attend the CMAA's annual Conference and Expo at Darling Harbour and the upgraded version of the CMAA website and *CMA Magazine*.

Following his report, President Laurie Williams, ACCM, called on Peter to conduct the election of office bearers for 2009 with the incumbent Executive returned unanimously unopposed and the addition of three new faces on the Committee.

Chris Keen, ACCM (Nambour RSL Club) and Phil Stephenson, ACCM (Tewantin Noosa RSL Memorial Club) did not seek re-election with John Britten (Bribie Island RSL Memorial Club) and Tony Lyndon (Mudjimba RSL Club) joining Julie Strudwick (Beachmere Bowls Club) and Ricky Cole (Alex Supporters Club) on the new Committee,

The Sunshine Coast Executive for 2009 is...

President: Laurie Williams -
Nambour RSL Club

Vice President: Michael Effting -
Bribie Island RSL Memorial Club

Secretary: Suzanne Long - Nambour RSL Club

Treasurer: Janelle Barraud -

Bribie Island RSL Memorial Club

Education Officer: Kym Nunan-Squier -

Maroochydore RSL Club

In his President's Report for 2008, Laurie publicly acknowledged the contribution of outgoing Education Officer Tony Costain and Committee member Jim Darcy.

Ian Harvey, who has been a guest at the past two CMAA Mid Year Conferences, started - and re-appeared during the luncheon - with a free education workshop titled, "Little Things Make A Big Difference".



Top left: Arthur Tye presents Nambour RSL Club Gaming Manager Leon Clarke with the 2009 Arthur Tye Bursary.

Top right: Sunshine Coast Zone President Laurie Williams, Workshop presenter Ian Harvey and Zone Education Officer Kym Nunan-Squier.



The Sunshine Coast Zone Committee for 2009 following the AGM at Caboolture Sports Club.



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

‘Are you an existing GM, CEO, Secretary Manager?’

If you answered YES to either question then you need to seriously consider attending the CMDA’s NEW...

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- how to prepare and conduct Board Meetings, introduce you to club Constitutions, member meetings, notices, disciplinary meetings, motions and more
- demystifying legislative & OLGR auditing requirements
- explaining key areas of gaming compliance & general administration & finance
- enacting compliance with management & accountability provisions as set out in part 4 & part 4A of the Registered Clubs Act 1976
- corporate governance & Corporations Law
- unpacking the Liquor Act & Registered Clubs Act, RCG & RSA Policy & Practice
- managing the CDSE function
- managing change and strategy implementation and 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 position of GM, CEO, Secretary Manager and licensee of a registered club

Location	Club	Date
Auburn	CMA Auburn	S1:W15/TH16 April & S2:W22/TH23 April
Central Coast	Mingara Recreation Club, Tumbi Umbi	S1:W13/TH14 May & S2:W20/TH21 May
Auburn	CMA Auburn	S1:W10/TH11 June & S2:W17/TH18 June

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

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

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

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

Register online today at www.cmaa.asn.au.

For more details contact Estelle McDonald-Birch at the CMDA

Phone: 02 9643 2400 * Email: estelle@cmaa.asn.au

Riverina Murray does it in generous style

It was a day and a night to remember at the CMAA Riverina Murray Zone AGM at the Albury SS&A Club last month.

The 48 members was a record attendance at a Zone Meeting and more than 60 people, including club directors, attended the Free Education Workshop on Media Management.

But it was later that evening when the Riverina Murray made its mark.

At the *ClubsNSW* Dinner on February 16, managers, directors and Club Industry trade representatives raised more than \$160 for the Victorian Bushfire Appeal (see full report on Pages 10 & 11). The Charity Auction raised more than \$84,000 while clubs and organisations pledge a further \$75,000 in a remarkable show of generosity.

Riverina Murray Zone President Gus Lico, the Griffith Ex-Services Club CEO, described it as one of the most heart-warming displays of generosity that he had experienced. "I've been around the Club Industry a long time and helped raise a lot of money to help people in need, but I'll never forget the generosity of the people on Monday night ... they are a credit to our industry," Gus added.

The \$160,000 will go direct to the *ClubsNSW* Bushfire Appeal and boosted the fund past the \$1.2 million mark.

Earlier in the day, CMAA members re-elected Gus for another term as Zone President, along with Vice-Presidents Greg Ryan (Barooga Sports Club) and Jack Jolley (Wagga Australian Football Club). Paul Barnes (Moama Bowling Club) also was returned as Education Officer, while Murray Downs Golf Club General Manager Greg Roberts was elected Secretary/Treasurer, replacing Paul Lappin (Albury SS&A Club).

CMAA Division H (Victoria Zone and Riverina Murray Zone) Federal Councillor Grant Duffy spoke to the meeting after CMAA Communication Services Manager Peter Sharp conducted the election of office bearers. Peter also delivered the Head Office Report, focusing on the Federal Government's new Industrial Relations legislation, the CMAA's Conference and Expo at Darling Harbour and CMDA education courses being offered in the region.

Peter then presented a free education workshop, "Making the Media Work for You".



Welcome visitors ... CMAA Victoria Zone Secretary Kevin Morland with Nepean Zone President and Livepool Catholic Club Group CEO John Turnbull and Division H Federal Councillor Grant Duffy at the Riverina Murray Zone AGM.



Riverina Murray Zone's Committee for 2009 (from left) Greg Ryan, Greg Roberts, Jack Jolley and Gus Lico following the Zone AGM.



Zone President Gus Lico (centre) with new members Ben Wells from Gundagai Services Club and Josh Collins from Panthers Lavington.



Manage Workplace Relations

SITXHRM008A

The CMDA will be offering the **SITXHRM008A Manage workplace relations** course in a revamped three day format. This unit deals with the skills and knowledge required to manage workplace relations from an industrial relations perspective. It focuses on the skills and knowledge needed by managers and human resource specialists and deals with the skills and knowledge required to perform the following:

- Describe the Australian Industrial Relations System;
- Forecast potential sources of industrial unrest;
- Develop a positive industrial relations climate in the workplace;
- Resolve workplace issues and disputes.



Location	Club	Date
Auburn	CMA Auburn	Mon 23-Weds 25 March
Batemans Bay	Soldiers Club Batemans Bay	Mon 4 - Weds 6 May
Auburn	CMA Auburn	Mon 1 - Weds 3 June
Tamworth	West Tamworth Leagues Club	Mon 27 - Weds 29 July

Times	9.30am - 4.30pm all days
Cost	\$690 (CMA Member, \$790 (Non Member) (GST exempt).
Award	Participants will receive a Statement of Attainment for the nationally accredited unit SITXHRM008A Manage workplace relations on successful completion of assessment requirements.
ACCM Points	CMAA Members & CMDA Affiliates earn 25 points for successful completion of this course.

Register online today at www.cmaa.asn.au.
For more details contact Estelle McDonald-Birch at the CMDA
Phone: 02 9643 2400 * Email: estelle@cmad.asn.au

Steve challenges members to support network

Steve Condren has laid down a challenge to his 50 fellow members at the Gold Coast Zone AGM at Southport RSL Club last month.

The CMAA Division G Federal Councillor and Zone President and his entire Committee was re-elected for another term at the February 17 meeting and luncheon.

"This is, perhaps, the most challenging period in the history of the Club Industry and the CMAA ... I challenged each member to uphold the goals of the Association to attend Zone meetings, share information, remain positive and make time to support each other," Steve said after the meeting.

"The Committee has made a determination to offer quality speakers and workshop events at our meetings and I called on our members to support that effort.

"Despite the challenges of tough legislation and the pressures the economy brings, the Association, our meeting and conference program offers members the support network to cope professionally and personally.

"We do great things for charities with our fund-raising. But I suggested it was appropriate to invest more of that money to enhance the education and professional development of managers through bursaries to attend conferences and in staging CMDA courses and workshops."

CMAA Executive Officer Terry Condon, CCM, attended the meeting to conduct the election of office bearers and present the Head Office Report.

Following the meeting, guest speaker Merv Neal presented a free Education Workshop titled, "Strategic Planning".

Merv returned for the luncheon, attended by 90 guests, to investigate strategies and triggers to "de-stress". This was a great addition to the day and I think people got plenty of good option to help cope with the pressures of the day," Steve added. "I'd also like to compliment Paul McGuire on the quality of the food presented at morning tea and lunch - it was superb."

Gold Coast will host its annual Charity Golf Day at Robina Woods on Wednesday, March 25, with the next Zone Meeting at Southport Surf Lifesaving Club on Tuesday, May 12.



The Gold Coast Zone Committee for 2009 ...

- President: Steve Condren - Southport SLS Club
- Vice President: Rob Aldous - Palm Beach SLS Supporters Club
- Secretary: Dermot McEnroe - Northcliff SLS Club
- Treasurer: Fiona Cossill - Beenleigh RSL Club
- Education Officer: Bryan Jones - Coolangatta SLS Supporters Club
- Committee: Paul McGuire - Southport RSL Club, Sharlene Hall - Currumbin Palm Beach RSL Club



Brisbane, QLD

@Arana Leagues Club

“Duty Manager Development Program”

Session 1: Monday 11 - Wednesday 13 May

Session 2: Monday 15 - Wednesday 17 June



- All the presenters have specialist club and hospitality industry skills & knowledge!
IDEAL for Level 5/6 Supervisors, Level A, B & C Managers & Trainee Managers
- Participants receive a number of text books including *Club Management in Australia* and the guru of modern management Ken Blanchard's *Leadership and the One Minute Manager* situational leadership text and his revolutionary customer service book *Raving Fans*.
- **6 Quality Management training days** for :
\$1,560 plus GST pp CMAA Members & CMDA Affiliates - **\$1,690** plus GST pp non members

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

TO **REGISTER** go the CMAA website - www.cmaa.asn.au

Ph: (02) 9643 2300 for enquiries.

Don't Delay - Book today, and ensure the course will run!

Members show confidence in Manly Northern Suburbs Committee

Manly Northern Suburbs Zone showed its support and confidence in the incumbent committee when all seven members were re-elected at the AGM at Asquith Rugby League Club on February 17.

The Committee for 2009 is ...

- President: Ray Agostino - Asquith Rugby League Club
- Vice Presidents: Chris McCarthy - Ryde Eastwood Leagues Club & Mario Machado, ACCM - Hornsby RSL Club
- Secretary: Jason Read - West Pennant Hills Sports Club
- Treasurer: Kim Blackburn - Asquith Rugby League Club
- Education Officer: Luke Simmons - North Sydney Leagues Club
- Publicity Officer: Cynthia Bunyan - Asquith Rugby League Club

CMAA Education Manager Ralph Kober conducted the election of office bearers and presented the Head Office Report to 18 members. Ralph also facilitated some discussion about localised training for the Zone, with Education Officer Luke Simmons undertaking to canvas members' interest in hosting courses.

The annual Zone golf day will be at Long Reef Golf Club on Friday, April 17.

Top right: Ben Budge with Ralph Kober and Luke Simmons.

Middle right: CMAA Education Manager Ralph Kober, with President Ray Agostino, address the Manly Northern Suburbs Zone AGM.

Below: Glenn Ward (left) with Glenn Cushion at the Zone AGM.



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
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P: (02) 6580 2300
F: (02) 6580 2301

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Jason Lynch, ACCM
Arana Leagues Club
Dawson parade
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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

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Michael Hughes
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165 Lennox Street
MARYBOROUGH QLD 4650
P: (07) 4122 2321
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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

Christine celebrates ACCM recognition

It was a “home game” and popular Central Coast Zone manager Christine Hayne was the centre of attention.

The Zone Vice President and Marketing Manager at Diggers @ The Entrance, Christine recently achieved her Certified Club Manager award and proudly received her pin and memento from CMAA Executive Officer Terry Condon.

“It is a huge honour and I’m proud to among the ranks of people who have achieved their ACCM,” Christine said after the meeting. “I have a lot of people to thank, particularly Stephen [Diggers General Manager Stephen Byfield], the club Board and the members of our management team.”

Terry made the trip up the F3 Freeway to deliver the Head Office Report and update the 32 members on several key issues, including the CMAA’s decision to support the ClubsNSW Bushfire Appeal with a \$10,000 donation, the latest developments in the Federal Government’s new Industrial Relations Legislation, the CMAA Conference and Hospitality Expo at Darling Harbour.

The meeting also discussed preparations for the two-day Zone Conference at Crowne Plaza, Terrigal, on August 12 and 13.

Gary Eaton, Wyong Shire Council’s Environmental Health Officer - Regulation and Compliance, spoke to the meeting about the latest change to the NSW Government’s “name and shame” program regarding alcohol-related violence.

The Nathan Rees NSW Labor Government last year launched a “48 worst” venues - hotels and clubs - in the state over assault and bad behaviour reports.

Gary’s visit was timely, with the Government now changing its policy on the problem and opting for a “star rating” system that allocates a ranking profile for all hospitality venues in the state.

Only four clubs were listed on the original 48 venues and club managers welcomed the new format, acknowledging that the original proposal did not properly reflect the safety factor of clubs versus hotels.



Top right: Diggers @ The Entrance General manager Stephen Byfield (left) joins CMAA Executive Officer Terry Condon to congratulate Christine Haynes on achieving her ACCM Award.

Middle right: Central Coast Zone President Boris Beleuski (left) with Wyong Shire Council’s Environmental Health Officer Gary Eaton following his presentation to the meeting at Diggers @ The Entrance.

Bottom right: Central Coast Zone members listen to a presentation at their Zone Meeting last month.

Day	Date	Meeting	Venue	Zone
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
Friday	20/3/2009	07:00	Carnarvon Golf Club	Inner West Zone Golf Day
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

Online program helps clubs water down running costs

Sydney Water has developed a free online tool for businesses in Sydney, the Illawarra and the Blue Mountains to track their water use and save money.

Sydney Water Managing Director Kerry Schott said *Every Drop Counts Online* was free for all of Sydney Water's commercial, industrial and Government customers and could, over time, help businesses save money.

"*Every Drop Counts Online* is a secure, web-based program that allows businesses to view detailed information about their water use, helping to improve water efficiency," Dr Schott said. "Reducing water use not only saves businesses money on their water bills, they can also save on running costs such as energy, chemicals, trade waste, labour and wastewater."

Dr Schott said the program compiled data from water meters and developed graphs, charts and reports to help businesses interpret water use trends for the whole business. "The information, which is frequently updated, allows businesses to monitor water use over time, set water-use benchmarks and compare their water use with industry best practice," Dr Schott said.

If the business has a number of sites, the program can



Sydney Water Managing Director Kerry Schott

also develop a company-wide report to compare water use.

"This helps businesses identify where and how they can improve water efficiency," Dr Schott said.

The program is already being used successfully by 450 business and government agencies, who have been using it for the past nine months.

Sydney Water has developed an online tutorial that demonstrates how to use *Every Drop Counts Online* and explains how to set water use benchmarks and interpret the reports.

"I encourage all businesses have a look at the tutorial and register for the program," Dr Schott said.

For more information, or to view the online tutorial, visit

www.sydneywater.com.au/SavingWater/InYourBusiness

Sydney Water provides drinking water, recycled water, wastewater and some stormwater services to more than four million people in Sydney, the Blue Mountains and the Illawarra.

Drinking water is sourced from a network of dams managed by the Sydney Catchment Authority, then treated and delivered to customer homes and businesses by Sydney Water.

Victoria meeting and workshop draws three new faces

It was a full day of workshops and meetings when the CMAA's Victoria Zone conducted its first events for 2009 at the new-look Yarraville Club on February 18.

As host club manager, Victoria Zone President Barry West welcomed more than 30 members and guests, including three managers who had not previously attended a Zone meeting.

The day piggy-backed with a Clubs Victoria meeting that opened the day with a two-hour session before a light luncheon.

The CMAA Zone meeting opened the afternoon session with CMAA Education Manager Ralph Kober presenting the Head Office Report and added an overview of the CMDA, its operations and course scheduled for 2009. Other matters on the report included the CMAA's Conference and Expo at Darling Harbour, the high-level Corporate Governance program for 2009 and the opportunity to host "in-house" courses through the Zone.

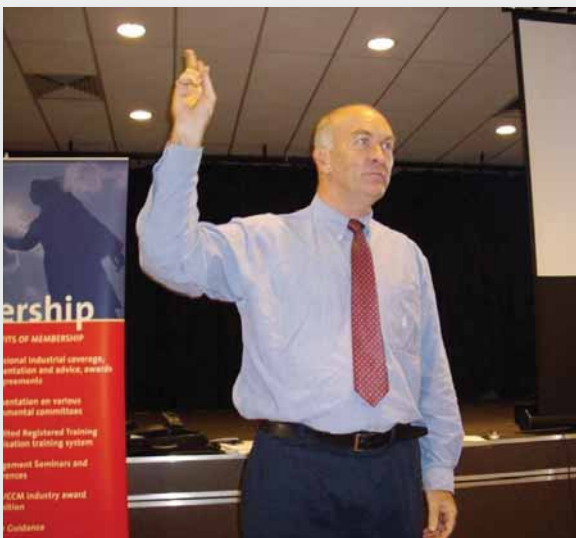
Popular presenter Paul Lyons then stepped in with "Managing and Leading in 2009". The free, hour-long workshop investigated the art of handling conflict, the role of the manager and management in the workplace and leadership - engaging yourself and your staff.

Victoria Zone will conduct its next meeting at Mulgrave Country Club on Friday, May 8, before the annual CMAA Victoria Awards Dinner at the same venue.

Top right: CMAA Victoria Zone Committee members Barry West, Erin Langman, Kevin Morland and presenter Paul Lyons at Yarraville Club.

Middle right: CMAA Education Manager Ralph Kober presents the CMAA Head Office Report at Yarraville Club.

Below: Paul Lyons during his "Managing and Leading in 2009" workshop at the Victoria Zone Meeting last month.



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Mid State turns on hospitality at Orange

It was a big weekend of meetings, workshops, networking and social activities for club managers in the CMAA's Mid State Zone.

A dozen managers and directors squeezed in nine holes of golf at the Orange Ex-Services Country Club before returning to town for the Annual General Meeting. The Zone elects its Committee for two-year terms, so there was no election of office bearers, but plenty of discussion about a range of topics, focusing on education and the CMDA's new Secretary Manager Course and Club Business Management Bootcamp.

There were three presentations before Zone President Chris Chapman called 19 members to the business of the day.

Office of Liquor Gaming and Racing Gaming Technology Branch Manager Luke Freeman gave an extensive presentation on the Unauthorised Gaming Machine Software Register. ATM National State Sales Manager Ron Weir spoke about the Federal Government's new ATM Surcharge legislation that comes into effect on March 3. Tracey McDonald, a Members Services Manager for the region with Club Plus Superannuation, a CMAA Career Development Centre sponsor organisation, discussed the company's policies and strategies.

After 90 minutes in the original venue, the meeting relocated to the club's Board Room to extend discussion for the same period. CMAA Communication Services Manager Peter Sharp travelled to Orange for the meeting and to present host club Assistant General Manager Guy



Chapman with his Active Certified Club Manager (ACCM) Award.

Guy paid tribute to the management team at Orange Ex-Services Club, particularly General Manager Cameron Provost, ACCM, who sits on the CMDA Board of Management Studies. "I'm very proud to have achieved this milestone in my career and my education and have a lot of people to thank for their support ... Cameron [Provost] and my fellow managers here in Orange, the CMAA and CMDA," Guy added.

Orange also turned on its famous country hospitality for more than 80 guests at dinner with the club's bowls clubhouse presented spectacularly and featuring product from local wineries for pre-dinner drinks.



Top: The Mid State Zone Committee (from left) Owen Hughes, Geoffrey Holland, Helen Garlick and Chris Chapman.

Right: Orange Ex-Services Club General Manager Cameron Provost congratulates Guy Chapman on achieving his ACCM Award.

Left: OLGR Gaming Technology Branch Manager Luke Freeman gave a workshop on the Unauthorised Gaming Machine Software Register to members at the Mid State Zone AGM at Orange.



Noosa Surf Club adds a little luxury for

By HENRI LACH

Surf lifesaving supporters clubs, usually, are not noted for their opulence. They're mostly functional - sometimes, almost Spartan - facilities that attract gaming, food and beverage revenue to help their lifesavers and nippers do what they're dedicated to doing - keeping our beaches safe.

General Manager Anton Mogg and his Noosa Heads Surf Club have broken the mould. A \$7.5 million reconstruction program that began in January last year and officially opened on January 31 this year has brought a large slice of luxury to their premises.

Surf clubs all have one thing in common: their beach location provides a natural backdrop of magnificent ocean views - a major drawcard for patrons and visitors. It's this drawcard that Anton and his board set out to exploit to its fullest - and they've succeeded in spades. The result is a two-storey building with the upper level now one huge open area that takes full advantage of the postcard outlook across Laguna Bay, commanding views from the

“Our feasibility was based on the trading of the old club. And since we’ve reopened we’ve doubled our trade and income, so servicing our loan is not a problem ...



Noosa Heads Surf Club General Manager Anton Mogg doesn't mind taking a turn at his new bar.

Noosa National Park to Double Island Point just below Frazer Island. It's a view available from every corner of the club's top floor - from the TAB nook to all areas of the lounge and dining room.

Downstairs, there's a new “world” of training room, first aid facilities, gymnasium, male and female change

rooms and storage facilities for the lifesavers.

“The old club was a bit tired ... it was in need of revamp,” Anton says. “And the way we’ve done it has everyone who’s walked in saying ... ‘This is the best thing I’ve ever seen’.”

Bay window-type folding units separate the main lounge-dining area from the spacious outside deck.

“We wanted it all open. If it’s 35 degrees outside, you walk in here and it’s 10 degrees cooler. We have full air-conditioning as well,” Anton said.

The \$7.5 million bill was met by \$2.5 million from reserves and \$5 million from borrowings. Anton explained that the club's record provided a firm foundation for the big loan.

“We paid off our last loan in record time, so our reputation with the bank was pretty good,” he said. “Our feasibility was based on the trading of the old club. And since we’ve reopened we’ve doubled our trade and income, so servicing our loan is not a problem.”

Anton admits that the period during the reconstruction program was tough. “We were determined to trade through, and it was a very, very trying 12 months. There was only a limited menu. But we didn’t want to let down our regular patrons and supporters,” he said.

Anton Mogg is a Victorian, from a hotel background, who came to



Noosa Heads Surf Club's new deck provides spectacular views.

\$7.5 million



Even on a gloomy, rainy day, the view is inspiring.

manage the Noosa Surf Club 10 years ago.

He's fully aware and enthusiastic about his club's role in supporting its lifeguards and nippers. He's also proud of the historic fact that there have been no lives lost on patrolled beaches since the club's inception in 1928.

And he's very optimistic about the future benefit to lifesaving from the supporters' club upgrade.

"We normally donate just over a million dollars a year to the surf club, so we're hoping this will increase substantially this year," he said.



An island bar is a feature of the new premises.



Trendy Hastings Street is a tourist magnet.

Keeping up with 'the Hastings'

Noosa Heads Surf Club's multi-million dollar facelift and new ambience has an element of "keeping up with the Joneses".

The club sits at the end of Noosa's Hastings Street - recently named in an Australia-wide survey as the nation's most-expensive precinct.

"That's one of the reasons we had to have a makeover," club General Manager Anton Mogg says. "Hastings Street is one of the trendiest and most-affluent strips on the east coast. Rents in Hastings Street are higher than Cavil Avenue [Surfers Paradise] and anywhere in Sydney.

"Our competition here is not other clubs - we're the only one on the strip with gaming machines - it's a major hotel and the 29 restaurants and bars in Hastings Street."

This level of competition has its advantages, however. Whereas a sirloin steak in any given Hastings Street eatery can set the diner back as much as \$39, the surf club's a la carte restaurant can turn out the same meal for \$24 - and still make "a dollar".

Anton makes no apologies for his club's food pricing structure. "We are probably dearer than other surf clubs up and down the coast, but that's relative to what they're charging up

and down Hastings Street," he said.

Indications are the surf club is more than holding its own against the competition.

"At the moment, we're doing over 1,000 meals a day - and we're getting 700 to 1,000 people through every Saturday and Sunday night," Anton added.

Competition aside, the Hastings Street traders have every reason to thank the surf club for the tourist attractions it provides each year that swell the population of Noosa by many thousands.

The club hosts the Long Board Malabo Festival in March, Youth in Jazz in September and the Noosa Triathlon in November - each event brings an estimated 8,000 visitors and competitors to Noosa.

Obviously, the club also is a very popular venue with the locals and its 2,000, or so, members.

"There's live entertainment six nights a week," Anton says. "We have karaoke on Tuesday, Wednesday and Thursday with live bands every Friday, Saturday and Sunday. "It's a real, free nightclub venue. They come early to enjoy a drink. On Friday, Saturday and Sunday we'll get a thousand people here."



Noosa Heads Surf Club is now a popular nightspot.

Helensburgh club's future in limbo

Helensburgh Workers' Sports and Social Club is in voluntary administration less than a year after moving into new multi-million-dollar premises.

The *Illawarra Mercury* newspaper reported Administrator Ken Whittingham, from Sydney-based PKF Chartered Accountants and Business Advisers, was appointed at a club Extraordinary Meeting in early February.

The decision follows a bumpy year for the club when it recorded a net loss of almost \$2 million and bar and poker machine revenue decreased by almost 25%.

In a disastrous period for the struggling club, three Directors resigned in the four months leading up to the latest decision, while General Manager Gordon Steele resigned in late-January and former club President Gerard Cudmore



passed away earlier in the month.

The club sold its former premises, on Walker Street, last year and moved into a purpose-built \$5.5 million building on Boomerang Street in July.

Mr Whittingham said a reason the club was in such dire circumstances was it incurred a loss on the Walker Street premises sale. He also attributed the income loss to the inefficiencies of transferring from one building to another. The club also

owes money to its builder, the Australian Tax Office, its bank and other creditors.

"The reason for my appointment was to try to put a hold on further credit and to see whether the club could trade out of its difficulties in the next few months," Mr Whittingham said. "If that is not possible, we would be looking at a possible amalgamation with another club so that there still is the facility in Helensburgh."

Mr Whittingham said the club may be forced to close. "Certainly, we will need to improve the turnover and trading of the club in order to ensure that it does survive, but time will tell," he said. "The very last alternative is for the club to close down and for the building to be sold off. In order to stop that, we not only need members to come in and patronise the club, but we also need the support of the creditors."

Communities feel squeeze on A.C.T. club funding

As A.C.T. clubs face the national economic downturn, rising costs and outdoor smoking bans, the Club Industry has warned that funding for community groups and events is being hit. The *Canberra Times* newspaper reported ClubsACT CEO Bob Samarcq saying the current level of community contributions could not continue if clubs continued to face reduced revenue. "There's a requirement through legislation that we provide 7% of our net gaming revenue to eligible community recipients," he said. "Clubs have provided well in excess of that over the last 10 years, but we've also said to the Government that's unsustainable if clubs continue to face reduced revenues."

One of the first not-for-profit groups to feel the pinch is the National Folk Festival, which, from this year, will have to find \$50,000 a year it no longer receives from the Construction, Forestry, Mining and Energy Union. The union is the parent of the Tradies Group, which contributed \$2.8 million to the Canberra community during the 2006-07 and 2007-08 financial years. The

union's A.C.T. Branch Secretary Sarah Schoonwater said it was a "heartbreaking" decision to stop contributing to the festival after 10 years. "But the choice is not to have any money to survive, [so] we had to make the cut," she said.

Ms Schoonwater said "tough economic times" and increased pressure on the Club Industry meant the Tradies Group would need to cut back on what it contributed to the community. The continued diversification of the Tradies Group, including plans for a large complex in the Woden town centre, would help it maintain its contributions.

Other clubs are also flagging changes in their approach to community contributions with The Canberra Labor Club also looking at its community contributions. Executive Assistant Natalie McCallum said the club was facing a "challenging trading environment" and would need to be "more considered" in its approach to community spending.

In 2005-06, A.C.T. clubs contributed \$12.5million to charity, sporting and community groups.

Mr Samarcq said A.C.T. clubs had still not recovered from the 10% hit they took in revenue when the Stanhope Government introduced a ban on indoor smoking in December 2006. Club income in October-November 2008 had been down on previous years, and the anticipated ban on smoking in outdoor areas was expected to have a further impact. An Allen Consulting Group report found every \$1million of goods and services provided by clubs induced \$1.36 million of flow-on to the A.C.T. economy.

A spokeswoman for Health Minister Katy Gallagher said the Minister recognised the extension of the smoking ban this year would impact on club revenues. However, the Minister had a duty of care to the Canberra community, "just as the clubs have a duty of care to their staff".

Mr Samarcq said 2009 would probably see some mergers of clubs, and some would not survive. The West Belconnen Leagues Club has sought help from the Canberra Raiders to deal with its debt levels.

Players hit \$4mill jackpot on *Wheel of Fortune*

Players collected big money from five IGT *Wheel of Fortune* grand jackpots during January. That brings the total number of NSW jackpots to 41 - worth more than \$4 million paid out in grand jackpots alone - since the game was launched in January 2007. The five 2009 winners pocketed more than \$480,000 between them, with the latest jackpot - \$95,476.15 - triggered at Lismore Workers Club. The other jackpots were at St George Leagues Club, Cessnock RSL Club, The Entrance Bowling Club and Doyalson Wyee RSL Club. "The *Wheel of Fortune* Link is our No.1 state-wide link product," Doyalson-Wyee RSL Club CEO Darren Thornton said. "What really appeals to players are the jackpot amounts and the fact it's based on a game everybody is familiar with. The link is definitely one of IGT's classiest products." *Wheel of Fortune* is the world's most-recognised game theme and the No.1 state-wide link in NSW. *Wheel of Fortune* offers players one of the largest jackpots in NSW at more than \$95,000. IGT Managing Director Andrew Hely said the *Wheel of Fortune* state-wide link was a unique product, combining great player entertainment with strong benefits for venues. "IGT's strategy is to ensure that all our games provide this great combination and deliver a premium experience," Mr Hely added.



IGT top slot manufacturer at IGA

IGT, a CMAA Career Development Centre sponsor company, took top honours at the 2009 International Gaming Awards at the Millennium Gloucester Hotel in London in January. A panel of 23 judges - top international gaming industry professionals including casino operators, journalists, manufacturers and analysts - named IGT as "Slot Manufacturer of the Year". The awards are held with the annual International Gaming Expo (IGE). The International Gaming Awards website reports best Slot Manufacturer was judged to be "the Slot Manufacturer that has consistently and decisively dominated the Slot sector during the year" and judges were looking for the manufacturer that had "the reach and scale to set them apart in this competitive market" as well as "originality, brand identity, marketing, usability and scale". IGT

Europe Managing Director James Boje said IGT was delighted to be recognised by such an esteemed group of gaming professionals. "It's an honour to be acknowledged for the hard work and dedication that our team has put forward," he said.

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Sporties keeps cool this summer

Moorebank Sports Club has recently installed a new cooling system in its outdoor areas

Located in Sydney's south-west, the club has become one of the first to install the new Cool Mist system, which provides a cost-effective way of cooling outdoor areas while complying with the stringent laws imposed on clubs across NSW.

Total cost of the unit covering two outdoor areas with four fans was \$8,000 with a one-week turnaround from the order being placed.

Cool Mist is a misting/fogging system that can reduce the temperature by up to 10 degrees Celsius, or more, in any outdoor area. Small particles of water blown through a fan create a mist so fine that it does not damage any equipment, or disturb members' playing experience. The high-pressure pump minimises water consumption and the energy-efficient system ensures it satisfies environmental sustainability guidelines.

With the Australian summer reaching temperatures of 40 degrees-plus,

meeting the need for cool and relaxing outdoor areas is essential for the success of outdoor gaming operations. This heat is felt intensely "out west" and Moorebank Sports Club has discovered a unique and

innovative system that cools outdoor areas and increases player comfort.

Within the new era of smoking legislation and outdoor gaming, the challenge for clubs is to find new strategies and products to satisfy customer needs while complying with new and evolving legislation.



Lounge facelift takes Tradies to new level

The award-winning Tradies Club in Sydney's south, has undertaken a major facelift of its lounge and lounge bar. Club design and construct specialists 3 Bald Men have created a new and relaxed atmosphere at the club through oak timber panels and warm colour tonings using materials to highlight the new bar and

surrounding spaces. Through clever design, the club's lounge has been transformed to allow for multi-purpose use that provides for the increasing demands of private function business at the club. This has been achieved through the introduction of customised, portable banquettes that allow flexibility and

privacy through the creation of intimate spaces.

Tradies General Manager Tim McAleer said the club employed 3 Bald Men on the recommendation of industry colleagues. "We were certainly not disappointed - not only did 3 Bald Men deliver the project on time and on budget, they also ensured that the needs of our business were met at all times during the refurbishment," Tim added. "There are two words to describe 3 Bald Men - consummate professionals."

3 Bald Men Director Bruce Mansfield said the project was designed, built and completed in record time and, given the club needed to trade throughout the refurbishment period, the majority of the works were undertaken outside trading hours. "It is a pleasure to work with a truly professional client such as Tim McAleer and his team at Tradies," Bruce said. "It's easy to understand why this club is recognised as one of the industry's best."



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