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Club Management

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Vol 84, No 209



ODDS STACKED AGAINST CLUBS

- Productivity Commission Report Focus On Poker Machines
 - Industry Reacts To Disappointing Findings - P18 & 19



COMMUNITY JACKPOTS

The image shows a game screen with a lion dance theme. The screen is divided into three sections. The left section shows a lion dance with the text 'WU-SHI 舞獅' and 'COMMUNITY' at the bottom. The middle section displays the following information:

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31/08/2009

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Catholic Super - Balanced	Balanced (60-76)	3 year	2.32	3
Statewide - Aussie Choice	Balanced (60-76)	3 year	2.31	4
NGS Super - Diversified	Balanced (60-76)	3 year	2.1	5
AMG Universal Emp - Balanced Unit	Balanced (60-76)	3 year	2.08	6
Buss(Q) - Balanced Growth	Balanced (60-76)	3 year	2.06	7
Sunsuper Solutions - Retirement	Balanced (60-76)	3 year	1.96	8
Tasplan - Balanced	Balanced (60-76)	3 year	1.71	9
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Industry Update



Souths gambles future on promise of pokies-free club

South Sydney Leagues Club has revived plans for a poker machine-free club to persuade the City of Sydney Council to approve its plan for a supermarket sharing the Redfern site.

The Sydney Morning Herald reported that at the City of Sydney Council Meeting on Monday, October 19, South Sydney Leagues Club Chairman Bill Alexiou-Hucker said the operation would go under if the Council did not accept a proposal for an IGA supermarket on its property in Chalmers Street, Redfern.

With the Council previously expressing concern at the close proximity of a supermarket to the club's poker machines, Mr Alexiou-Hucker promised to consider a different business model without poker machines.

"We will do everything in our power to come up with a plan to operate without poker machines," Mr Alexiou-Hucker said.

"Without this IGA supermarket, there is no redevelopment. And, if there is no redevelopment, there is no South Sydney Leagues Club in Redfern."

The co-owners of the South Sydney Rabbitohs football club - actor Russell Crowe and businessman Peter Holmes a Court - pledged to create a poker machine-free club when they took over in 2006. The high-profile partnership was forced to back down on that commitment when members voted against the move.

The leagues club must bring in tenants or face extinction under a deal with Trivest, the developer of its property.

However, going poker machine-free still may not be enough to persuade the Council to approve the supermarket.

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¹ Source: Club Data Online ranking report for August 2009 – new games, Cooee Country® (2c) ranked no.1, 100 Pandas™ ranked no.2, Genie of the Lamp™ ranked no.4 and Cooee Country® (1c) ranked no.5
Published October 2009. Subject to change without notice.

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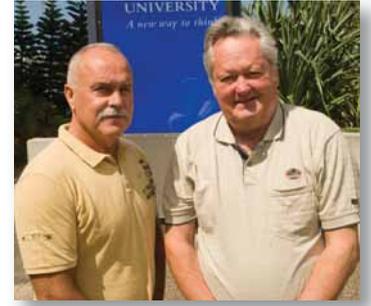
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The Club Industry has reacted quickly and defiantly to a move by Australian record companies to make clubs, hotels, restaurants and cafes pay millions of dollars more in fees to play music in their venues. Clubs have decided to turn off music licensed by the major record labels under the Phonographic Performance Company of Australia (PPCA) banner. At its Annual General Meeting last month, Clubs Australia announced a new scheme allowing clubs to bypass the prohibitive license fee from record companies ...



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Former NSW Premier BOB CARR has stirred a hornet's nest with claims in a book released last month that there was no reason for his successor - Morris Iemma - to scrap his plan to gradually increase club poker machine taxes. In the book, "Casino Clubs NSW", by former NSW Treasury official Betty Con Walker, Mr Carr estimates the move has cost the state almost \$500 million and criticises the NSW Labor Government for slashing club poker machine taxes, branding the move a waste of public money that has simply made clubs more lavish ...



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The CMAA's Corporate Governance program - in partnership with Southern Cross University - has delivered a new level of awareness and responsibility to senior club executives with their presidents and chairmen. The cohorts also have delivered a new level of respect for the role of the managers and the board - something reflected in the responses and comments from course participants. The CMAA and SCU have three cohorts scheduled for 2010 and Dr MICHAEL SINGLETON reflects on the philosophy and purpose of corporate governance ...

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Executive role carries many layers of responsibility and preparation

Famous for his “Ziggy” cartoon, creator Tom Wilson said: “You can complain because roses have thorns, or you can rejoice because thorns have roses”. This is a positive philosophy for life that we can adopt in our executive role in the hospitality industry.

In an executive position, we are often steamrolled by the demands and pressures placed on us by our Boards.

In a situation of increased environmental change and complexity, we seldom have the economic or political power to control this environment.

The weight our Boards hold on our clubs and selecting strategies can, at times, be overwhelming. After all, our Boards bear the responsibility for the financial wellbeing of our clubs and represent the interests of our members.

Strategies in coping with our Boards, in particular around the times of AGMs, elections and Annual Reports can, at times, cause a strain on our business environment.

Although, in saying this, the same degree of experience in these tasks varies between our venues.

Some Boards are re-elected unopposed as a result of no other nominations, while others are bombarded with a number of new candidates who put forward their names.

How do we deal with this scenario, in particular? The reality is that the chances of having a completely new Board will not only affect us personally, but also our business strategies as a whole.

The fact is we have no control over who will be elected at an AGM as the members have this power and they get who they vote for.

The resolution of this circumstance is beyond our control. And, although this still makes us anxious, we must remain mindful of this fact. Calmness and reason is our only option and in dealing with these pressures.

There are three key issues that will assist in dealing with an AGM, election and producing Annual Reports.

The first is being prepared.

With respect to the AGM, we must be prepared for any questions and concerns that may be raised by members.

How do we prepare? By ensuring that we understand these concerns and review those matters that have been raised previously, either Board members or club members.

Preparation will include the involvement of external parties, such as the electoral office/representatives and accounting professionals that will provide all stakeholders with information on your club’s trading results. These people also will provide an unbiased,

professional component to the AGM or election.

Having a timeline and schedule - in all of these areas - is the second key feature.

We must be mindful of any implications that might eventuate, either in the printing process and postage or collation periods of producing an Annual Report. A general rule is to allow an additional two-week buffer period into your schedule to allow for any unscheduled issues.

Staying focused on the business and your responsibilities is the final key to handling these pressures.

Remind yourself of your role within the organisation and your duty to all stakeholders - including your staff, members and the board.

Each of these three groups requires the same amount of attention and this will allow us to achieve the outcomes.

Finally, I refer back to “Ziggy’s” valuable words ... remaining positive throughout the strain of these activities will alleviate the pressure.

Positivity is contagious.

If we share this powerful emotion, it will spread throughout our organisation and its stakeholders.

> **DEBBIE FEENING, ACCM, is the CMAA Federal Executive NSW State Member and General Manager at Club Marconi in Sydney**

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Industry's living history revives great memories of friendship and battles fought

On October 10, with my wife Helen, I was pleased to

represent the CMAA at the launch of the history of the NSW Club Movement 1838-2009, at Twin Towns Resort at Tweed Heads. This wonderful story of "Brilliance, Brashness, Benevolence, Brotherhood and Bastardry" was a three-year labour of love for noted journalists Gary Lester and Nick Hartgerink. ClubsNSW was fortunate to have five former presidents attending this significant event ...

- > Ron Pearson, MBE 1969-1984
- > John Whittle, OAM 1984-1990
- > Roger Cowan, OAM 1990-1992
- > Jack Ball, AM 1992-1999
- > Pat Rogan 1999-2004
- > Chairman Peter Newell, OAM

Also in the vast audience for the launch were former Executive Officers Keith Kerr and Mark Fitzgibbon, along with current CEO David Costello. To be in the company of these founding fathers of today's modern Club Industry was an honour. I have great memories of 94-year-old Ron Pearson, who without fear or favour, would castigate every politician - from whatever persuasion - at the Association's annual dinners for their lack of support for our wonderful industry.

Helen and I shared a table with John and Jonnie Whittle and reminisced

about the role John played in introducing peace with industry unions and the founding of ClubPlus Superannuation and the *Club Life* magazine. John, at 84, remains as bright as a pin, still living in his beloved Dubbo.

Roger and Phillis Cowan remain the remarkable, positive team that helped put the Panthers Group on its feet and headed for remarkable success. I know the entire Club Industry supported Roger when he was subjected to a "witch hunt" by the NSW Government of the day in 2004 - under the guise of the Temby Inquiry into corrupt and or improper conduct in relation to Penrith Rugby League Club Limited. That inquiry cost NSW taxpayers millions of dollars and failed to find anything illegal in Roger's conduct running the club. However, the experience came at a huge toll - personally and financially - for Roger and his family.

Jack and Ellie Ball were as bubbly as ever with Jack recounting his time as President and highlighting the RCA's sponsorship of the NSW Institute of Sport and his involvement with the introduction of Club Keno.

The ever-smiling Pat and Eunice Rogan got a warm reception as Pat recounted how he jumped from the "bear pit" of the NSW Parliament in Macquarie Street, Sydney, into the "lion's den" of the Registered Clubs Industry. He recalled the pain of former Labor Party colleagues turning against him during the bitter gaming machine taxation battle in 2003-2006. I'm pretty sure former state Treasurer Michael Egan is off Pat's Christmas card list.

Peter and Judy Newell, like their predecessors, enjoy the friendship and cause of the NSW Club Industry. Peter succeeded Pat Rogan and continued the Poker Machine taxation fight which was "settled" in 2006. Peter Newell has applied his infectious leadership style into ClubNSW and the industry is fortunate to have a person of his calibre, savvy and character in the Chairman's role - with Judy's strong and impressive support.

It was great to see Keith Kerr and his wife, Susan, on deck and recount

Keith's role as Executive Director from 1985 to 1998. The '90s were bitter times for the industry with clubs fighting to keep poker machines out of hotels. This culminated in Keith's garage being fire-bombed in 1995. Keith had done a wonderful job in shaping the modern RCA when he stepped down in 1998.

Mark Fitzgibbon described his three years at the RCA as a time of "culture change" and a time to improve Government relations. He is particularly proud of his involvement in getting programs such as ClubSafe up and running to assist problem gamblers.

Present CEO David Costello, CCM, continues the fine work of his predecessors at ClubsNSW and highlights the support he receives from his loyal, long-serving management team of Stan Brecko, Paul Tierney, Wayne Krelle, Anthony Ball, Kerrie Napier, Anne Formby and Raelene Breakwell.

Congratulations to all concerned with compiling the history and I recommend it to all involved in our wonderful industry.

It was remarkable to experience the love and affection at the funeral of Mrs Agnes "Nan" Elliot, the wife of CMAA Life Members and past Federal Executive Member George Elliot. As the saying goes ... behind many successful men are great women ... so it was with George and Agnes's wonderful marriage and partnership. Running clubs take a lot of time out of the lives of managers and friendships, partnerships and marriages often are tested by this circumstance. Agnes was made of the best stuff and she kept the home fires warm and comfortable for the family while George forged his successful club management career at Yarra Bay Sailing Club and Coogee Randwick RSL Club over more than 30 years.

This month we also pay tribute to respected club executives and long-standing CMAA members Darron Mulligan and Lance Brettle - page 18

- > **TERRY CONDON, CCM, is a CMAA Life Member and former Club Manager**



NOTICE OF ANNUAL GENERAL MEETING

The Annual General Meeting of the Members of the Club Managers' Association Australia will take place at 8am on Monday, March 8, 2010, in the Parkside Ballroom of the Sydney Convention and Exhibition Centre, Darling Harbour, Sydney. Members will receive 10 Activity Points for attending the Meeting and signing the Members' Register.



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There are various types of bonuses in the game of PRINCESS OF FOREST. Select from the multiple options in the PRINCESS BONUS. There are also two different types of free games. Players have a chance of winning one of these bonus games once in 30 base games. The fun doesn't stop with the PRINCESS BONUS game branching into different bonuses and mini-games. Our PRINCESS OF FOREST incorporates a unique Jackpot system, with the Jackpot randomly hiding in one of the options in the PRINCESS BONUS, making the game exciting!



PIGGY ANGELS™

Incorporates multiple option-type bonus games, now highly popular to players.



There are various types of bonuses in the game of PIGGY ANGELS. The bonus stage changes with the multiple options in the PIGGIES BONUS. Keep adding wins in the FIND A PIGGY BONUS. Play free games in the KNOCK DOWN WOLF FREE GAMES. Players have a chance of winning one of these bonus games once in 30 base games. The fun doesn't stop with the PIGGIES BONUS game branching into different bonuses and mini-games. Our PIGGY ANGELS incorporates a unique Jackpot system, with the Jackpot randomly hiding in one of the options in the PIGGIES BONUS, making the game exciting!



The game title and feature names may change at the time of release to the market.

BEAUTY AND THE BEAST™

Incorporates multiple option-type bonus games, now highly popular to players.



There are various types of bonuses in the game of BEAUTY AND THE BEAST. Select from the multiple options in the SAVE THE BEAST BONUS. Play free games in the PRINCE FREE GAMES. Play a three reel slot game in the ENCHANTED MIRROR BONUS. Players have a chance of winning one of these bonus games once in 30 base games. The fun doesn't stop with the SAVE THE BEAST BONUS game branching into different bonuses and mini-games. Our BEAUTY AND THE BEAST incorporates a unique Jackpot system, with the Jackpot randomly hiding in one of the options in the SAVE THE BEAST BONUS, making the game exciting!



The game title and feature names may change at the time of release to the market.



ROCK YOU QUEEN™

The world famous band, QUEEN rocks the casino.



ROCK YOU QUEEN features the world famous rock band QUEEN. In the GREATEST HITS FEATURE, players select from 5 different types of free games. Enjoy various video clips and hit tunes with the selected free games.

Selections can be made from short free games with chances of big wins or stable long free games. A chance of retrigger with the BICYCLE RACE GAME during the free games.

Free game odds are once in 155 games.



SAN GUO SHI DAI™ 三國時代™

Select one of the 5 ancient Chinese military generals, and unite the country with your strategy.



In the FEATURE CHOICE, players can select from 5 types of free games. Players select from short free games with chances of big wins or stable long free games. Free game odds are once in 155 games.



ALL SCATTER

SCATTER NORTH POLE™



Highly popular all scatter-type game for players to enjoy casually.



All Scatter-type game featuring the symbols of animals from the lands of the ice.

Big chances of big wins as animal symbols appear on a reel in the FEEDING TIME FEATURE, all the symbols on that reel change to the same animal symbol! There is a chance for a hyper-big win with up to 15 of a kind. Free game odds are once in 121 games.

SCATTER PIRATES™



Choose one from 24 options and get a big win!



In the BATTLE FEATURE, choose from maximum of 24 combinations of free games and multipliers.

The options offer maximum of 25 free games and maximum multiplier of times 60! It's up to the players to choose from short free games with chances of big wins or stable long free games. Players can choose from a wide range of options. Free game odds are once in 159 games.

50-LINE GAME

SHOW GIRL™

How many wild lip symbols can you keep?



In the CABARET FEATURE, WILD symbols remain on the position where the show girl points with her stick.

The more WILD symbols appear, the more players' expectations grow. Free game odds are once in 147 games.

THE LAST EMPEROR™

末代皇帝™

Consecutive Last Emperor symbols and Xitaihou symbols burst out big wins!



During the EMPEROR FEATURE, the WILD symbols increase one by one on reels 2 to 5. A chance for 2 WILD symbols to be added with the angel's appearance!

WILD symbols increase as the game goes on giving expectation of big wins.

Free game odds are once in 140 games.

GIANT PANDA™

大熊猫™

Gradual increase of wild symbols in FREE GAMES bursts out BIG PRIZES!



During the PANDA FEATURE, the WILD symbols increase one by one on reels 2 to 5. If a panda walks through, it is a chance for 2 WILD symbols to be added!

WILD symbols increase as the game goes on giving expectation of big wins.

Free game odds are once in 140 games.

LEGEND OF THE QIN DYNASTY™

秦王传™

Pick a general from 5 choices and win the longest free games.



Choose an ancient Chinese general from 5 options when the EMPEROR FEATURE is triggered and win 5 to 20 free games.

The percentage of big wins increases as the WILD symbols increase during the free games.

When two trigger symbols appear, the other reels are re-spun, giving more chances of a retrigger.

Free game odds are once in 141 games.

SHEN LONG™

神龍™

Make a choice from 5 orbs and add many wild symbols to win the prize.



Choose one from five orbs before the SHEN LONG FEATURE starts.

Depending on the orb selected, maximum of 60 WILD symbols are added on to the reels!

Trigger symbols are added as well as the WILD symbols, leading to big win combinations and retriggers adding up to huge awards!

Free game odds are once in 167 games.

BIG CHALLENGE MAMMOTH™

Charge uncountable numbers of wild symbols!



The number of additional WILD symbols to be added is determined when the MAMMOTH FEATURE begins.

Maximum of 90 WILD symbols are added! Trigger symbols are added as well as the WILD symbols, leading to big win combinations and retriggers adding up to huge awards.

Free game odds are once in 150 games.

SABER TOOTHED TIGER™

White tiger's roar triggers uncountable free games.



During the WILD FANG FEATURE, more chances of big wins with more WILD symbols, and maximum of 10 free games are added as one white tiger symbol appears.

Grab bigger wins with more white tigers appearing on the reels!

Free game odds are once in 221 games.



SHOOT TO WIN CRAPS™

- Our SHOOT TO WIN CRAPS game allows the player to roll the dice by pressing the SHOOTER button.
 - The bet screen accurately reflects the live table game layout.
 - Every player from beginners to experienced can play our craps game comfortably.
- The tutorial help screens show the basic rules and betting options of the craps game, allowing beginners to play the game at ease.

To meet casino's needs, 8 to 50 stations can be added and laid out in various ways.



ROULETTE ANGELS™

- When the ball speed reaches a certain level, the bet time is closed. Players can bet until the very last moment, just before the ball falls into the pocket.
- Bank edge removed for better view to track the ball fall into the pocket! Players can be seated and still easily follow the spinning ball.
- Using the quick-response touch panel, players can easily place bets even on small bet areas.
- Our Roulette Angels also has the side bet game, "SELECT 4 JACKPOT". Players select 4 numbers. The more the selected numbers match the winning numbers, the higher award the players receive.

To meet casino's needs, 8 to 50 stations can be added and laid out in various ways.



LUCKY SIC BO™

- Shoot the dice with your own luck! Only from ARUZE GAMING. Feel the thrill and excitement that cannot be experienced at the live table.
- Progressive jackpot with expectation of a bigger win than in the main game.
- In the main game, there is a chance for the players to double their winnings with the "Double Up Chance", which is randomly generated. No additional bets required.

To meet casino's needs, 8 to 50 stations can be added and laid out in various ways.

**The dealer attended-type is also available.*





Dealer's Angels BLACKJACK™



- The game loved by people all around the world.
- As the game proceeds at a smooth tempo, even an experienced player can play without any annoyance.
- Our Dealer's Angels BLACKJACK can be played by using both the player-friendly game buttons and the quick-response touch panel.
- With the "Back Bet" function, players can bet on the hands of other players. A big win can be expected by playing the side bet game, "ULTIMATE MATCH", which is a game played by matching the player's first 2 cards with the dealer's first 2 cards.



Dealer's Angels BACCARAT™



- One of the most popular games in Asia.
- In addition to the usual BACCARAT game, our Dealer's Angels BACCARAT allows for the player with the most bets to squeeze the cards. This game also provides a side game with chances of big wins.
- Side game rules are simple. Just predict the winning number of either the PLAYER or BANKER. A number for TIE can also be predicted.

To meet casino's needs, 5 to 50 stations can be added and laid out in various ways.

*A theater-type screen consisting of 4 DLPs (100 inches) also available.



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* Product availability and approval varies by jurisdiction

Productivity Commission's Draft Report focuses on poker machines

The Productivity Commission's much-anticipated report on problem gambling in Australia has focussed on poker machines and harm minimisation legislation for the nation's punters.

The Commission handed down its 600-page Draft Report on October 21 with public hearings to be held in November and December and a final report released next February.

In the Draft Report's 28-page "Overview", the Commission defines poker machines as the major problem in Australia's \$18 billion gambling industry.

Key recommendations in the Draft Report include problem gamblers being able to sue venues that encourage them to play despite knowing they have an addiction. It recommends that the new laws also should introduce penalties for venue operators that induce problem gamblers to continue playing.

A key recommendation is that gamblers be restricted to maximum bets of \$1 per play on poker machines.

The Commission said all states should have a cap in place by 2016 when Victoria planned to implement "pre-commitment" technology for poker machine players.

Commission Chairman Gary Banks said that under a cap system, gamblers would nominate an amount they were prepared to lose. On reaching their limit, there would need to be a "cooling-off period" before they could use the machines again.

It also called for online gaming to be legalised, which would enable the Government to better regulate the industry. Online gambling and its hidden threat to gamblers was a cornerstone of the Clubs Australia submission to the Productivity Commission last year.

The anti-gambling campaigners Nick Xenophon and Tim Costello welcomed the proposed limit on bet size but criticised the "opt out" clause.

The Commission has requested public feedback about what form this new civil law should take.

The Draft Report found Australians spend about \$18 billion a year gambling, including \$12 billion on poker machines. About 15 % of Australians gamble regularly and problem gamblers make up about 10% of that group. The money share that problem gamblers play on poker machines accounts for around 40% of that \$12 billion figure.

The Commission said that while there had been progress on problem gambling over the past decade, governments could do more to make gaming machines safer.

It recommends a \$1 per bet limit on all poker machines, to limit the amount people can lose each hour to \$120, and a \$20 cash limit that a person can put into a poker machine at any given time.

It also calls for a universal "opt-out" system that allows people to set the amount of money and time they spend gambling.

ATMs near poker machines should only be able to distribute a maximum of \$200 per card per day and all prize money should be paid in cheques not cash.

The Commission wants the restrictions in place by 2016.

Clubs, hotels and state governments that rely on revenue and taxes derived from gambling would lose out under the proposed reforms, but the industry would remain large by international standards.

In some cases, the Commission said, gamblers were losing more than \$65,000 a month playing poker machines. To slow their losses, it recommended cutting the maximum amount that could be fed into machines from as high as \$10,000 to \$20.

Federal Community Services Minister Jenny Macklin said the Government would consider the Commission's final report, due on February 26. "We know that we need to make changes but let's base the changes we make on good evidence," Ms Macklin said.

To read a full version of the Productivity Commission's Draft report on Problem Gambling, go to

<http://www.pc.gov.au/projects/inquiry/gambling-2009/draft>

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Report a major disappointment for clubs

By TERRY CONDON, CCM
CMAA Executive Officer

Anyone reading the Productivity Commission's 600-page Draft Report on Gambling in Australia could be excused for thinking that it is an all-out attack on the Registered Club Industry and endorsement of casinos and internet gambling.

If adopted, the suggested regulations will drive both recreational gamblers and gamblers with a problem to other less-regulated forms of gambling by making it "all too hard" to have a "flutter" on a poker machine.

The 99% of Australian adults who gamble responsibly as a form of entertainment again will be disadvantaged by the 1% who choose not to seek help with their personal problems.

If you fall ill, you seek medical advice to cure your problem. You don't expect the rest of Australia to change what they do because you have a problem. However, it seems that gamblers with a problem can expect that the 99% of Australians should be denied a lawful enjoyable pursuit.

People who have dependence problems with gambling, alcohol or drugs will tell anyone who cares to listen, that it doesn't matter how much governments regulate to window dress the problem, unless the individual acknowledges that they have a problem and genuinely wish to address it, they will always fail.

In what appears to be a "try anything" approach to reducing problem gambling, the Productivity Commission has recommended a series of untried and unproven measures, including a "big brother"-style card that sets a daily gambling limit for anyone wanting to play a poker machine.

The Draft Report also recommends a maximum bet of \$1 when playing a poker machine, while not acknowledging punters can place multi-million dollar amounts on all manner of sporting events and fixtures in other forms of gambling.

A proposed \$200 daily limit on ATM cash withdrawals fails to acknowledge recent studies by governments that have stated there is insufficient evidence to suggest reducing ATM daily cash limits below \$1,000 reduces problem gambling. The person who has a problem can apply to their bank to

stop themselves from using ATMs in these venues. But no, its easier to put limits on all Australians while those with a problem are still allowed to withdraw \$200. If gamblers were "fair dinkum" about their problem, they have the ability to have themselves "barred".

The Commission's support for pre-commitment technology effectively creates a license to gamble for all Australians, regardless of whether they have a problem. The technology is the gambling equivalent of telling people how much money they can spend on alcohol, or dining at an expensive restaurant.

I'm surprised that the Productivity Commission had adopted such a narrow focus for what the Club Industry had anticipated as a wide-ranging analysis.

The industry was expecting something that would offer a definitive survey of gambling behaviour in Australia.

What we have is an almost one-dimensional perspective on a single facet of gambling. I believe the Commission has missed a great opportunity to make a real difference in the debate and problem-solving process of the issue of gambling and its impact. I look forward to the Club Industry being able to offer its best advice in the public submission process and that this document can offer much more than its First Draft.

While it's acknowledged that governments have a duty to help the 1% of Australians with a gambling problem, it should also be acknowledged that they have a responsibility to all Australians who gamble within their means and as a form of entertainment.

Registered clubs around Australia have a long and proud record of addressing their members' concerns with gambling and have been doing so long before we had productivity commission reports and politicians who gain their employment on the back of "pokies". Registered clubs have always had a policy that "one gambler with a problem is one too many" and have been responsible for the reduction in the number of gamblers with problems more so than any government legislation. These new measures once again only address the "vehicle" in the problem and not the "driver".

The Registered Club Industry will continue to work for the benefit of all Australians and, hopefully, bring some "common sense" to the discussion and not a pre-conceived bias to placate the vocal minority.

The Club Industry always embraces evidence-based reform and it's hoped that the Government of the day, which is elected by the majority to govern for all Australians, takes this into account when the final report is released.

The Draft Report was released on October 21, 2009. The public is invited to make written submissions to the Productivity Commission by Friday, December 18, 2009. The final report, after submissions have been received, will be forwarded to the Government by February 26, 2010.

It's time for Australians who have seen their freedom of choice consistently eroded to appease those who do not have self control to speak out. If there is to be cultural change, it must be based on facts not emotion and politics.

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**NOTICE TO MEMBERS
OF PENDING ELECTIONS
CLUB MANAGERS ASSOCIATION AUSTRALIA ELECTION
CLUB MANAGERS ASSOCIATION (NSW STATE) ELECTION**

This notice relates to both the Federal Organisation and the State Organisation

FEDERAL ELECTION NOTICE

FEDERAL EXECUTIVE MEMBERS (5)
FEDERAL COUNCIL MEMBERS (8)

One Federal Councillor from each of the following divisions:

- (A) Division A - City/Eastern Suburbs Zone and Manly/Northern Suburbs Zone
- (B) Division B - St.George/Cronulla Sutherland Zone and Inner West Zone
- (C) Division C - Nepean Zone
- (D) Division D - Hunter Zone, Central Coast Zone and Great Lakes Zone
- (E) Division E - Far North Coast Zone, North West State Zone, Mid State Zone and Mid North Coast Zone
- (F) Division F - Illawarra Shoalhaven Zone and Far South Coast Zone
- (G) Division G - Gold Coast Zone , Brisbane Zone, Ipswich Darling Downs Zone, Sunshine Coast Zone and the Central & Northern Queensland Zone
- (H) Division H - Victoria Zone, Riverina Murray Zone and the ACT Zone

Nominations, which must be in writing and comply with the organisation's registered rules, may be made at any time from Wednesday, January 20, 2010 and will close at 5pm on Wednesday, February 10, 2010. Nominations can be withdrawn within 7 days of the close of nominations.

NOMINATION FORMS WILL BE POSTED TO ALL ELIGIBLE MEMBERS ON WEDNESDAY, JANUARY 20, 2010

Ballot: If a ballot is necessary for the Federal organisation, voting material will be posted on Wednesday, March 3, 2010 to eligible members at the address shown in the organisation's records. Members should notify the organisation of any change of address. The ballot will close at 5pm on Wednesday, March 24, 2010.

NSW STATE ELECTION NOTICE

EXECUTIVE MEMBERS (5)

Nominations, which must be in writing and comply with the organisation's registered rules, may be made at any time from Wednesday, January 20, 2010 and will close at 5pm on Wednesday, February 10, 2010. Nominations can be withdrawn within 7 days of the close of nominations.

NOMINATION FORMS WILL BE POSTED TO ALL ELIGIBLE MEMBERS ON WEDNESDAY, JANUARY 20, 2010.

Ballot: If a ballot is necessary for the State organisation, voting material will be posted on Wednesday, March 3, 2010 to eligible members at the address shown in the organisation's records as at the first Wednesday in December 2009. Members should notify the organisation of any change of address. The ballot will close at 5pm on Wednesday, March 24, 2010.

ALLAN PETER, ACCM
Federal / State Secretary

Managers had respect of Association, colleagues and their communities

DARRON MULLIGAN

It's funny how things sneak up on you in certain parts of your life.

I had just arrived in the country town of Beresfield with a population 17,000 in the western Hunter region of NSW.

I was there to pay my respects to a good friend, Darron Mulligan.

While speaking to people before the service, it hit me quickly that Darron was held in such high esteem in that part of the world.

It wasn't just the Beresfield Bowling Club members, or his fellow club managers and industry associates, but by the entire community.

Sadly, Darron passed away of a heart attack on Thursday, September 24, aged 60.

The large Beresfield Catholic Church could not hold the many family and friends of Darron who attended to



celebrate his life and offer comfort to his wife Faye and family.

Past President and current Board member Ron Morley, in his moving eulogy, spoke of Darron's qualities as an honest, professional club manager from the "old school" who cared for his members and staff during his 27-year tenure at the club.

Club Duty Manager Neil Purcell spoke on behalf of the club's staff. Neil talked about how Darron had mentored many staff who had gone on to further success in the Club Industry and of a person who always had time to assist staff - in work or personal matters.

Darron had been a loyal CMAA member and actively supported the Hunter Zone and its members during his 27 years at Beresfield.

Darron, you will be missed.

- TERRY CONDON, CCM

LANCE BRETTL

There's always a sense of sadness attending a funeral. However, the farewell for Lance Brettle in Wollongong last month was somehow different. As I listened to Club Heathcote General Manager Geoff Coombs deliver his eulogy, I realised how important it was for Lance to be the club manager he became. Geoff, a fellow-CMAA member, impressively summed up the full, interesting and interested life of a man who understood and exemplified the club movement's ethic of giving and supporting family, friends and community. I worked with Lance during

the '60s ... our early days as wide-eyed young hopefuls at South Sydney Leagues Club. It was exciting, interesting and we bounced around during and after work - Lance didn't mind a drink, a yarn and had a great sense of fun.

He served in Vietnam - rifleman #219740 with the 6th Regiment of the 2nd Battalion - and his Army mates sent him off with a few yarns before John Simpson, from Corrimal RSL Club, recited the Military Tribute and the Ode - a moving and fitting farewell.

Lance joined the CMAA in 1971, remaining an active member during his career and received his 21 Year Service Award in 1994. He left Sydney for the Secretary Manager job at Bingara RSL Club in 1978 and met Irene, who became his wife. Lance was at Bingara until 1981, then came to the Illawarra, handing the club to Rob Riddle, now General Manager at Eastern Suburbs Leagues Club in Sydney. Lance joked that it was how he'd set up Bingara RSL Club that put Rob on the path to the top.

Lance became Assistant Manager at Illawarra Master Builders Club under Secretary Manager Les Hickey in 1981, beginning his long association with Illawarra clubs. His



time at the Builders was more memorable for the arrival of daughter Sheridan in 1982. The Brettle family association continues with Sheridan working at the club.

Lance moved to Woolgoolga Bowling Club in 1986 as Secretary Manager and delivered record profits. Three years later, Lance returned to the Illawarra and Corrimal RSL Club as Secretary Manager. During his 10 years there, Lance turned the club around from dated and traditional into a modern, profitable business.

Lance was awarded the CMAA's IGT-sponsored Peter Clareborough Bursary in 1990 to visit Chicago and Las Vegas.

In mid-'99, Lance was appointed Secretary Manager at Illawarra Leagues Club. He finished at Corrimal RSL Club on the Friday afternoon but, that same weekend, he suffered a debilitating stroke. Typical of the Club Industry's ethic, Illawarra Leagues Club kept open the position for several weeks until Lance's situation was clarified. However, he was not able to start duties there.

He suffered a second stroke during his recuperation in Coledale Hospital. The Master Builders Club benefit night for Lance realised more than \$60,000 to assist with his medical costs and his future. Lance continued to attend CMAA Zone Meetings and functions, enjoyed morning visits to Corrimal RSL Club and the raffles at Woonona Bulli RSL Club and Collegians Balgownie.

Lance courageously and cheerfully maintained a positive attitude despite his battles. Supported by his colleagues and CMAA brothers up to his passing - and beyond - I conclude by saying that we are as proud of you, Lance, as you were of being part of us. Rest in peace, my friend.

- BILL CLEGG, ACCM

Clubs remain defiant on music fees increase

The Club Industry has reacted quickly and defiantly to a move by Australian record companies to make clubs, hotels, restaurants and cafes pay millions of dollars more in fees to play music in their venues.

Clubs have decided to turn off music licensed by the major record labels under the Phonographic Performance Company of Australia (PPCA) banner. The PPCA grants licences for recorded music to be played publicly, with fees going to registered artists.

The PPCA's massive fee increases for clubs playing background music in dining venues means increases of up to 6,000% on current annual music copyright fees.

At its Annual General Meeting last month, Clubs Australia announced a new scheme allowing clubs to bypass the prohibitive license fee from record companies.

ClubsNSW, though Clubs Australia, is partnering with Venue Music Solutions to deliver PPCA-free music to clubs.

The PPCA has disputed the Clubs Australia figures saying the club movement had "invented a series of figures which mischievously misrepresent the facts on the tariff". "The most a large club restaurant will pay for music under the new scheme will initially be no more than \$2.80 per day or \$1,022 a year," a statement on the PPCA website claims. "It's unfortunate that the clubs industry body is reluctant to pay a fair and reasonable rate for the music that is used from a broad range of artists who deserve a fair return for their work."

As part of the Clubs Australia strategy to deliver affordable PPCA-free music to clubs, a survey will gather information regarding background music in clubs and the music styles clubs want to play.

Clubs Australia has initiated a program to source and distribute music from artists not signed to major record labels and exempt from the restaurant tariff.

As part of the new scheme, local musicians have the opportunity to sell their music in clubs with money earned from the sale of background music CDs will be used to establish a



fund for talented Australian musicians.

The PPCA from next month will increase the annual tariff required all clubs, hotels, restaurants and cafes wanting to play background music. Under the new pricing scheme, some venue license fees will increase by more than 6,000%.

CMAA Federal President Bill Clegg, ACCM, said the PPCA and recording industry had shot itself in the foot with its latest strategy. "Sadly, the record industry does not acknowledge the role that clubs have played in developing the recording artist of current and past years," Mr Clegg added. "At a time when clubs and live artists are struggling to provide sufficient opportunities for performers, it appears now that those that have achieved success are also going to get pushed out."

Most clubs, hotels, restaurants and cafes currently pay between \$100 and \$200 annually to play background music in their dining areas. Under the PPCA's new system, venues could

have to pay an annual fee of up to \$10,000. Clubs with two restaurants and a café will incur a \$30,000 cost to play legally purchased music in the background.

Clubs Australia CEO David Costello said the PPCA bears sole responsibility for the millions of dollars they will forego in fees.

"The PPCA is an organisation whose board members include senior executives at EMI Music, Warner Music, Sony Music Entertainment and Universal Music," Mr Costello said. "It's well known that record labels have suffered a decline in CD sales due to illegal downloads. If this is about countering falling revenue for the big music companies, they should be addressing music piracy. Expecting the club and restaurant industry to make up for lower CD sales is not only unfair but certain to fail."

The fitness industry is embroiled in a court battle with the PPCA over moves to increase tariffs for the use of music in gym classes.

"Clubs have drawn a line in the sand and won't use music licensed by the big Australian record labels that requires they pay an annual PPCA fee. Clubs have well-established relationships with local, unsigned artists who regularly perform acoustically in clubs. Many musicians will jump at the chance to be paid to have their music played in club restaurants and cafes," Mr Costello said.

How it hits the clubs

Examples of how much clubs are currently paying to play music in the background of restaurants and cafés as well as how much they are expected to pay under the new PPCA fee. (all fees listed are per annum)

- Forestville RSL Club (NSW) - restaurant capacity: 150
Old fee: \$124.19 New fee: \$9,227.40
- Foster Golf Club (Victoria) - restaurant capacity: 150
Old fee: \$124.19 New fee: \$9,227.40
- Tewantin Noosa RSL Club (Queensland) - restaurant capacity: 150
Old fee: \$124.19 New fee: \$9,227.40
- Canterbury Leagues Club (NSW) - restaurants (combined) capacity: 500
Old fee: \$498 New fee: \$35,987.82
- Condobolin RSL Club (NSW) - restaurant capacity: 50
Old fee: \$62.04 New fee: \$3,075.80
- Maclean Bowling Club (NSW) - restaurant capacity: 150
Old fee: \$124.19 New fee: \$9,227.40

NSW law changes will help struggling clubs

The NSW Government has brought laws to Parliament to help registered clubs generate much-needed income, increase membership and visitation and reduce costs.

Gaming and Racing Minister Kevin Greene said the *Liquor and Registered Clubs Legislation Amendment Bill 2009*, presented on September 24, removes restrictions that hold back NSW clubs. "The NSW Government committed to removing membership limits so clubs can issue seven-day temporary memberships and expand their business," Mr Greene said. "The legislation we have brought to Parliament does exactly that. Clubs bring benefits to every corner of NSW, creating jobs, financial support, and quality facilities and services to many local communities and the benefits must be protected. Tough economic times and increased competition for the entertainment dollar have created a major challenge for clubs to remain viable and that's why we will continue working with the industry to help ensure their future."

CMAA Federal President Bill Clegg, ACCM, welcomed the measures but said the 5km regulation was a problem for the industry that needed change for clubs to prosper in their own areas. "Any reduction in 'red tape' to the daily operations of clubs is welcomed," Mr Clegg added. "The initiatives relating to qualifications for Temporary Membership will be welcomed by clubs in high-traffic holiday destinations. However, maintaining the 5km requirements is a real issue that the industry needs to address. Any opportunity to expand business opportunities is particularly pleasing and entrepreneurial managers will take the opportunity to expand off-site functions."

Mr Greene said the changes were recommended by the IPART review of the club industry, with key feature of the laws including ...

- Seven-day club temporary memberships so holidaymakers and travellers can keep going back to clubs without signing in each day
- Reducing costs for clubs in maintaining temporary membership records
- Removing membership limits put in place many years ago that have been made redundant by modern planning and fire safety laws
- Lifting a prohibition on clubs providing off-site catering at functions so clubs can expand business operations and generate additional income

"The Government will keep working with Clubs to help them stay viable into the future," the Minister added.

Minor changes also are being made to the State's liquor laws. "Fourteen months ago we introduced the biggest shake-up of our liquor laws in a quarter of a century," Mr Greene said. "We're changing the way in which disturbance complaints against licensed venues are handled so neighbourhood problems can be addressed quickly and effectively without being bogged down by legal argument. We're also allowing metropolitan brewers and distillers to sell their products direct to the public from their premises. This measure, designed to support business, employment and tourism, was previously restricted to regional brewers and distillers."

Venue safety changes win club manager support

Club Industry executives have welcomed changes to the NSW Liquor Act to help regulate licensed premises with the highest number of assaults. The new scheme replaces the Bureau of Crime Statistics and Research (BoCSaR) list introduced last December. This named the 48 licensed premises in NSW with the highest number of assaults. Hotels and clubs campaigned against the scheme and various changes to it, claiming the data used to compile the list was "raw" and unverified by the venues.

Australian Hotels Association NSW CEO Sally Fielke said licensees must be enabled to dispute the data. Ms Fielke cited instances where one incident was recorded four times, a handbag theft was recorded as an assault and an incident recorded was against an establishment on a day when it was closed.

The new scheme, announced on October 2, gives venues the opportunity to question incidents

recorded against their premises. This scheme ranks premises in three tiers, according to the number of incidents recorded against them. Degrees of regulation will be applied to premises, depending on the category they fall into. Under IPART's recommended changes, registered clubs now can issue seven-day temporary memberships and provide off-site catering.

CMAA North West State Zone President and Armidale City Bowling Club CEO Phil Wheaton said the legislative changes would reduce costs, create efficiencies and generate more income for their clubs. The Bowling Club already gives back more than \$100,000 annually in cash and in-kind support to community groups and members, while the Ex-Services Club contributes more than \$300,000 in cash and in-kind support.

With thousands of people going through their doors each week - many of them visitors - the seven-day

temporary membership is a much-needed reform.

"You can get a coach-load of people arriving in Armidale for a few days and each time they come to the club they have to be signed in," Mr Wheaton said. "The amount of paperwork and staff hours that took was really time-consuming and the new system makes a lot of sense."

West's Entertainment Group CEO Rod Laing said the changes were a step in the right direction. "During [the] Country Music [Festival], the influx of visitors to both clubs is enormous," Mr Laing said. "Allowing clubs to issue seven-day temporary memberships is something that will be well-received by both visitors and clubs alike."

Mr Laing said off-premises catering was something he had wanted for a long time. "On a number of occasions, both clubs have been approached to provide outside catering however, because of legislation, we have been unable to assist before now," he said.

Club spirit continues to shine in tough times

NSW Gaming and Racing Minister Kevin Greene has congratulated clubs for continuing to provide invaluable support to their local communities in the face of tough economic times.

Mr Greene made the point at ClubsNSW's Annual General Meeting on the Gold Coast last month as a way of acknowledging the commitment and dedication of the State's club movement.

"Like many others, the Club Industry has faced considerable challenges over the past 12 months," Mr Greene said. "Despite this, the club movement's tremendous spirit of generosity has continued to shine. While dealing with ongoing commercial, economic and demographic changes, clubs have continued to provide quality facilities and services and much-needed jobs to local communities across NSW.

"With the theme of this year's ClubsNSW Annual Conference and Trade Expo 'a time for heroes', it's appropriate to recognise clubs' heroic efforts during times of emergency.

"NSW clubs once again demonstrated this when tragedy struck interstate, quickly raising \$2.75 million to help victims of the terrible Victorian bushfires."

Mr Greene said a strong working relationship between the Rees Government and NSW clubs continued to play an important role in ensuring the sustainability of registered clubs.



KEVIN GREENE

"Over the past year, the Rees Government and clubs have continued to develop legislative changes and other strategies to help ensure the ongoing viability of the industry," he said. "Just last month we introduced reforms into Parliament to help registered clubs generate much-needed income, increase membership and visitation and reduce costs.

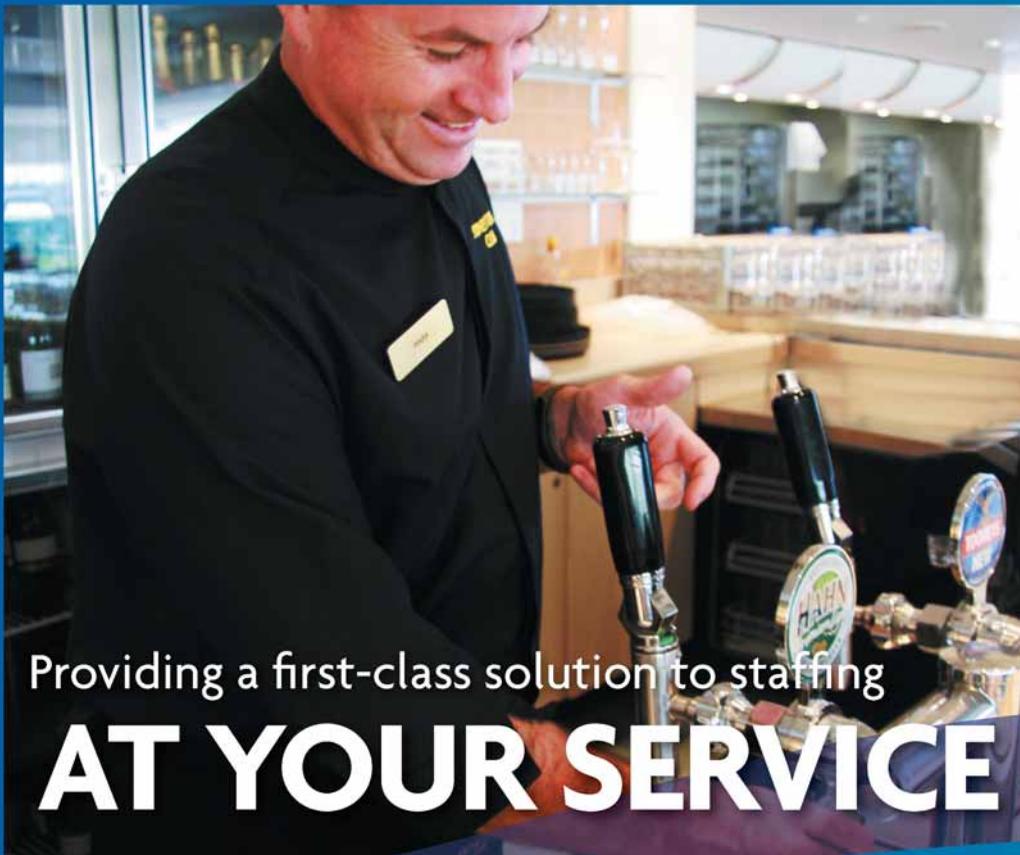
"These changes will enable clubs to issue seven-day temporary memberships, remove membership limits and allow clubs to expand catering operations, all key recommendations made by IPART in its review of the club industry.

"The NSW Government will keep working with ClubsNSW to establish a Club Viability Panel to identify and help clubs in financial difficulty.

"Earlier this year we extended for a further year a program that allows struggling clubs to defer gaming machine tax without being charged interest.

"And clubs have also benefited from gaming reforms introduced in January this year which cut red tape and encouraged venues to trade poker machines.

"We have continued to help clubs reduce alcohol-related violence through special conditions, workshops for frontline bar and security staff, support and resources for liquor accords and audits to help venues improve alcohol and security management."



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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 LYCAKIS, 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 2010.

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 2010 ...

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 / 2010

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

Workshop 2: Tuesday 18th & Wednesday 19th - May

Cohort 2 / 2010

Workshop 1: Tuesday 20th & Wednesday 21st - July

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

Cohort 3 / 2010

Workshop 1: Tuesday 19th & Wednesday 20th - October

Workshop 2: Tuesday 16th & Wednesday 17th - November



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@cmua.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.

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

- each Cohort comprises 2 x 2-day workshops

Carr attacks Govt to resume 'war' on clubs

Former NSW Premier Bob Carr has stirred a hornet's nest with claims in a book released last month that there was no reason for his successor - Morris Iemma - to scrap his plan to gradually increase club poker machine taxes.

The book, "*Casino Clubs NSW*", by former NSW Treasury official Betty Con Walker, Mr Carr estimates the move has cost the state almost \$500 million and criticises the NSW Labor Government for slashing club poker machine taxes, branding the move a waste of public money that has simply made clubs more lavish.

"By forgoing this tax, the Government has denied itself a stream of revenue that shores up the viability of the state budget and protects the state against further economic downturn or loss of other revenue to Canberra," Mr Carr said.

Mr Carr recalled "the furious lobbying campaign mounted by the clubs", with MPs pushing their arguments that the tax would cost them \$1.5 billion and force them to cut jobs and stop subsidising sporting clubs.

Mr Carr said that one Labor Caucus member had visited the ClubsNSW offices so often that "in my view, it wasn't inconceivable that he may have warranted an ICAC inquiry ... in muddying his role as a legislator with his role as a lobbyist for the club movement".

However, the Club Industry has reacted angrily to the former Premier's words.

CMAA Federal President Bill Clegg, ACCM, said that with the challenges facing the current Government, "you'd hardly think they want to be reminded of the legacy left by the Carr-Egan years". "Today, we have a Government that has been actively working with the Club Industry to plan for the future, improve governance and ensure sustainability," Mr Clegg added. "It's very different from only a few short years



BOB CARR



MICHAEL EGAN



MORRIS IEMMA

ago when clubs were crippled by the various assaults on it."

Mr Carr claims that despite the clubs' efforts, their campaign never took hold with the public and there was no reason for the Government to give in because "the argument had

settled down" by the time Mr Iemma replaced him in 2005.

"I didn't think it was necessary politically ... they didn't shift opinion," Mr Carr said. "Their campaign didn't appreciably hurt the Government. We weren't going to lose votes on it. By and large, the media didn't support it. The clubs were seen as a self-interested lobby. No backdown was required."

ClubsNSW CEO David Costello said Mr Carr's suggestion that the community didn't support club's campaign for a fair rate of tax is an attempted rewrite of NSW political history. "We had two rallies on Macquarie Street - each attended by more than 15,000 people," he said. "The second featured a petition containing the signatures of more than 150,000 people. The people were furious with Bob Carr and Michael Egan. To this day, people still sigh with relief that both men resigned from politics."

"Bob Carr was the worst thing that ever happened to the Club Industry, the 9,000 people who used to work in clubs and to the charities and sporting groups that clubs support. It's not a legacy I would have thought he wanted to revisit."

Mr Costello said Mr Carr's false claims on club poker machine tax rates were a painful reminder for the industry of the record number of clubs that closed during his time as NSW leader. Mr Carr introduced almost 30,000 poker machines into the NSW hotel industry, was the chief "spruiker" of then-Treasurer Michael Egan's \$1.4 billion club poker machine tax increases in May 2003 that started in September 2004.

New strategy helps venues improve safety

The NSW Government has launched a new resource to help clubs, hotels and bottle shops improve their safety.

Gaming and Racing Minister Kevin Greene said the "*Safer Nights Out*" campaign sets out practical advice on voluntary strategies licensed venues can adopt to prevent and reduce violence.

"This is about helping licensees and managers rate and improve operations, safety plans, house policies and codes of conduct for staff

and patrons," Mr Greene said. "It can be hard to keep on top of everything when you're a hardworking licensee or community club, so we'll do anything we can that gives them some administrative help.

"With some guidelines about venue standards, security, crowd control, drink and food standards and closing times, venues have a great resource to make their places better. And it's not just for bosses ... this is great for staff training and it also gives patrons an understanding of the standards

they should expect while out for a safe, fun night."

The strategy was developed by the Government, industry and researchers and contains a comprehensive table of operational practices and strategies. The document will be promoted and distributed by the NSW Government, the Australian Hotels Association, ClubsNSW and the Liquor Stores Association of NSW.

The table lists in-venue and precinct characteristics and other factors that contribute to the risks of alcohol violence, and offers a range of strategies to mitigate risks.

The CMAA's Corporate Governance program - in partnership with Southern Cross University - has delivered a new level of awareness and responsibility to senior club executives with their presidents and chairmen. The cohorts also have delivered a new level of respect for the role of the managers and the board - something reflected in the responses and comments from course participants. Dr MICHAEL SINGLETON is the Director, Corporate Programs, Graduate College of Management at Southern Cross University and has been the main facilitator of the five cohorts hosted at SCU's Tweed Heads Campus since late 2008. The CMAA and SCU have three cohorts scheduled for 2010 and Dr SINGLETON reflects on the philosophy and purpose of corporate governance ...

People often ask me to define corporate governance. Everybody talks about it these days - and for good reason. There's no doubt that effective corporate governance is essential to the success of any business including clubs. But what, exactly, is it?

It's about a number of things. It's about having a system of checks and balances in place that ensures sustainability. It's about being accountable not only to shareholders but also to the wider community and acting in ways that are socially and environmentally responsible. And it's about conforming to an increasingly onerous regulatory framework that demands more of company and club directors and CEOs than ever before.

Australia has one of the most comprehensive corporate legal frameworks in the world. The Corporations Act 2001, among other things, prescribes the behaviour of corporate Australia on a level of detail that few pieces of corporate legislation come even close to. Its immediate origins stem from a need for Federal - rather than State - corporations law. But, to understand its true history is to delve into a world of corporate failure that spans almost four centuries.

Because, the reality is that the tightening of regulation with respect to companies generally invariably follows some kind of crisis in the corporate sector. This was the case in relation to the 18th century "South Sea Bubble" where investors in the Company of Merchants of Great Britain Trading to the South Seas lost their money in a huge collapse that resulted in the Bubble Act, a piece of legislation that required companies to seek legal authority to sell shares.

Fast forward to the late 20th and early 21st centuries and we see similar responses to the corporate collapses of Enron, Worldcom, HIH and other major companies. The *Sarbanes-Oxley Act* of July 2002 in the U.S. followed close on the heels of the Enron collapse and specifically tightened regulations surrounding the auditing function.

Corporate Governance:



MICHAEL SINGLETON

These are individual but significant collapses. But, right now, we have a set of events that throw the spotlight on corporate governance issues far more broadly. The current global economic crisis and the subsequent collapse - or near collapse - of major corporations leads to inevitable questions about how these corporations are governed. Private jets and luxury office renovations by industries receiving, or asking for, government aid in a time of crisis represent only a small, tabloid-press fragment of the scrutiny of governance that is in train. Regulators, legislators and many others are now asking hard questions

that were asked rarely during the years of economic boom.

In those days, a corporate collapse here and there most often meant taking a hard look at what went wrong in the company. This is true for Enron, for example, where expositions of the company's failures by government, academics and journalists vastly outnumber commentary on the failures of corporate regulation. This is not to say that such failures did not lead to regulatory change - they did. But, that isn't where most of the attention was directed.

This time around, things are different. The current round of corporate failures and the need for bailouts and other measures is leading to a direct questioning of regulatory standards, particularly in the financial sector in the U.S. and the United Kingdom. Indeed, such questioning is going much further than it has in a long time - towards a questioning of the underlying philosophical frameworks upon which the market and, therefore, corporations operate.

The point here is that the regulation of the corporate sector in Australia and elsewhere - including the Club Industry - is heading in only one direction: it's getting more comprehensive, more demanding and generally more onerous. Add to this increasing surveillance from the corporate watchdog ASIC (Australian Securities and Investments Commission) and you have a regulatory environment that becomes more and more difficult to navigate.

So, what does this mean in practice for Australia's businesses and clubs? It means that if you are a company or club director you need to know your duties and responsibilities and exercise these with the utmost diligence. There is little room for ambiguity here. Make sure you know exactly what is required of you under the law and put it into practice. If you are a CEO, Managing Director or General Manager, become absolutely clear on what your responsibilities are in relation to providing reports, statements and other documentation. And, make sure you have effective financial and overall policy controls in place

But this is all about the mechanics of corporate governance. What needs to be



Why it matters for Clubs and Managers

recognised is that corporate governance is so much more than mechanical compliance.

For example, there has been an increasing focus on corporate responsibility - economic, social and environmental. It's not only large corporations that can have a substantial impact upon the economic, social and environmental health of a region, country or on the planet itself. Think about all of the smaller businesses that make up the corporate sector. If you add them all together, they have a huge effect on their surroundings.

There is now a long history of viewing "the corporation" as an entity with attributes similar to that of a natural person. The concept of the "corporate citizen" points the way to the other, less-mechanical functions of good corporate governance. We expect individuals to act honestly, ethically and with their community in mind. We expect individuals to respect the environment and act in ways that ensure sustainability. And, we expect individuals to contribute to the wider economy through both direct participation and by paying taxes which, in turn, benefit others.

Contemporary corporate governance perspectives suggest that exactly the same expectations should be made of companies, including the club industry. That they, too, should be held responsible for what they do and how they do it as "corporate citizens". The regulatory frameworks

that Australia and other countries have provide the basis for making sure that happens. In the next couple of years, as the dust from our current crisis settles, it is probably inevitable that these regulatory frameworks for corporate governance will be revised - not only in Australia, but elsewhere.

However, one thing won't change. It won't be a choice, but a requirement that companies generally - and the Club Industry specifically - get corporate governance right and, in doing so, will succeed and communities prosper again.

CMAA-SCU 2010 Corporate Governance Program

Cohort 1

Session 1: April - Tuesday 13th & Wednesday 14th

Session 2: May - Tuesday 18th & Wednesday 19th

Cohort 2

Session 1: July - Tuesday 20th & Wednesday 21st

Session 2: August - Tuesday 24th & Wednesday 25th

Cohort 3

Session 1: October - Tuesday 19th & Wednesday 20th

Session 2: November - Tuesday 16th & Wednesday 17th

For more information, contact Ralph Kober - 02 9643 2300 or ralph@cmaa.asn.au - or to book for the 2010 program, go to the CMAA website www.cmaa.asn.au and click on the Corporate Governance link.

What's Happening at the CMDA

2010 Training Calendar

Members will receive the CMAA 2010 Training Calendar this month to prepare for their training and professional development plans for next year. The scheduled courses again reflect the units within the Education Criteria for the ACCM award and supervisory and management topics developed to assist managers in their roles. The CMAA can deliver selected courses in Zones and clubs that provides for customisation, timely delivery and generous savings. The CMDA team is experienced at advising the best options for individual managers, clubs and Zone Committees. Contact us on (02) 9643 2300.

2010 E-Learning Development

The CMDA is developing a number of courses for delivery online in 2010 to provide an alternate method for managers to engage in their professional development in a timely and cost-efficient way. A number of

the courses are ACCM units and will enable access regardless of location. Members will be updated on progress of the development and the results of the pilot program in coming months.

Queensland Training

The CMAA has partnered with Queensland-based training company The Academy to provide localised training for Queensland club managers. This new partnership - CMAA Academy - kicked off earlier this year by offering the mandatory OLGR compliance course for Approved Managers - Responsible Management of Licensed Venues (RMLV) on any of its 15 courses scheduled monthly in Queensland. CMAA members are entitled to 24 ACCM activity points for undertaking the CMAA Academy RMLV course and appropriate points for attending any other CMAA course, meeting and activity. It's important for CMAA Queensland members to note that ACCM activity points will not be awarded for any non-CMAA courses, meetings and activities provided by

with Education manager RALPH KOBER

other Queensland training providers. It's also important to note that any profits from delivering CMAA courses go directly back into the education and professional development of club managers. This is an important bonus for Queensland managers in climbing the professional management ladder. The CMAA's Education arm - the CMDA - is acknowledged as the leading Registered Training Organisation (RTO) for club managers around Australia so all clubs and club managers are urged to spend training dollars wisely and utilise the five professional development days that your Association has brokered in the new Licensed and Registered Clubs Award by using the CMAA Academy for all training needs. The CMAA Duty Manager Development Program was developed by club managers for club managers and has been delivered in Queensland and other states since 2003 to thousands of supervisors and duty managers. We ask you to keep on supporting this great program into the future.

YOUR CAREER - YOUR FUTURE ... invest with the CMAA knowledgebank

Foodies overcome tyranny of distance to appreciate

Training is big on the agenda of CMAA Club members across Australia.

From Phillip Island in Victoria to Tracy Village in Darwin, NT - and in between - CMAA members travelled to attend the 2009 Club Food & Beverage Management Summit in Sydney.

John Quinlan, the CEO at Tracy Village Social and Sports Club, at Casuarina near Darwin in the Northern Territory said the visit was worth every minute. "Combined with the Fine Food Expo at Darling Harbour, the 2009 F&B Summit was the best learning experience I have participated in," John said. "It will take me many weeks to do all the follow-ups, but I expect to be gaining from the investment for a long time into the future."

The driving reason for John and Robyn Kelleher, the club's Assistant Manager, to make the four-hour flight from Darwin was to support the major re-building project with some solid training.

Tracy Village re-development includes a large kitchen, function centre and beer garden. Stage 2 will include a bistro, restaurant, cafe, offices, reception, gaming room and bottle

shop - almost a new club.

Robyn said she and John were "quite astounded" by the number of chefs and managers who so generously shared their ways of driving profitable and productive food and beverage operations. "Portion control, pricing, purchasing ... the information and how to do it was there for the taking," Robyn added. "It's just a matter of knowing how and having the right people in place."

Club Rivers in south-western Sydney was another club taking advantage of the Summit as a major training opportunity for two of its team, as well as an incentive reward for a job well done.

Three years ago, when Club Rivers looked at the business's central cornerstone for achieving profitability, food was an essential element in desperate need of reinventing.

Originally, the club offered bistro-style food and a la carte in two separate areas. This proved unsuccessful as the Bistro food was "terrible", according to the club's Operations Manager Stuart Jamieson, also a CMDA Board of Management Studies member and CMAA St George

Cronulla Sutherland Zone Education Officer. And, while the a la carte was good food, there was no prospective clientele.

With the arrival of Helen Papadopolous, a professional caterer who established the right mix of food offerings for the Club Rivers demographic, the club's woes were a thing of the past.

A fusion of a la carte and bistro offerings into brasserie, saw *Helen's@ClubRivers* presenting fantastic value for money and, within four weeks, business was flying.

In 2006, the club was doing 80 covers on a Friday and Saturday night. That figure now is 300 per night - with 140 more seats soon be added.

In addition to the very creative and successful focus on food and beverage, to compliment the new cuisine, Club Rivers also has a new kitchen under way.

Both Helen and Melissa Unicomb, the club's Customer Service Manager, saw enormous value in the F&B Summit, particularly as a means of evaluation of the Club Rivers catering operation, being able to re-iterate what the club is doing well and assessing what needs improvement.

"Meeting like-minded chefs and managers with a passion for food was sensational," Helen said. "I look forward to my next opportunity to attend an educational event through the CMDA."

Melissa greatly valued the chance to meet with industry leaders. She says their simple, yet cutting-edge, tips and invaluable advice will be easy to implement at Club Rivers.

"The 'Who Is The Best Fit For The Job' session with HR expert Paul Lyons delivered advice about finding the right people for the right role 'every time'. Doing your HR 'homework' was a key element. But, it's also important to make sure to 'test' your potential employee with practical hands-on exercises to understand that they can do what they tell you they can do. Sometimes, when we find out they can't - it's too late," Melissa added.

This smart, entertaining presentation, highlighted many initiatives, insights and improvements that can assist the hiring process. It's critical to get the

"One of the strongest messages that came out of the F&B Summit for me was the reminder of the importance of good training - and how to do it with no training budget ...



Ralph Kober with Club F&B Management Summit presenter Matt Kesby and Ken Burgin from Profitable Hospitality.

Summit's delicacies

right people for the job. This presentation was of tremendous value and provided information every club needs.

Carrie Robinson from Toronto Workers Club reinforced the value of this event on the training calendar.

“One of the strongest messages that came out of the F&B Summit for me was the reminder of the importance of good training - and how to do it with no training budget,” she said. “I feel refreshed and inspired ... thank you.”

For those F&B managers and team members who missed the 2009 Club F&B Management Summit, or want to share the information and learning with their team, many of the sessions presented during the two-day event are available on DVD. The four-disc pack provides an excellent source in training information and can be used by participants at their own pace, or as the catalyst for small group training sessions. All that's needed is a laptop for the player. Both the 2008 and 2009 Club F&B Management



Tracy Village Social and Sports Club CEO John Quinlan with CMAA Education Manager Ralph Kober at the 2009 Club F&B Management Summit in Sydney.

Summits have been recorded on DVD. For more information, or to order versions of the sessions, go to www.cmaa.asn.au

However, the 2009 Summit is not the final word on F&B learning.

The CMDA is planning another exciting two-day summit for Events

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Look out for the details in the December edition of *CMA Magazine* when you can go online to book. Meantime, put May 18 and 19 in your 2010 diary and stay tuned.

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CMDA Training Program: November - December 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@cmaa.asn.au

COURSES... <i>(Venue is CMAA Career Development Centre, Auburn unless otherwise noted)</i>	NOVEMBER	DECEMBER
Provide Responsible Service of Alcohol SITHFAB009A (LAB approved) 1 Day (ACCM Unit)	W 4 (Norths) W 4 (Wests Ashfield) M 9 (Seagulls) M 16 (Tradies) W 18 (Mounties)	W 16 (Mounties)
Provide Responsible Gambling Services SITHGAM006A (LAB approved) 1 Day (ACCM Unit)	Th 5 (Norths) Th 5 (Wests Ashfield) T 10 (Seagulls) T 17 (Tradies) Th 19 (Mounties)	Th 17 (Mounties)
Supervisor Boot Camp - 4 x 1 day Sessions For potential & existing team leaders & supervisors. Includes: Identifying the responsibilities & characteristics of an effective supervisor, personal values & style, time mgmt skills, communication & motivational techniques, delegation & problem solving, supervising service excellence & coaching skills.	(S1) M 9 (S2) M 16 (S3) M 23 (S4) M 30	
Train the Trainer 1 Day (Coach others in job skills SITXHRM001A) Ideal for supervisors & managers who are responsible for on-the-job training of other staff members.	M 30	
Deal with Conflict Situations SITXCOM001A - 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers.		M 14 & T 15
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).	(S1) M 9, T 10 & W 11	(S2) M 7, T 10 & W 11
Plan & Establish Systems & Procedures - 1 Day (Non accredited) This unit enables participants to identify, plan, develop, establish and review workplace systems and procedures assisting in operational requirements for their club.		Th 10
Presentation Skills for Leaders 1 Day (Non accredited) <i>Presented in conjunction with Big Dave Staughton</i>	Th 26	
Action Planning DIY Strategies for Smaller Clubs 1 Day (Non accredited) <i>Presented in conjunction with Big Dave Staughton</i>	F 27	
Manage Workplace Relations SITXHRM008A 3 Days (ACCM Unit)		T 1, W 2 & Th 3
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...	Sydney (S1) W 11 & Th 12 (S2) W 18 & Th 19	Albury (S1) W 2 & Th 3 (S2) W 9 & Th 10
Analyse & Report on Gaming Machine Data SITHGAM004A 2 Days (ACCM Unit) <i>(Prerequisite for Gaming Management Development Program)</i> Deals with the collection, analysis, reporting of EGM data per statutory requirements & variances through cash flow analysis.		Th 10 & F 11
Intro to Cost Control Principles 1 Day (Non accredited) <i>Understand the basics of calculating percentages, profit and COG's.</i>		T 1
Financial Fundamentals Program 2 Days <i>(Prerequisite for Financial Management Program SITXFIN005A & SITXFIN006A)</i> This program covers the basics of understanding and working with financial information.		M 14 & T 15
Financial Management Program 1 x 2 Day Session & 1 x 3 Day Session (5 Days) (ACCM Units) <i>This is the final stage in the finance stream and covers working with budgets preparation of financial reports.</i>	(S1) W 4 & Th 5 (S2) T 24, W 25 & Th 26	
Monitor Staff Performance 2 Days (ACCM Unit) <i>Deals with the skills and knowledge required to monitor staff performance, includes skills in performance appraisal and counselling.</i>	M 16 & T 17	
Develop & Manage Marketing Strategies SITXMPR005A 2 x 2 Day Sessions (ACCM unit) * Marketing Fundamentals is the prerequisite for this program.	(S1) M 16 & T 17 (S2) M 30 &	(S2 cont.) T 1
OHS Consultation - (Workcover Approved) ACCM Unit 2 x 2 Day Sessions (Establish & Maintain an OHS System SITXOHS005A) Meets the training requirements for OH&S Committees/OH&S Representatives, as stated in the OH&S Regulation 2001.	(S1) W 4 & Th 5 (S2) M 23 & T 24	

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Noel, John sign on at Pambula Merimbula meeting

President Mark Bellette welcomed two new members to the Far South Coast Zone Meeting at Pambula Merimbula Golf Club.

The host club's Noel Robertson and John Hurst from Eden Fishermen's Club signed the members register for the first time at the September 23 meeting.

CMAA Executive Officer Terry Condon presented the Head Office Report to the 17 members and spoke about the Rudd Government's Fair Work Act, the club industry's Licensed and Registered Clubs Award and the potential consequences for club managers. Terry also discussed the NSW Government's new regulations relating to alcohol-related violence in venues across the state along with the opportunity to participate in the CMAA's National Bursary Program offering more than \$100,000 in education and professional development opportunities.

There was a round of "social" golf at the club the previous afternoon before dinner when 60 guests, including club directors and industry trade representatives, enjoyed the friendship, networking and good food at the club.

Far South Coast Zone's next meeting will be at Batemans Bay Soldiers Club on Wednesday, November 25, at 9am with the Zone Christmas Dinner the previous night from 6.30pm at the same venue.



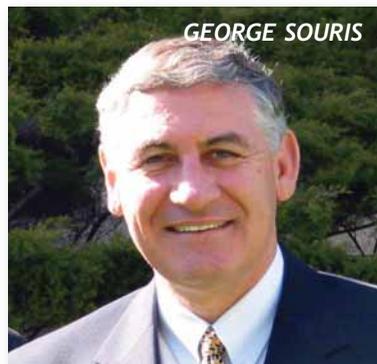
Souris claims new clubs tax hike on Labor's mind?

NSW Shadow Minister for Hospitality George Souris claims a future tax hike for the State's registered clubs is definitely on Labor's mind.

Mr Souris said it was interesting that as negotiations for the State's final Budget before the 2011 election get underway - due to be brought down in June 2010 - the topic of gaming tax is raised again - by former Premier Bob Carr. "More tax from registered clubs is never far from a Labor Government's mind," Mr Souris said. "Mr Carr tried it in 1998, had to back down, then actually implemented it in the 2003 Budget. This provided for a five-year run of gaming machine tax hike supposedly to inject additional funds into the State's hospitals."

In the lead-up to the 2007 election, the Liberal and National parties signed a Memorandum of Understanding (MoU) with the Club Industry and committed to freezing the tax take at 2005 levels for the subsequent term of Government. The Morris Iemma-led Government followed with a similar agreement.

"This position has had successive Labor Government Treasurers on the



warpath for clubs ever since," Mr Souris added. "The contrived mini-Budget of November 2008 was a lost opportunity for Labor to hammer home its tax grab on community based registered clubs."

Mr Souris said the myth of Mr Carr's supposed "hypothecation" of the extra tax being earmarked for additional hospital funding (above what would have been) has been proven to be as empty as a Labor hollow log. Mr Carr even had special brochures printed in thousands to peddle the hypothecation line.

"Labor has already collected about \$712 million above 2004 rates [a

total of \$3.02 billion] through the implementation progressively increased tax rates over the succeeding five years." Mr Souris said. "To be whingeing about a further \$500 million that might have been shows just how greedy Labor is with clubs - and just how impervious to the community good that clubs contribute Labor remains."

Mr Souris said it would be interesting to see what Labor has in store for NSW clubs in its taxation policy - a position that Premier Nathan Rees is now forced to declare. "It will not be good enough for the Premier to say 'wait for the Budget of June 2010'. Labor's position on clubs tax must be committed," he said. "It will be impossible for clubs to plan future services to their community, enhancement of facilities and employment levels in the climate of uncertainty that has been created."

Mr Souris said Labor lost the clubs some time ago and that the Liberals and Nationals were looking forward to negotiating a new MoU with clubs and the Liberals and Nationals through the latter part of 2010 to cover all aspects of club governance.

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New member and a ton of luncheon fun at Redlands RSL

Brisbane Zone topped the century for its September Zone Luncheon at Redlands RSL Club.

Zone President John Limbrick welcomed 40 members to the Zone Meeting where CMAA Education Manager Ralph Kober presented the Head Office Report. Ralph spoke about the resolution of the Federal Government's Fair Work Act, the club industry's Licensed and Registered Clubs Award and the implications for Association members in Queensland. Ralph also reviewed the CMAA's education partnership with The Academy to form the CMAA Academy to deliver state-specific course and professional development.

John also welcomed a new member - Jason Van Hunnik, the Food and Beverage Manager at the host club, Redlands RSL Club.

The day started with two free education workshops, attended by more than 55 Zone members and club directors.

Queensland OLGR Executive Director Mike Sarquis "opened the batting" with an update on the state's liquor law changes and what club managers can do to ensure compliance. Jason Van Hunnik did a fine job assisting Mike Sarquis with his workshop presentation and in his efforts to prepare and present the room.

Colin Matthews from ARC International then informed the group about the latest developments in tempered glass and hospitality products.

Following the workshops and Zone Meeting, a crowd of more than 120 members, directors and trade representatives enjoyed the fine food and service for lunch with comedian Steve Allison providing the entertainment.

Brisbane Zone is hosting a Cocktail Party at the Storey Bridge Hotel on Thursday, November 19 with its next Zone Meeting at Logan Diggers Club with the Queensland Bursary Presentation Luncheon on Friday, December 4. Brisbane Zone will join Gold Coast Zone for a combined Christmas Luncheon at Club Helensvale on Friday, December 11.

Due to the heavy end-of-year social schedule, Brisbane Zone has deferred its Charity Golf Day at Nudgee Golf Club to next February.



Woolworths pressured to protect kids from gambling

Shareholders of Australia's largest poker machine operator - Woolworths - are calling on the company to protect children from gambling. The *Courier Mail* reported that in a rare move, independent federal Senator Nick Xenophon has gathered the required 100 signatures to force the child-friendly motion on to the agenda at the annual general meeting in Sydney on November 26. Mr Xenophon says Woolworths is Australia's largest poker machine baron, holding an interest in more than 11,000 machines across Australia. "For the first time, the Woolies board will have to justify their pokies policy," Senator Xenophon said. "Woolies, being the biggest pokie baron in the country, is at odds with its corporate image of being a

community friendly brand." In his letter to shareholders, Senator Xenophon said the grocery chain used meal deals and free entertainment to lure families into their gambling venues. Once inside, children are exposed to the sights and sounds of gambling, he wrote. The petition calls for an overhaul of venues to mitigate any risk to children. It also calls for the disposal of all poker machine interests. During September, Coles agreed to redevelop its 95 venues across the nation to make them less attractive to children. It will implement a six-step plan improving the management of its gaming facilities including the removal of advertising aimed at attracting families with children.



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When	December - S1: Wed 2nd & Thurs 3 rd S2: Wed 9th & Thurs 10 th
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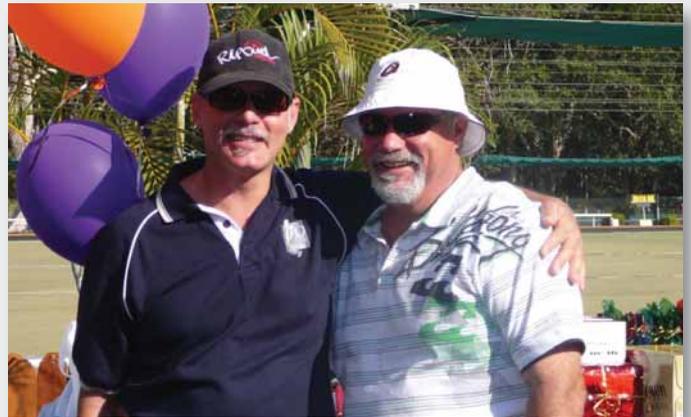
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Coast children's charities the big winners

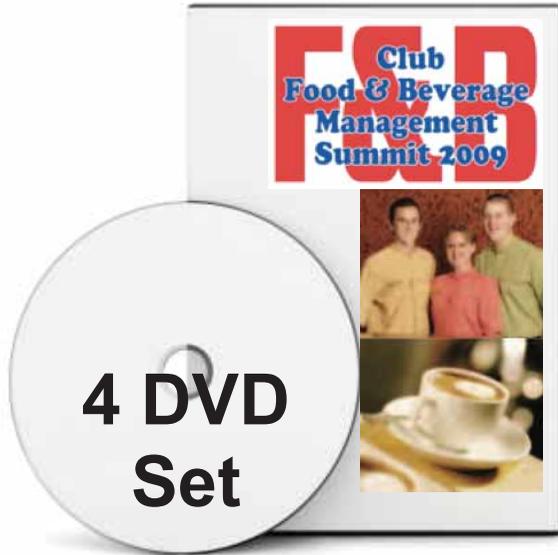
Coast children's charities will benefit from the \$2,000 raised at the annual Sunshine Coast Zone Charity Bowls Day at Bribie Island Sports Club. Sunshine Coast Zone Committee Member John Brittain reported that 56 players - club managers, directors and Club Industry trade representatives - rolled up for the day of bowls action, good food and even better company at the Bribie club on September 25.



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Benny's Tigers take on debt of two clubs in mergers

Just weeks after escaping financial collapse, the Tigers Leagues Club will go into debt again to create two franchises by taking over cash-strapped clubs in Five Dock and Flemington. The *Sydney Morning Herald* reported that having been bailed out of a \$24 million hole by former Balmain Tigers rugby league player Benny Elias in August, the Rozelle club's members voted on October 8 to support an amalgamation with the Five Dock Bowling Club and the Sydney Markets Industries Club. The two clubs have failed to make a profit for a number of years. The Sydney Markets Industries Club went into liquidation, then closed in 2007.

Tigers will take on the liabilities of both clubs and promised to undertake significant redevelopment, including new restaurants. The commitment comes amid a spate of club closures in the inner-city, including the Anzac Memorial in Marrickville and the Mandarin Club in Chinatown.

The Tigers CEO Tim Camiller would not specify the liabilities his club was taking on, saying they were "not material to the decision ... because it's not very much". Mr Camiller said the opportunity to expand the Tigers name through a string of franchises would ensure the club's long-term future. "We feel that we've got a strong brand that is instantly recognisable in the market," he said. "If you accept that it's wise to add assets of value and opportunity, then a small amount of borrowings are required." The Tigers will gain poker machine entitlements, however some members at the meeting questioned the wisdom of the move.

Mr Elias, a club Board member, said the two clubs would be refurbished or redeveloped and rebranded as Tigers leagues clubs, possibly providing foundation for further expansion. "A chain of Tigers outlets throughout Sydney would be a very exciting idea," he said. "We're moving



into a new era here and you've got to be smarter in enticing people into new venues."

Any expansion would be a remarkable turnaround for the club, which recorded a loss of more than \$2 million last year. But Mr Elias's joint venture will submit a new development application proposing two towers, of 14 and eight storeys, containing 175 units, a supermarket, 39 specialist shops and parking for more than 600 cars.

"Really, there is no alternative," Mr Elias added. "The only option - if the proposal was voted down - is to close the leagues club doors."

The deal, which also includes long-term financing for the Balmain component of the Wests Tigers NRL merger, allows the consortium to take over the massive reconstruction of the club property on Victoria Road at Rozelle. In exchange for selling the leagues club, members

will get two temporary venues - Five Dock Bowling Club and the Sydney Markets Industries Club - for five years while the reconstruction of the present site is completed. When completed, members will be presented with a new, debt-free leagues club.

Mr Elias said the consortium would also provide the \$4.5 million annually for three years to meet its commitments.

Until the Elias-led consortium emerged, Balmain League Club's was dire. It was slowly dying from monthly

losses of about \$100,000 with no relief in sight.

Mr Elias said he was proud to be contributing to a project that was so close to his heart. A veteran of 234 first grade games for the Tigers and Kangaroos tours in 1986 and 1990, he said saving Balmain became a major part of his life as he watched the leagues club's lingering death. "We hope to start the project in the new year," he said.



Epping Club serves up five-star hospitality experience

Arden Anglican School Year 11 hospitality students got a close look at the workings of a five-star restaurant when The Epping Club opened its kitchens and function room to them.

Management and key staff spent valuable time teaching the students the essentials of event management.

The students worked on a "live" commercial event - the HillsSIP annual awards night - and took responsibility for the planning, preparation and execution.

The work experience program was an opportunity for students to combine school-based learning with workplace

training and put what they had learned into practice in a commercial environment under the guidance of The Epping Club's professionals. This was a first for the northern district.

The students covered various hospitality-based occupations such as event management, commercial cookery and functions operations. They were required to wait on and serve drinks to guests at the actual award function.

The Epping Club management said the students exceeded the expectations set and were a credit to the program.

Club CEO Peter Saez said the club was a large local employer. "It is great

that local families and upcoming hospitality professionals, can have a bird's eye view into the efficient operation we run here," he added.

The program offered The Epping Club an opportunity for closer personal involvement in the community in the form of mentoring the students, allowing them to learn first-hand the intricacies of a busy hospitality and event management operation.

"Students excel in this unique environment where they pick up skills and put them into practice quickly with the feedback and pressure of actual clients to assist this process," Peter Saez said.

Day	Date	Meeting	Venue	Zone
NOVEMBER				
Thurs - Sunday	5 - 8/11/2009		Sheraton Mirage, Gold Coast	Leagues Clubs Association Annual Conference
Tues - Thursday	17 - 19/11/2009		Las Vegas Convention Centre	Global Gaming Expo - GZE
Thursday	19/11/2009	10:00	Coffs Harbour Race Club	Mid North Coast Zone Meeting
Thursday	19/11/2009	15:00	Storey Bridge Hotel, Brisbane	Brisbane Zone Cocktail Party
Monday	23/11/2009	15:00	Xmas Cruise	Inner West Zone AGM
Tuesday	24/11/2009	11:30	Club Bondi Junction	City Eastern Suburbs Zone Meeting
Wednesday	25/11/2009	09:00	Batemans Bay Soldiers Club	Far South Coast Zone Meeting
Friday	27/11/2009	09:00	Brighton Le Sands	CMAA Executive Meeting
Friday	27/11/2009	10:30	Brighton Le Sands	CMAA Federal Council Meeting
Friday	27/11/2009	12:00	Brighton Le Sands	CMAA Sponsors Luncheon
DECEMBER				
Tuesday	1/12/2009	11:00	St George Motor Boat Club	St George Cronulla Zone Meeting
Wednesday	2/12/2009	09:30	West Tamworth Leagues Club	North West State Zone Meeting
Wednesday	2/12/2009	09:30	The Epping Club	Manly Northern Suburbs Zone Xmas Meeting
Wednesday	2/12/2009	11:00	Central Charlestown Leagues Club	Hunter Zone Meeting
Friday	4/12/2009	09:30	Logan Diggers Club	Brisbane Zone Meeting & Qld Bursaries
Friday	4/12/2009	10:00	Gosford RSL Club	Central Coast Zone Meeting
Friday	4/12/2009	11:00	Collegians Balgownie	Illawarra Shoalhaven Zone Xmas Luncheon
Tuesday	8/12/2009	11:00	Maroochy RSL Club	Sunshine Coast Zone Xmas Meeting
Wednesday	9/12/2009	09:30	Port Macquarie Golf Club	Great Lakes Zone Meeting & Charity Golf Day
Wednesday	9/12/2009	09:30	South Tweed Sports Club	Far North Coast Zone Meeting
Friday	11/12/2009	11:30	Club Helensvale	Brisbane & Gold Coast Zone Xmas Lunch
Thursday	17/12/2009	12:00	Liverpool Catholic Club	Nepean Zone Xmas Luncheon
Thursday	17/12/2009	09:30	Auburn	CMAA Executive Meeting



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You might have to bank on that relationship

We've all seen the bad press that banks get. Fees too high, banks not supportive of their clients, banks reluctant to loan money, banks painted as the bad man when they appoint a receiver. But are banks all that bad? Considering the Club Industry gets its share of bad press, perhaps we can be more understanding of the plight banks face. **Russell Corporate Advisory Managing Director GREG RUSSELL** says good communication is key to a good relationship with your bank ...



**GREG
RUSSELL**

By and large, banks are public companies that have shareholders they are responsible to. Sound familiar? Most clubs are public companies that have members that they are responsible to.

The global financial crisis has put an immense amount of pressure on the banking industry. It was reported recently that Australia's biggest bank's bad debts are at a 16-year high. Understanding the position of your current or potential bank and the reason it is making decisions about your business is key to securing an on-going positive relationship.

Banks have an obligation to their shareholders and can only accept a certain level of risk. Our observations over recent times are that banks have, by and large, actually been understanding of the difficulties that clubs are facing and, generally, have been supportive of their customers. For example, where there have been on-going breaches of financial covenants, the bank has not imposed penalty interest or taken harsher action even though it would have been within its rights to do so.

The better the business relationship between the bank and the club, the better chance there will be of a positive outcome for both parties.

So, how does a club build a successful partnership with its bank?

Good Communication

Talk to your bank regularly. Invite your banker to your club. Meet with them. Get them to experience the good things that your club does. Show them that you want to keep them informed.

By keeping your bank constantly informed of what you and your club are doing and planning into the future, will make your banker feel much more comfortable and confident in dealing with you. The fewer surprises there are, the more confidence the bank will have in where your business is heading, which will help when you need to request additional funding, whether it be for a new project or a temporary overdraft increase to get you through a rough patch.

It is much better to have a face-to-face meeting than to send by mail your quarterly, half-yearly or annual reporting requirements and hope that you don't get a phone call questioning the performance or the direction of the business.

If you are experiencing trading difficulties, don't be afraid

to keep talking to your bank, as it will want to work with you to get you past your situation. Remember that banks don't want any more bad press in the same way that clubs don't, so they will be supportive for as long as they possibly can.

Quality Documentation

Providing regular and good-quality financial information will demonstrate to the bank that the club is in control of its financial situation. A business plan with a financial and capital expenditure budget updated annually can really impress your bank. A strategic plan adopted by the Board of Directors updated annually and submitted to the bank will

impress them even more. This will demonstrate that the club has direction and has considered what opportunities are available and how to overcome identified weaknesses.

Be Aware Of Covenants

Do you know what your loan covenants are? These can usually be found in the documentation signed at the commencement of your banking agreement and may change when banking facilities are renewed. These covenants include financial ratios, or other performance measurements such as interest cover, net profit, EBITDA, wages percentage and total poker machine revenue.

Even though you may only be required to calculate and submit this information on an annual basis, it would be a good idea to calculate all covenants monthly as part of your monthly accounting process and reported to the Board of Directors. This way the club will know how it is tracking with the targets that have been set by the bank in its covenants.

If the club is not consistently meeting these targets, keep the communication lines open and let the bank know what you are doing to try to resolve the situation, such as a review of operations to improve profitability.

It may be possible to renegotiate your covenants when the bank loan facilities are next renewed if you can demonstrate that there are more-appropriate covenants, or covenant levels applicable to your club.

Conclusion

So, how would you rate your club's relationship with its banker?

Try making a frank assessment of this and see what you can do to improve it.

If you've got a good relationship already, what can you do to make it better?

If the relationship is faltering, consider what might be driving the banks position and try to adopt a fresh approach to how your club embraces its partnership with its banker.

Present them with a plan that convinces them that you're a customer too good to lose.

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Rick's success strategy counts on power

By KATIE CINCOTTA

Power in numbers ... that's what they say. Rick Scott, who recently moved to the whale-watching town of Warrnambool to head up the City Memorial Bowls Club, is working that same formula.

Rick's a progressive manager willing to take risks. He thinks the key to bolstering his bowling club's membership numbers and profile lies in joining forces with other local sporting outfits. The Premier Speedway for starters.

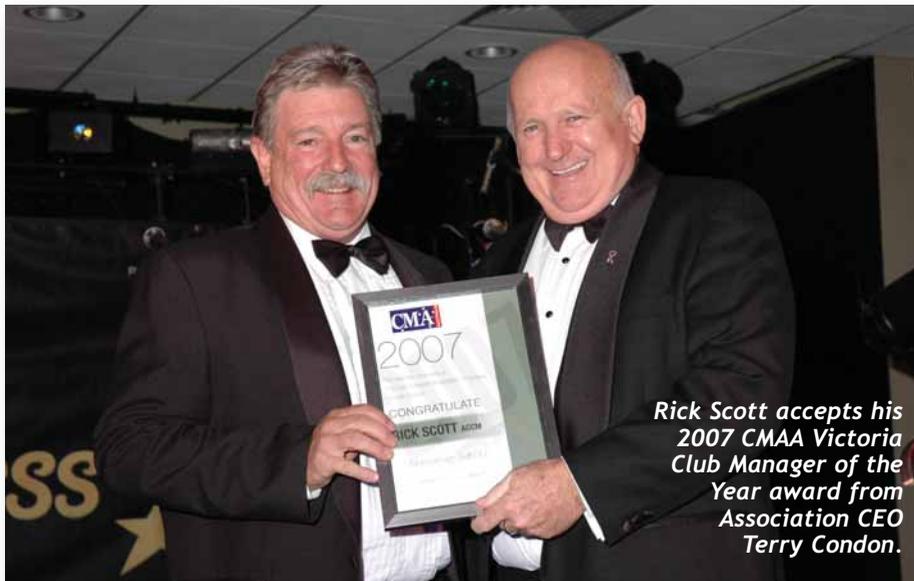
He reckons that's the only way to capitalise on the club's costly renovation which produced a "Taj Mahal" that isn't quite serving its people.

The eight-year-old bowls club was recently overhauled, including a new up-market function room - "The Carmichael on Cramer" - that seats up to 400 people and has its own website.

"She's pretty good," Rick says. "They started at one end and demolished as they went - and spent \$4.5 million rebuilding the whole lot."

But Rick says without a business strategy, the club was going backwards.

"They'd been doing the same thing here for eight years and didn't have any direction so I did a business



Rick Scott accepts his 2007 CMAA Victoria Club Manager of the Year award from Association CEO Terry Condon.

plan," he added. "We need to look at different income streams and for a complex like this to only have 1,300 members is pathetic ... it's shameful. We've been losing market share to other venues. The only good part about that is that we got our machines cheaper with last year's figures."

Out of the business plan and workshops Rick Scott put into place, the club decided to move forward by diversifying its membership and role.

"So, if you get another 1,000 members and they all spend \$12.50

and come here 20 times, there's \$250,000 you've suddenly brought into your building," he added. "While we do 50,000 meals a year, we could do a hell of a lot more."

Rick's goal to drive membership and trade required branching out from lawn bowls, and becoming a total sporting and leisure club.

As one of the country's top dirt speed tracks, Rick says the alliance with the Premier Speedway offered the club access to race fans and international drivers.

"They attract drivers from the UK and the US, which is huge," he said. "Having them move into here means we bring in 500 other types of members other than bowlers."

City Memorial Bowls Club is also looking to saddle up with the local Warrnambool Racing Club to share both infrastructure and staff.

"We're talking to the racing club about sharing staff," Rick added. "They might need 1.5 people for marketing and sponsorship, and we might need half, so together we hire two marketing people."

The bowls club can then offer racegoers a place to wine and dine. At present, the racecourse that puts on the famous Flying Horse Bar & Brewery Grand Annual Steeplechase doesn't have a casual bar or bistro for its members, just function rooms for groups.

"On the function and catering side,

What counts most, he reckons, is having gumption, doing your homework and approaching change and diversity with gusto ...



in numbers

we can also pool resources, as they don't have anywhere for their members to go for a drink," he added. "This can become their club and our chefs can also do their main race days and carnivals. Then, if you've got four, or five, chefs and one leaves you haven't got a gun at your head."

Rick says job-sharing across aligned sporting clubs could also extend to payroll, accounting and auditing - a system he said worked remarkably well during his time in the wine industry.

"While you might not merge, you can still streamline," he added. "When Berri merged with Renmano, we saved about \$100,000 in administration staff."

The club also has potential to become the commercial arm of the coastal town's sub branch. With only 24 gaming machines at the Warrnambool RSL, and 38 machines at City Memorial, together the venues could reap the rewards of running 62 poker machines. Rick says that while the local RSL club may be small, it's got the hottest views in town. "It's got the best view in Warrnambool, at the top of the hill overlooking the whole bay," he added.



Cross-membership for lawn bowls, racing club, speedway and RSL members would also give patrons special deals across those venues.

"We then do internal deals so, if you're a member here, then you get the same rights as members of the speedway and the racing club."

His brave new marketing plan also extends to the impending owner-operated gaming model in Victoria, which will see clubs and pubs run their own pokies machines from 2012.

"We're already teed up our own marketing fund - not just in Warrnambool - but with clubs in Stawell, Kyabram, Echuca and

Horsham," Rick added. "If we each put in \$10,000 to \$20,000 we might offer life-changing prizes like a car. It's quite exciting. We can control our own destiny. And, if we stuff it up, we stuff it up ... but you move on." What counts most, he reckons, is having gumption, doing your homework and approaching change and diversity with gusto. That's the kind of attitude that has seen this manager survive retrenchment at Southcorp, double the revenue at his last club - The Maryborough Golf Club - and approach the task of making good on these complex business partnerships with total passion and commitment.

Victoria gamblers top \$5 billion in year

Victoria's punters lost more than \$5 billion in 12 months for the first time. The money lost to gambling in the state last year was \$844 million higher than the amount lost six years ago. *The Age* newspaper reported that losses at Crown Casino increased to \$1.2 billion last financial year - up by \$117 million. Poker machine losses in hotels and clubs was \$2.7 billion. The information is contained in a report by Victoria's gambling watchdog on the social and economic impact of the State Government's plans to grant Crown Casino its biggest gambling capacity increase in a decade. Under the casino deal announced on Federal Budget day, Crown would be allowed to increase by more than 40% its number of table games such as blackjack and will be

allowed for the first time to use "fully automated table games" - defined as poker machines in Victoria's clubs and hotels. The Victorian Parliament first must approve the new deal. The Victorian Commission for Gambling Regulation's report concluded the new deal with Crown would not have a "significant impact on problem gambling" because "opportunities for problem gamblers to gamble at Crown already exist". But the report did contradict Premier John Brumby's claim that there was "very little evidence at all" linking problem gambling to table games, confirming that research linking problem gambling and table games existed. Victoria's Opposition Gaming Spokesman Michael O'Brien said much more

research had to be done before the Opposition would be prepared to vote on the new Crown deal. "We think there is a lot more work that needs to be done ... we want to consult with the community on this." Gaming Minister Tony Robinson said he did not believe the new deal with Crown "will increase problem gambling in a way that we are not able to respond adequately to". "The way we are responding is far better than it was a decade ago." The Commission's report noted that one-in-four people who develop a gambling problem will use table games. On the money side, the report found that Crown and the Government would be big winners from the deal. The Government is poised to reap up to \$639 million in additional tax over the next 24 years and Crown is looking at revenue gains of up to \$335 million.

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Govt launches national online gambling counselling service

The Federal Government has launched an online gambling counselling service to provide support and advice to gamblers and their families across Australia.

Federal Community Services Minister Jenny Macklin said Gambling Help Online was an initiative of the Ministerial Council on Gambling (MCG), funded through an agreement between federal, state and territory governments.

“Gambling Help Online will provide a cooperative national approach to help people take control of their gambling, wherever they are in Australia,” Ms Macklin said. “For the first time, Australians have online access to qualified gambling counsellors who can provide assistance through either live online counselling or email.”

The free service would operate 24 hours a day, seven days a week. Users have the option to seek assistance anonymously or to register so they can keep a record of their discussions.

Ms Macklin said making the decision to seek help about problem gambling could be difficult. “Providing 24-hour anonymous assistance will encourage those concerned about their gambling to seek the help and support they need,” she added.

The new initiative will help gambling support services keep pace with new technologies, such as online betting.

Victoria’s Gaming Minister Tony Robinson said Victoria had taken the lead in developing Gambling Help Online and was responsible for its ongoing management. “The Brumby

Government is taking action to tackle the personal and social cost of gambling by ensuring problem gamblers and their families have access to a comprehensive range of support services,” Mr Robinson said. “Gambling Help Online provides a safe, confidential and non-threatening environment for problem gamblers and those affected by gambling to get the support they need to take control.”

Mr Robinson said that with the Brumby Labor Government’s \$132 million Taking Action On Problem Gambling strategy, Victoria continues to lead the way nationally on tackling problem gambling, introducing measures including ...

- Reduced maximum bet limits and spin rates
- A ban on gaming machine advertising
- Restricted gaming machine signage
- Banning ATMs from gaming venues by 2012
- Capped gaming machine density in at-risk communities in 19 regions across Victoria
- A commitment to introduce a pre-commitment mechanism for gaming machines to enable a person to pre-set time or loss limits
- Increased penalties for allowing minors to gamble
- Mandated responsible gambling Codes of Conduct for venues

For more information, visit www.gamblinghelponline.org.au for free gambling counselling and support.

Internet gambling 10 times more addictive

Internet gambling can be 10 times more addictive than other types of betting, a new study has found. London’s *Telegraph* newspaper reported researchers discovered that while only 0.5% of people who gambled offline could be considered to have a problem, 5% of those who used the internet were addicted. It also found that internet gamblers were more likely to be single, male, young and to drink and smoke more than they should. However, they were also more likely to be in professional or managerial jobs than other types of gamblers. Earlier this year, the Conservative Party claimed that the number of people addicted to gambling had increased dramatically since the Government relaxed the rules on advertising for web gaming sites. Almost 250,000 more people gambled online last year compared to 2007, when the rules changed to allow advertising for the first time. England’s Gambling Commission estimates that 7.4% of online gamers go on to develop an addiction. In 2008, 3.36 million adults - 5.6% of the population - played a gambling game online. The latest findings, by researchers at Nottingham Trent University, were presented at the British Psychological Society’s Social Psychology Conference in Sheffield. The study looked at more than 9,000 gamblers and assessed their lifestyles as well as methods of gambling.

Gambling will break big-time sport - Expert

A major match-fixing scandal will rock Australian sport within five years, an author probing organised crime in sport says. Australia is ripe for exploitation by an Asian crime syndicate with established reach into Europe and an eye to expand, Canadian writer and investigative journalist Declan Hill said. *The Age* newspaper reported Mr Hill’s comment that the nation’s obsession

with sport, the rise in gambling, its shared time zone with Asia and numerous sporting codes made it an obvious target. “The people who are doing this have targeted your country and will be destroying your sports within three to five years,” Mr Hill said. “You have a brief window of opportunity to stop them coming in, or they will wreak havoc here.” His warning to the Australian and New

Zealand Sports Law Association annual conference in Canberra on October 8 followed Independent Senator Nick Xenophon calling for a ban on sports gambling and the Federal Government identifying it as an evolving threat. Public concern about the social impact of gambling has been heightened with online betting agencies pervading lounge rooms to allow “live” bets on games as they unfolded on television.

Steve's managing to keep things ticking along

By HENRI LACH

Good management is the key to success in any business. It's a truism that applies at Paradise Point Bowls Club on the Gold Coast's northern reaches.

For many years, this little club ambled along providing a convenient venue for nearby bowling enthusiasts and a watering hole for the increasing number of residents of this quiet sea-side suburb.

It had a lot going for it ... the club was on freehold land bequeathed in the late 1960s by a keen bowler whose wish was to see the sport prosper. With the advent of gaming machines in Queensland in the early 1990s, its income base grew substantially. For most of its life, this club's affairs were administered by a board of like-minded individuals drawn from the ranks of the local population of current and retired business people.

Then, in the new millennium, the board made two decisions that were to have a profound effect. The first was to make a \$4.5 million capital investment with the construction of three under-cover bowling greens - the only ones on the Gold Coast - to complement the existing outdoor greens. The second was to appoint a professional general manager.

Enter Steve Day, former CEO of



Brothers-St Brendan's League Club in the south-west Brisbane suburb of Rocklea - a man with the Club Industry in his veins. Steve's father, Wally Day who is now retired, is an industry legend. Wally headed the Dolphins Rugby League Club on the Redcliffe Peninsular for 14 years and represented the CMAA as State President for several terms under the Association's former structure. Steve's sister Michelle is a former club manager, accountant and now industry consultant.

Steve took on the General Manager job in May, 1907, to prepare for the opening of the indoor bowling greens

in September that year. The club has risen to new levels since then and, while he's modest about the part he's played, his influence is obvious. "They were struggling along a little bit before I got here," Steve said.

The club had about 2,000 members, all up, when Steve arrived. That figure now is more than 5,000. "Social membership grew from under 2,000 to 4,200 in just under 18 months after I took the job," he said. That's a fact - not a boast. "In the two years that I've been here, we've not had a month where the gaming turnover hasn't bettered the corresponding month the previous year. Every month, we've bettered the previous figures. It's just beginning to level out now.

"We marketed the club very strongly when I first got here. We offered cheap membership, advertised in the local paper every week, sent out flyers to get our name out there - to let people know that it was a new venue - that it had been done up a bit.

"Once we got those people in, the challenge was to keep them coming. Obviously we have. Membership is

Relationship working fine for Steve

Club boards and committees have come in for a caning in recent years. But you won't hear a derogatory word from Paradise Point Bowls Club General Manager Steve Day about his situation. "I've got a good, very

stable board," he says, "before I started we outlined their role, and the manager's role. They let me get on with the day-to-day running of the club. That's a huge part of the success of the club. They made a decision to hire a manager and they're letting me manage. They're very happy with the job I'm doing." So happy, in fact, that they've just signed him up for another three years. "There are a lot more challenges ahead [a Stage Two expansion plan is on the drawing board] and I'm looking forward to that." Steve added.

Paradise Point Bowls Club General Manager Steve Day surveys the club's major asset, its undercover greens.



in Paradise

strong - 80% are locals who come from a radius of five-to-seven kilometres - and we're retaining those members. We're doing something right."

The increase in membership has put a strain on the club's 50 gaming machines. More are needed and an application is in the pipeline for 40 more machines to meet the demand.

"We started the application before the announcement of the cap [on machine numbers in Queensland] but it was deemed that our application wasn't in and paid for before it came into force," Steve said. "We've gone ahead with it anyway, and hope to get at least some out of the pool of surrendered machines."

He concedes that gaming continues to be important to his club. "In small-to-medium clubs, gaming will always be a major source of income, not that we rely just on gaming," he added. "Our bar sales are very strong. We contract out the bistro and we're getting plenty of people through the doors. The food is good and inexpensive. The bistro does 75 or 80 lunches each day."



The original greens continue to host keen competition.

Steve explained that while figures for the financial year just ended were expected to show the strongest ever income, that would not necessarily translate into profit because of the ongoing debts relating to the upgrade and the undercover bowling greens. At the same time, those undercover bowling greens have been an "unbelievable" boon, according to Steve. Partly thanks to unseasonably wet weather during scheduled major events earlier this year.

"The State Bowls Championships were held here on the Gold Coast for the first time in a long time and they were drawn to be played at various clubs on the Gold Coast," he added. "But, it rained all week, so most of the games were transferred to here or Tweed Heads." Several days of competition at his club attracted big crowds who came to watch, with corresponding spin-off. "Because it was so cold and rainy, coffee sales went through the roof," Steve recalled with a smile.

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IGT's bluechip Neo games top performance charts

Club Data Online's latest report on the performance of new games in the NSW gaming machine market - for August 2009 - ranks four of the new IGT bluechip Neo machine games in the top five.

IGT's "Cooee Country" (as a 2 cent machine) tops the chart, with "100 Pandas" (1 cent) second, "Genie of the Lamp" (1 cent) fourth and "Cooee Country" (as a 1 cent) fifth. The IGT bluechip Neo machine has been available in the NSW market since early August '09.



IGT Board Chairman T.J. MATTHEWS is stepping down from the role but remains on the Board.

John Duffy, IGT's (Australia) General Manager of Product Development and Compliance said this was a terrific start for IGT's bluechip Neo. "Its nine new games are just starting to roll out in clubs, hotels and casinos across NSW and Queensland," John added. "More than any other, the machine is designed for player comfort and a superior gaming experience and we're already starting to see this in our low denomination games. We are confident that this will bring greater rewards for our customers who invest in the new machine."



Meantime, former IGT CEO T.J. Matthews is stepping down as Chairman of IGT's Board of Directors but will remain on the board. Board member Phil Satre, the former Chairman and CEO of Harrah's Entertainment Inc, will succeed Mr Matthews as Chairman on December 1.

IGT didn't explain the change but suggested it's part of the management transition initiated when it was announced March 24 that Patti Hart would succeed Matthews as CEO.

Mr Satre joined the IGT Board in January. He's also Chairman of NV Energy and a Board member of Nordstrom Inc, Rite Aid Corp, Stanford University and the National World War II Museum.

"Phil Satre brings a tremendous wealth of gaming industry experience and, most importantly, a customer's perspective to his new position which will benefit IGT now and for many years to come," Patti Hart said.

Mr Matthews congratulated Mr Satre for accepting the Board leadership role. "I appreciate his contribution to our management succession efforts and am looking forward to assisting Phil and Patti as our industry recovers and IGT continues its advancements in both games and technology," Mr Matthews added.

Mr Satre, who retired from Harrah's in 2005, said: "I'm very excited about the opportunity to help lead a great company into the future. Despite the challenges facing our industry today, I am very optimistic about the future of gaming and the company's future."

Rosehill Gardens - much more than the races

Sydney Turf Club and Rosehill Gardens have a long-running affiliation with the best of Sydney thoroughbred racing. However, recent economic trends have created the need to expand the club's business. The two most successful areas of growth are the club's non-racing events business, *Rosehill Gardens Events Centre* and its casual employment outsource program, *Staffing Solutions*. Buoyed by the addition of the Grand Pavilion to its stable of function spaces last year, Rosehill Gardens is home to some of Sydney's most-recognised events, including the annual Teddy Bear's Picnic and the NSW Caravan, Camping, 4WD and Holiday Supershow. To top-off an encouraging first 18 months of business in the Grand Pavilion, the Events Centre was recognised recently with two major industry awards. The staff at Rosehill Gardens won the "Best Venue Team" at the 2008 EEAA Awards for Excellence in December. This was followed by "Caterer at a Major Event" at the Restaurant & Catering NSW/ACT Awards for Excellence. Building the non-racing events business has led to a gradual increase in the number of casual staff the club requires. When equine influenza bought the racing industry to a standstill two years ago, the club's Employee Relations & Culture Department knew it had to do something to retain its valuable workforce of 1,000 casuals. *Staffing Solutions* was the Club's ultimate retention strategy. By offering work outside racing and at other venues, employees had the opportunity to earn greater income and, with their satisfaction, came a low turnover rate. *Staffing Solutions* Manager Ben Hussary said the difference is that *Staffing Solutions* is a supplier of quality staff to other organisations rather than an agency that hires people and sends them out with little guarantee. "We thoroughly train our staff and then employ them to work on our events and race days before they are offered work externally," he said. *Staffing Solutions* offers qualified customer service, F&B staff, chefs and promotional staff. Since the program started, more than 2,000 shifts have been filled including key sporting events at ANZ Stadium, Sydney Football Stadium, Sydney Cricket Ground and Royal Sydney Golf Club and concerts at Acer Arena. For more information, visit www.stc.com.au or contact Ben Hussary on 02 - 9930 4061. For information about hosting an event at Rosehill Gardens Events Centre, visit www.rosehillgardens.com.au



Two key appointments at Aristocrat

Aristocrat has announced two key appointments in its Australian and New Zealand business.

Trevor Croker joined Aristocrat on October 12 as Managing Director, Australia and New Zealand. Formerly at Foster's, Mr Croker brings extensive experience building high-performance sales organisations, familiarity with Aristocrat's customer base and marketing and general management skills to the role. Mr Croker will focus on driving performance in Australia and New Zealand, in particular executing an effective turnaround strategy in key Australian jurisdictions.

David Scribner has joined Aristocrat as Marketing Director Australia/New Zealand. Mr Scribner has an extensive background in business-to-business and business-to-consumer marketing from a range of technology, brand and service businesses, with his most recent role at Dell Computers.

Aristocrat CEO Jamie Odell said he was delighted to have Trevor and David join the company. "I'm confident that we now have the optimum blend of skills, industry experience and external perspectives to drive the performance of the Australian and New Zealand business," Mr Odell said. "Trevor and David have extensive experience in strategic project management and marketing. This will underpin our work to become a truly player-led, technology-driven business, with a much



TREVOR CROKER



JAMIE ODELL

sharper focus on key markets and value drivers."

Meantime, Aristocrat, the world's second-largest maker of poker machines, rose to its highest level in almost a year in Sydney share trading after analysts at JPMorgan Chase & Co upgraded their recommendation and price target. On October 2, Aristocrat shares rose 7.4% to \$A5.55, the highest level since October 23, 2008. Orders for replacement

gaming machines from North American casinos and Australian hotels are expected to revive sales volumes in 2010, analysts led by Stuart Jackson said in a report.

JPMorgan lifted the rating to "overweight" from "neutral", and increased its 12-month price target to \$A6.40 from \$A4. "A turn in the replacement cycle in North American and Australian markets, even to modest levels by historical standards, will deliver significant earnings growth upside over the next three to five years," JPMorgan said. "Longer term, as the cycle builds momentum, we expect the share price to continue to rise, as the market moves from factoring in the base-case scenario to focusing on our best-case outcome."

Sydney-based Aristocrat - a CMAA Career Development Sponsor and Conference Sponsor of the CMAA's Darling Harbour and Gold Coast Mid Year conferences - reported a first-half loss of \$A33.4 million (\$US29 million) in August amid stalling demand from casinos and write-downs to stakes in other gambling companies.

Foster's sells vineyards back to original owner

Foster's has made the first major sale in its winery asset disposal program, selling an 862-hectare vineyard back to wine industry veteran Bob Oatley, four years after he effectively triggered its purchase. Oatley Wines will buy the Cumbandry vineyard, near Moree in central NSW - an asset that was originally part of the Rosemount wine group founded by Mr Oatley in 1969 - for an undisclosed sum. Foster's said it was not material to its business. Mr Oatley sold Rosemount to Southcorp in 2002 in a \$1.5 billion deal that cost the purchasing company a further \$900 million in asset write-downs over the following two years. In 2005, he approached Foster's with an offer to sell his family's 18.8% stake in Southcorp, owner of the top-shelf Penfold's brand as well as the

Rosemount business. Foster's already had its own plans to pursue organic growth opportunities with its Beringer Blass wine division, but fearing that Southcorp would be snatched up by a foreign competitor, it laid out \$584 million for Mr Oatley's shares, kicking off a \$3.2 billion takeover of the business. While Mr Oatley poured millions made on the deal into his Hamilton Island resort, Foster's struggled to integrate its new wine assets with its existing beer portfolio, attempting to combine the two in a disastrous "multi-beverage" model that served neither business well and ultimately led to last year's decision to slash the book value of the wine division by \$730 million. Following an eight-month review, Foster's announced plans in February to shed 33 wine

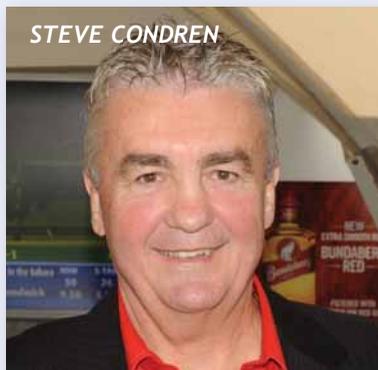
properties, putting some 7,200 hectares of vineyards up for sale. Potential buyers were found for all assets marked for disposal in a tender process completed last month. But Cumbandry and the 32 hectares Beavis vineyard in Victoria's Yarra Valley are the only sales where a final agreement has been reached. Cumbandry includes 500 hectares of shiraz, chardonnay, merlot and traminer grapevines and will more than double Oatley Wines' vineyard holdings, which previously comprised 468 hectares across seven properties. Fruit grown at Cumbandry is currently processed at Foster's Denman winery in the upper Hunter Valley, which is also up for sale and expected to be closed after the 2010 vintage is complete - unless a buyer is found.

Southport Workers in uproar over members revolt

Southport Workers Club is in crisis with several members barred and two directors resigning in disgust as the fallout from the reappointment of its controversial board continues. The *Gold Coast Bulletin* reported that infighting now appears headed for full-scale war and possibly further court action. Outspoken members Sharyn Condren - the wife of sacked General Manager Steve Condren - Ron Ryan, Kerrie and Don Eadie and Derek Rosborough, who all ran for board positions at the September AGM, have been issued "please explain" letters.

The five members have been ordered to front the board and "show cause as to why your club membership should not be terminated". They say they have no doubts they will be ousted by a "kangaroo court" held by people running a dictatorship.

Two club Directors - John Cameron and Rae Bocher - also resigned in early October in disgust at the antics of the club's so-called "big four" directors - President Jim Higgs, Treasurer Rod Wilson, Senior Vice President Guy Buttigeig and Junior Vice President Lenny Hackney.



The "big four" are blamed for returning the worst financial return into the club's history and waging a costly legal battle with Mr Condren after his controversial sacking in 2007.

Ron Ryan fronted the Board on October 4 and told that he had breached club rules by his bad behaviour at the AGM and for talking to the media without authorisation. He plans to complain to the Ombudsman to have the AGM declared an illegal meeting, saying it was not run properly and the voting was compromised. According to the club constitution, the Board can terminate membership for misbehaviour.

Mr Higgs did not dispute it was coincidence the same people who ran against him were being threatened to be thrown out of the club. "The reason is their misbehaviour at the AGM ... they were yelling, screaming and carrying on, trying to disrupt the meeting," Mr Higgs said. "And they certainly ran a dirty campaign, spreading all lies."

He said the club was in a healthy position despite losing \$600,000 in the 2008-09 financial year. The club's financial report reveals a \$619,000 trading loss in 2008-09. The club's liabilities increased from \$1.57 million to \$4.2 million. The club, voted the best on the Gold Coast in 2006 and 2007, also breached a loan covenant set by their banker Suncorp-Metway.

A large bulk of the financial loss was linked to defamation action launched by former General Manager Steve Condren. The club spent \$340,000 on forensic accountants and lawyers. A further \$450,000 has been reserved to cover Mr Condren's out-of-court settlement. Further action for unfair dismissal was heard in the Supreme Court last month.

Clubs reject NSW Govt claims staff short-changed

ClubsNSW has contacted the NSW Attorney General's office requesting evidence to support the Minister's claims that clubs have underpaid staff by \$5.24 million during the past four years.

ClubsNSW said despite claims by the NSW Industrial Relations Minister John Hatzistergos of Government concern about some club staff being allegedly underpaid, it has had no contact from the NSW Office of Industrial Relations regarding this issue since March 2006.

ClubsNSW said that clubs are constitutional corporations, which means that since March 26, 2006, the Federal Government has had responsibility for auditing clubs.

Given this fact, ClubsNSW believes that underpayments claimed by Minister Hatzistergos have been committed by contract catering, cleaning, green keeping and security companies who are typically not constitutional corporations and therefore still fall within the scope of

the NSW Office of Industrial Relations powers. These businesses operate independently of the club, have no association with ClubsNSW and engage their own employees.

Mr Hatzistergos said inspections conducted as part of the Registered Clubs Project had detected staff underpayments in award wages at more than 1,000 registered clubs or club contractors. "Before the inspections commenced, the industry association was confident that their members were compliant with industrial relations laws, including correct award payments," Mr Hatzistergos said. "However, as individual clubs came under scrutiny, it became clear that many clubs and club contractors had a lack of understanding of their own awards. This has resulted in the return of more than \$5 million to club staff."

ClubsNSW CEO David Costello said the Minister's office could not clarify who the Minister was referring to when he

used the term "club workers".

"I expect that the Minister is referring to those people who are employed by a private business to undertake some work inside the club," Mr Costello said. "It is highly misleading to label these contracted employees as 'club workers' and possibly explains why the Minister over-estimated the workforce of the club industry by more than 16%. If an electrician repaired a light in the Minister's office and that electrician subsequently underpaid his apprentice, I doubt the Minister would hold himself liable for the electrician's error."

Since the Registered Clubs Project began in January 2005, inspectors have visited 1,055 of the state's 1,400 registered clubs and club contractors, which employ 30,525 part-time or casual staff. More than half of those workers were female. ClubsNSW has not been required to defend any prosecution of a registered club for underpaying staff entitlements.



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