

Club Management

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IN AUSTRALIA

November 2010
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NSW Gaming & Racing Minister
KEVIN GREENE



A Better Understanding

Coalition's Clubs Memorandum Changes
NSW Political Landscape: P10-15

NSW Coalition Leader
BARRY O'FARRELL

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throw lifeline to
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Wages don't match cost of living - ACTU

The ACTU claims workers' wages are not reflecting the rising cost of living, despite a strong rebound in company profits after the global financial crisis.

Australian Council of Trade Unions says an analysis of economic data, released on October 19, shows company profits have risen by 27.5% in the past year.

That figure is more than 10 times the rate of wage rises for private sector employees, justifying a union push for significant pay increases in companies that can afford it, the ACTU's secretary Jeff Lawrence said.

Mr Lawrence, in an address to the Australian Industry Group's (AIG) Workplace Relations Conference in Canberra, highlighted the struggle for ordinary working families.

He said the ABS data shows that half of the Australian workforce, or more than four million people, earned just \$850 a week or less.

Yet living costs for households have risen by 4.5%, well above the overall Consumer Price Index (CPI) and the rate of pay rises of most Australian workers in the past year - about 2.7%.

"Workers in the sectors that are growing strongly should be seeing more of the benefits," he said.

"It's clear that the Australian economy has emerged from the global recession in a better position than almost any other developed nation.

"Our unemployment rate is at 5.1%, almost half the rate in the US (9.6%), and substantially lower than the UK (7.8%) and the OECD average (8.5%)."

Mr Lawrence said the wholesale trade, accommodation and food services, and the information, media and telecommunications industries were the main offenders of all sectors in holding down workers' wages in the past year.



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GAMES THAT WORK



➤ Pages 10-15

NSW Opposition Leader Barry O'Farrell's announcement that a future Coalition Government would offer clubs a fair rate of gaming tax is recognition of clubs' vital social and economic role in the community. Under a Coalition Government, clubs would pay an estimated \$2.5 billion in tax over the first four years of the next government. This is a reduction of \$299 million on what clubs would pay under the existing rates. Analysis of the Coalition's gaming tax rates has calculated huge benefits for NSW over the next four years ...



➤ Pages 16 & 17

Footscray is a long way from the Mornington Peninsula, but that didn't stop **Prime Minister Julia Gillard's** beloved **Western Bulldogs** from setting up shop in Dromana. The No.4-ranked AFL club had pledged \$1 million to re-open the long-standing **Dromana Red Hill RSL Club**, just three months after it shut its doors on Noel Street. Plagued by financial strife, Anzac House decreed the 91-year-old RSL club unviable and forced the sub-branch to close in July, stranding more than 800 local members ...



➤ Pages 18 & 19

Australia Day, 2010. January 26 was coming to a close. It seemed like just another day at the **Palm Beach Surf Club**. **General Manager-designate Sheldon Steeles** left the club shortly before 8pm, leaving a duty manager and two other staffers in charge. The last of the patrons ambled out a few minutes after 9. As the rest of the staff prepared to lock up for the night, three balaclava-clad men burst through the downstairs front door, brandishing knives and baseball bats...



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Club Industry will outlive this disgraceful betrayal at the highest level

How often does it happen?
Your horse is in front.
You're riding with the skill of the great

George Moore.

Then, someone goes up and says: "You're home!"

Of course, the inevitable happens ... something down the outside - generally a bolter that shouldn't be in the race at 50/1 - gets up and beats you on the line.

That's how I feel, again.

My last comments in this space were immediately after the Federal Election and some 16 days before we knew which party would govern our nation for the next three years.

But there was still extreme optimism for our clubs - regardless of who would eventually form government.

The winner I thought I was on was the pre-election commitments to the Club Industry from both sides of politics - Federal Labor and the Coalition.

The Ministers who might control and direct the future in a Labor Government had measured views of the issues before them.

And a campaign that carried no mention of gambling, apart from the hubbub of the Productivity Commission's lop-sided Inquiry Into Gambling In Australia that turned into a poker machine persecution campaign.

The bolter, in this episode, came in the form of Tasmanian independent MP Andrew Wilkie, now the Member for Denison.

Should anybody be surprised that the same political expediencies shown before and during the election campaign by the Government would not be used against the Club Industry in a deal to form government?

This episode was made all the more disturbing for those people who actually have faith in our electoral processes.

The industry had requested - and received - answers and an agreement signed by Australia's Prime Minister Julia Gillard, who turned out to be a desperate leader prepared to sideline the Ministers who would be responsible for examining and implementing the Productivity Commission's

recommendations - along with various state governments.

The response from the Club Industry and the wider community, rightly, was predictable.

Clearly, the Club Industry's future depends on what the "full" pre-commitment scheme will look like.

The clear reason why a pre-commitment system will fail is that the industry knows and understands the simple fact that there is no safe level for any addition.

But problem gambling is not the real issue for those that are driving this dangerous agenda.

Such is the hypocrisy of this agreement that in acknowledging that "any approach taken to address problem gambling must be evidence based", it then ignores the states when it suits the needs of a Prime Minister and Government so desperate for power that they will dispose of logic, facts - and its word - to form alliances with independent MPs - elected on a almost-unbelievably small electoral constituency - to retain power to run this country.

The reaction from the general community to the use of any biometric-reliant device to monitor social activity was overwhelming - even from unexpected sectors - **Page 14**.

Politicians won't ignore such a response.

To win this debate, the Club Industry again must be united in conveying the message clearly to all members of the Federal Parliament and state governments.

Your Association has been - and will continue to be - supportive of the various representative bodies and the united campaign under the Clubs Australia banner.

The Club Industry already has achieved much by relying on strong argument and presentation of facts.

I am confident that in the future this will again be the case.

The tragedy is that we have to continue to put our case.

The Club Industry will outlive this and other governments that would attack and undermine it.

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

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10/10/10 - A watershed day for NSW clubs

The 10th of the 10th, 2010 was a watershed day for the NSW Club Industry when - in front of a packed auditorium at the ClubsNSW Annual Conference on the Gold Coast - the NSW Coalition signed a Memorandum of Understanding

that will give certainty to the NSW Club Industry should it be elected at the March 26 election in NSW. Opposition Leader Barry O'Farrell addressed the delegates and spoke about how he and his Coalition partners recognised the substantial and unique economic and social contribution that clubs make to NSW - **Page 12**.

ClubsNSW Chairman Peter Newell advised the delegates of the negotiations that had taken place between the industry Associations who were represented on stage. Bill Clegg represented the CMAA, with Peter Hardgrove from the Leagues Clubs Association, Bryn Miller from the RSL and Services Association and Ian McKnight from the NSW Bowls Association. Peter Newell advised the delegates that the NSW Labor Government had been offered the opportunity to enter into discussions with the industry, but had decided to stand on its record with the Club Industry - **Page 15**.

The Memorandum of Understanding has addressed taxation rates and will rescind the draconian Section 41x of the Registered Clubs Act that was introduced by a vindictive Labor Government. The Memorandum also will introduce a defence against prosecution for club managers where reasonable steps have been taken to comply with the Liquor Act and special conditions. I urge all members to read the Memorandum of Understanding - **Page 11** - and ascertain how these measures will assist your club beyond the March 2011 election.

One decision that sparked heated debate on the floor of the NSW Parliament on October 18 was the agreement in the Memorandum that the 15% limit of multi-terminal gaming machines (MTGMs) of a club's total gaming floor be removed. NSW Premier Kristina Keneally waded into the debate, claiming that this measure would turn clubs into mini-casinos. NSW Labor's position, headlined by the Premier, shows how little the Government knows about the Club Industry - as this legislation has not yet been enacted. The 15% cap is due to commence in 2013 - courtesy of a "behind-the-scenes deal" the Government has done with Star City Casino - **Page 20**.

Again - as the Club Industry has found out the hard way for far too long now - Labor Governments at federal and state level are prepared to deal in special negotiations and special concessions with casino operators.

Other lessons the Club Industry has obviously taken far too long to understand are that, as we all know now, there are no problem gamblers and no irresponsible alcohol usage issues at our casinos. Then there's always the significant contribution that casinos make to communities in NSW and around Australia.

Someone really does have this problem gambling argument the wrong way around ...

In Canberra, Jenny Macklin, the Minister for Families, Housing, Community Services and Indigenous Affairs, and Bill Shorten, the Assistant Treasurer, have announced the 22 members of the Ministerial Expert Advisory Group on Gambling. The panel has been selected to advise the Australian Government on its gambling reforms.

The Ministerial Expert Advisory Group on Gambling, chaired by Professor Peter Shergold AC, will provide specialist and technical implementation advice and play an important role in assisting the Government to deliver its gambling reforms.

The 22 representatives join the Ministerial Expert Advisory Group from ...

- problem gambling counselling and support services
- clubs, hotels, casinos and gaming machine manufacturers
- the Liquor Hospitality and Miscellaneous Union
- research and academic institutions that specialise in understanding problem gambling behaviour and harm minimisation measures

Ministers Macklin and Shorten say the group will be guided by the latest evidence on gambling and seek advice from other stakeholders where necessary. The group will meet for the first time in early November and advise the Ministers Macklin and Shorten regularly, through the Secretariat and the Chairman.

The Council of Australian Government's (COAG) Select Council on Gambling Reform, which includes state Treasurers, Ministers responsible for gambling regulation, and Ministers responsible for community services, met for the first time on October 22 to develop national solutions to minimise harm from problem gambling.

The Government has invited the following people to join the Ministerial Advisory Group on Gambling under Chairman Professor Peter Shergold AC, Macquarie Group Foundation Professor, Centre for Social Impact, University of NSW.

- Cheryl Vardon - Australasian Gaming Council
- Anthony Ball - Clubs Australia
- John Whelan - Australian Hotels Association
- Chris Downy - Australasian Casino Association
- Ross Ferrar - Gaming Technologies Association
- Rohan Martin - ATM Industry Reference Group
- John Duffy - International Gaming Technology
- John Bresnan - Crown Limited
- David Curry - Australian Leisure and Hospitality Group
- Simon Schrapel - ACOS and UnitingCare Wesley, Adelaide
- Dr Mark Zirnask - Victorian InterChurch Gambling Taskforce
- Major Brad Halse - Salvation Army, Southern Territory
- Rosemary Hambleton - Relationships Australia, South Australia
- Barry Sheehan - CentaCare, Toowoomba
- Kate Roberts - Gambling Impact Society
- Louise Tarrant - Liquor Hospitality and Miscellaneous Union
- Dr Paul Delfabbro - Associate Professor in Psychology, University of Adelaide
- Professor Nerilee Hing - Director, Centre for Gambling Education and Research, Southern Cross University
- Professor Alex Blaszczyński - Chair in Psychology, University of Sydney
- Ashley Gordon - Centre for Gambling Education and Research, Southern Cross University
- Dr Charles Livingstone - Deputy Head, Department of Health Social Science, Monash University

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

STRONG CLUBS, STRONGER COMMUNITIES

MEMORANDUM OF UNDERSTANDING



10 October 2010

1. PURPOSE

This Memorandum of Understanding (MoU) is between the NSW Liberals and Nationals and ClubsNSW.

The MoU establishes the club policy agenda for the NSW Liberals and Nationals in government and provides details of key measures that will be introduced. The policies in the MoU are designed to help secure the long-term financial viability of NSW clubs and allow them to strengthen their economic and social contribution to the State. They will create an environment that allows clubs to grow and communities to reap the benefits.

The NSW Liberals and Nationals and ClubsNSW recognise the substantial and unique economic and social contribution that clubs make to the State. According to The Allen Consulting Group (2008), and IPART (2009), clubs:

- generate revenues of \$5.4 billion per annum;
- make an additional social contribution of \$811 million per annum;
- pay \$1.26 billion in taxes;
- employ 44,000 people and spend over \$1.2 billion on wages;
- mobilise 44,000 volunteers in support of their core purposes; and
- provide 1550 bowling greens, 366 golf courses, 163 playing fields, 80 gyms and 66 swimming pools.

It is recognised that delivering long-term prosperity for NSW clubs is essential to sustaining this contribution and allowing clubs to meet the needs and expectations of the people of NSW. Further, it is recognised that clubs are generally good corporate citizens and are committed to:

- acting in the best interests of their members;
- complying with their legal obligations;
- managing their affairs in a transparent and accountable manner;
- being responsible employers;
- providing gaming and alcohol safely; and
- increasing their community contribution.

2. COMMITMENTS

A NSW Liberals and Nationals Government will take the following action.

Club Tax

A NSW Liberals and Nationals Government will introduce in its first Budget the following tax regime:

Club Gaming Machine Tax Rates

Revenue Band	Existing	From 1 September 2011
0 - \$200k*	0%	0%
\$200k - \$1m (for clubs with revenue < \$1m)	9.09%	9.09%
\$200k - \$1m (for clubs with revenue > \$1m)	19.09%	19.09%
\$1m - \$5m*	30.09%	28.99%
\$5m - \$10m	35.09%	33.49%
\$10m - \$20m	38.09%	35.49%
\$20m plus	39.99%	37.49%

- Including ClubGRANTS (formerly CDSE) of 2.25% and GST of 9.09%
- * Assumes continuation of GST rebate on first \$200,000 of revenue
- Smoothing mechanism applies to revenue in the \$1m to \$1.8m band

ClubGRANTS

A NSW Liberals and Nationals Government will rename CDSE as ClubGRANTS and increase the claimable rate from 1.5% to 2.25% of gaming machine (taxable) revenue:

- leaving Category 1 (local community priorities) unchanged with a minimum contribution of 0.75%;
- increasing Category 2 (club core activities e.g. sport, RSL/veteran welfare, golf course and bowling green maintenance) to a maximum of 1.1% and allow clubs to claim contributions to professional sport (including NRL) that are not player payments; and
- introducing Category 3 being a minimum contribution of 0.4% to a state-wide funding pool for large scale projects associated with sport, health and community infrastructure.

Club Establishment and Amalgamated Clubs

A NSW Liberals and Nationals Government will:

- change the planning system to encourage the establishment of clubs on greenfield sites reserving central locations for club purposes;
- take action to facilitate club amalgamations (and de-amalgamations), streamline processes and encourage proactive club mergers; and
- remove the requirement to forfeit gaming machine entitlements on transfer between premises of amalgamated clubs regardless of location.

Gambling Policy

A NSW Liberals and Nationals Government will commit to further reducing the prevalence of problem gambling by developing in consultation with clubs targeted, effective and evidence-based measures.

A NSW Liberals and Nationals Government will:

- seek to properly regulate online gambling;
- maintain existing statewide and venue caps;
- not allow additional casinos;
- support a system of pre-commitment that is voluntary for the player, venue based and cost-effective;
- maintain existing conditions for maximum bets, reel spin speeds, cash insertion, ATM placement and withdrawal limits, and payment of prizes by cheque;
- remove limitations on installing MTGMs in clubs;
- facilitate the introduction of new technology and games, while upholding strict harm minimisation controls; and
- commit to reviewing and further extending the existing license arrangement for KENO, providing certainty in relation to regulatory and approval processes and facilitating the introduction of new technology and games.

Restrictions on Smoking in Clubs

A NSW Liberals and Nationals Government will uphold existing smoking restrictions including those relating to the service and consumption of food, beverage and gaming in outdoor areas.

Sale and Consumption of Alcohol in Clubs

A NSW Liberals and Nationals Government will introduce a licensing and compliance regime that directs enforcement activity and applies special licence conditions to troublesome venues. This approach will include:

- greater focus on personal responsibility;
- using the extensive powers and penalties available under the *Liquor Act* against violent venues;
- severely penalising venues that are persistently violent (including possible loss of licence); and
- introducing a defence against prosecution for club managers where reasonable steps have been taken to comply with the *Liquor Act* and special conditions.

Industry Sustainability

A NSW Liberals and Nationals Government will implement key recommendations of the IPART Report on NSW Registered Clubs including the establishment of a Club Viability Panel (CVP), introducing appropriate training for club directors and managers, and improvements to club corporate governance structures.

Registered Clubs Act 'Accountability' Provisions

A NSW Liberals and Nationals Government will remove the ability of government to hold royal commission style investigations into clubs and immediately rescind section 41X of the *Registered Clubs Act*, conduct a review of the 'accountability' provisions of the *Registered Clubs Act* and take action to prevent clubs and community assets falling into the hands of private interests and entrepreneurs.

Clubs on Crown Land

A NSW Liberals and Nationals Government will commit to limiting increases in rents for clubs on Crown Land to CPI only and reviewing the circumstances of clubs that have recently received significant rent increases.

Workers Compensation Insurance

A NSW Liberals and Nationals Government will increase competition in the provision of worker's compensation insurance by allowing the club industry to establish its own specialised workers compensation insurance scheme.

3. TERM OF AGREEMENT

The Agreement binds the parties until the end of the term of the NSW Government to be elected in 2011.

A NSW Liberals and Nationals Government and ClubsNSW will jointly undertake a full review of the terms of the Agreement before the end of that term of government, with a view to reaching further understanding in relation to matters concerning clubs which would cover the term of the then next State Government.



Barry O'Farrell MP
Leader of the NSW Liberals



Hon George Souris MP
Shadow Minister Hospitality and Tourism,
Racing and Major Events



Andrew Stoner MP
Leader of the NSW Nationals



Peter Jewell OAM
Chairman ClubsNSW

Coalition Gaming Tax rates support clubs, community, economy, sport

NSW Opposition Leader Barry O'Farrell's announcement that a future Coalition Government would offer clubs a fair rate of gaming tax is recognition of clubs' vital social and economic role in the community.

Under a Coalition Government, clubs would pay an estimated \$2.5 billion in tax over the first four years of the next government.

This is a reduction of \$299 million on what clubs would pay under the existing rates.

A KPMG analysis of the Coalition's gaming tax rates has calculated huge benefits for NSW over the next four years ...

- 1,924 new jobs annually
- a \$261 million increase in Gross State Product (GSP)
- a \$272 million increase in clubs' social contribution to the community

In return, clubs would be required by legislation to increase their support for community and sporting groups during the next four years by an extra \$89.5 million via the CDSE program (to be known as Club Grants), bringing their overall direct community support to \$264 million. ClubsNSW CEO Anthony Ball said the Coalition tax package recognised the crucial role clubs play in local economies and local communities.

"For many regions, the club is the largest employer, the largest funder for local sporting teams and the largest supporter of local schools and community groups," Mr Ball said.

"Unfortunately, clubs' ability to play this role has suffered enormously in the six years since the club tax



NSW Opposition Leader
BARRY O'FARRELL

rates were substantially increased for our medium and large clubs.

"The job losses, the club closures and amalgamations, the \$10 million in annual funding cut from NRL teams have all been well documented.

"The good news is that clubs now have hope for a better future thanks to the Coalition's alternative

tax policy."

Mr Ball said the State Coalition's announcement was the news every rugby league fan - every sporting fan - had been waiting for.

NSW is Australia's leading sporting state and much of that has come on the back of the support local clubs provide to sporting groups.

"Governments should never underestimate the value of a club paying the cost of the jerseys and boots of the junior football team or installing lights for the soccer team to train under at night," Mr Ball added.

"By offering clubs a fair rate of gaming tax, RSL clubs will be able to better support veterans' welfare.

"It's also a boost for the live entertainment industry, local schools, charities and the aged care sector.

"In fact I can't think of a single sector of the community and

economy that doesn't in some way benefit directly or indirectly from clubs' generosity and investment in local communities."

Mr Ball said the Coalition had put together a package that allowed clubs to become even stronger supporters of their local communities.

"And that's a great thing for NSW," he concluded.



ClubsNSW CEO
ANTHONY BALL

New gaming technology for NSW clubs

NSW Coalition Leader Barry O'Farrell has pledged to allow new types of gambling technology and games into NSW clubs if he is elected the next NSW Premier, while ruling out proposed reforms to poker machine laws.

Mr O'Farrell also has promised to ease a cap on the number of electronic roulette and blackjack games in clubs.

The concessions are part of a Memorandum of Understanding struck between ClubsNSW and the Coalition that includes \$300 million in tax breaks on poker machine profits.

Australian Hotels Association NSW Branch CEO Sally Fielke said she would seek talks with the Coalition about its gambling policy for hotels. "Having now seen this MoU between clubs and the Opposition, what we'll now be trying to ensure is the right to compete and remain viable against all of the club concessions," Ms Fielke said.

However, Mr O'Farrell's spokesman said similar concessions would not be considered for hotels or other licensed venues.

Under a section headed "gambling policy", the MoU states that a Coalition Government would "facilitate the introduction of new technology and games, while upholding strict harm minimisation controls".

"Any new technology would be considered on a case-by-case basis, but it must uphold the strict harm-minimisation controls currently in place - and within existing gaming machine caps," the spokesman added.

He confirmed the Coalition had agreed to remove the cap on the number of electronic roulette and blackjack games - known as multi-terminal gaming machines - allowed in clubs.

Under existing legislation, they are capped at 15% of a new club's gambling machine entitlements.

Existing clubs must comply with the cap from 2013.

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Nanny state dabs all over pokie players' privacy

The Club Industry continues to be accused of over-reacting to the Andrew Wilkie-inspired raft of problem gambling measures. Sydney's *Daily Telegraph* columnist PIERS AKERMAN commented in his newspaper column on the Government's strategies to overcome problem gambling in Australia ...

Fingerprinting poker machine players is possibly the most ridiculous example of excessive social engineering ever proposed by a nanny state in the world.

Australians have rejected a universal identity card, which could be used to helpfully monitor health trends and make it easier to track medications - they have loudly said they don't want to make it easier for Big Brother to learn more about their habits and movements than is absolutely necessary.

But the social engineers from the Green Left keep pushing, except when such tracking might really be of use, say, at the State Government's legalised shooting gallery at Kings Cross.

Keeping an eye on HIV-infected addicts is apparently not a priority, keeping tabs on pokie players is.



That the Gillard Government is even contemplating making it compulsory for pokie players to register their dabs before playing gaming machines is a clear indication that Prime Minister Julia Gillard is prepared to sacrifice the will of Australians to the handful of independents who handed her power.

The proposal to make would-be pokie players pre-register is part of a plan known as "mandatory pre-commitment" and emerged as part of Gillard's deal with Tasmanian independent Andrew Wilkie.

Wilkie did not receive the majority of first preference votes in his Tasmanian seat of Denison, nor did he receive the second-highest number of first

preference votes.

According to the electoral commission, the Labor and Liberal candidates were both more popular than Wilkie but he received sufficient preferences to get elected.

He was not the first choice and his view should not be the first choice either.

Nonetheless, the big leagues clubs and other sporting and social clubs have carved a substantial role for themselves in NSW and provide many benefits to members, and members of the public, that are no longer found in pubs.

Put simply, the Labor state governments are addicted to spending and the social cost is secondary to their concern for the necessary revenue streams they must have to meet their wasteful budgets.

But making members of the public submit to fingerprint identity checks should be too big a demand and Wilkie should be reminded that he is only one MP among 150.

As Clubs Australia Executive Director Anthony Ball told *The Daily Telegraph*: "Until now, it was only criminals fingerprinted. From 2012, it will be criminals and anyone who ever plays a poker machine."

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Sherif Mouakkassa, Senior Associate &
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Minister Greene stands by NSW Labor's record

The Club Industry's decision to sign a Memorandum of Understanding with the NSW Liberal-National Coalition has grabbed headlines and sparked debate across the state and around the nation.

The Gillard Government's dealings with Tasmanian independent MP Andrew Wilkie, the Member for Denison - particularly regarding Mr Wilkie's position on problem gambling and poker machines - sparked a heated response from the Club Industry.

That response was fuelled, not just by Mr Wilkie's position on problem gambling, but by a commitment from both Federal Labor and the Liberal-National Federal Coalition on their positions regarding problem gambling in the lead-up to the August 21 Federal Election.

When the Productivity Commission's draft and final reports were published the NSW Labor Government, through Gaming and Racing Minister Kevin Greene, strongly opposed many of the "big-ticket" measures recommended by the Commission.

In Question Time recently, Mr Greene defended the Government's position in the wake of the Coalition's Memorandum of Understanding with the Club Industry. The following is an extract from Mr Greene's response to a question from the Member for Londonderry, Allan Shearan ...

"The Coalition's Memorandum of Understanding with ClubsNSW reverses a decision that it voted on only a few years ago. Blackjack and roulette-style multi-terminal gaming machines [MTGMs] allow for a \$100 maximum bet versus a \$10 maximum bet for a traditional poker machine and they have a maximum collect of \$500,000 versus \$10,000 to \$100,000 for traditional poker machines. When I introduced these restrictions, limiting MTGMs to 15% of a club's gaming floor I said: 'Given the higher bet limits and prize limits on MTGMs and that they run casino-style games, it is considered appropriate to limit their use to a certain level. It is not appropriate that club venues operate such a significant proportion of MTGMs that their gaming floors resemble mini-casinos.'

"In short, we understand that gaming revenue is an important part of sustaining a viable club industry. However, we do not believe that clubs should become mini-casinos. While most people who gamble do so in a responsible manner and enjoy gambling as entertainment, for some, it is a



NSW Gaming & Racing Minister
KEVIN GREENE

cause of problems for themselves, their families and the community. Of course, the challenge is to find a response that balances the opportunity for people to enjoy a bet if they choose, with the need to minimise the harm that can result from problem gambling. This Government has a strong track record in responsible gambling initiatives, demonstrated by the fact that NSW has one of the lowest problem gambling rates in Australia.

"The most recent NSW Population Health Survey found the problem gambling rate in NSW is 0.4% of the state's adult population - down from previous survey results of 0.8%. Those findings are very encouraging and are a great endorsement of our high-quality counselling services and strict harm-minimisation laws. This Government stands on its record in this area. It has legislation that bans 24-hour gaming in pubs and clubs, advertising of gaming machines and gaming venues offering or supplying free or discounted liquor as an inducement to gamble. People working in gaming machine areas must be trained in the responsible conduct of gambling. All clubs and hotels with gaming machines must have a self-exclusion scheme.

"One of the objectives of the NSW gaming machine laws is the ongoing reduction in the number of gaming machines in hotels and registered clubs, and we are meeting that objective. Since 2006, almost 3,000 gaming machines have been removed from venues across NSW. There are now approximately 4,000 fewer machines in hotels and clubs than required under the state-wide cap of 99,000. We are supporting people who have a real problem with gambling. This year,

almost \$11 million has been allocated through the Responsible Gambling Fund to help problem gamblers. This funding supports approximately 150,000 counselling hours, delivered by 49 counselling and support services that operate from more than 200 separate locations throughout the State. It includes the state-wide 24-hour Gambling Help Line. To complement those programs, the Government has strategies in place to educate people to identify the early signs of problem gambling and to encourage them to seek help before it becomes a serious problem.

"A successful \$2.5 million state-wide Gambling Hangover public awareness campaign was launched in 2008 to educate young men to identify the early signs of problem gambling and encourage them to seek help. Following the success of that campaign, stage two was launched in August this year and will run until mid October 2010. We have been working with the club industry for a number of years to ensure the sustainability of the industry without increasing its reliance on gaming revenue. Last year, we made a number of amendments to the Registered Clubs Act to remove unnecessary regulatory restrictions on clubs and to allow them to diversify income streams away from gaming. A pilot project to facilitate amalgamations as an option for struggling clubs and identify barriers to amalgamation is also being undertaken by ClubsNSW with support from the Government.

"In short, the Keneally Government stands by its record of strict harm-minimisation policies and support for the club industry to diversify operations away from a distinct reliance on gaming revenue. NSW will continue to work with the Commonwealth and State and Territory governments to reduce gambling harm and participate in the new Council of Australian Governments Select Council on Gambling Reform proposed by the Commonwealth. It should be noted that some of the Productivity Commission's recommendations will have significant ramifications for the industry, government and community. While NSW will continue to play a leadership role in national discussions, we will not agree to any approach that diminishes the strict responsible gambling initiatives already in place in our State."

Julia's Bulldogs rescue Dromana Red

By KATIE CINCOTTA

Footscray is a long way from the Mornington Peninsula - 90 kilometres, in fact - but that didn't stop Prime Minister Julia Gillard's beloved Western Bulldogs from setting up shop in Dromana.

The No.4-ranked AFL club had pledged \$1 million to re-open the long-standing Dromana Red Hill RSL Club, just three months after it shut its doors on Noel Street.

Plagued by financial strife, Anzac House decreed the 91-year-old RSL club unviable and forced the sub-branch to close in July, stranding more than 800 local members.

Not even prime-time media coverage and public generosity following a community campaign to help save the long-standing RSL could keep the beach-side club afloat.

"Everyone's heart was in the right place. But it was like pouring a litre of water into the ocean ... we just couldn't see our way out of it," says RSL sub-branch President Lindsay Edgerton.

But behind closed doors, it seems the Victorian RSL was looking for a solution.

They found it in the Western Bulldogs.

"We've got an ongoing relationship with the RSL and we like to work with

"You've got to look creatively at your revenue streams, and connect those revenue streams with community benefit ...



them on venues where the whole community can benefit," says Western Bulldogs CEO Campbell Rose. "In the case of Dromana-Red Hill RSL, this one worked."

He told *CMA Magazine* that the partnership was a win-win for both clubs, with the Bulldogs in desperate need of a revenue stream after losing their Williamstown club at the hands of pokies powerhouse Bruce Mathieson.

The pub baron, who heads up the ALH Group, which is owed 25% by Mathieson and 75% by Woolworths, took up its full entitlement of 4,813 machines in the state's inaugural gaming auction.

In April, Mr Mathieson advised the "Doggies" that he was signing over

the Victoria Inn, in Williamstown, to his beloved Carlton Football Club.

The move shocked and devastated the Bulldogs, who had run the venue since the mid-80s.

"It was a surprise to us," Campbell Rose says. "We were very disappointed. However, Bruce Mathieson is a died-in-the-wool Carlton supporter and he has a very good relationship with the Carlton Football Club."

After hearing of Dromana Red Hill's demise, the football club began negotiating to rescue the failed RSL club and secure the Bulldogs' financial future.

"We met the president of the RSL, we met the local member and the local councillor, and they all thought it was a good idea," Mr Rose added. "We then put forward a partnership with the RSL and it has all come together in the last couple of months."

The commercial arrangement will cost the Western Bulldogs \$1.1 million for the assets, the land and the business as it stands, with renovation plans already in motion to give the club a \$200,000 facelift.

The club currently operates 20 poker machines and dining for more than 100 patrons.

The Bulldogs are keen to enhance the food, beverage, gaming and wagering areas to cater for an expanded market across the whole of the Mornington Peninsula.

That move might include doubling the poker machines to 40.

Mr Rose insists the venture isn't simply a grab for cash, and that the Bulldogs are keen to develop their fan base on the coast and provide a credible community meeting point in Dromana.

"Surprisingly, there are a number of people who follow the Doggies down there, but it's not all about us ... it's about providing a community facility to which the community can benefit and so can we," he said.

The club will retain its RSL focus, with its memorabilia, two honour boards and the nightly 6pm stand to recite The Ode to remain.

But a name change is on the cards. Top of the list at present is the Peninsula Club, says Mr Rose.



Prime Minister Julia Gillard celebrates another Western Bulldogs win with controversial goal-kicking forward Barry Hall.

Hill RSL Club

"It will still be a home for the sub-branch of the RSL and retain its connection to the RSL," he added. "So, over the next 20 years, the RSL can continue to provide its welfare and fellowship for service men and women. In a wider long-term context, we want to create a venue that has continuity for the community as it grows."

The Bulldogs' CEO says buying the Dromana Red Hill RSL Club won't add further financial burden to the footy club, which has just embarked on a "Bulldoze the Debt" campaign to pay down its \$5 million of historical debt. "This is a stand-alone facility where the funding can be directly attached to the new club's revenue and income on the expenditure profile," he added.

He envisions the Dromana Red Hill RSL Club to be the first of several clubs operated by the Western Bulldogs, with plans to add three or four more social venues to the Bulldogs' club portfolio.

"You've got to look creatively at your revenue streams, and connect those revenue streams with community benefit," he said. "And that's what we've done here, and what we'll continue to do."

The RSL club's committee is still rejoicing over the last-minute reprieve, which was an unexpected turn of events.

"We were at the stage where we'd done a stocktake of everything we had, and we were waiting on directions from RSL House as to when



Bulldogs Club President David Smorgon (left) with Prime Minister Julia Gillard.

it would come up for sale," Mr Edgerton said. "And then we'd lock the doors and go away, never to return. To have this happen is just brilliant."

As a Geelong supporter, who also played a few games with Geelong in 1970, the President is pretty chuffed that their saviour turned out to be an AFL club.

"They've just bent over backwards, they've been so good," he added.

With renovations in full swing, he says it's uplifting to see the Bulldogs team in charge.

"You can see the difference between us running a club and experts running a club," he says. "What they're doing inside is nothing we'd ever thought of. It's just wonderful that we can now

carry on the welfare for our vets."

The club also is hoping the Prime Minister might stop by one day for a parmigiana and a pot of beer if she's looking to support her "sons of the west" as they continue their dogged climb up the AFL ladder.



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Security concerns in the past for Palm Beach

By HENRI LACH

Australia Day, 2010. January 26 was coming to a close. It seemed like just another day at the Palm Beach Surf Club.

General Manager-designate Sheldon Steeles left the club shortly before 8pm, leaving a duty manager and two other staffers in charge.

The last of the patrons ambled out a few minutes after 9.

As the rest of the staff prepared to lock up for the night, three balaclava-clad men burst through the downstairs front door, brandishing knives and baseball bats.

They herded the terrified staff into a corner, demanded cash and escaped with an undisclosed amount.

Police investigations are continuing.

"It wasn't a brutal, confronting hold-up as far as hold-ups go. No-one was hurt, but of course the staff were traumatised and they were offered counselling," Sheldon Steeles says in reviewing the incident.

What it did emphasise was gaping holes in the club's security.

At the time, Sheldon Steeles was employed in what he describes as an "ad-hoc" capacity, familiarising himself



Palm Beach Surf Club's street frontage - security a past issue.

with the Palm Beach Surf Club while working out his notice with the Kirra Surf Club, just 15 kilometres, or so, to the south.

The hold-up accelerated his appointment.

"I was supposed to take over as General Manager at Palm Beach three or four weeks after Australia Day, but we managed to make the change almost immediately," he said.

As it was, the club already had profited from Sheldon's involvement.

"I'd made changes to how cash was held soon after I became involved there," he said.

"If the hold-up had happened a couple of weeks earlier, they would have got away with many thousands of dollars more."

Sheldon realised that security was of paramount importance in an area with pockets of high unemployment.

Break-ins were a common occurrence before he came on the scene.

One burglar broke in by removing

Sheldon happy as right man in his favourite place

At 37 Sheldon Steeles is a veteran of the Club Industry, and the surfing culture.

He hails from Cronulla on Sydney's south side where the surf became his mistress from an early age.

His father Bob was a "clubby" and a volunteer lifesaver.

Competitive surfing was not Sheldon's style, however.

The board was his recreational tool and his expression of self satisfaction.

When he turned 21, he became a travelling surfer for 12 months.

His journeys took him to Indonesia, South Africa, Malibu, New Zealand, Samoa and, of course, Victoria's famous Bell's Beach.

On his return to his roots, he worked in the cellar at the Cronulla Sharks Club.

The next 15 years saw him successfully tackle jobs at a number of licensed clubs, as the call of the north drew him to Queensland.

Palm Beach Surf Club General Manager Sheldon Steeles.



The Southport Surf Club and Kirra Surf Club were assignments leading to the Palm Beach appointment.

He spent four years before that with Barringtons in the area of security risk management - experience that's proved extremely useful in his current job.

Sheldon is actively

involved with the CMAA's Gold Coast Zone, in his second year on the committee.

Despite all his commitments his love of the surf hasn't abated.

"I try to surf every day if I can," he said.

One of Sheldon's pictorial memories of his surfing travels, this one from Indonesia.



As to his new club: "We're had a positive last few months, and the future is looking bright," he said.

The Palm Beach Surf Club obviously has found the right man for the right job in Sheldon Steeles.

- HENRI LACH

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Surf Club

louvers on a Monday, came back on the Tuesday, and returned again on the Wednesday with a shopping trolley which he filled with wine, spirits and beer.

He was apprehended before he could enjoy his spoils.

So, with the help of Barringtons - highly respected industry experts and long-term CMDA Career Development sponsors - security measures were promptly put in place.

Those measures are not for publication, otherwise they would be secure no longer.

Suffice to say that some major restructuring was involved.

As well as beefing up the club's security, Sheldon's general influence on his new employer has been significant.

"As of August, profit for the past six months was 85% up on the same period last year," he said.

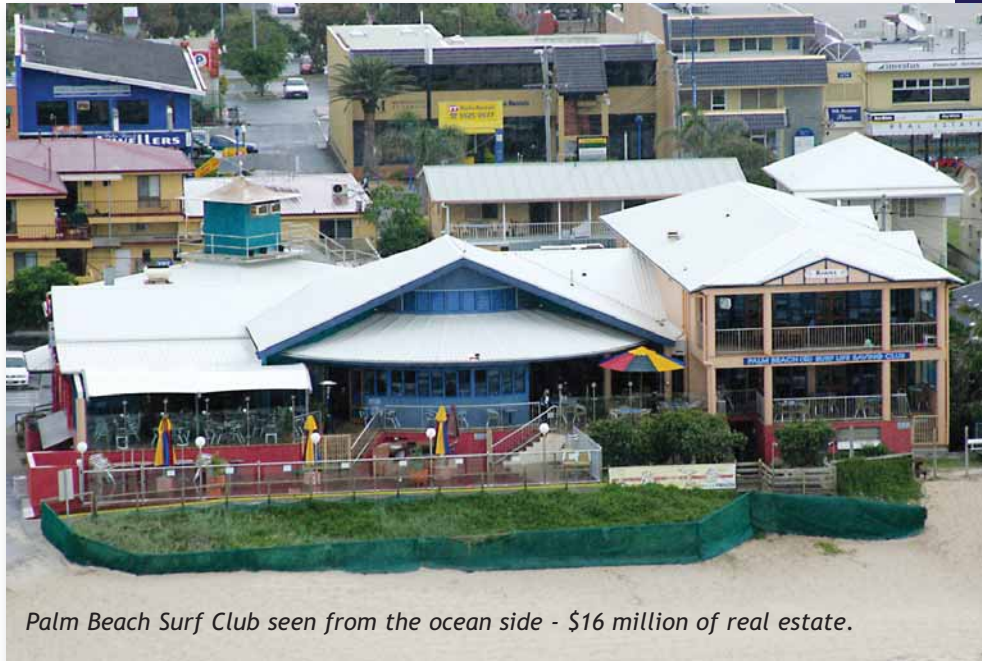
But he doesn't take all the credit.

He says it's also due to a team he's put together, which he describes as "exceptional".

"They have bonded together," he said. "It's better to have a small team that work together than a big

"What I'm trying to instill in our staff is that the better we are in our job, the more lives our lifesavers can save ...

Sheldon Steeles and some of his "exceptional" team (from left) Zelda Jennings, Administration Manager; John Wood, Duty Manager; Sheldon (centre); Paul Tait, Head Chef; Dean Perkiss, Chef. John and Zelda are both CMAA members.



Palm Beach Surf Club seen from the ocean side - \$16 million of real estate.

team going in different directions."

Sheldon does not shirk from taking a turn behind the bar or in any other service area.

"It's important to be in the trenches with the staff," he adds. "Any hour you work is an hour saved in wages."

He has also concentrated on changing the demographics of the club membership, which used to focus on young patrons.

"We are working on establishing a family atmosphere that surf clubs are renowned for," he said.

"We don't get many day trippers here ... 90% of our patronage on any given day is made up of locals.

"We want to cater to them.

"We have zero tolerance to anti-social behavior."

He's devised a new club motto: "Your beachfront oasis."

Membership is attracted by good food from the in-house bistro and a generous loyalty scheme for meal and drinks

Sheldon never loses sight of the club's charter.

"You realise what surf clubs are about when you see those red and yellow flags go up," he says.

"Without our support, those flags wouldn't go up.

"What I'm trying to instill in our staff is that the better we are in our job, the more lives our lifesavers can save."

The Palm Beach Surf Club has an enviable advantage over most other clubs up and down the east coast - it stands on freehold land with a conservative value of \$16 million, giving it great potential for expansion and improvements.

Sheldon has a conservative attitude to any extension plans, however.

"We need to get better before we get bigger," he says.

Independents push for \$1 pokies limit in Tasmania

Anti-gambling crusaders Andrew Wilkie and Nick Xenophon have called for Tasmania to take the lead in poker machine legislation.

Denison independent MHR Mr Wilkie and South Australian independent Senator Xenophon gave evidence to a parliamentary committee on \$1 bet limits on poker machines state-wide.

Mr Wilkie said the bet limit being examined by the House of Assembly Select Committee on the Gaming Control Amendment Bill would complement the national mandatory pre-commitment scheme he negotiated with Prime Minister Julia Gillard after the federal election.

The national scheme, which Ms Gillard agreed to roll out by 2014, would allow players to put limits on the amount of money they could lose at any one time.

A Productivity Commission Report recommended a \$1 bet limit on poker machines and the pre-commitment scheme as the best ways to reduce harm caused by gaming addiction, Mr Wilkie said. "I'd be so proud as a



ANDREW WILKIE

Tasmanian if it's Tasmania that is the first state to follow the advice of the Productivity Commission and implement a \$1 bet limit," he said.

Senator Xenophon said Tasmania had an opportunity to be a national leader in poker machine reform. "Scaremongering and stalling tactics from the industry should not be believed," he said. "This is a deeply cynical industry which makes so much money off the backs of problem gamblers.

"The industry had said it would be ruined by bans on smoking but clubs and hotels had adapted well to the change."

Senator Xenophon said he believed pubs and clubs could adapt to reforms that would make a big difference for problem gamblers.

Mr Wilkie said industry figures were saying they would lose up to 40% of revenue if the reforms went ahead, but this also was about the proportion of revenue from the pokies known to come from problem gamblers. "When industry figures say they are entitled to that 40%, what they're really saying is that they should have the right to continue cashing in on the misery caused by problem gambling," he said.



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Clubs want Government to reveal secret deal with casino

NSW clubs have had electronic roulette and blackjack games - known in the industry as multi-terminal gaming machines - since 1996. The machines are a type of poker machine and something NSW has had since 1956. Clubs were the first to have electronic roulette and blackjack games approved - well before they were ever introduced to the Star City Casino. The NSW Labor Government, at the time, described their introduction as a great addition to clubs. Several years later, the NSW Government allowed Star City Casino to install the same multi-terminal gaming machines. Three years ago, the Government quietly removed the limit on how many machines the casino could install. Over the past 14 years, clubs have installed 2,090 multi-terminal gaming machines - less than 3% of the total number of poker machines in NSW clubs. ClubsNSW CEO Anthony Ball said he was stunned to learn that the NSW Government's 15% cap on electronic roulette and blackjack machines, which doesn't come into effect until 2013, was the result of secret talks between Star City Casino and the Government. "The State Government previously has denied that the casino had any influence on their decision to, after 15 years, suddenly bring in a cap on electronic roulette and blackjack machines in clubs," Mr Ball added. "Now we learn that this Government even promised compensation to the casino if clubs didn't comply with the 15% cap in 2013. At the same time that the Government was introducing a 15% cap on electronic roulette and blackjack machines in clubs, it was removing the cap on how many of the exact same machines Star City Casino can operate." Mr Ball says the NSW Government needs to make public the agreement it signed with Star City Casino. "Clubs need to know what other secret promises have been made to the casino that adversely affects clubs," he said.

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President's Message



On behalf of the Federal Executive, Federal Council and the Board of Management Studies, it gives me great pleasure to welcome CMAA Members and all eligible delegates to the CMAA's Annual 2011 Conference and Hospitality Trade Expo. This event continues to be a spectacular success with more conference delegates and trade show visitors attending than ever before. Your participation at this year's conference and exposition is greatly appreciated. Thanks to our wonderful trade suppliers who again will provide an excellent array of innovative and exciting products and services for management to review.

Bill Clegg ACCM CMAA Federal President

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- Trade Exhibitors & staff
- Accredited Trade representatives

Trade representatives not exhibiting will be required to pay an entrance fee of **\$1000 plus GST**.

Non accredited trade representatives will be denied access to the Trade Expo & removed if found to be in the Trade Show.

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Conference sessions on both days will be held in Level 1, Parkside Ballroom.

ANNUAL GENERAL MEMBERS MEETING

9:00am-10:30am Monday 8 March in Level 1, Parkside Ballroom.
Includes CMAA 21 & 30 Year Member Award Presentations

ACCM ACTIVITY POINTS

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

CMAA NATIONAL BURSARY 2010 AWARD PRESENTATION

3:30pm - 4:00pm Monday 28 February in the foyer outside Level 1, Parkside Ballroom.

CMAA COCKTAIL PARTY

4:00pm - 6:00pm Monday 28 February in Level 1, Parkside Ballroom.

The Cocktail Party will feature:

- CMAA Hall of Fame Award Presentations
- Peter Cameron Award Presentation

your career.....your future.....invest with the CMAA knowledgebank

What's Happening at the CMDA.....

The CMDA continues to work hard at making sure you the member have access to professional development opportunities and activities. Here's a few items for your information....

Corporate Governance Program

The CMAA /SCU Corporate Governance Program continues to gain recognition as the industry's most impactful and relevant education course offered to clubs. To join the many clubs who have received great benefit from attending the program contact Ralph Kober at the CMDA Ralph@cmaa.asn.au

Dates for the program 2011

Session 1: 8 & 9 March

Session 2: 5 & 6 April

Register: www.cmaa.asn.au

Club Secretary Managers Course

Especially developed to address compliance, reporting, auditing, board preparation and board meetings and more this course is presented by club managers for club managers in better preparing them for the challenges of senior management. Contact the CMDA to discuss the course in detail or simply go to www.cmaa.asn.au and click on the Club Secretary Managers Course button on the Training Calendar.

ACCM Courses on line - E Learning

ACCM aspirants can now complete some of the key education units within the Active Certified Club Managers Award on line only have to attend 1 day of the course face to face in a training room. Units include: Develop Marketing Strategies, Monitor Staff Performance, and Manage Workplace Relations. Financial Fundamentals is also offered in the on line format. Contact CMDA or log on to www.cmaa.asn.au

Register: www.cmaa.asn.au

The Conference Program



Monday 28 February 2011

8 Conference Registrations ° Ground Floor Registration Desk, Ground Floor SHC Centre

8:30 Doors Open for CMAA Annual General Meeting ° Level 1, Parkside Ballroom
CMAA Members only

9 **CMAA Annual General Meeting**
ACCM, 21 & 30 yr Awards
Hon. Kevin Greene, NSW Gaming Minister Address
Conference Sponsor Aristocrat Welcome

10:30 Morning Tea Foyer
CMAA Hospitality Trade Exposition Opens, Ground Floor Hall 5 SHC Centre

10:45-11:45 **Keynote Speaker** **Morris Miselowski** Level 1, Parkside Ballroom

Futurevation: The tomorrow and beyond of business

*"We've experienced more change in the past 2 years than in the previous 20 years and in the next 10 years we'll experience the equivalent of 100 years of change!
Belt up, because we're in for quite a ride!"*

Morris Miselowski is a business man, dynamic speaker, entrepreneur, innovator, academic, author, media personality and futurist guru...

Morris takes his audiences and clients to their future, shows them around, explains what's hot and what's not, who's there and who's not, what's working and what's not, who's making money and who's not and then gives them the insiders scoop on how to make money from it - TODAY.

As the principal and founder of Your Eye On The Future since 1981 Morris has an uncanny knack of picking future trends way ahead of anyone else and profitably interpreting them for his clients.

He is a business futurist, strategist and innovator to business, governments, CEOs and key decision makers around the globe as well as in demand professional speaker and media commentator including regular weekly segments on ABC Radio Australia and 6PR as well as on air commentator and guest segment presenter for various television shows and publications.

Morris foresees an unlimited future for those clubs which take the time to prepare and strategize for the future NOW!

3 **CMDA National Bursary Winners Award Presentation** Foyer, Level 1, Parkside Ballroom

4 Hospitality Expo Closes

4 -6 **Exhibitor & Delegate Cocktail Party** Level 1, Parkside Ballroom

All accredited trade exhibitors, conference and expo delegates are welcome to mingle, network and relax in a convivial atmosphere post day one of the conference. There will be short presentations to acknowledge the achievement and recognition of the Peter Cameron Award and Hall of Fame presentations.

Tuesday 1 March 2011

9 - 9:30 Hon. George Souris, NSW Shadow Gaming Minister Address Level 1, Parkside Ballroom

9:35 - 10:30 **Keynote Speaker** **Professor Neville Norman** Level 1, Parkside Ballroom

Predicting the future of the registered club industry 2011 and beyond

Prof. Norman is a regular economics and business commentator on radio, television and newspapers. He is a member of many steering and advisory committees to business and government, both domestically and abroad. As an economic futurist for over twenty-five years Professor Norman has been working with companies and Governments to develop clear, consistent and relevant views of the future.

In this presentation, he will seek the main ingredients of the future/forecasting that are relevant to the club industry. The most common requirement is demand analysis - "what is going to happen to the FORCES that will impinge on our volume and value of sales".

What are the:

- .. Prospective changes in competitive or regulative conditions
- .. Fundamental changes in technology affecting the TYPE of products or service that can be provided
- .. Other relevant FUTURE influences - bearing on laws, availability (or willingness) of labour.

Alternative scenarios for the future are laid out, with a clear exposition of the circumstances that would give rise to each - eg. Different governments, growth paths, world scenes, social conditions.

Professor Norman will focus on three main sets of future influences on the club industry:

- .. Demographic
- .. Economic
- .. Social

Don't miss this highly informative and insightful keynote session.

10:30 Morning Tea Foyer
CMAA Hospitality Trade Exposition Opens, Ground Floor, Hall 5 SHC Centre

Concurrent Session 1 <i>Choose between</i>	
Workshop A	Workshop B
<p>Contemporary Club Industry Issues</p> <p>A panel session of the club industry's key players will discuss various hot topics and issues facing the industry.</p>	<p>Performance Management: How to deliver the HONEST truth.</p> <p>Big Dave Staughton is known for 'telling it how it is' and that includes how to get the message across to poor performers in a way that moves them and motivates them to change. Share Dave's top ten tips in helping managers refocus your staff that need a 'lift'.</p>
Concurrent Session 2 <i>Choose between</i>	
Workshop C	Workshop D
<p>Contemporary Club Industry Issues</p> <p>A panel session of the club industry's key players will discuss various hot topics and issues facing the industry.</p>	<p>A manager's guide on how to avoid 'avoiding conflict'</p> <p>Avoiding conflict is fact of life in most workplaces and is especially challenging where managers do their best to avoid conflict themselves. Having a tool kit of strategies to help overcome avoidance behaviour can make managers more confident and objective in their dealings with difficult situations; let Big Dave help!</p>

10:30 - 4pm CMAA Hospitality Trade Exposition, Ground Floor, Hall 5 SHC Centre

Register: www.cmaa.asn.au

Food Safety Supervisor Course

This workshop is ideally suited to chefs, bistro supervisors, cooks, duty managers and F&B managers.

This workshop will train the Food Safety Supervisor for your club to comply with the new legislative requirement that all food retail businesses - including clubs - have a qualified food safety supervisor - **Page 40**.

The workshop will be delivered in conjunction with the CMDA by FISHER:KIDD & Associates, a registered training organisation with the NSW Food Authority, License Number: 24351.

FISHER:KIDD & Associates is the leading provider of food safety training services to the Club Industry.

Workshop Content

- NSW Food Act 2003
- The role of the Food Safety Supervisor
- Identifying and preventing food safety risks and hazards
- Monitoring and recording temperatures
- Implementing good hygiene practices for cleaning and sanitising, calibration, pest control, personal hygiene and training, storage, food display and service

- Controlling and monitoring critical control points and implementing corrective actions
- Record keeping procedures and ongoing food safety management

Register now by clicking onto the CMAA website www.cmaa.asn.au and the CMDA Training Calendar.

2011 CMAA Annual Conference & Hospitality Expo at Darling Harbour

Members should diarise the dates for the 2011 Conference, Annual General Meeting and Hospitality Expo at the Sydney Conference and Exhibition Centre at Darling Harbour. **Monday, February 28 and Tuesday, March 1** are the dates, so ensure you plan for the event and organise other managers and supervisors to attend the event with you.

The Conference program again will feature hot issues and topics as well in conjunction with the very best trade supplies on exhibition from our trade associates.

The conference program is featured in this edition of the magazine - **Pages 21 to 24**. To register log on to www.cmaa.asn.au and click on the Conference tile.

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

Club Secretary Manager Program

The club industry's ONLY Secretary Managers Course

CMA Sydney Olympic Park
S1: 6/7 December 2010
S2: 13/14 December 2010

Ideal Candidate:

Senior managers who aspire to become, or are currently employed as the Secretary Manager, CEO or GM of a registered club.

Content Includes:

- Enacting compliance with management & accountability provisions as set out in part 4 & part 4A of the Registered Clubs Act 1976
- Unpacking the Liquor Act & Registered Clubs Act, RCG & RSA Policy & Practice
- How to prepare and conduct Board Meetings, **and more**

Program Details:

Times 9.30am - 4.30pm all 4 days
Fee \$690 +GST - CMA Member
Fee \$890 plus GST - Non Member
Award Certificate of Attendance
ACCM points: 25 points awarded

To Register:

Register online today at www.cmaa.asn.au

Gaming Analysis Program (GAP)

SITHGAM004A Analyse and report on gaming machine data

**Pre-requisite for the Gaming Manager Program*

CMA Sydney Olympic Park
1 & 2 December 2010

Ideal Candidate:

Gaming Managers, Duty Managers and Supervisors.

Content Includes:

- Where to look for daily and weekly variances.
- Complete cash-flow reports
- Highlighting all possible problem areas in venues when it comes to gaming and gaming float reconciliation.
- Completing a manual gaming float reconciliation and learn the audit trail for all figures on the GFR.
- How to analyse all reports & identify abnormalities, **and more**

Program Details:

Times 9.30am - 4.30pm both days
Fee \$480 - CMA Member/CMDA Affiliate
Fee \$580 - Non Member
Award A Statement of Attainment on successful completion of assessment
ACCM points: 24 points awarded

To Register:

Register online today at www.cmaa.asn.au



Effective Operations Manager

A 6-day course designed specifically for Departmental, Assistant and Operations Managers and is a key career path step on the journey to executive management

CMA Sydney Olympic Park
2/3 & 16/17 February 2011
& 9/10 March 2011

Ideal Candidate:

Middle managers, Dept. Managers, Senior Duty Managers and Assistant Managers.

Content Includes:

- Contracts, executive communication techniques, fiancé and accounting, advanced labour scheduling, HRM, job analysis, work flow improvement, self leadership, project management **and more**

Program Details:

Times 9.30am - 4.30pm all 6 days
CMAA Member/Affiliate \$1,560 + GST -
Non Member \$1,690 + GST
Award Certificate of Attendance
ACCM points: 25 points awarded

To Register:

Register online today at www.cmaa.asn.au

The Club Manager's *Essential Guide* to 'Managing Information Technology' Summit 2010

Wednesday 24 November 2010

CMAA Career Development Centre
Level 2, RAS Building
1 Showground Road
SYDNEY OLYMPIC PARK, HOMEBUSH

CMA Member/CMDA Affiliate:
\$240 GST Included

Non CMAA Member
\$290 pp GST Included

CMAA Members are awarded 12 ACCM Activity points for attendance

Register: www.cmaa.asn.au


Click on to Training Calendar icon then
click on Managing IT Summit

Limited to the first 100 registered delegates, this inaugural 1 day Club IT Management Summit is designed to assist **ALL** managers to better understand how the technology side of their business works.

Ask these questions of yourself and then determine whether your IT provider/manager can assure you that your club's IT & Information Systems are well **protected & secure**:

- *Do I rely on others to make the whole technology 'thing' happen?*
- *Do I understand what impact the quality of the infrastructure has on my club's IT & Information Systems to be optimised effectively & efficiently?*
- *Do I really know how secure my club's IT & Information Systems are from hackers?*
- *Does my club's IT & Information Systems demonstrate best practice and integrity?*
- *If my club's IT & Information Systems crash, what is the most effective disaster recovery plan I can have in*



8:30 - 8:50	Coffee & registration
8:50 - 9am	Welcome & housekeeping
9 - 10am	<p>The Next Big BANG! Jonar Nader</p> <p>more than an idea.</p>  <p>It requires commitment, patience, skills and discipline. And although innovation looks easy, it's hard work where many try and fail. But when it works, innovation pays good dividends. Jonar Nader will provide delegates with practical ideas about the role of innovation in organisations, and an understanding of new ground-breaking technology that will change the way you think about how you interact with technology to deliver excellence in your organisation. He will help you prepare for the next big bang in technology and share his ideas and observations about innovation, how it works, why it fails, and what we can do to increase our chances of success. All participants will also receive one of Jonar's best-selling CDs at the conclusion of the keynote address. Jonar is a management consultant whose clients include some of the biggest names around the globe. For over 30 years, he has been at the cutting-edge of innovation including roles with IBM, Acer and Compaq (now HP).</p>
10-10:30am	<p>Understanding how your club's IT Infrastructure Works</p> <p>Are you sure your IT network is working at its full efficiency? Find out the ideal structure to gain maximum performance and stability out of your existing systems. Your investment in time and money in what is an essential part of your club's day to day operations cannot be compromised!</p>
10:30 -10:45am	<i>Morning Tea</i>
10:45 -12:00am	<p>IT Security, Audit & Computer Forensics: The MUST KNOW Factors</p> <p>This session will cover the do's and don'ts of IT security. It will provide you with a set of tools to ensure that your club is protected from cyber crime. Also learn from one of Australia's most respected computer forensic investigator's what really happens when you press 'delete' on your PC - you will be amazed at what information can be mined.</p>
12- 12:45pm	<i>Lunch</i>
12:45 - 1pm	<p>Gaming IT - 2010 & Beyond</p> <p>Technology in the gaming sector continues to develop and advance at a phenomenal pace, so much so it is hard to keep up with what is available and what do you as a manager spend your investment dollar on. A panel of gaming experts will discuss the latest trends and products available to the global and Australian gaming sectors and their application to the marketplace.</p>
1:05pm - 2pm	<i>Delegates can select from the following session choices:</i>
	<p>A: Determining your club's Digital Marketing Capability</p> <p>Consumers are now becoming more comfortable & familiar with using digital technology as a means of sourcing information, selecting events & activities that attract their interest, & ultimately their return to sites that are easy to use and interact with. Clubs utilising digital technology to market their products & services are saving huge amounts of money, labour hours & administration time & are reinvesting these savings into other areas of their operations enhancing the consumer's visitation</p>
	<p>B: Web Design & Integration Demystified</p> <p>Learn how to change your club website's design to meet your online user group's needs, while still delivering the club's business objectives. Also find out what users are doing on your site and how can you make the most of this data. Remember information gathering is the new 'hunting' pursuit in today's business jungle!</p>
2pm – 2:15pm	<i>Afternoon Tea</i>
2:15 -3pm	<p>Harnessing the power of your IT reporting</p> <p>Reports feature constantly in a manager's day to day working life, however the potential to make astute & insightful decisions is often missed by a lack of questioning & capability to maximise the information reporting information systems provide. Learn how to harness information & make better decisions.</p>
3pm – 4pm	<p>How Effective are Your Disaster Recovery Strategies When IT Crashes?</p> <p>not a matter of <u>IF</u> but <u>WHEN</u> your club will suffer data loss & you as the senior manager will have to ensure that the plans you have in place will avert disaster! Learn what works and what doesn't, when planning for a disaster so that your club doesn't compromise service levels, revenue & your customer's experience.</p>
4pm - 5pm	Networking & Refreshments

Conference delivers on new level of relevance

Report: TROY SHEARY

Central Coast Zone Publicity Officer

CMAA Central Coast Zone hosted its third Annual Conference and AGM at the majestic Kooindah Waters Resort on September 22 and 23.

The presentation of this Conference is a credit to the Zone Committee, headed by President Boris Beleuski, and to the Zone members who support the event through their ongoing ambition for education and professional development and making the most of the opportunity to take some time away from their busy schedules to invest time in themselves and network with their peers.

Registration again was strong with the session content and speakers first class.

Day 1 started with the Zone AGM, where CMAA Executive Officer Terry Condon, CCM, attended to present the Head Officer Report and conduct the election of office bearers for the next year.

Like the Conference, the members showed their strong support for the Association and the Zone by returning all members of the Committee unopposed.

The Central Coast Zone Committee is ...

- **PRESIDENT:** Boris Beleuski, ACCM - Ettalong Memorial Bowling Club
- **VICE PRESIDENT:** Catherine Dougherty - Diggers @ The Entrance
- **VICE PRESIDENT:** Christine Haynes, ACCM - Diggers @ The Entrance
- **SECRETARY:** James Smith - Mingara Recreation Club
- **TREASURER:** Michael Kowaliw - Diggers @ The Entrance
- **EDUCATION OFFICER:** Craig Ellis - Shelly Beach Golf Club
- **PUBLICITY OFFICER:** Troy Sheary - Mingara Recreation Club

In presenting the CMAA Head Office Report, Terry touched on the major issues facing the Club Industry and managers,

particularly the Federal Government's position in relations to problem gambling initiatives following the Labor Party's alliance with Tasmanian independent MP Andrew Wilkie. Terry also spoke about the Association's successful move from its education and administration offices to a new facility at Sydney Olympic Park that offers greatly improved public and private transport access.

During the meeting, Terry also awarded Active Certified Club Manager (ACCM) status to Doyalson Wyee RSL Club CEO Darren Thornton.

Terry also formally presented Zone Vice President Christine Haynes with the Profitable Hospitality-sponsored CMAA National Bursary to attend the Melbourne Restaurant and Study Tour that was presented earlier this year.

Following the meeting formalities, President Boris Beleuski welcomed delegates to the Conference's first session, *"Something From Nothing"*, presented by Narrabri RSL Club CEO Paul Gordon, a past winner of the CMAA's prestigious Peter Cameron Award, and facilitator in the CMDA's popular Secretary Manager program.

Paul shared a range of stories that touched on some of his experiences in the Club Industry and the self-confessed "bush boy" told how, in his 21 years as CEO, the club and its members have shared drought, floods and a vision to continually improve its facilities which has led it to its now famous "Outback Shack Bar & Grill". This outlet has become a "must see" for anybody visiting the area and continues to help maintain Narrabri's place on the tourist map.

After lunch, James Adonis presented *"Gen Y"*. James shared many ideas and debunked many myths on the challenges involved in attracting this important client generation as valuable customers and recruiting them as even more valuable staff.

The afternoon session involved Mark Underwood, a senior associate at Bartier Perry, who offered a perspective on how his firm helps clients find solutions to difficult claims management involved in managing an ageing workforce.

A networking session and dinner followed in the evening,



CMAA Executive Officer Terry Condon presents Doyalson Wyee RSL Club CEO Darren Thornton with his ACCM Award at the Central Coast Zone AGM.



Terry Condon presents Central Coast Zone Vice President Christine Haynes with the Profitable Hospitality-sponsored CMAA National Bursary to attend the Melbourne Restaurant and Study Tour.

for Coast managers

which allowed the attendees to unwind and discuss the day's topics.

Day 2 opened with Catherine DeVrye, MSc, who has held many roles in the corporate world, including a period as an IBM executive. Catherine has worked for the Ministry of consumer Affairs, Education and Sport where she was involved in establishing the "Life. Be In It" health and fitness campaign.

Catherine's HR knowledge and working background delivered an enlightened view on the motivation and retention of the industry's management teams.

CMDA Career Development Sponsor company Aristocrat's John Willis then presented, "The Future Of Gaming", that centred around the hot topic of "pre-commitment" and showed how other countries have implemented and continue to manage such strategies.

"The Beechworth Baker", Tom O'Toole wrapped up the Conference. Tom might rank as the most-energetic presenter currently in the business, with his passion for his business and his staff leaving delegates in raptures as Tom relayed some simple messages that often go amiss in business.

Boris Beleuski described the Conference as the most successful and most relevant of the three events that the Zone has presented. "The attendance was slightly down on 2009, but our experience of hosting and framing the Conference showed through this year with first-class presenters working on topics that resonated strongly with



The Central Coast Zone's newly-elected Committee for 2011 (from left) James Smith, Michael Kowaliw, President Boris Beleuski, Christine Haynes, Catherine Dougherty, Troy Sheary and Craig Ellis.


managers and clubs," Boris said. "It's a big thing these days to ask managers to step away from their demanding workplaces for two days, so we were again very pleased with the support, the conferencing and the networking aspects of the event.

"Christine Haynes and the team did a superb job bringing the event together. Kooindah Waters is a perfect venue and we will sit down next week and start planning for the 2011 Conference."

Central Coast Zone will host a Meeting and Christmas Luncheon at Doyalson RSL Club on Friday, December 3.

CMAA Diary - 2010 Zone Meetings & Industry Functions

Day	Date	Meeting	Venue	Zone
NOVEMBER				
Thurs - Sunday	04-07/11/2010		Sheraton Mirage, Gold Coast	Leagues Club Association Annual Conference
Friday	05/11/2010	10:00	Foster's Brewhouse, Abbotsford	Victoria Zone Meeting & Workshops
Friday	05/11/2010	10:00	Kedron Wavell Services Club	Brisbane Zone Meeting & Qld Bursaries
Tues - Thursday	15-17/11/2010		Las Vegas Convention Centre	Global Gaming Expo - G2E
Tues - Wed	16-17/11/2010		SCU Tweed Heads Campus	Corporate Governance Cohort 3 - Day 3 & 4
Thursday	18/11/2010	11:00	Coffs Harbour Turf Club	Mid North Coast Zone Meeting
Friday	19/11/2010	11:00	Weston Creek Labor Club, Sterling	ACT Zone Meeting & Bowls Day
Wednesday	24/11/2010	11:00	Swansea RSL Club	Hunter Zone Meeting & Xmas Luncheon
Friday	26/11/2010	09:00	Brighton Le Sands	CMAA Executive Meeting
Friday	26/11/2010	10:30	Brighton Le Sands	CMAA Federal Council Meeting
Friday	26/11/2010	12:00	Brighton Le Sands	CMAA Sponsors Luncheon
Monday	29/11/2010	11:00	Sydney Rowers Club	Inner West Zone AGM & Xmas Luncheon
Tuesday	30/11/2010	11:00	Matraville RSL Club	City Eastern Suburbs Zone Meeting & Xmas Luncheon
DECEMBER				
Wednesday	01/12/2010	10:00	Castle Hill RSL Club	Manly Northern Suburbs Zone Xmas Meeting
Friday	03/12/2010	11:00	Doyalson RSL Club	Central Coast Zone AGM & Xmas Luncheon
Friday	03/12/2010	12:00	Collegians, Balgownie	Illawarra Shoalhaven Zone Xmas Luncheon
Tuesday	07/12/2010	11:00	St George Motor Boat Club	St George Cronulla Zone Meeting & Xmas Luncheon
Tuesday	07/12/2010	11:00	Maroochy RSL Club	Sunshine Coast Zone Xmas Meeting
Tues - Wed	07-08/12/2010	09:30	Tamworth Diggers Club	North West State Zone Meeting & Xmas Dinner
Tues - Wed	07-08/12/2010	09:00	Highlands Golf Club	Far South Coast Zone Meeting & Xmas Dinner
Wednesday	08/12/2010	10:00	Gloucester Soldiers Club	Great Lakes Zone Meeting & Charity Golf Day
Wednesday	08/12/2010	09:30	Yamba Bowling Club	Far North Coast Zone Meeting
Thursday	09/12/2010	12:00	Smithfield RSL Club	Nepean Zone Xmas Luncheon
Friday	10/12/2010	12:00	Club Helensvale	Brisbane-Gold Coast Zone Xmas Luncheon
Thursday	16/12/2010	09:30	Auburn	CMAA Executive Meeting

 <p>SIT courses are nationally recognised & accredited training units. Upon successful completion of SIT unit assessment requirements, participants will be issued with a Statement of Attainment Qualification. NACC signifies non accredited course. Participants will receive a Statement of Participation.</p>			JAN	
		D:days		
SUPERVISION...	Supervisor Boot Camp <i>SITXMG001A Monitor work operations SITXHRM001A Coach others in job skills</i> For new & existing supervisors. Covers communication skills, delegation, techniques, problem solving & more. A great course to help prepare supervisors for the rigors of management.	4D		S1: T S3: T
	Train The Trainer <i>SITXHRM001A Coach others in job skills</i> Prepare your supervisors & key line staff to be able to induct & train your staff in-house.	1D		
	Food Safety Supervisor Mandatory course for managers of food handlers under the NSW Food Act 2003. Presented by Fisher:Kidd License No. 24351	1D		
	Deal With Conflict Situations <i>SITXCOM003A</i> Everyday interaction with customers, staff & management can often lead to conflict. Help your staff understand how they can resolve & deal with conflict before it escalates & becomes a real issue.	2D		
MANAGEMENT...	Duty Manager Program <i>SITXCCS003A Manage quality customer service ACCM UNIT, SITXHRM003A Roster staff ACCM UNIT, SITXHRM005A Lead & manage people</i> Covers basic cost control, rostering, sexual harassment legislation, risk management, leadership, problem solving, delegation techniques, organisational culture, self management, managing others in a customer service environment & more. High impact & proven!	6D 2 ACCM UNITS		
	Roster Staff <i>SITXHRM003A Roster staff ACCM UNIT</i> Learn how to utilise the base roster for maximum flexibility and effect from a management perspective.	1D ACCM UNIT		
	Lead & Manage People <i>SITXHRM005A Lead & manage people</i> Based on the highly successful Human Synergetics' cultural and behavioural Life Style Inventory model of behaviour, this program helps supervisors and managers to identify the 12 common styles of employee behaviour and provides strategies in how to manage them for positive outcomes. Includes problem solving, delegation, time management and more....	2D		
	Develop Legal Knowledge Required for Business Compliance <i>SITXGLC001A Develop and update legal knowledge required for business compliance</i> Legal issues are a big part of a manager's job. Deals with compliance & legislation that clubs face day to day.	6D ACCM UNIT		
	Manage Workplace Relations <i>SITXHRM008A</i> E- LEARNING UNIT – NOW ONLINE - 1 day in the training room the rest of the course online! Create a harmonious industrial relations climate in your club. Better understand what procedures & processes are in place for proper methodology in handling employment issues such as unfair dismissals et al.	Online ACCM UNIT		
	The Effective Operational Manager Program Sits between the Duty Manager program & the Secretary Managers course. For middle, department, assistant & operations managers, Covers self leadership, project mgt. Finance, HRM, workflow analysis, executive communication & conflict techniques and more.	6D		S1: V S2: V
	Club Secretary Managers Course NACC The essential course for all aspiring & existing secretary managers of registered clubs. Covers the secretary manager's role including: working with the board of directors, compliance & legislation, preparing for AGMs, dealing with members, solvency, reporting, risk management & more.	4D		
	Manage Physical Assets <i>SITXF0007A</i> For managers who have to : Develop strategies for systematic maintenance, repair & purchase of physical assets, monitor the condition & performance of physical assets in the workplace & coordinate financing of physical assets.	4D ACCM UNIT		
	Develop & Implement a Business Plan <i>SITXMG004A</i> Develop & monitor a strategic business plan for your venue. Analyse both internal & external environmental factors affecting the business; formulate business plans & strategies, & implementation strategies for the new business plan & monitor the business plan.	3D ACCM UNIT		S
GAMING...	Analyse & Report on Gaming Machine Data <i>SITHGAM004A</i> Covers legislation & OLGR regulation preferred procedures, daily & weekly variances, problem areas in gaming float reconciliation. Complete a manual gaming float reconciliation & learn the audit trail for all figures on the GFR & to analyse all reports.	2D ACCM UNIT		M
FINANCE...	Financial Fundamentals <i>SITXF0003A Interpret financial information SITXF0004A Manage finances in a budget</i> E- LEARNING UNIT – NOW ONLINE - 1 day in the training room the rest of the course online! How to interpret the types of financial information used by operational supervisors & managers in their day-to-day work activities, & the knowledge required to take responsibility for budget management where others may have developed the budget.	Online	F2F M31 Register before M24	
	Financial Management <i>SITXF0005A Prepare and monitor budgets SITXF0008A Manage financial operations</i> Builds on the skills covered in Financial Fundamentals (Stage 1). The program focuses on the key managerial skills to do with budgets & managing the day-to-day financial operations of a small organisation, a department within a larger organisation or a complex project.	5D ACCM UNIT		S
HUMAN RESOURCES...	Recruit and Select Staff <i>SITXHRM002A Recruit, select and induct staff</i> Covers; Selection criteria, other forms of assessment, recruitment & selection, checklist & documents, behavioural interviewing, developing questions, EEO, effective communication, interview module, evaluating applicants Interview, reference checking, feedback to applicants.	2D ACCM UNIT	M31 (cont Feb)	
	Monitor Staff Performance <i>SITXHRM006A</i> E- LEARNING UNIT – NOW ONLINE - 1 day in the training room the rest of the course online! Deals with the skills & knowledge required of supervisors & managers to monitor staff performance within the framework of an established performance management system. Participants will learn how to conduct structured performance appraisals & formal counselling sessions.	Online ACCM UNIT		
MARKETING...	Develop & Manage Marketing Strategies <i>SITXMPR005A</i> E- LEARNING UNIT – NOW ONLINE- 1 day in the training room the rest of the course online! Building on Marketing Fundamentals, this high level strategic management course identifies the knowledge required to develop and manage marketing strategies, including developing a marketing plan, implement and monitor marketing activities and conduct ongoing evaluation	Online ACCM UNIT		

CMDA Training Calendar

at Olympic Park Homebush unless otherwise stated

Register www.hmda.com.au



FEB	MAR	APR	MAY	JUN	Credit Card Payment Online Member & Affiliate	Credit Card Payment Online Non CMAA Member	Payment Mode other than Credit Cd Payment	Zone & In-house Course Purchase
S1: T8 S2: T15 S4: T22			S1: M2 S3: M16 S2: M9 S4: M23		Member \$750	Non Member \$950	+ Admin Fee \$25pp	\$6,800
T15			M16		Member \$240	Non Member \$290	+ Admin Fee \$25pp	\$2,800
T1	T15	T19	T31		Member \$265	Non Member \$275	+ Admin Fee \$25pp	POA
	W2 & Th3		W18 & Th19 Cardiff		Member \$480	Non Member \$580	+ Admin Fee \$25pp	\$3,800
	S1: M7 – T8 S2: M21 – T22	S3: M4 – T5			Member \$1,560	Non Member \$1,690	+ Admin Fee \$25pp	\$20k
	T8				Member \$240	Non Member \$290	+ Admin Fee \$25pp	\$3,000
		M4 & T5			Member \$480	Non Member \$580	+ Admin Fee \$25pp	\$5,000
		S1: M11 – T12	S2: M2 – T3 S3: M23 – T24		Member \$1,320	Non Member \$1,490	+ Admin Fee \$25pp	\$7,800
F2F W23				F2F M6	Member \$690	Non Member \$790	+ Admin Fee \$25pp	\$6,800
W2 – Th3 W16 – Th17	S3: W9 – Th10		S1: T24 – Th26	S2: T21 – Th23	Member \$1,560 (+GST)	Non Member \$1,690 (+GST)	+ Admin Fee \$25pp	\$20k + GST
		S1: T12 – W13 S2: T19 – W20			Member \$690 (+GST)	Non Member \$890 (+GST)	+ Admin Fee \$25pp	\$8,000 + GST
			S1: W4 & Th5	S2: Th2	Member \$900	Non Member \$1,000	+ Admin Fee \$25pp	\$6,800
S1: W9 & Th10	S2: Th24				Member \$690	Non Member \$790	+ Admin Fee \$25pp	\$5,800
W9 & Th 10 W4 & T15 Cardiff				T7 & W8	Member \$480	Non Member \$580	+ Admin Fee \$25pp	\$4,400
				F2F W15 Register before M17	Member \$480	Non Member \$580	+ Admin Fee \$25pp	\$4,400
S1: M21 – T22	S2: T29 – Th31				Member \$1,200	Non Member \$1,350	+ Admin Fee \$25pp	\$7,800
T1					Member \$480	Non Member \$580	+ Admin Fee \$25pp	\$4,400
	F2F T15			F2F M27	Member \$480	Non Member \$580	+ Admin Fee \$25pp	\$4,400
F2F M14					Member \$690	Non Member \$790	+ Admin Fee \$25pp	\$6,800

CMDA Training Program: November - December 2010

For full content details of each of the programs contact the CMDA or refer to the 2010 calendar on our website.

Phone: (02) 9643 2300 * www.cmaa.asn.au * Email: training@cmad.asn.au

COURSES... (Venue is CMAA Career Development Centre, Sydney Olympic Park unless otherwise noted)	NOVEMBER	DECEMBER
Provide Responsible Service of Alcohol SITHFAB009A (LAB approved) 1 Day (ACCM Unit)	W 17 (Mounties)	W 15 (Mounties)
Provide Responsible Gambling Services SITHGAM006A (LAB approved) 1 Day (ACCM Unit)	Th 18 (Mounties)	Th 16 (Mounties)
The Club Manager's Essential Guide to 'Managing Information Technology' Summit 2010 This 1 day club IT management summit is designed to assist ALL managers better understand how the technology side of their business works.	W24	
Deal with Conflict Situations SITXCOM003A - 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers.	M 22 & T 23	
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 8, T 9 & W 10 (S2) M 22, T 23 & W 24	
Club Secretary Manager's Course 2 x 2 Day Sessions Ideal for aspiring and existing CEO's. Includes 35A Audit Checklist, Finance, Corporate Governance, How to run a Board Meeting, Role of Company Secretary and more...		(S1) M 6 & T 7 (S2) M 13 & T 14
Manage Physical Assets SITXFIN007A 2 x 2 Day Sessions (ACCM Unit) Ideal for all managers with responsibilities for the physical assets of their clubs. The course will focus on establishing strategies, systems and procedures for asset maintenance and monitoring, as well as financing asset acquisition.	(S1) T 9 & W 10 (S2) T 23 & W 24	
Analyse & Report on Gaming Machine Data SITHGAM004A 2 Days (ACCM Unit) (Prerequisite for Gaming Management Development Program) Deals with the collection, analysis, reporting of EGM data per statutory requirements & variances through cash flow analysis.		W 1 & T 2
Intro to Cost Control Principles 1 Day (Non accredited) Understand the basics of calculating percentages, profit and COG's.	M 8	
E-Monitor Staff Performance SITXHRM006A Online Unit (ACCM Unit) Deals with the skills and knowledge required to monitor staff performance, includes skills in performance appraisal and counselling.		Register by 10 Nov Face to Face day W1
Develop & Manage Marketing Strategies SITXMPR005A 2 x 2 Day Sessions (ACCM unit) * Marketing Fundamentals is the prerequisite for this program.	(S1) M 29 & T 30	(S2) M 6 & T 7

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

REGISTER ONLINE TODAY - www.cmaa.asn.au

ACT golf clubs hit back at water charge

After years of drought, Canberra golf clubs are brimful of water but furious the ACT Government proposes to charge them to store it.

The Canberra Times newspaper reported that an ACT Department of the Environment, Climate Change, Energy and Water official said after an initial exemption, urban stormwater run-off now was considered "valuable" with many potential users.

Golf courses were major users of

surface water run-off and the department was working with clubs to manage the implementation of water abstraction charges.

Murrumbidgee Golf Club's three dams, Gungahlin Lakes Community and Golf Course's four lakes and Federal Golf Course's irrigation ponds are among many golf club storages full to capacity.

The National Capital Authority recently released 378 megalitres downstream through Scrivener Dam's

sluice valves and is on standby to open flap gates for even bigger releases should more rain fall.

More than 700 megalitres of water is pumped annually from Lake Burley Griffin for the Royal Canberra Golf Club course, Yarralumla Nursery, Government House, National Botanical Gardens and licensed irrigators.

Water abstraction from the lake will be transferred from the NCA to the ACT Government pending approval from the Commonwealth Government.

Golfing gods smile on St George Zone golfers

Report: DEBBIE HARRIS

St George Cronulla Sutherland Zone Publicity Officer

The golfing gods smiled upon the hopefuls and tragics at the annual St George Cronulla Sutherland Zone Charity Golf Day on at Kogarah Golf Club on September 28.

It was a relieved Zone President Ian Todd who welcomed more than 100 players in almost perfect conditions - as opposed to the monsoonal wind and rain of 2009.

The 26 teams competing for the coveted event trophy in the four-person Ambrose event produced some impressive scores on the testing Kogarah layout.

Out on the course the players were kept suitably hydrated thanks to the efforts of the drinks cart team of Meryl Freeman from PALtronics, Kareena Geeves from Gopher Graphics) and Zone Committee members Debbie Harris from Kingsgrove RSL Club and Alisha Upton from Kurnell Recreation Club.

The Kogarah RSL Club team - perhaps benefitting from some local knowledge and a few practice rounds on their home course - were the winners on the day, pipping the team from St George Motor Boat Club.

Following the successful round, Ian Todd thanked the event sponsors and players for their support and participation, acknowledging how much more challenging it is to obtain sponsorship for these days in the current hospitality industry climate.

However, Ian said was impressed and pleased with the \$8,000 raised towards education and professional development through Zone bursaries. Ian also thanked Kogarah Golf Club for its ongoing support, providing such an excellent venue.



NSW, Qld, ACT clubs launch class actions to recover plasma TV costs

VAN MOULIS is a specialist commercial litigation lawyer with more than 20 years experience. He is the head of the legal team at Slater & Gordon acting for a number of registered clubs in a class action against Total Concept Projects (Australia) Pty Ltd and Others in the Federal Court of Australia. Van's specialities include class actions in commercial and trade practices law.

Nineteen registered clubs in Queensland, NSW and the Australian Capital Territory have launched two related class actions claiming to have lost more than \$11 million as a part of a plasma TV leasing scheme.

The proceedings are under case management in the Federal Court of Australia.

The clubs are claiming they were unfairly induced into signing rental/finance agreements with Rentworks Limited (now Alleasing Finance Australia Limited) and Capital Finance Australia Limited on the basis that the leasing cost for the equipment would be covered by advertising revenue.

The scheme promoter, Richard Skarzynski from Total Concept Projects (Australia) Pty Ltd and Total Concept Media Pty Ltd, allegedly told the clubs that if advertising revenues failed to cover the equipment rental/finance costs their companies, specifically TCP, would make up the short fall.

It is alleged that TCP has failed to pay the shortfall suffered by the class action clubs.

Over the five year average lease/finance term the clubs paid out an average of \$600,000 each in lease/finance repayments to the rental companies with the repayment from the Broncos Leagues Club, the lead applicant in one of the class actions, totalling \$1.2 million.

The clubs claim that, on average, the rental companies achieved an unconscionable return on the cost of their equipment from the rental agreements in the order of 400% - 500% over the five-year contracts as a result of the misrepresentations made by Mr Skarzynski and others as agents for the rental companies.

It is also alleged that the plasma screens and associated equipment was defective and regularly broke down.

The clubs have not received good value, far from it.

Van Moulis, senior commercial litigation lawyer at Slater & Gordon who is acting for the clubs, said the clubs were now pursuing the promoters and the rental companies for:

- misleading and deceptive conduct under s.51A and 52 of the *Trade Practices Act* and the *State Fair Trading Act* equivalents; and
- unconscionable conduct in business transactions; specifically breach of s.51AC of the *Trade Practices Act*.

"These clubs, which work hard to contribute to their local communities, have been taken advantage of by slick salesman and rental contracts that demanded exorbitant repayments and penalties," Mr Moulis said.

"We are now working hard to recover the money the clubs paid to these businesses, release from future rental contractual obligations and penalty payments.

"Despite both TCP and TCM now being in liquidation we will be attempting to access their insurance policies which we understand provide up to \$10 million in insurance cover."

Alleasing Finance Australia Pty Ltd (formerly Rentworks Limited) and Capital Finance Australia Limited have been joined as respondents in the proceedings on the basis that they were involved in the misconduct alleged in the court proceedings.

Previously, some individual clubs have litigated against TCP in stand alone litigation. That litigation proved to be very expensive and had varying degrees of success. Slater & Gordon now brings its expertise in class actions to:

- (i) group the clubs together in a class action; and
- (ii) under the class action structure, each of the clubs equally share the legal costs and risks including any



*Slater & Gordon
specialist
commercial
litigation
lawyer
VAN MOULIS*

adverse orders for costs in the litigation. The sharing of costs and risks overcomes the prohibitive costs and risks of each club litigating on its own.

In terms of return on investment, the sharing of legal costs is an investment that makes the litigation exercise realistic and commercially sensible.

Slater & Gordon's case theory is based on Trade Practices law, an approach not used by previous lawyers acting for some of the clubs.

It is understood there are many other NSW registered clubs, and elsewhere in Australia who have suffered as a result of the alleged misconduct. They are eligible to join the class action and can register by contacting Slater & Gordon's Sydney office, specifically one of the junior lawyers on the legal team, Samuel Fanous, whose contact details are:

P: 02-8267 0660

E: samuel.fanous@slatergordon.com.au

While it is not too late to join the class action it is only the clubs who sign up who will have the benefit of a good outcome in the litigation.

Slater & Gordon also are interested in talking to clubs that may have completed their contracts with Total Concept or the rental/finance company Rentworks Ltd (now Alleasing Finance Australia Ltd) or Capital Finance Australia Ltd.

Games bowlers get big send-off at St Johns Park

The 19th Commonwealth Games - the most expensive, and perhaps most controversial in the event's history - are over with Australia again topping the medal count and winning more gold than the next two nations combined.

Traditionally one of Australia's most successful sports at each Commonwealth Games, lawn bowls again was expected to return an impressive medal haul, but finished with three silvers and a bronze.

South African's women's triples team edged out Australia's Sharyn Renshaw, Claire Duke and Julie Keegan 9-6, 4-8, 4-3 in a see-sawing final that was in the balance until the last bowl.

Their men's counterparts denied Australia's Brett Wilkie, Wayne Turley and Mark Casey a slice of history, as they triumphed 8-7, 6-7, 6-0.

In singles play, Leif Selby collected a silver medal when beaten 10-3, 6-8, 4-1 by Welshman Robert Weale, while 20-year-old Kelsey Cottrell won bronze when she beat Malaysia's Siti Zalina Ahmad - gold medallist at the past



Australia's 2010 Commonwealth Games bowls team.

two Games - 12-5 6-10 2-1 after losing her semi-final 9-7, 4-8, 4-3 to New Zealand's world No.1 Val Smith.

Before the bowls squad left for India, St Johns Park Bowling Club hosted to a special farewell for the Commonwealth Games lawn bowls squad.

With five players in the team, St Johns Park gave the players a rousing send-off at a lunch that included club and Bowls Australia officials, the entire team, their families, coaches, support staff and enthusiastic supporters.

Despite controversy about the readiness of the athletes' village and fears about terrorism, the team was upbeat and excited to be representing Australia in Delhi.

St Johns Park Bowling Club has the highest representation of players in the team with all representatives making their Commonwealth Games debut.

St Johns Park Bowling Club will celebrate its 60th Anniversary in January next year.



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Sharks circling for merger with Tradies in the Shire

Cronulla Leagues Club is working on an amalgamation with the Sutherland Shire's most -profitable licensed club, Tradies, in a landmark deal to secure the future of the NRL battlers.

The Sydney Morning Herald reported last month that two other organisations have expressed interest in joining forces with Cronulla-Sutherland Leagues Club but Tradies, based at Gympie, and which last year took over the struggling Caringbah RSL Club, is believed to be the frontrunner if the Sharks board - and then their 18,000 members - vote for an amalgamation at an extraordinary general meeting tipped to be called before Christmas.

Tradies Chief Executive Tim McAleer said discussions had been held between Tradies President Graham Hill and Sharks Chairman Damian Irvine about the potential link, and his organisation was examining Cronulla's assets and liabilities.

"We've agreed to dance but whether or not we're going home tonight is still up in the air," Mr McAleer said.

"We've put our hand up at this point to do due diligence.

"What we've agreed is if we can be of assistance, and we don't know what that assistance might look like,

we're prepared to look at it.

"We expect them to be very candid about their situation."

Cronulla Sharks officials declined to comment but it is understood they are also weighing up interest from four developers about becoming commercial partners in the long-proposed \$110 million hotel and residential development next to Toyota Stadium.

The Sharks' previous administration sought a development application which Sutherland Sire Council has approved.

The club's Board may decide to take the leagues club merger option to members or the development partnership, or both.

An amalgamation then would have to be approved by Clubs NSW, who have been notified of Cronulla's intentions to possibly link with another licensed club.

Mr McAleer said he expected Tradies' due diligence process to be completed in six weeks.

A merger of Tradies and the Sharks - the Shire's two largest clubs - would be a significant change to the entertainment landscape in the area. Tradies, which has more than 35,000

members, made a \$4.2 million profit last financial year.

Cronulla's leagues club is back in the black as a cash business, club insiders say, but has a debt of about \$12 million inherited from the former administration.

The restrictions on spending within the football club, instigated by the now-departed Chief Executive Officer Richard Fisk, will remain until a long-term solution - be it a leagues club merger, or a development partnership - is found.

Cronulla has made only three noteworthy player signings for next year - Wade Graham from the Penrith Panthers, Jeremy Smith from the St George Illawarra Dragons and Colin Best returns to the club from South Sydney.

Mr McAleer said there were several reasons an official link-up with the Sharks made sense.

"They [Sharks] have an iconic brand and they've got a team that is very well supported by the memberships of both clubs," he said.

"With their membership and brand, combined with ours and our financial strength, I think there is the potential for a very strong amalgamation."

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Mutuality - its meaning, application and future

In response to one of the specific recommendations of the Henry Review, the Government has stated that it will not deny clubs access to mutuality. Many in the Club Industry will breathe a sigh of relief, while others might suggest that the Government's response is simply recognition of the political reality. While application of the principle of mutuality to club surpluses is cherished by the Club Industry, mutuality generally is not well understood and subject to a number of misconceptions. As the range of services that clubs offer to members increases, so clubs will need to understand the principle of mutuality and its limitations. CMDA Career Development Sponsor company PKF takes a look at the responsibility of mutuality ...

The Mutuality Principle

The mutuality principle operates to categorise contributions to a mutual fund (read club) and the surpluses of that fund/club. Payments or surpluses to which mutuality applies are neither "income" nor "profit" in the hands of the recipient. It is this categorisation, or actually lack thereof, as neither "income" nor "profit", that excludes such monies from the income tax base. In order for any monies to be treated as neither "income" nor "profit" under the mutuality principle the following need to apply ...

1. The funds contributed by members must be employed for the benefit of the members making the payments and any fund surplus must be either repaid to, or retained for the benefit of, those members
2. The fund must be owned and controlled by the contributors and not by anyone else
3. At any given point in time the contributors to the fund must be identical to those who would be beneficiaries of any distribution.

Third party payments are not an issue. The contributions made by members may be expended in any way that is consistent with the club's rules, including purchasing goods (bulk food and beverages) and transport, making donations, or even contributing to a linked jackpot pool. It is the source of the funds constituting any surplus that matters. A key to understanding mutuality, its application and its limitations, lies in appreciating that the money to which it applies are potentially "income" to two classes of potential taxpayer. First, there are member contributions - are they income in the hands of the recipient club? Second, there is the surplus from trade with members. Would this surplus be "income" in the hands of the members? The club and its members are treated as one and the same so far as mutual is concerned.

Note here the fine distinction made in

respect of a surplus retained by the fund/club. The income tax categorisation of such a surplus depends on whether, upon distribution, it would be income in the hands of the recipient members. If mutuality applies, an incorporated club and its members are effectively one. If mutuality does not apply, the club and its members are separate entities for income taxation purposes.

Limitations

The key limitations to operation of the principle of mutuality are ...

1. Receipts, including interest, derived from third parties, or from business activities conducted with non-members cannot be mutual receipts
2. A surplus derived from contributions from a limited class of members but distributable to all members is not wholly covered by the mutuality principle. The issue here is not that all members must contribute equally to the surplus. Rather, it is that mutuality does not apply to the whole of a surplus where only a limited class of members can contribute to that surplus
3. There must be a clear identity between contributors to the fund and participants in receipt of any surplus. If, on winding up the fund, the surplus is not distributable to members then mutuality cannot apply

Capital gains earned by a mutual fund/club are not "protected" from capital gains tax by the mutuality principle. While contributions and surpluses to which mutuality applies are neither "income" nor "profit" for income tax, capital gains tax applies where the proceeds from disposal of an asset exceed the cost base of that asset.

The Future

For the moment, mutuality is safe and this position will not change in the near future. Beyond that, no-one can tell. However, it is possible that certain of the services and recreational activities

into which the Club Industry is moving will present specific challenges. Child minding services and gymnasium memberships will need to be very structured if the payments made by members and any surpluses generated are to be covered under the mutuality principle. In the longer term, the Club Industry would do well to remember the lessons of history. Over the past 35 years, various Australian Governments have commissioned three major reports into the future of the taxation system.

The vast majority of the recommendations made in each of these reports have been introduced over time. The Henry Report has not recommended that the principle of mutuality should be done away with. Rather, it has suggested retaining mutuality for smaller clubs and then providing a concessional rate of income tax above a high threshold. The questions for the Club Industry then could be ... how high? And, how would cross subsidisation be treated?

Key Changes for Corporate Reporting

The Corporate Reporting Reform Bill, passed on June 24, 2010, will have an impact on the Club Industry. The main changes are ...

- Removal of parent entity financial statements and disclosures, being replaced by additional disclosures in the notes, including current and total assets and liabilities, equity, profit and loss, total comprehensive income and commitments and contingencies
- Reporting for companies limited by guarantee will depend on a three-tiered approach and is subject to clauses in its Constitution
 - Tier 1 - if revenue is less than \$250,000, the company will be exempt from preparing a financial report and appointing an auditor
 - Tier 2 - if less than \$1 million in revenue, financial report is prepared but may be reviewed rather than audited and a streamlined directors' report is prepared
 - Tier 3 - if revenue is greater than \$1 million, an audited financial report is required and a streamlined directors' report can be prepared
- Reduced restrictions on changing reporting periods to enable a company to change its year end if the change results in a period of less than 12 months for the first year, the previous five years have been of 12 months duration and the change is for the best interests of the company.

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Gamble pays off for dealers

Melbourne casino workers have hit the jackpot with a new workplace agreement set to make its dealers the highest paid in Australia. The last-minute deal averted a planned strike by 4,500 workers at Crown Casino during the city's busy Caulfield Cup weekend. "We're very happy we've reached a conclusion in these negotiations," Crown's Gary O'Neill said. The agreement with the Liquor Hospitality and Miscellaneous Union (LHMU) will see workers earn pay rises of 4% a year for a total of 12% over the life of the three-year deal. It gives workers the best casino wages in Australia and places hospitality staff among the highest paid as well. "The members have waged a very determined campaign and, certainly, their willingness to take industrial action helped them get a fantastic outcome," LHMU State Secretary Jess Walsh said.

Extracash ATM network launches in Australia

Customers ATM has launched Extracash - a new ATM brand developed specifically for the hospitality industry.

Customers ATM - a CMDA Career Development sponsor company - operates Australia's largest ATM network and is rolling out all new Extracash branding to up to 1,500 of its terminals in hospitality venues nation-wide.

Customers ATM Managing Director Tim Wildash said the new brand recognised the industry's unique operating environments and furthered his company's commitment to them.

"Ensuring customers have fast, dependable access to cash is crucial for the hospitality industry, which also faces important rules and regulations," Mr Wildash said. "With up to 1,500 ATMs in the hospitality industry nation-wide, we wanted to use this significant footprint to build a brand that people can know and trust. So we invested in brand development, including research and focus group testing, and resulting in Extracash. With Extracash, our merchants can be confident that their ATM is visually appealing, visible



but not distracting and importantly, associated with trust and security."

Mr Wildash said that with Extracash ATMs, venues would benefit from being part of a brand.

"Through ongoing marketing activities, including consumer competitions where cardholders can win prizes or receive discount coupons from the ATM, Extracash will become known and trusted as a fast and dependable source of cash in hospitality venues nation-wide. This brand identification and awareness will benefit our merchants, attracting and retaining more cardholders into their businesses."

Recognising the industry's need for superior service, Extracash also is about providing extra to merchants.

"Extracash encompasses everything we want our hospitality merchants to have - extra reliability, service, technology and cardholder appeal," Mr Wildash said. "It's about providing extra in the key areas, such as ATM up-time, as well as the little extras such as innovative ATM screen advertising to promote responsible gambling."

Tabcorp bets each way on business split

Gambling giant Tabcorp will split in two after pressure from shareholders, separating its casino business from its wagering.

Perpetual, the owner of 7.9% of Tabcorp, is believed to have lobbied for the move, which will make the casino business a more attractive takeover target for the likes of James Packer.

The split will leave the board of the remainder of the Tabcorp business with the unresolved question of whether to launch a \$686 million law suit against the Victorian Government over the loss of its poker machine licence.

To fund the break-up, and upgrades to casinos, including Star City in Sydney, Tabcorp has mounted a \$430 million one-for-nine share issue underwritten by UBS.

Tabcorp CEO Elmer Funke Kupper will resign after the demerger, but will rejoin the Tabcorp board as a non-executive director. "I love what I'm doing so this is very difficult, but you have to do the right thing," he said.

By July next year, Mr Funke Kupper hopes to have carved Tabcorp into two listed companies - the casino business, which will require major capital investment, and Tabcorp, which will continue as a cash generating gambling business.



Tabcorp CEO
ELMER FUNKE KUPPER

Shareholders will receive one share in the casino business for each Tabcorp share they own.

"We see both of them as very strong," Mr Funke Kupper said. "What we're recognising today, however, is that the casinos business is a much more capital-intensive business that will be higher growth and that is an investment we should set aside and let grow in its own way. The wagering gaming and Keno business we call Tabcorp is a very strong value investment - very

stable, strong cash flows - has been growing well over the past couple of years."

Tabcorp is part way through a \$960 million renovation of Star City and announced it would spend \$175 million expanding Jupiters Gold Coast.



Location: CMA Head Office Level 2 RAS Building 1 Showground Road Sydney Olympic Park	Dates: Tuesday 30th November Time: 9.30am - 5.00pm \$265 - CMA Member/CMDA Affiliate \$275 - Non Member
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Ideal Candidate:

The workshop is ideally suited to Chefs, Bistro Supervisors, Cooks, Duty Managers, F&B Managers.

Workshop Description

This workshop will train Food Safety Supervisor for your club in order to comply with the new legislative requirement that all food retail businesses, including clubs, have a qualified food safety supervisor.

Presenter

The workshop will be delivered in conjunction with the CMDA by FISHER:KIDD & Associates, a registered training organisation with the NSW Food Authority, License Number: 24351.

FISHER:KIDD & Associates is the leading provider of food safety training services to the club industry.

Workshop Content

- New South Wales Food Act 2003;
- The role of the food safety supervisor;
- Identifying and preventing food safety risks and hazards;
- Monitoring and recording temperatures;
- Implementing good hygiene practices for cleaning and sanitising, calibration, pest control, personal hygiene and training, storage, food display and service.
- Controlling and monitoring critical control points and implementing corrective actions;
- Record keeping procedures and ongoing food safety management.



Certification

Participants will receive two Statements of Attainment to satisfy the NSW Food Authority Food Safety Supervisor Scheme requirements:-
SITXOHS002A Follow workplace hygiene procedures and SITXFSA001A Implement food safety procedures. Please note: Certificates can not be issued until all assessment materials have been submitted and assessed to a satisfactory standard.



ACCM points: Completion of this program entitles CMAA Members & CMDA Affiliates to 25 points toward ACCM activity

Catering not provided. Parking is available nearby at SOP Parking Stations.

To Register:

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

For more details contact Estelle McDonald-Birch at the CMDA Phone: 02 9643 2300 Email: estelle@cmma.asn.au or contact our training partner, Isobel Kidd, FISHER:KIDD Phone: 029817 0407 ikidd@fisherkidd.com

Club Plus Super unveils new major initiatives

Club Plus Super, a leading industry superannuation fund with more than \$1.3 billion under management, has announced it is embarking on a new strategy with two separate initiatives to elevate and accelerate its market position.

CEO Paul Cahill said Club Plus Super's financial performance was testament to the strength and agility of its investment strategies. "We are now opening the doors to membership and offering members an array of services to help navigate them through different stages of their financial life cycle," Mr Cahill added.

Club Plus Superannuation is the CMDA's Career Development Centre sponsor.

Financial Planning Services Launch

Effective immediately, Club Plus Super will offer its 105,000 members in-house financial planning services. The decision to take this function in-house has been driven through recognising the needs of the membership.

"Our feedback suggests that industry fund members generally have a higher satisfaction rating than those of retail funds," Mr Cahill said.



*Club Plus Superannuation CEO
PAUL CAHILL*



"When it comes to seeking financial advice, industry fund members are hesitant to look externally and, to date, have had limited access to quality financial planning services.

"Club Plus Super will provide a range of services suited to the circumstances of our individual members. We will provide both intra-fund advice as well as holistic financial planning advice."

The separate business entity, Club Super Plus Financial Planning is headed by planning veteran Tracey McDonald and supported by an internal team along with dealer group Mercer.

Opening The Door To Membership

Club Plus Super also has announced a public offer division aimed at opening fund membership to the wider community and club patrons effective from October 1, 2010.

Paul Cahill said that other than performance, there are two main drivers for selecting superannuation - cheaper management fees and the provision of professional and personal services to members.

"Club Plus Super now is providing the same level of financial advice as our retail fund counterparts - but we are doing it in our own way," Mr Cahill added. "There is no doubt, industry funds have really stepped up their game over the past few years.

"We anticipate new members will be attracted to Club Plus Super because of our uncomplicated products and services that are delivered to members in a down-to-earth, no-nonsense manner."

Club Plus Super hopes to secure a significant portion of the five million-plus patrons of clubs throughout NSW. People who become members through the public offer will have access to all of the industry-leading products that Club Plus Super offers.



*Club Super Plus Financial Planning
Manager TRACEY McDONALD*

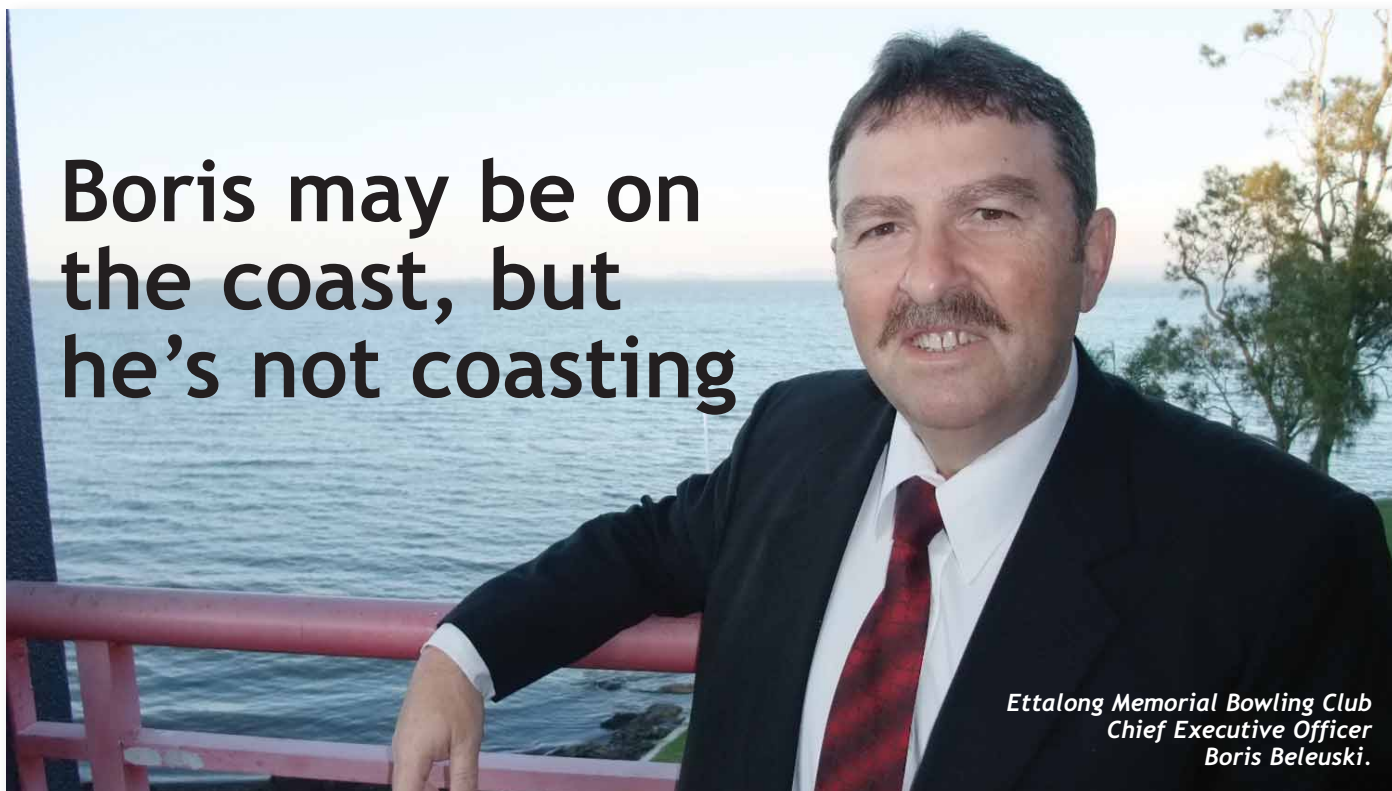
"New members will have access to an array of industry-leading options as Club Plus Super is regularly rated above larger industry fund competitors in numerous independent ratings," Mr Cahill added.

- **SuperRatings.com.au** has given Club Plus Super a "Gold" rating for 2009-2010
- **SelectingSuper.com.au** ranked the Club Plus Super Balanced Fund sixth in Default Options Portfolio, five-year period, 4.8% to July 31, 10
- Club Plus Super's Allocated Pension Fund was rated 10 out of 10 for "Best Fees across all Retirement Funds" both Industry and Public offer by **SelectingSuper.com.au**

In summarising the latest product and services opportunities, Paul Cahill said Club Plus Super was founded on a commitment to provide straight-talking, informed superannuation products that work for Club employees.

"Building upon our heritage, we are excited to offer the clubs community a competitive, unique and compelling financial proposition in superannuation, financial planning and insurance," he concluded.

Boris may be on the coast, but he's not coasting



*Ettalong Memorial Bowling Club
Chief Executive Officer
Boris Beleuski.*

Boris Beleuski's only complaint about living on the Central Coast is that there aren't enough European-style restaurants.

That's not much to complain about but, if you were born in Bitola, Macedonia, and you had to travel to Cabramatta for a serving of your mum's world-class burek, then you can understand why a taste of Europe would make Boris a happy man.

He was a one-year-old when his parents moved to Australia from Macedonia and, in his own words, was spoilt by his mother's cooking..

"I love it here on the peninsula [NSW Central Coast] ... wouldn't want to live anywhere else, but there are not enough good European restaurants and I love that dining," Boris says with a smile. "I mean, I have to drive to mum's place at Cabramatta for that ... but it's a good reason to visit mum."

Boris is married to Helen with two children - Jay, 33, who works at the National Australia Bank and Melissa, 17, who is already into her Higher School Certificate Studies - and loves running the impressively successful Ettalong Memorial Bowling Club.

Helen also works in clubs, at Erina Leagues Club, and they met while they were both working at the Liverpool Catholic Club in 1983. But, they have

never worked together. "I haven't really seen that husband-wife working together in clubs work successfully ... and I really don't think it's healthy for your life away from work," Boris says.

He's been in the club business for more than 32 years, but actually got into clubs to be a teacher. If you get an email from Boris, you'll notice the Dip Teach, ACCM, on the signature.

In fact he started out working as a casual behind the bar and studying for three years to achieve his Diploma of Teaching at the University of Western Sydney's Milperra campus.

Two of his classmates were NSW Gaming and Racing Minister Kevin Greene and Aristocrat senior executive John Gould.

Boris and John started almost at the same time in the same club - Ryde Ex-Servicemen's Club - doing the same thing, pulling beers a few nights each week to pay their way through college.

They even spent a few years doing casual teaching together in Sydney western suburbs schools. "It was hard to get a full-time job in those days, but we were rarely short of work casual teaching," Boris recalls.

Boris eventually reckoned teaching wasn't for him and he looked back to clubs and started full-time at Liverpool Catholic Club in 1982 and was promoted

to relief manager by 1984 when he headed for a promotion at the Building Workers Club at Mt Druitt.

Then, it was on to the Liverpool Catholic Club as deputy to General manager Dennis Stoneman. Boris left Liverpool for Harbord Diggers Club the day before CMAA Nepean Zone President and CMAA Hall of Fame member John Turnbull arrived at the club. "I'm really sorry that I didn't have the chance to work with John because he is a good friend and I admire his management style," Boris added.

Boris joined the CMAA in 1984. With education playing such an integral role in his life, he served a member of the CMDA Board of Management Studies from 1999 to 2001 and is the current CMAA Central Coast Zone President where he encourages the education and professional development philosophy for all members.

He was two years at Harbord Diggers before more than eight years at Club Marconi before his move to the Central Coast and Ettalong Memorial Bowling Club. "It was very much a family decision," Boris says. "We had spent a lot of time in and around western Sydney, working in clubs with me on the promotion and opportunity trail. It was time to find a good club that provided another managerial challenge where we could relax a little and enjoy our life."

Boris certainly found both - a great lifestyle and, perhaps, a bigger managerial challenge than he had

"It takes a lot of hard work and cultural change to turn a club around ... this one was no different ..."

envisaged. It was February, 2005 and Ettalong bowls club was struggling. In the financial years ending 2003-2004, the club suffered heavy losses totalling close to \$700,000. The club's bank had lost confidence in the viability of the business and forced the club to sell off three residential assets to repay their debt.

Boris had stepped into the eye of a financial storm.

But he turned it around - and fast.

The club produced a record trading profit of \$420,000 for the financial year ending 2007 and improved that figure to \$565,000 in 2009.

Boris says the club is ahead of projections to produce its third straight year of record profits. "It takes a lot of hard work and cultural change to turn a club around ... this one was no different," Boris said. "We stripped back the management structure and made sure the staff knew exactly what was going on, what was going to happen and what was expected of them."

With Operations Manager Tim McGavin, and Beverage Manager Luke Stephenson and Boris overseeing the gaming side of the business, the club has become one of the genuine success stories of the Club Industry. Tim and Luke are active on the floor and take on Duty Manager roles, rather than having supervisors or team leaders.



Boris Beleuski (centre) with Ettalong Memorial Bowling Club Operations Manager Tim McGavin (left) and Beverage Manager Luke Stephenson.

Ettalong has four rinks and the club spends more than \$250,000 annually on supporting and promoting bowls in the region, competing against five other clubs for patronage in a demographic of more than 40,000 people.

The club is debt-free and constructed a new \$500,000 compliant alfresco gaming area - funded out of cash flow. The club also purchased an additional rental property as part of its strategic plan for a future motel site.

Boris is a goal-driven manager and aims to make Ettalong the "bowling club of the peninsula".

Boris says one of the most pleasing aspects of managing on the coast is that he sees so many colleagues from his time working in Sydney clubs who have come a few hours north to retire or holiday. "It's a wonderful aspect of the job to find so many old workmates around on the coast," he says.

Life on the coast might be everything he hoped for and the clubs where he built his career may be a few more years and kilometres away these days, but Boris can't resist the temptation to heads south for some of mum's great home-cooked burek.

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Students experience heat of the club kitchen

Cecil Hills High School hospitality students are getting a real taste of working in the heat of a large commercial kitchen thanks to St Johns Park Bowling Club.

In a unique partnership for the area, the school and the club have developed a program designed to expose hospitality students in Years 11 and 12 to all aspects of a hospitality business and give them practical experience in a fully commercial environment.

Supervised by head chef Scott Smith, the students are involved in many of the important behind-the-scenes roles that they may not be able to experience in a smaller operation such as a cafe.

"The students see the food from its delivery at the dock, through to preparation, cooking and serving," the school's hospitality teacher Jo Tyson said. "They get real, practical experience in a way that reinforces what they are learning in the classroom."

Ms Tyson has worked closely with the club to develop the work placement program to co-ordinate with the curriculum and maximise the opportunities for her students.

"The club is very committed to the program, especially Scott Smith who is himself a hospitality teacher at TAFE," she said. "The students have been excited to get this hands-on experience in such a supportive environment."

The club is accepting all students in the class in the hospitality areas of the club, including brasserie, cafe and functions roles. The students work for one 35-hour week at the club in groups of two. St Johns Park Bowling Club has a strong commitment to education and training - for its staff and for those who want to have a career in hospitality. The club is at the forefront of the industry in human resources practice and was a finalist in the 2010 ClubsNSW Club of the Year Awards in the Outstanding Human Resources Management category.

Liquor Self-Exclusion Agreement

Under Section 76 of the Liquor Act 2007, a person who wishes to be excluded from a licensed venue can enter into a liquor self-exclusion agreement with a club. Under the agreement, the person can be prevented from entering or remaining on the licensed premises to address any issues they may have with alcohol consumption. If requested by a patron, a club is required to facilitate an agreement with an individual in a format approved by the Casino, Liquor and Gaming Control Authority ("the Authority"). Once an agreement is entered into, the club, or a responsible member of staff, legally is allowed to prevent the patron from entering, or can remove the patron from the club. An agreement between the club and the excluded individual can be terminated at any time by use of the form available from the Authority. While a club must comply with a patron's request to enter a liquor exclusion agreement, the club is under no obligation to initiate an exclusion agreement. Further, clubs should remain vigilant in ensuring patrons subject to an exclusion agreement do not enter the venue. Although there are no penalties for failing to enforce a liquor exclusion agreement, ClubsNSW has received legal advice that such a scenario could potentially increase the risk of liability for a club if an incident occurs as a result of an excluded patron consuming alcohol on premise. This is because venues entering into such agreements may be considered to have acknowledged a higher duty of care for self-excluded individuals and could be held responsible, if for example, an excluded person injured other club patrons while intoxicated in the venue. The Office of Liquor Gaming and Racing has a template self-exclusion agreement and termination document available on its website. This information can be accessed by clicking on the following link: http://www.olgr.nsw.gov.au/liquor_self_exclusion_agreements.asp

2010-2011 Public Holidays

The NSW Government has gazetted the Public Holidays for 2011.

This is a revised list of the public holidays for the balance of 2010 and for 2011.

These dates are subject to change by the State Government.

2010 Remaining Public Holidays

- Saturday, December 25 - Christmas Day
- Monday, December 27 - Boxing Day
- Tuesday, December 28 - Additional Public Holiday *

2011 Public Holidays

- Saturday, January 1, 2011 - New Year's Day
- Monday, January 3 - Additional Public Holiday *
- Wednesday, January 26 - Australia Day
- Friday, April 22 - Good Friday
- Saturday, April 23 - Easter Saturday
- Tuesday, April 26 - Easter Monday#
- Monday, April 25 - Anzac Day
- Monday, June 13 - Queen's Birthday
- Monday, October 3 - Labour Day
- Monday, December 26 - Christmas Day Public Holiday ##

- Tuesday, December 27 - Boxing Day
- # = Substituted Public Holiday
- ## Transferred public holiday for Christmas Day

* Advice received from NSW Industrial Relations indicates that these days are essentially "Additional Public Holidays", meaning normal Public Holiday provisions in the Modern Award or Enterprise Agreement will apply on these days.

The Modern Award & Public Holidays

There are a number of differences to Public Holiday provisions of the Registered & Licensed Clubs Award 2010 ("Award") compared to the superseded NAPSAs. Members should read the applicable sections of the Award to ensure compliance. For example, with Christmas this year landing on the weekend, section 29.3 (c) states:

"An employee other than a casual working on Christmas Day when it falls on a weekend will be paid an additional loading of 50% of their ordinary time rate for the hours worked on that day and will also be entitled to the benefit of a substitute day."

Get ready for 2011 with this great course for Operations, Assistant Mgrs & Dept. Mgrs

Announcing the *CMAA's newest management development program* aimed at building the development and professionalism of hospitality managers:

THE 'EFFECTIVE OPERATIONAL MANAGER' PROGRAM



One of the most discussed issues in hospitality management in Australia is the development of operational managers into being *more effective, knowledgeable and decisive* in their role as leaders of teams. Successful managers are rarely born with the skill set and ability to navigate the difficult and complex world of '*managing others*'. It often requires years of trial & error & heartache around making poor decisions.

This **6 Day** program has been designed to build on the CMAA's Duty Manager Development Program and *Enhance the skills of existing* Line Managers, Departmental Managers and Assistant Managers.

Management Development Pathway with the CMDA

Supervisor Boot-camp → Duty Manager Program → **The Effective Operational Manager** → The Club Secretary Manager's Course

Self Leadership
<ul style="list-style-type: none"> Develop personal effectiveness Manage work priorities
Human Resource Planning
<ul style="list-style-type: none"> Discover the importance of HRM Strategy Job analysis, job specifications, and job descriptions that align to strategy goals
Developing Teams
<ul style="list-style-type: none"> Influence team effectiveness Monitor team performance
Operational Plans
<ul style="list-style-type: none"> Advanced labour scheduling Getting the most out of your rostering
Project Management
<ul style="list-style-type: none"> Decision making process Project Mgt Stages

Inspiring Employees
<ul style="list-style-type: none"> Motivate and inspire staff Deal with multi generational staff
Difficult Conversations
<ul style="list-style-type: none"> Understand complex interpersonal communication issues Deliver 'bad news' effectively & confidently
Finance for non finance mgrs
<ul style="list-style-type: none"> Understand management accounting basics Interpret management reports
Continuous Improvement
<ul style="list-style-type: none"> Work flow analysis Work flow improvement & implementation
Understanding Contracts
<ul style="list-style-type: none"> Elements of contracts What to look for: traps, tips & action

*Session 1 (2 Days): Weds 2 & Thurs 3 February 9:30am - 4pm

*Session 2 (2 Days): Weds 16 & Thurs 17 February 9:30am - 4pm

*Session 3 (2 Days): Weds 9 & Thur 10 March 9:30am - 4pm

CMAA Sydney Olympic Park, Homebush Bay

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* Based on game performance reports from Club Data Online December 2009 to July 2010 and Maxgaming January 2010 to June 2010.