

# Jupiters 2010

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Conference Preview: P13      Conference Brochure: P25-28

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Ron McLean

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## Scores On Doors boost for club restaurants

The NSW Government has announced a new food safety initiative for restaurants and food businesses.

“Scores On Doors” is a voluntary rating system where food businesses, including clubs, can choose to publish a certificate showing their food safety and hygiene rating as determined by their last health inspection. Businesses will be awarded a score of ‘A’, ‘B’ or ‘C’ with ‘A’ being the highest rating possible.

*Scores on Doors* provides a positive balance to the existing “Name & Shame” list and will allow clubs that maintain a consistently high standard of cleanliness to advertise this to patrons.

The *Name & Shame* list, available on the NSW Food Authority’s website, publishes penalty notices given to food businesses for unsafe food safety practices.

There have been very few clubs listed on the *Name & Shame* list with only six penalty notifications, of the 1,827 currently listed, relating to food hygiene issues found in clubs.

Despite the exemplary food safety record of the Club Industry, some negative articles have been published using information available through the website. *Scores On Doors* is an opportunity for clubs that have received negative publicity in the past to advertise to the community that the club serves high quality, safe food.

The *Scores On Doors* program is being trialed in 12 council areas from July 1, 2010, for six month period before a state-wide start in mid-2011.

The NSW Food Authority has not yet announced the council areas participating in the trial.

For further information, clubs can visit the Food Authority’s website at [www.foodauthority.nsw.gov.au](http://www.foodauthority.nsw.gov.au)

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## ➤ Pages 14 & 15

The spectacular Bankstown Sports Club was the venue for the first **Clubs+Event & Functions Summit** in mid-May. The Summit was designed for managers and industry professionals seeking to run more professional, successful and profitable events. More than 100 club industry professionals buzzed through two days of inspiring presentations, in-depth master classes, workshops and networking opportunities ...



## ➤ Pages 16 & 17

It has been a big 12 months for Moorebank Sports Club's new Operations Manager **MATHEW ROPER**. He received his coveted Active Certified Club Manager Award at the Mid Year Executive Leadership Conference at Jupiters Gold Coast last July. Mat also received an Asian Club Management Conference Bursary, sponsored by Shuffle Master Australasia, at the CMAA's annual Conference and Hospitality Expo at Darling Harbour in March. His travels and experience in Singapore and Macau have added a new dimension to his career and ambitions ...



## ➤ Pages 20 & 21

The Victoria Government's controversial gaming machine auction that will change the landscape of venue gaming across the state in 2012 provided yet more controversy when club managers and boards along with hotel owners locked down to bid for their futures on May 10. Victoria's clubs and hotels spent almost \$1 billion to secure gaming entitlements in the auction. **KATIE CINCOTTA** takes a close look at the winners and losers in this industry-changing event for Victoria ...



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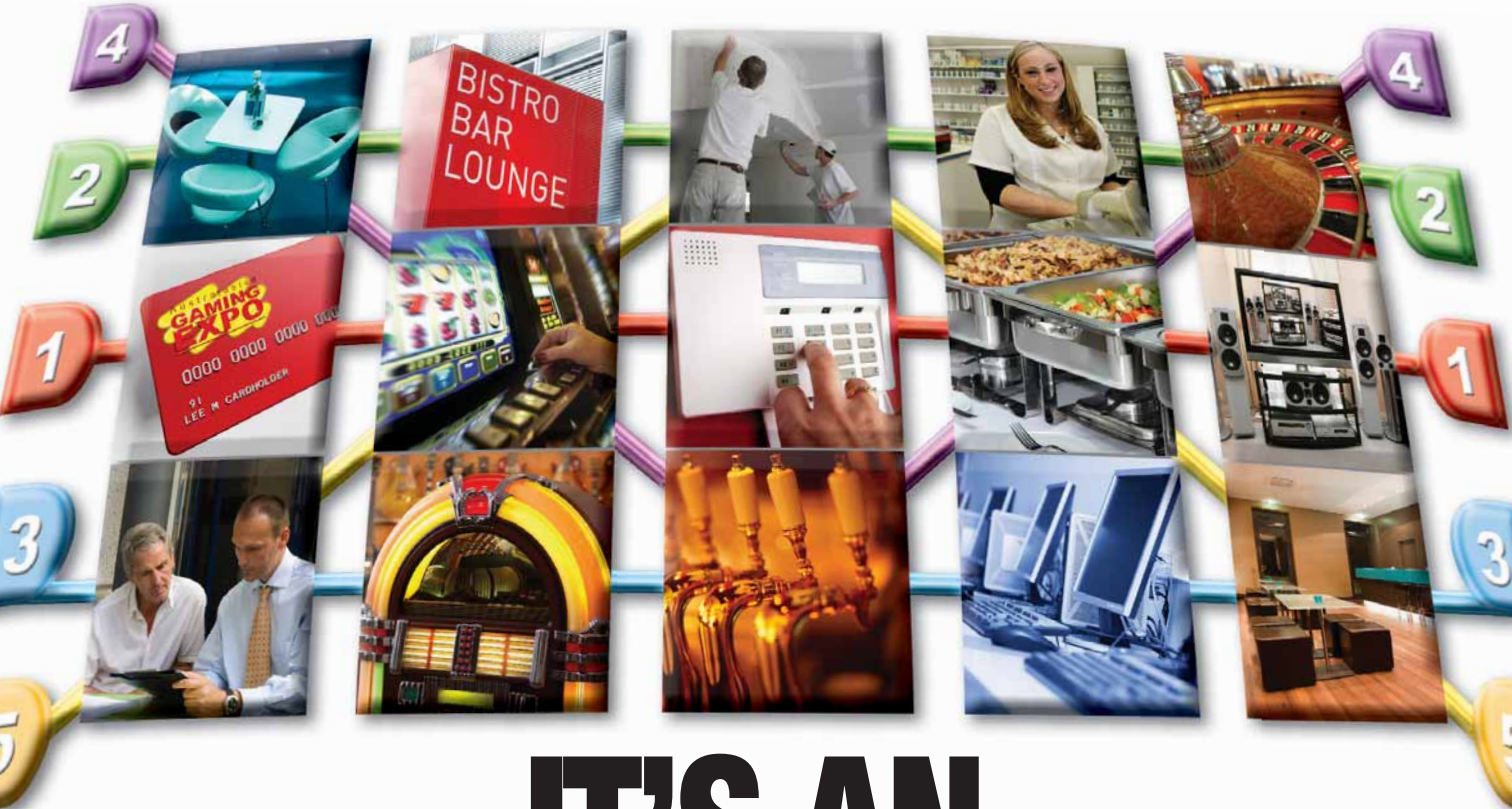
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## Bursary tour reinforces Association's important place in members' professional lives

The CMAA plays many and varied roles in its relevance for members. Each member joins the Association for his/her own reason, whether it be

industrial, educational or for the fraternal benefits of belonging to a professional group of fellow managers to share and learn from experience. Regardless of why an individual joins the Association, it is imperative that as an Association, the CMAA represents the needs of our membership and remains relevant to the members it represents. To ensure relevance, we need to understand and be aware of the issues confronting our members. This can only be achieved through consultation and communication. As a member there are a number of vehicles available to you to let us know what you want from YOUR Association. Zone meetings and conferences are an ideal way to discuss the issues concerning you, or put forward ideas or suggestions on how we can better assist you as an Association. The fastest and most effective way is to simply call the Head Office and speak to Executive Officer Terry Condon and/or Assistant Executive Officer Ralph Kober. Both men are very approachable and would appreciate your feedback.

While I recognise and appreciate the industrial side of the CMAA as a non-militant union, I take the greatest satisfaction from the fellowship of our Association and its capacity to liaise with fellow managers at all levels to discuss industry-related issues and concerns regarding this unique, diverse and, at times, challenging industry.

Very few, if any, managers across other industries have to deal with some of the issues that club managers confront on a daily basis. It's comforting to know that there is a support network within our industry, or perhaps just a "sounding board" to discuss issues. However, this support network is only as good as the communication process and/or an individual's preparedness to pick up the phone and ask a question. Unfortunately, some people are reluctant to ask a question or seek information due to embarrassment or ego - often to their own detriment and the detriment of their club. Regardless of the perceived position or status, we are all in the same boat. We can all benefit from time to time by using our support network.

Recently, I had the pleasure of attending the Asian Club Managers Conference to Singapore and Macau. It was superb. I was able to travel with 22 fellow club managers - many of whom were winners from the vast list of the CMAA National Bursary Program. The group was diverse in age and seniority ... from general managers to management trainees. This trip reinforced to me the importance of the CMAA's fraternal benefits.

I listened intently to the conversations and experiences among the group - from large and small, regional and metropolitan clubs. I watched the interaction of relative strangers who came together for an educational tour and experience. I was inspired and refreshed by the professional and committed manner in which they conducted themselves and the excitement and passion they have for their roles and opportunities within this interesting and exciting Club Industry. This experience reinforced just a few reasons why I love this incredible industry and, while we can sometimes focus on the negatives, there are far more positives about what we do. We are fortunate to work in such a diverse and vibrant industry. Another major benefit is that I have now expanded my network by an additional 22 fellow professionals and clubs from where I can draw information and advice. I will be utilising that benefit and resource, and hope they do to.

When considering the positives I derived from the trip, it would be remiss of me not to acknowledge the sponsors that made this bursary event possible. Without their incredible and continued support of the industry and the Association, these experiences and networking opportunities would not have been possible. The benefit of their contribution is far more than simply a six-day trip for many of the bursary winners. The benefit will continue across their careers with the information gained and relationships established. For whatever the reason you are a CMAA member, make the most of the Association for its full range of advice, services and benefits. And remember ... don't hesitate to contact the CMAA with any questions or suggestions.

➤ **DAVID O'NEIL, ACCM**, is the CMAA Vice President, CMDA Board of Management Studies Chairman and CEO at Castle Hill RSL Club

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# Club Industry richer for the dedication and passion of David Costello

Friday, February 26, 2010, was a watershed day for the NSW Club industry. It was the day that David

Costello announced he would retire as ClubsNSW CEO at the end of June. The ClubsNSW Board acted quickly to replace David, appointing Executive Manager of Policy and Government Relations Anthony Ball as the new CEO. David has had a long and rewarding career in the Registered Club Industry, starting at Manly Leagues Club where he was employed for 22 years. The next seven years were at North Sydney Leagues Club and two years at Mingara on the NSW Central Coast before

becoming CEO of the newly formed Leagues Clubs Association of NSW in 1997. David and then-President Jack Martin raised the Association's profile as a lobby group to the NSW Government on all issues pertaining to the Club Industry. The CMAA inducted David into its Hall of Fame in 1997 for his services to the Club Industry. In December 2002, David accepted what was seen by some as a "poison chalice" when appointed ClubsNSW CEO, where he formed a great relationship with then-President Pat Rogan. David almost immediately spearheaded the campaign to stop the NSW Labor Government from taxing the Club Industry out of existence. This campaign was played out daily in the Sydney and national media with David as the face of the industry, taking on a

Government hell-bent on destroying this great Club Industry. Needless to say, the fight became very personal and I'm sure David is not on the Christmas card list of certain ex-state political leaders. He was instrumental in negotiating and signing the present "Memorandum of Understanding" with the lemma Labor Government on March 27, 2006 - an agreement that the industry operates under today. On President Pat Rogan's retirement, David formed another strong and successful partnership with President Peter Newell, who has continued to maintain Club Industry's high profile in NSW. People fortunate to know David, know he wears his heart on his sleeve, which was never more evident that when he returned from assisting the orphans in Banda Aceh with Father Chris Riley, Tony Stewart and Peter Newell. David was instrumental in marshalling the Club Industry to support the appeal to help a nation affected by the 2002 Boxing Day Tsunami. David has given his time selflessly to the

betterment of the Club Industry, doubtless at the expense of his health - a consequence of this stressful role. David tells me his health has improved greatly over the past four months, that he has never felt better and is looking forward to spending more time with his family and friends. On behalf of the CMAA Executive and membership, I wish David and his family well in retirement.

During April, CMAA Vice-President and Board of Management Studies Chairman David O'Neil and I had the pleasure of accompanying 22 CMAA National Bursary Program winners to the Asian Club Managers Conference in Singapore. This Conference gave our Managers exposure to the challenges confronting fellow-club managers in our region. The delegation also visited Macau to see how the casino industry continues to expand and grow there and was hosted by fellow-Australians working in Macau. I urge all members to read Moorebank Sports Club Operations Manager Mathew Roper's tour report on Page 16-17 of this magazine and consider applying for these bursaries in the future.

Earlier this year, PKF Chartered Accountants alerted the CMAA to an anomaly relating to claiming GST on jackpot pool contributions to Maxgaming's State Wide Link Jackpots in NSW. The anomaly arose due to the jackpot pool

contribution being described as a "variable fee". This position was taken at the behest of ClubsNSW to protect the principle of mutuality on the advice of Durack, QC, and others since State Wide Links were introduced into NSW. The CMAA, with the Leagues Clubs Association and RSL & Services Clubs Association, has been working with PKF partner Stephen Baldwin for the past five months to change the way the variable fees charged by the linked jackpot suppliers are managed for GST purposes. There are a number of aspects to this work, the key being agreement with the Australian Taxation Office (ATO) over past and future documentation. The current documentation describes the payment as a "fee for service". If this work is successful, it's likely that GST refunds will be available.

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

ClubsNSW CEO DAVID COSTELLO





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## September 8<sup>th</sup> and 9<sup>th</sup> at Bankstown Sports Club.

This exciting event is the premium training opportunity for F&B managers, chefs, catering managers, kitchen managers, or for that matter, anyone in the operational side of food and beverage. Put the dates in your diary now – **8th & 9th September 2010 at Bankstown Sports Club.**

Topics planned so far include: **Coffee Shop** and **Bistro** improvement, **How to Speed up Service**, **Menu Pricing Techniques** and a **Food Costing Workshop**. **Equipment Maintenance** and **Kitchen Design** will be some of the topics featured in Masterclasses, plus a special session on **Food & Beverage Promotion** for regional clubs. With a theme of **Turnaround Strategies**, this Summit is sure to get your catering business rocking!

Guest speakers will show us how to bring the **latest food trends** to the club market, train staff in **Food & Wine sales**, and handle the critical issues of **OH&S** and **Security in Club settings**. Hear from the experts – a great lineup of smart club managers and chefs in NSW, Victoria and Queensland and other industry experts – they've achieved stellar results, and now they're sharing the success stories.

Last year's attendees loved it: **Unbelievably awesome; very helpful; Excellent speakers; Inspired a lot of ideas; Relevant topics; A+++ class!!**

**For the first time, following the success of the Bankstown venue for the recent Clubs+ Event and Function Summit, in 2010 the Clubs+ F&B Summit will also be held at Bankstown Sports Club. Great accommodation is available.**

For the many regional and interstate visitors, **Bankstown Travelodge** is situated within the Club precinct and is an attractive drawcard. A number of our local delegates stayed there also to save time travelling.

What delegates at the Event Summit had to say: **Great venue; Exceptional; Very convenient – everything under one roof; Loved the theming; Staying there saved so much time!**

**WHEN:** 8<sup>th</sup> and 9<sup>th</sup> September 2010

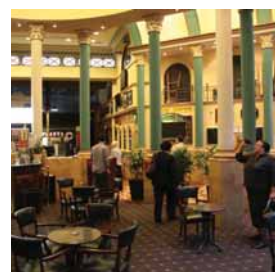
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# Are YOU the glue that holds everything together?

Club managers know the feeling ... trying to be all things to all people - the Board, the management team, staff across the organisation, auditors, government compliance officers, ever-changing legislation, sales representatives. And all of this while trying to balance a "normal" life at home with the family - and squeeze in some time for exercise and sanity. Club executives face this challenging schedule of people, appointments and decisions - from the smallest to the largest - every day. They are the people - the glue - who hold so many things together.

The time and personal pressures can be intense and almost overwhelming. Modern management demands more of a club executive than ever before. The CMAA's 2010 Mid Year Executive Leadership Conference focuses on this personal and professional situation with the theme that asks the question: "Are You The Glue That Holds Everything Together?" Again set in the world-class convention and hospitality venue of Jupiters Gold Coast, the three-day conference - July 7 to 9 - offers club managers, directors and industry-related business executives the tools, strategies and professional network to proactively tackle this issue.

The list of speakers and topics focuses specifically on all aspects of planning, co-ordinating and running a successful organisation in a difficult financial environment and the most stringent

compliance and legislation confronting any industry in Australia. From the new Registered & Licensed Clubs Award 2010 to personal motivation, social media strategies, corporate governance, member database marketing, organisational sustainability, thought leadership



IAN HUTCHINSON



RYAN SCOTT

and the power to influence, the Conference is packed with the information clubs need to keep pace, then prosper in the 2010 club business landscape.

Speakers include Simon Treselyan who spent 19 years as a British Special Forces Commander and Operational Covert Intelligence Operator ... Ian Hutchinson, international speaker and author of the best-selling book "Are You The Glue?" ... Dr Michael Singleton who has delivered world-class corporate governance education to Australian club managers through the CMAA-Southern Cross University program ... motivational speaker Ron "Rowdy" McLean who is well-known to CMAA members. The popular CEO-CMAA Sponsors Forum will feature on Day 3 and offers a remarkable opportunity for managers and the Association's corporate partners to work through the industry's most pressing issues.

CMAA Communication Services Manager Peter Sharp will introduce Australia's wheelchair rugby team captain Ryan Scott to delegates in

the traditional "30 Minutes With" segment to open the conference on Wednesday afternoon. At 16, Ryan Scott was involved in a serious car crash that left him fighting for his life. With a broken neck and a permanent spinal cord injury, he was faced with rebuilding his life as a quadriplegic. Ryan's days in rehabilitation were spent learning the absolute basics of everyday living. Having been actively involved in sports

before the crash and facing life in a wheelchair, Ryan never dreamed that he would one day represent his nation in the fast-paced, hard-hitting sport of Wheelchair Rugby ...

affectionately known as "Murderball". Ryan's career highlights include winning a silver medal at the Beijing Paralympic Games in 2008 and, this year, being named captain of the Australian team. On top of his busy sporting schedule, Ryan is a road safety advocate, speaking to various community groups and Year 11 students about his experiences and encouraging safe driving practices.

Registration for the Mid Year Executive Leadership Conference is Open, so log on to [www.cmaa.asn.au](http://www.cmaa.asn.au) and click on the Conference tile.

Conference Registration Fees that covers workshops only are \$900 (including GST) for one delegate and \$800 each (including GST) for two or more delegates (managers/directors) from the same club register.

Delegates attending the Conference can accumulate Activity Points,

attend the Members' General

Meeting, enjoy the entertainment, benefit from the networking opportunities and -

if your busy schedules allows - attend the Combined Zones - Gold Coast & Brisbane -

Charity Race Day at the Gold Coast Turf Club on July 10 to round off a great week.



# Summit delegates experience a feast of learning

The spectacular Bankstown Sports Club was the venue for the first Clubs+ Event & Functions Summit in mid-May. More than 100 club industry professionals buzzed through two days of inspiring presentations, in-depth master classes, workshops and networking opportunities ...

A good time - that's what you remember. This was the message when Events Development Specialist Bill O'Toole took the podium as the first presenter at the popular Clubs+ Event & Functions Summit at Bankstown Sports Club last month. Starting on a high - and with great expectations - the two-day program on May 12 and 13 went from strength to strength.

The Summit was designed for for managers and industry professionals seeking to run more professional, successful and profitable events.

Much of the workshops, panel discussion, master classes and presentations were targeted at positioning club venues as the first choice for weddings, parties, corporate bookings and entertainment.

**"The Event Summit exceeded my expectations and I am thrilled I could attend. What took you so long?"**

**Eunice Lambie,  
Nelson Bay Golf Club**

Feedback from more than 100 Summit delegates praised the event - from the venue, presenters and program content to the back-of-house tour at Bankstown Sports Club and the pace of the two days.

Busy delegates encountered the world of *Wedding Sales*, the latest audio-visual design and technology and the fastest way to train staff in function skills.

Online marketing and sales skills were a highlight along with a deeper understanding of what the corporate market needs.

Delegates saw eye-popping ways to add the "wow factor" to tables and room decorations and fun ways to present a beer tasting dinner or event.

They heard from smart club operators throughout the country - large and small, city and country - all sharing what they've learnt over years of running events and building the popularity of their clubs.

It was about learning from the experts and the operators.

Day 1 ended with an exciting session from the "Beer Diva", Kirrily Waldhorn, who expounded the virtues of the light and dark side of Australia's favourite beverage. Kirrily encouraged delegates to substitute beer dinners for wine dinners and promote the flavour and cost benefits of drinking a wide range of beers. Then it was outside to a well-received beer tasting before everyone gathered for "Dinner With WOW!" in the Bankstown Sports Club ballroom.

The Back-of-House Tour on the Thursday morning was a bonus for the "early birds" who booked in for a look behind the scenes.

Breaking into two groups, delegates inspected Bankstown Sports Club's function, kitchen and storage areast.

This is catering on a grand scale and scored 10-out-of-10 for cleanliness and functionality.

At the end of Day 2, it was time for feedback.



Troy Sommerville from Dapto Bowling Club said the entire Summit was useful. "I enjoyed listening to others talk about their experiences and found the Q&A format most valuable," Troy said. "The venue was great ... an experience in itself ... while the event was well organised and on time."

Campbelltown Catholic Club Functions Manager Carmen Nardi said the Summit had inspired her to reassess the club's procedures and introduce others to enhance the events and functions department to make it more financially profitable for the club. "Thank you for organising the Events and Function Summit at Bankstown Sports. At last, there was an information session specifically for our Events Department within the Club Industry. The Summit has enlightened me by giving me some fresh ideas to develop the Functions Department further. The speakers were motivating and informative and shared the passion of events. I recognised that some of the issues at our club within the department are shared by many managers at other clubs. The Summit enabled us to network as a group and discuss these matters. Congratulations on a great event and I look forward to attending the next summit that Profitable Hospitality and the CMAA organise."



**Kamelia Tevanian  
from Pernod  
Ricard Australia**



## and networking

As well as being a guest on the popular panel discussion, *"Latest Wedding Trends And Marketing"* with Alvin Kan from Gosford Golf Club and Profitable Hospitality Director Ken Burgin, Carmen was there to learn as much as she could and her comments were echoed by many of the 120 participants.

Eunice Lambie, who attended with a colleague from Nelson Bay Golf Club, was impressed with all the sessions she attended. "Validation, information, networking and understanding your positioning were so useful," Eunice said. "The Event Summit exceeded my expectations and I am thrilled I could attend. What took you so long?"

Paul Butler from Club Mulwala found the Summit a real eye-opener and will be back next year. "It would have been better - if possible - to make it a three-day event so all the Master Classes could be attended."

Peter Harbrow, also from Club Mulwala, enjoyed the opportunity to hear from other clubs about what they are doing and how they are doing it. "It's interesting to see how the other half lives - and encouraging," Peter said. "It doesn't seem to matter what size a club is, we all share the same challenges to a greater, or lesser degree. It was excellent to hear from Phil Wheaton of Armidale Bowls Club about how his



**"The Summit has enlightened me by giving me some fresh ideas to develop the Functions Department further. The speakers were motivating and informative and shared the passion of events."**

*Carmen Nardi, Campbelltown Catholic Club*

club approaches the challenge of retaining older members and attracting new ones."

Some of the topics flagged by participants of interest for the 2011 Summit are ... *"Ways Of Dealing With The Board"*, more topics for regional clubs, and a greater focus on marketing.

CMAA Assistant Executive Officer Ralph Kober and Ken Burgin, the Summit organizers, are already assessing the positive outcome of the 2010 event and looking towards a more exciting and innovative experience for delegates in 2011.

"This was a great success for everyone involved and the feedback from delegates shows that there is a genuine need for this format of events and functions summit," Ralph said. "There was an impressive feel about the Summit across both days and a good 'buzz' among the delegates. The fact that we got more than 100 industry professionals here for two days shows there is a need for this style of event and the

networking among the group was quite spectacular."

➤ **DIARY NOTE: Clubs+ Food & Beverage Management Summit on September 8 & 9 at Bankstown Sports Club.** This is a gold-plated training opportunity for F&B managers, chefs, catering managers, kitchen managers - anyone involved in the operational side of food and beverage. Topics already on the agenda include ... *"Coffee Shop & Bistro Improvement"*; *"Faster & More Efficient Service"*; *"Menu Pricing Techniques"* plus a *"Food Costing"* workshop. *"Equipment Maintenance"* and *"Kitchen Design"* will feature in Summit Master Classes. There will also a special focus on *"Food & Beverage Promotion"* for regional clubs. Go to Page 12t for the Clubs+ Food & Beverage Management Summit advertisement and stay in touch with registration for this event through the CMAA's website - [www.cmaa.asn.au](http://www.cmaa.asn.au)



*"The Beer Diva", Kirrily Waldhorn*

**"It doesn't seem to matter what size a club is, we all share the same challenges to a greater, or lesser degree."**

*Peter Harbrow, Club Mulwala*

# International experience creates career-lasting

The CMAA's National Bursary Program offers more than \$100,000 annually in education and professional development opportunities. It's almost impossible to quantify the value that these experiences - particularly the overseas conference events - provide for managers across the spectrum of age, location and club size. It has been a big 12 months for Moorebank Sports Club's new Operations Manager **MATHEW ROPER, ACCM**. Until his move from Sydney Rowing Club to Moorebank midway through last month, Mat was the CMAA Inner West Zone President and received his coveted Active Certified Club Manager Award at the Mid Year Executive Leadership Conference at Jupiters Gold Coast last July. Mat also received an Asian Club Management Conference Bursary, sponsored by Shuffle Master Australasia, at the CMAA's annual Conference and Hospitality Expo at Darling Harbour in March. His travels and experience in Singapore and Macau have added a new dimension to his career and ambition for greater learning opportunities ...

When successful with a bursary application of any kind, it brings with it a great sense of achievement and pride. With an overseas bursary, as a manager, you get to represent your country, the Club Industry and all that has come before you. With this imposing, yet happily challenging thought in mind, 22 Australian representatives headed off on Saturday, April 17, to Singapore and Macau for the 8th Asian Club Managers Conference and Casino Tour. The group, many CMAA National Bursary Program winners, departed on an early flight to Singapore. The networking started immediately, with a dynamic and interesting touring group coming together.

Singapore is a dazzling, fantastic and clean country. The city and national infrastructure is advanced and it didn't take long for the group to become immersed in and fascinated by the Singaporean culture. We visited Clarke Quay, which was an

amazing version of Darling Harbour, but far busier and more active. It gave us an insight into Singapore's dining and hotel (pub) culture.

Sunday, being our free day, many of the touring group took in the sights, sounds and tastes of Singapore, with some visiting Sentosa Island and the newly opened Universal Studios. Others went shopping seeking a famous Singapore bargain. Some were spotted at the world-renowned Raffles Hotel, the adventure of the "Singapore Flyer" - the largest Ferris wheel in the world, rotating to a height of 42 stories.

On Sunday night we headed to the Welcome Cocktail Party at the exclusive American Club which gave us a chance to mingle with our Asian club manager colleges and get a better insight into Singapore's private clubs culture. These clubs, with facilities second to none - are "members-only" venues commanding membership fees of \$80,000 to \$100,000.

Having farewelled our new friends for the night, some of the tour party headed to Singapore's casino for a "sneak peek" as this wasn't a part of the originally planned Conference package. The casino was a combination of the glitz and the glamour of more high-powered casinos mixed with the immaturity that comes with a brand new venture. It became evident that the culture standing behind these



*Shuffle Master Australasia National Sales Manager Russel Gartner presents Mat Roper with his Asian Club Management Conference Bursary at the CMAA Conference and Hospitality Expo at Darling Harbour in March.*

designs was much more built on food, gambling and smoking than it was with drinking and entertainment.

Monday was the first of our two-day Asian Club Management Conference and Exhibition at the Raffles Town Club. The Conference included topics, such as the Post Economic Crisis, Standards and Benchmarking and Saving Time and Enhancing Productivity. We enjoyed speakers from across America and the host nation. On Monday night, we attended a Gala Dinner at Raffles Town Club, which gave us a chance to mix socially with the delegates and make long-lasting friendships. We were entertained by local singing and dance acts and we even helped out by giving the event a distinctly Australian "influence".

On Tuesday we completed the Conference program, taking in sessions on Changing Technology and Alternate Sources of Income. By mid-morning we headed to the FHA2010 - an exhibition like none of us had ever witnessed with nine halls full of exhibitors. This, truly, was just too large to take in and see everything ... from kitchen equipment to food, wine, bars, technology, tills, lights,



*Samantha Hockley with an Asian Conference delegate, Todd Morley, Gina Skinner, Colin Murphy, James Smith, Shay O'Conner and Mat Roper.*



# impression on bursary tourists

bedding, furniture and security ... there was more than enough for everyone. Tour delegates spent more than four hours mingling and moving through the expo, inspecting and experiencing things new and improved. Wednesday was a travel day as the tour group moved to the second stage of the "adventure". With a few hours of flights and jet-ferries we were in Macau - gaming capital of the world. Many of the touring party had never experienced Macau previously and it does take a little while to get your head around how this place has become so spectacularly large in such a short period of time.

We checked into the Macau Venetian Resort Hotel Convention Centre, which is truly astounding. Noted at being the fifth largest building (floor space) in the world at 10.5 million square feet, it's no wonder it took us 20 minutes to walk from the reception desk to our rooms. Being at the end of a travelling day, some delegates stayed to get acquainted with the hotel, while some others crossed the border into mainland China to pick up a bargain or two at the famous Zhuhai Markets.

On Thursday we had an organised a seminar with a group of Australians doing some wonderful things in Macau. Aristocrat Sales Manager Mathew Wilson took us through the changes in Macau and some history of the casinos there. Peter Johns, the Director of Slots at MGM Grand Macau, delivered a presentation on the spending habits of the patrons visiting Macau and an overall snapshot of what the future holds for the industry. The discussion with these two professionals was interesting, however there were



Mat Roper outside the Macau Venetian Resort Hotel Convention Centre.

many issues resolved in the extensive question-and-answer session that followed. Following the presentations, Matt Wilson hosted a tour of the City of Dreams Casino - part-owned by James Packer - before we headed back to the MGM Grand with Peter Johns, then on to Wynn Macau and a tour with Craig Mitchell, another Aussie ex-pat who is Director of Slots at Wynn. Some of the delegates also got up close with gaming industry mogul Steve Wynn who was in town for the grand opening of the new Wynn Encore tower later that night. We ventured into the new tower tour and took in the "tree" show in the Wynn Casino foyer ... something that needs to be seen to be believed

Being our last night on tour, we had a farewell dinner where there were speeches aplenty and were joined by some Australians living in Macau who are a part of our industry. Thanks to Chris and Kylie Rogers, Peter Johns, Craig Mitchell and Matt Wilson, it was a remarkable opportunity to better understand life and work in Macau. As this was opening night for Wynn Encore, there was a \$2 million fireworks display over the harbour which was a fantastic way to spend and celebrate our last night on tour.

Friday was a free day with many tour mates finishing last-minute shopping, taking one last look at the sights around Macau, touring the Venetian, experiencing the "bubble" show and riding the gondola before packing our bags for the jet ferry, then the jumbo back to sunny Sydney.

This tour was a truly amazing and memorable personal and professional experience. The delegates - my tour companions and now friends - were all fantastic people. The networking opportunities that these bursary tours offer are indescribable. Anyone considering a visit to experience this Asian club conference and spectacular gaming destinations should go down the path of taking the time to participate in the CMAA's National Bursary Program.

The network that the CMAA - through Executive Officer Terry Condon, Federal President Bill Clegg and Assistant Executive Officer Ralph Kober - have already

established is as vast as it is impressive and our Association membership opens doors that we would otherwise not even know about, better yet enter.

To the CMAA National Bursary Program sponsors (see Page 48), thank you for your continuing support in the education and professional development of Association members and club managers at all levels. My personal thanks to everyone at Shuffle Master Australasia who provided the bursary that I was fortunate to receive.

To Terry Condon and Federal Vice President David O'Neil - also the CMDA Board of Management Studies Chairman - who led the touring party ... your knowledge and guidance was beyond words and you have made a massive and career-lasting impact on the touring group.

Finally, thank you to Catherine Mancuso from CCM Travel for your help along the way.

The Singapore and Macau trip was a learning and life experience that I won't forget and one I can't wait to do again.

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# When the romance is over, it's time for a

Highly-respected senior club executive **ANDREW TERRY** has experienced the highs and lows that being at the top of the Club Industry can deliver. Now the CEO at New Brighton Golf Club in Sydney, Andrew, like other Club Managers before him, experienced the sudden fall from grace during last year as CEO at the Albury SS&A Club. A dedicated professional executive, Andrew has chosen to pass on the knowledge he has gained from his experience along with the wisdom and advice he has acquired from reading a new book from management author **Jim Collins**...

At some point in a Club Manager's career, he or she is likely to experience an abrupt end to their professionally employed role arising out of a relationship breakdown with the Board.

There are many reasons why sudden, abrupt terminations or departures arise between CEOs, Secretary Managers and General Managers with the Board.

Typical scenarios are electoral change in Directors or a shift in previous club strategy or policies. Perhaps it's simply personality-based indifferences that lead to conflicts and a

breakdown of communication, leading to forced resignations or outright termination. The impact upon the individual manager arising from an employment breakdown can be more stressful and profound where the club manager has held the role for a significant period and has established a long-standing reputation within the club membership community, employees and the broader local communities in which they live.

In many instances, the impact of job loss for managers living in regional and remote areas can be devastating because the geographical location can place further stress upon the manager and his/her family as displacement is sure to follow when it comes to seeking new employment.

In looking to understand and better research what factors contribute to such career relationship-ending events for many senior managers in the industry, my attention and interest was drawn to a recent publication by management author Jim Collins, of *"Built to Last"* and *"Good to Great"* fame. His latest book is aptly titled, *"How The Mighty Fall ... And Why Some Companies Never Give In"* (2009 Harper Collins Publishers). In this "must-read" examination of what critical factors contribute to corporate demise, collapse and, in some rare instances, recovery, Jim Collins has used his extensive years of research in examining and understanding critical success factors of large-scale

corporations. He has then applied the same discipline in reverse in studying why seemingly successful companies suddenly lose direction, focus and relevancy to markets they seemingly tend to dominate.

Using his *"Five Stages of Decline"* theory, Collins articulates and describes in detail a series of corporate failures. He argues that in his research there exists five common governing errors within those businesses that lead to an almost irreversible path to insolvency and oblivion. Errors which, had been acknowledged and noted, could have been avoided.

Collins's five stages of decline theory are ...

Stage 1: Hubris Born Of Success (what worked in the past will work now)

Stage 2: Undisciplined Pursuit Of More (growth without strategic intent)

Stage 3: Denial Of Risk And Peril

Stage 4: Grasping For Salvation

Stage 5: Capitulation To Irrelevance Or Death

I cannot help but draw analogies of this five-stage theory based on personal experience when looking at the factors that lead to sudden or shock terminations of senior club managers by boards after long periods of stability and success.

In many instances, the inability - or simply the unwillingness - of boards to accept change and acknowledge that past successes can be replicated by simply repeating what used to work no longer is an option.

When managers put themselves in the direct firing line by arguing that new strategies and new management practices are needed in the modern commercial environment, requiring deeper commitments, faster responses and, in many instances, untried or non-traditional remedies, it is simply too much for many board members to bear, let alone understand or support.

**"Collins argues that in his research there exists five common governing errors within those businesses that lead to an almost irreversible path to insolvency and oblivion. Errors which, had been acknowledged and noted, could have been avoided ...**



New Brighton Golf Club CEO  
**ANDREW TERRY**



# changing of the guard

As such, the first stage of decline sets in, with the board now opposing professional management recommendations and suggestions regarding adapting the business strategies to meet new threats and new social realities.

Long-standing friendships begin to be tested between the parties.

Alternatively, in-fighting among the board members arises, forming factions and friction with what was a once-seemingly stable, coherent board-management relationship.

Progressive resistance begins to set in, further frustrating the capacity of the business to rectify and restore revenue loss, or control non-justified expenditure. This results in cash flow stress and liquidity pressures emerging. This also leads to board intervention and involvement in operational management issues, further weakening the relationship between Manager and Board. Unplanned, unco-ordinated and "knee-jerk" decisions begin to emerge, further destabilising what was once considered a stable and sturdy business platform.

Stage 3 - Denial Of Risk And Peril - occurs quickly at this point as individuals within begin to appropriate blame to individuals within the leadership group - whether

it be the manager or other members within the board. Communication now begins to break down rapidly and the objective ability to focus on core business strategy is lost within the emotive and internal political atmosphere that, by now, turns toxic.

Stage 4 is the "tipping point" whereby management control is lost totally, resulting in further and rapid decomposition of effective business performance. Members now become clearly aware that internal relationships and management governance is failing. Often, this spills into the public arena with the club "brand" now at risk of harm arising from the instability and ultimately termination or voluntary departure of senior, experienced personnel within the club group.

The final stage - capitulation - occurs quickly. Typically, as Collins's research has found, within months - not years - as customer-member loyalties are rendered useless as the core business service delivery falls apart. There is high staff turnover, loss of operational knowledge and skills and a general atmosphere of fear and failure by long-standing employees and members, bad brand exposure drives once-loyal customers to alternative competitors. By this stage, amalgamation, administration or liquidation is, in

most instances, the only outcome.

So, is there hope or salvation in all of this?

In Jim Collins's previous research in his best-selling book *"Good To Great"*, he maintains and reiterates the factors that lead to success can also be used to avoid failure.

He describes disciplined people as Level 5 leadership.

Disciplined thought ... "acceptance of peril and risk and a preparedness to confront difficult realities".

Disciplined action ... accepting responsibly.

Building for time ... not acting on short-term motives but investing in business decisions to support the long-term future of the business.

Many once-great clubs that find themselves in situations of peril and risk can learn major lessons from Collins's research and hopefully adopt a longer-term view of the critical importance in building disciplined structures with their management.

I hope that we would see less pain and self-inflicted business grief if the Club Industry went down this path.

## AGE2010 is back, bigger and better

For more than 20 year, the Australasian Gaming Expo has brought global gaming technology to Sydney. Australia and the Asia-Pacific region's hospitality executives have experienced the world's best gaming and related equipment from the top global companies, side-by-side, under one roof. AGE2010, presented by Gaming Technologies Australia, is set to extend the record of bringing the best to Sydney. Visitors will see and access the latest games and gaming machines in August. The latest in furniture, signage, building services, cash handling, point of sale equipment, security, audio-visual equipment will be on show. More than 150 companies already have committed to showcase equipment and services. A combination of new exhibitors and some who have attended all 20 Expo events since 1990, present a world-class event. Australia's top suppliers set the scene by showing off their top products while hospitality executives meet at the Expo to compare, analyse and review the latest the industry has to offer to achieve business goals. The AGE2010 Briefing on Monday, August 9, at 4pm will provide the formal setting, with up-to-the-minute information about the critical issues facing the gaming industry. The Australasian Gaming Expo 2010 will be presented at the Sydney Conference and Exhibition Centre at Darling Harbour from August 8 to 10. Registration are open at [www.austgamingexpo.com](http://www.austgamingexpo.com) or call the Gaming Expo Help Line on 1300 724 030.



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# Victoria's gaming machine auction falls short of



Victoria Gaming Minister  
TONY ROBINSON



Yarraville Club  
General Manager  
GAVIN COMPORT



Mulgrave Country Club  
General Manager  
KERRY SCARLETT



Echuca Workers Club  
General Manager  
ERIN LANGMAN

**The Victoria Government's controversial gaming machine auction that will change the landscape of venue gaming across the state in 2012 provided yet more controversy when club managers and boards along with hotel owners locked down to bid for their futures on May 10. KATIE CINCOTTA takes a close look at the winners and losers in this industry-changing event for Victoria ...**

Victoria's clubs and hotels spent almost \$1 billion to secure gaming entitlements in the state's first ever poker machine auction. The buy-up of 27,500 machines breaks the Tatterall's-Tabcorp duopoly that existed in Victoria since 1994, and delivers a taxation windfall to the Brumby Labor Government that Gaming Minister Tony Robinson says will be funnelled mainly into the health system. Stage 2 of the auction came to fruition on Monday, May 10, when venue operators gathered at the city's former Melbourne Convention Centre for a gruelling

12-hour lock-in. Registered participants had only bad coffee for distraction with more than 60 rounds of bidding stretching until 8pm.

Yarraville Club General Manager Gavin Comport described it as a long and mentally draining day. "There were no breaks ... you couldn't leave the venue until the auction was over," Gavin added. "They did supply food and beverage but it was the worst coffee you can drink. So, it was a huge relief when it was all over."

With licence costs ranging from the reserve price of \$5,500 to more than

\$150,000 for some regional hotels, the average cost of a 10-year gaming entitlement came in at \$35,675.

Mr Comport says the club was lucky to secure its full 38 entitlements at auction, bringing their total machines to 78. But fierce competition in their market - including from seven hotels and AFL clubs such as the Western Bulldogs - drove their auction price to \$56,000 per machine.

Mr Comport said it was strange competing against hotels. "And not just in your Local Government Area [LGA] ... but across the state," he said. "But, I guess that was a situation that everyone was in." He said that as part of his club's auction strategy, they held off making a bid for more than half a dozen rounds. "We wanted to see how the market was travelling," he added. "So we had no machines for five rounds. And

## Experts claim Govt was 'hammered' in auction

Industry experts say the over-supply of poker machines in Victoria could have cost taxpayers a potential \$1 billion in a bungled licence auction.

*The Age* newspaper reported the auction of most of the 10-year licences to operate Victoria's 27,500 poker machines - excluding Crown Casino - ended on Monday, May 10, with clubs and hotels forking out \$981 million. The average price to a club to operate a machine for 10 years was \$31,600. To a hotel, the average cost was \$39,600. Some analysts estimated the total value of the licences was between \$1.5 billion and \$3 billion. In a briefing to club and hotel clients, Colin Gill from Ferrier Hodgson said the prices paid for entitlements did not reflect returns that hotels and clubs receive per gaming machine. "This means club and hotel venues that receive high revenues from each of their machines but paid the minimum price for their entitlements, have hit the

jackpot," he said. Ferrier Hodgson said hotels in Horsham paid \$153,389 per machine and in Warrnambool the price was \$130,500. The highest prices were paid in municipalities where the number of machines allowed had reached a maximum. Industry experts said that with only 26,800 machines in service - 700 fewer than the number permitted - the government should have reduced the supply of machines to push up prices. Richard Macdougall from Perennial Growth Management said big poker machine operators such as Woolworths had done very well from the auction. "It's a pretty poor price for the Victorian taxpayers," he said. "It seems like low prices in most of the metro areas." Gaming Minister Tony Robinson said the Government's actions to combat problem gambling was causing a "correction" in poker machine spending and this had affected prices for machine entitlements.



# \$1 billion mark

then we went back in again and kept that bid for 15 rounds.”

After he and his club treasurer spent more than 100 hours modelling cost scenarios, the final figure was \$22,000 less than the club had budgeted for. “Potentially, we’ve saved the club a huge amount,” he says, “now we can sit down and work on our future.”

What surprised many punters was the “reserve” prices scored by clubs in low-demand areas such as Monash and Echuca.

Mulgrave Country Club managed to land the bargain basement price of \$5,500 for 65 machines. Club General Manager Kerry Scarlett said was in “absolute shock”, especially after paying more than \$61,000 each for the first 40 machines in the pre-auction offer. “My president rang me and said we paid \$5,500 ... I said \$55,000? He said, ‘No, \$5,500’. I just couldn’t believe it ... I had to pinch myself,” Ms Scarlett added. “Then I rang him back again to ask if I heard him right.”

Mulgrave Country Club now will build four new squash courts, extend its underground car park by 60 spaces and renovate both its members’ lounge and upstairs function room.

Echuca Workers Club General Manager Erin Langman also managed to acquire 44 gaming machine entitlements at the reserve price of \$5,500 reserve, taking their total to 84 gaming machines. She says they’re happy, relieved and can move forward with their renovation plans. “We have been somewhat hamstrung in our spending,” she said. “But now that the auction is over, we can concentrate on the planning for the future of the club with maintenance and other purchases for our members to enjoy. We’re keeping in mind that there is more financial outlay to come with the club needing to obtain the physical poker machines and all that goes along with managing our own gaming room for the first time.”

While both women are ecstatic their clubs fared so well, they feel badly for regional clubs where prices skyrocketed beyond \$100,000. “I feel bad for people that paid upwards of \$100,000,” Ms Scarlett reflected. “I believe Glenn Carroll at the Horsham Sporting Club paid \$125,000 per

## Bruce kicks winning goal for Carlton

Melbourne-based AFL clubs have become embroiled in a feud over the spoils of a multi-million-dollar bonanza to be reaped from the Victoria Government’s auction of poker machine licences. *The Age* newspaper reported the auction has secured the short-term futures of several clubs after they managed to secure licences at greatly discounted prices. But the Western Bulldogs and Richmond are seething after Carlton took over some of their most lucrative venues - thanks to the intervention of gaming king and former Carlton club Director Bruce Mathieson. The Blues have gone from one poker machine venue to four, with at least 260 machines licensed at the bargain basement price of \$5,500 each. Victorian Liberal backbencher and Richmond supporter Bernie Finn says it was grossly unfair that an individual had the power to remove a major source of revenue from three AFL clubs and unilaterally direct it to one club. In a strategy that should eradicate Carlton’s \$5 million debt over the next decade, the club will soon control poker machines at its club in Laverton, the Vic Inn at Hobsorfs Bay, the Royal Oak in Richmond and the Manningham Club in Bulleen.



BRUCE MATHIESON

This came after Mr Mathieson terminated Richmond’s long-term lease at the Royal Oak, along with the Bulldogs’ lease at the Vic Inn. The Manningham Club was a last bastion of the Fitzroy Football Club which, until recently, was controlled by the Brisbane Lions. Bulldogs CEO Campbell Rose said he had expressed his disappointment to Carlton boss

Greg Swann. “It’s terribly disappointing to see our inner-heartland being taken away by the Bruce Mathieson organisation on behalf of one of our kindred clubs for their commercial benefit,” Mr Rose said. The Bulldogs finished up with 55 machines, which the club purchased at an average cost of \$62,000 each.

Hawthorn was celebrating after the auction, having paid \$5,500 for 100 machines for which it had considered bidding \$110,000 each. Melbourne Football Club’s board allocated \$4 million for 92 machines at the Mathieson-owned Leigh Oak Club, but Collingwood, St Kilda and Essendon - like Melbourne - all bought 40 machines before the auction at higher rates of between \$25,000 and \$40,000, before ensuring significant profits by securing the balance of their machines at auction for \$5,500 each.

machine which would have been devastating. I don’t think we could have gone that high.”

Horsham Sports & Community Club General Manager Glenn Carroll was trying to extend on the 54 machines the club currently has in taking up the 40 pre-auction licences at \$50,000, and bidding for 38 more machines at auction. Reflecting on the exorbitant entitlement price, Mr Carroll was understandably flat and refused to confirm the amount. But, he was also philosophical about the nature of the auction. “It all really depends where there was competition, and then the price gets driven up,” he said. “We could have had clubs or hotels outside of the area bidding in the markets in Horsham.”

Mr Carroll said he had put some questions to the Government about the auction and was awaiting a response about the final purchase figure. Even if it remains in the six figures, he says the club still hasn’t overburdened itself financially. “We’ve fallen within the financial parameters set by the board, but it’s still surprising where it went,” he concluded

Overall, Victorian club managers seem pleased by the results, satisfied that the waiting game is finally over and they can begin work on their building, renovation and marketing plans. Gavin Comport reckons that however you feel about the end result, at least you were part of history.

# John ready to move on from business and Mt

By PETER SHARP

CMA Magazine Editor

John Newson sits comfortably in his Sydney office with the city's northern skyline as the backdrop to his working day. He points to the far corner of the room and three images of another, more-impressive landscape and a man immersed in the almost-overwhelming experience of trekking Mt Everest. "It may be the most memorable experience of my life, so far," John says as he smiles and recalls the vastness, the cold, the people, the challenge and the sense of achievement. "It changes your life to make the decision to tackle these personal goals ... it's not so much about standing in front of Everest ... it's more about the journey of preparing yourself for the experience of doing it." It was another time and another moment in his interesting and almost-overflowing life, but the physical and psychological journey that took John Newson 18,500ft to Cala Patar, neighbouring Mt Everest on the Sir Edmund Hillary Trek more than 20 years ago made a permanent impression on one of the statesmen of the gaming industry in Australia. "I had been through a marriage break-up and

was not keen to spend Christmas and New Year on my own, so I decided to spend Christmas in the Himalayas with a group of people I would not know," he says, looking back towards the framed photo collection of his 27-day adventure. "I have been fortunate to enjoy many Christmases ... that one, I will never forget. I trained hard for months, prepared physically, researched as much as I could but was still not prepared for the cold, the isolation, the vastness and the slog of day-long climbing. But, to stand at the foot of Mt Everest and appreciate what people go through in actually going on to reach the summit was inspiring."

As memorable as these photos are, they are a somewhat small sample of the vast range of pictures that cover the walls of the 64-year-old Maxgaming executive's office at Ultimo on the western fringe of Sydney's CBD. There's a shot of John's father, Sydney, riding a Moto Guzzi 750cc motorbike ... John standing beside a red bi-plane and a certificate verifying his ride in a 76 Squadron fighter jet at the Williamtown Air Force Base in 2007. On the opposite wall is a board of perhaps 30 photos ... John smiling as he embraces gaming and club industry

colleagues. It's a history of his more than 32 years in the business.

In many of these shots is the unmistakable smile of John's wife, Ruth. "Ruthie reminds me often that I have had a wonderful life," he says with an even broader smile, "then she reminds me of what we have planned for the next few years."

The Maxgaming Sales and Marketing Manager is about to embark on the next stage of his life-long journey when he retires on June 25. "In some ways it will be a sad day to finish up in the business, but I'm so much looking forward to the next few years ... travelling, relaxing, riding my bike ... enjoying life beyond the office," John says as he thumbs through the scheduled for the next 12 months and beyond.

John has five days to put his work "relics" in storage and pack a bag before he and Ruth board a flight that will take them on another "trek" into Europe - Spain to be specific - for the next three months. "Work is actually getting in the road of what I want to do with the next few years, so it has worked out perfectly," John says of his retirement.

Atop John's calendar is July 3, 4 and 5 and the Gran Premi Aperol de Catalunya - Round 7 of the Moto GP Championship - where he will see Australia's Casey Stoner go head-to-head with Valentino Rossi, Jorge Lorenzo and the world's best motorcycle riders. "I can't wait," he says as he points to the seating plan for the circuit and where he and Ruth have booked tickets in G Block for the three days. "I have been going to Phillip Island since I bought my first bike six years ago and I love being there for the racing and the people, but to be at the GP in Catalunya will be something very special for me."

Having toyed with the idea for a few years, John bought a "pre-loved" 750cc Moto Guzzi classic motorcycle around the time of his 59th birthday. It belonged to a fellow in Albury and John had it shipped to Sydney, then learned to ride it. He got his licence on a borrowed 250cc bike, then headed off on the Guzzi. "I thought I would enjoy riding a bike ... I had no idea how much," he says with another smile that highlights his passion for fun and getting the most out of life. "I

**"There's no doubt John Newson will miss the gaming business. It will certainly miss him ...**



John Newson with the wall of memories in his office at Maxgaming in Sydney.



# Everest to his next challenge

haven't been able to ride as often as I would like, but things will be different once I settle in after we get back from Europe."

John has traded the Guzzi for a 1200cc Suzuki and Ruth has taken to joining John on some of his day-long rides up the Putty Road and down the Hume Highway to the island. "I wasn't sure how she would take to it, but I should have known better ... Ruth loves the bike," John says.

The son of a railway worker, John was born in Ashfield, attended Enfield Public School and Croydon Park Junior Tech before starting work as an apprentice toolmaker with Sunbeam at Campsie. Like so many other apprentices in the early '70s, John took on extra studies with mechanical engineering and a management certificate course. "You just did it ... most of my mates were working at apprenticeships and studying after work at Tech," John says.

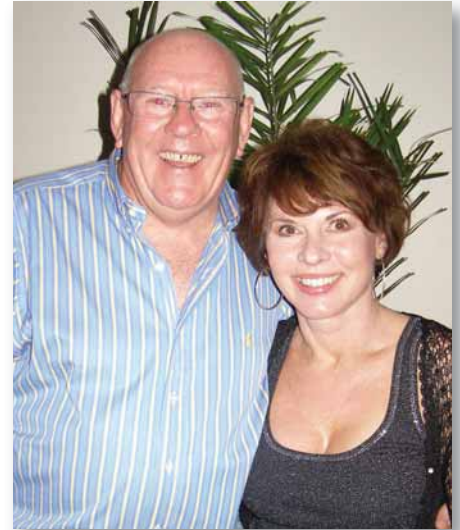
He played soccer and rugby league, rode competitively for Enfield Burwood Cycle Club and still fits in a regular game of tennis with one of his two sons - Brad, 36 and Matt, 34. Both boys worked at Aristocrat at one time, following in John's footsteps in the industry. John likes to start the day with a brisk session at the Coogee Diggers Club gymnasium and catch up with a few mates.

John got into the gaming business with Aristocrat back in February '78 when he was selling new cars at Broadway with his neighbour Mark German, another gaming industry stalwart. John hired Mark three years later. "I really enjoyed sales and the poker machine

industry was new and exciting so, as I have with most things in my life, decided to give it a go. The rest, as they say, is history," John says.

His passion for the business, learning and meticulous methodology ensured his steady rise through the sales ranks into management and leadership roles. John has kept his business card from each step of the journey that extends from Ainsworth to Aristocrat, Olympic Video Gaming, VLC, Club Data, FX at Aristocrat and, finally, Maxgaming. His roles moved through sales to marketing, sales development to general manager. Les Vance was the 15th general manager and John was the 20th sales manager when he walked in the door at Maxgaming. He has helped to take the company's profile from 1,400 machines to 5,000 machines in his eight years there. "My philosophy has not changed since I started in sales many years ago ... the customer comes first," John says with a now-steel stare of a business professional. "It's essential to have the trust of your client so they know you are there to help them be successful, too. Anything can happen after you have established trust and a relationship."

There's no doubt John Newson will miss the gaming business. It will certainly miss him. John's passion for learning and professional development has made him a strong advocate for the CMAA and CMDA education philosophy. "I think the CMAA and CMDA do great work for club managers and provide a remarkable opportunity for these people to have professional status within the industry," he says with the same passion that helped him



*John and Ruth Newson.*

build successful sales and marketing teams throughout his career.

John's step into the gaming business has taken him around the world many times - 60 countries to be precise across Asia, the Americas, Europe, Africa and the Caribbean - selling, consulting, training and enjoying the people he has met along the way. Most of those people have become friends. That's the way John Newson likes to do business.

But there's no need to worry about him looking around for something to do in the next few years. There's the trip to Spain for the next three months, then the MotoGP at Phillip Island in October, the Boxing Day Test at the MCG, a motorcycle trip around Tasmania next February and back in time for the Superbikes at the Island, then a Caribbean cruise in May. Oh yes, and Ruthie has a few renovation ideas on the drawing board.

## The three-legged stool philosophy:

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# Henry Review ignores club tax regime

The much-anticipated Henry Review of Taxation was released on May 2, along with the Commonwealth Government's response.

The Club Industry, through ClubsAustralia, lodged submissions to the Henry Review, as well as related Productivity Commission inquiries into gambling and the not-for-profit sector, and made separate representations to the Commonwealth Government.

The Productivity Commission Inquiry into the Not-For-Profit Sector, which called into question the important club tax arrangements of mutuality and the sporting club tax exemption, foreshadowed that the Henry Review would take up the issues in its report.

Against this backdrop, the Henry Review did not recommend the removal of club tax arrangements that are integral to the contribution clubs make to communities around Australia.

ClubsAustralia made the case that club tax arrangements should be preserved.

## Club-Related Henry Review Recommendations

Overall, in relation to not-for-profits including clubs, the Henry Review recommended that "the categories of NFP organisations that currently receive income tax or GST concessions should retain these concessions". This recognises the significant contribution made by the sector.

In relation to mutuality, the Henry Review called for the "enhancement" of the operation of the mutuality principle, recommending that "simple and efficient tax arrangements should be established for clubs with large trading activities in the fields of gaming, catering, entertainment and hospitality".

The Henry Review also considered other forms of taxation relevant to clubs, including gambling and alcohol taxes.

In relation to gambling taxes, the Henry Review recommended that state government's retain control of gambling taxes and that, if they wished to "subsidise particular kinds of

KEN HENRY



business" such as clubs, they should do it via direct expenditures rather than via gambling tax concessions.

Ultimately, this is a matter for state governments to decide and it is long-standing policy to support not-for-profit clubs through lower gaming machine tax rates than those levied against private operators.

In relation to alcohol taxation, the Henry Review recommended all alcoholic beverages should be taxed on a volumetric basis which, over time, should converge to a single rate, with a low-alcohol threshold introduced for all products.

Potentially, depending on the nature of any change to alcohol excise, this would increase the tax (and therefore the price) of beer and wine, but reduce the tax on spirits.

The Club Industry joined other alcohol industry stakeholders, including brewing companies, to have the status quo retained.

## The Government's Response

The Government, in its response, chose not to act upon the Henry

Review's recommendations relating to club federal tax arrangements, nor gambling and alcohol taxation.

The Club Industry will maintain close contact with the Government to determine if, or when, these issues might be progressed. They are unlikely to be high priority items for the commonwealth or state governments.

The Government did however announce its intention to progress a number of significant changes to the tax system. These measures will need to pass through Parliament to become effective.

## Resource Super Profits Tax

A Resource Super Profits Tax (RSPT) will be introduced on July 1, 2012, at a rate of 40% on profits made from the exploitation of Australia's non-renewable resources.

## Company Tax

The company income tax rate will be reduced to 29% for the 2013-2014 income year and to 28% from the 2014-2015 income year.

## Small Business Instant Asset Write-Off

This measure will commence from July 1, 2012, and enhances and expands the existing capital allowance concessions available for small businesses. It will do this by ...

- allowing small businesses to immediately write-off assets valued at less than \$5,000 (this is up from \$1,000 under the present law)
- allowing small businesses to write-off all other assets (except buildings) in a single depreciation pool at a rate of 30%.

## Superannuation Guarantee

The Government accepted the Henry Review's recommendations on the superannuation guarantee, which will rise from the current 9% to 12%. This amount is paid by employers, though will phase in over several years with initial increments of 0.25% on July 1, 2013 and July 1, 2014. Further increments of 0.5% will apply annually up to 2019-2020, when the rate will be set at 12%.





2010 Mid Year Executive  
Leadership Conference  
& Members General Meeting



‘Are **YOU** the glue that  
holds everything together?’

July 7 - 9, 2010 @ Jupiters Gold Coast, Queensland



## President's Message

On behalf of the Federal Executive and the Federal Councillors of the Club Managers' Association Australia, I am delighted to invite all eligible delegates to participate in the industry's premier executive leadership event.

I take this opportunity to thank our trade supplier sponsors, the Board of Management Studies and CMDA staff for their ongoing commitment to the professional development of CMAA members.

**Bill Clegg, ACCM**  
*CMAA Federal President*

## Conference Details

### REGISTRATION FEES (workshops only)

- 1 Delegate \$900 includes GST
- 2 + Delegates \$800 each\* includes GST

*\*Discount applies when multiple managers/directors from the same club register*

### ACTIVITY POINTS

Delegates receive 20 Industry Activity Points for attending the Conference towards achievement or maintenance of the Active Certified Club Manager (ACCM) Award. 10 points will be awarded to delegates who attend and sign the register at the CMAA General Meeting. A further 10 points will be awarded to delegates who travel more than 100km from the radius of their club to attend the conference.

### CMAA MEMBERS GENERAL MEETING

**Wednesday 7 July (1pm - 2pm)**

Pavilion Convention Centre, Ground Floor, Jupiters Gold Coast.

### VENUES

All Conference workshops and the State of Origin game telecast will be held in the Pavilion Convention Centre, Ground Floor, Jupiters Gold Coast. Smart casual attire is recommended for the Conference.

### ENTERTAINMENT

**Wednesday 7 July (7:30pm - 10:30pm)**

**'Footy Fever' - Live telecast of State of Origin Game**

Pavilion Convention Centre, Ground Floor, Jupiters Gold Coast. Select beverages will be available for purchase and complimentary 'Footy' finger food provided. Please indicate your interest in attending on the Conference Registration Form. Entry to the function is restricted to registered conference delegates only. Conference ID Badge required for entry on the night: **No Badge - No Entry!**

### NETWORKING & CHARITY

**Saturday 10 July (11:30am - 6pm)**

**CMAA Gold Coast / Brisbane Zones Race Day at Gold Coast Turf Club**

\$120 pp or table of 10 - \$1,100 includes GST

Book online & send cheques to CMA Gold Coast Zone PO Box 553 Southport Queensland 4215. The money raised will go to local charities. All inquiries contact: Steve Condren on: [steve.condren@sslsc.net.au](mailto:steve.condren@sslsc.net.au) M: 0418 766 689

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

## The Conference Program

### WEDNESDAY, JULY 7, 2010

**12 - 1:** Conference Registration

**1 - 2:** **CMAA Members General Meeting - CMAA Members Only**

Pavilion Convention Centre, Ground Floor, Jupiters Gold Coast.

**2:15 - 2:45: 30 minutes + with Ryan Scott**

At 16, RYAN SCOTT was involved in a serious car crash that left him fighting for his life. With a broken neck and a permanent spinal cord injury he was faced with rebuilding his life as a quadriplegic. Ryan's days in rehabilitation were spent learning the absolute basics of everyday living. Having been actively involved in sports before the crash and facing life in a wheelchair, Ryan never dreamed that he would one day represent his nation in the fast-paced, hard-hitting sport of Wheelchair Rugby ... affectionately known as "Murderball". Ryan's career highlights include winning a silver medal at the Beijing Paralympic Games in 2008 and, this year, being named captain of the Australian team. On top of his busy sporting schedule, Ryan is a road safety advocate, speaking to various community groups and Year 11 students about his experiences and encouraging safe driving practices. CMAA Communication Services Manager Peter Sharp will introduce this remarkable person to Conference delegates.

**3 - 4:30: GAME ON!! The Registered & Licensed Clubs Award 2010**

The Award Modernisation process has been protracted and at times confusing. Transitional arrangements are to be phased in before July 1 2014. Changes will start phasing in from July 1 2010. Fair Work Australia's first minimum wage review will occur on July 1 2010, a week before the CMAA Mid Year Conference. A panel of industrial relations specialists will discuss the implications, impact and give clarity to the review for clubs and their managers.



# Thursday, July 8, 2010

9 - 10:30

## Opening Presentation - Motivation - Special Forces Style! - Simon Treselyan

Having the privilege and ability to lead some of the most Remarkable people in the most Extreme of circumstances to produce Extraordinary results is an art forged in the fires of Courage and Fortitude. Learn what it takes to be the Best no matter how high the challenge or how difficult the competition might be. Success is about applying the correct Team in the correct way with the appropriate Strategies and Skills at the right Time, but nothing works without the Motivation to be Number One. Be the Best and leave the Rest! Simon Treselyan spent 19 years as a British Special Forces Commander and Operational Covert Intelligence Operator. Few motivators have such a depth of experience or have such powerful resources to draw upon.

10:30 - 11 Morning Tea

11 -12:30 *Choose one workshop only this time spot*

## Workshop A *STRATEGIES: Social Media* - Debbie Mayo Smith

With so much happening in the arena of social media, it's hard to make complete sense of it all. Facebook, Bebo, LinkedIn, Stumble Upon, MySpace, Flickr, Friend Feed, You Tube, Digg, Slideshare. Then there's blogs, podcasts, videos. This funny, plain talking and practical session will explain how you can benefit from social media and how to make this the decade of developing your online database - friends, fans, connections, and followers through social media. Learn how to grow your membership base, populate your events and get more members back through the door.

## Workshop B *People Glue: How to Motivate & Engage People To Do More With Less* - Ian Hutchinson

Now, virtually every business in the country is struggling with the challenge of how to continually engage people simply and easily so that they are motivated and as productive as possible. Strategies to employee engagement and getting your people to perform and do more with less are easier than you think. This program will help you: understand the highly researched vital 7 employee engagement drivers that really count, and what to do about them; identify the best low cost ways of engaging your talent in changing times; create your very own customised action plan.

## Workshop C *Best practice corporate governance in the club industry* - Dr Michael Singleton

The club industry is in a climate of change with a major focus on corporate governance issues. Increasing regulation and a requirement that clubs conform to best practice shines a spotlight on the roles, functions and structure of club Boards and their relationship with executive staff. Do Board directors fully understand their responsibilities and the legal requirements in relation to corporate governance? Do they understand what comprises best practice corporate governance? This workshop will explore with participants what good corporate governance is all about and how to get it right.

12:30 - 1 Lunch

1 - 2:30 *Choose one workshop only this time spot*

## Workshop D *PROTECT: Social Media Risk Management* - Debbie Mayo Smith

Brand monitoring should be an essential everyday task for Clubs. Years ago, when people talked about your Club you would almost never find out about it. Today, most of these conversations are right in front of your eyes and that of your members and potential members. Further, the number of locations where your Club, your brand may be mentioned is vast. Conversations are being held on the web with or without your consent. They travel very fast and can wreak havoc along the way. This session will help you to: devise a club's reputation management system; learn what free tools are available; know how to use them.

## Workshop E *Self-leadership: Unlocking Your Potential in Work & Life* - Ian Hutchinson

As busy professionals, we are all being asked to do 'more with less' in these times of constant change. In this environment we all need to take more responsibility for what we can control, rather than waste time and energy on what we can't control so that we can perform better, not only at work but also in life. This program will be personally inspiring and get you to think more productively about your work, life and the balance between the two so that you are better equipped to move forward not only more effectively, but with insightful purpose. Self-Leadership is now vital for any future personal and organisational success and you will walk away from this session with your very own action plan.

## Workshop F *A RISK perspective on corporate governance* - Dr Michael Singleton & Justin McGurgan

Improvements to corporate governance are linked to better financial performance. Weak corporate governance often leads to financial losses. Clubs are finding more and more that there is a risk - related motivation for monitoring and improving corporate governance. Focus on improving internal control systems and risk management practices makes good sense when it comes to ensuring your club remains viable and complies with onerous Corporations Law where applicable and state legislation. This session will help you understand from a practitioner how you go about implanting a risk management culture in your club, how to devise strategies around risk, and how to control and monitor risk.

2:30 - 3 Afternoon Tea

PM Sessions continued over page

## Thursday, July 8, 2010 continued

### 3 - 4 Choose one workshop only this time spot

#### Workshop G **í MARKET: How To Profit From Your Member Database - Debbie Mayo Smith**

2010 is definitely the year to work smarter and not harder. A well rounded, maintained and 'worked' database has the potential to skyrocket Club income and member satisfaction when combined with the everyday tools you have at your fingertips. This session will motivate, delight and show Managers exactly how to: build & enhance their member and prospect database; discover cheap, easy and clever marketing ideas; run the campaigns using different communication modes.

#### Workshop H **Creating Your Future Vision: Advanced Techniques - Ian Hutchinson**

Most people know what they don't want, fewer know what they really do want - especially when it comes to creating an inspiring personal future vision. This session will build on Ian's previous sessions and take you through a more advanced amazing process to help you personally get real inspiring clarity about your future.

#### Workshop I **'Organisational Sustainability' what is it and why it should matter to clubs - Dr Michael Singleton**

Organisational sustainability is about meeting the needs of today's organisation in such a manner as not to compromise the ability of future generations to meet their own needs. Sustainability has three dimensions: economic, environmental and social. Club managers and boards have a responsibility to ensure that they are planning and enacting practices that will leave their club in a better shape than when they left it. This session will help you: understand how you can aid the development of your club's sustainability, be introduced to sustainability reporting and increase your reputation in your community as a good corporate citizen who actually 'walks the talk'.

## Friday, July 9, 2010

### 9 - 10:30

#### Workshop J **Creating Synergy - the power of intent, behaviour and experience on business - Ron Mclean**

Have you ever wondered why some organisations or teams struggle for years and then suddenly rise above the competition. Creating Synergy between their intent, their behaviours and the resulting experiences creates an alignment that delivers remarkable results. The power of Synergy occurs when the individual elements come together to create an outcome that is greater than the sum of the elements. In this workshop Ron shares with you the key elements and strategies to creating alignment of these three business drivers so that they deliver significant value to the bottom line.

#### CEO/CMAA Sponsor Forum **Session 1**

Open to Secretary Managers, CEOs, General Managers and CMAA Sponsors only. This forum provides the most senior managers of registered clubs the opportunity to discuss industry issues with senior representatives of the CMAA's Sponsors. If you are eligible and want to attend this session indicate your intent on the Conference Registration Form.

### 10:30 - 11 Morning Tea

### 11 - 12:30

#### Workshop K **Thought Leadership - how to leverage the unique intelligence of your team to unleash valuable ideas - Ron Mclean**

A thought leader is recognised by peers, customers and industry experts as someone who deeply understands the business they are in, the needs of their customers and the broader marketplace in which they operate. They have distinctively original ideas, unique points of view and new insights. A thought leader is able to shift people's perspectives and get them to adopt new ways of thinking about an issue. Why is this useful? Thought leaders are the innovators of business, the market leaders and the "go to" people of an industry. They "know first, be first and profit first". Ron has been a mentor to Thought leaders across the globe for the past 6 years. This workshop explores the 9 essential skills of thought leadership.

#### CEO/CMAA Sponsor Forum **Session 2**

Open to Secretary Managers, CEOs, General Managers and CMAA Sponsors only. This forum provides the most senior managers of registered clubs the opportunity to discuss industry issues with senior representatives of the CMAA's Sponsors. If you are eligible and want to attend this session indicate your intent on the Conference Registration Form.

### 12:30 - 1 Lunch

### 1 - 2:30

#### Closing Presentation - **The Power to Influence - Simon Treselyan**

Communication is a particularly Human concept especially in the areas of influencing behaviour and persuasion. The best leaders lead not from edicts and orders but by a magical mixture of Charisma, Trust, Persuasion and Perfect Example. It is this mixture which we term Persuasion Dynamics or 'The Art of Allowing Others to get Your Way!'

Simon's experience as an Interrogator, Hostage Negotiator and Agent Handler has given him a massive range of communication tools to influence, persuade, encourage and garner trust in individuals. These tools, once the 'Dark Arts' of communication can now be used to positively give you the Edge.

### Conference Close



## CMAA Mid-Year Executive Leadership Conference

**Jupiters Gold Coast - July 7 to 9**

**Registration Fees (workshops only)**

1 Delegate: \$900(inclGST)

2+ Delegates: \$800(inclGST) each\*

*\*Discount applies when multiple managers/directors from the same club register*

Delegates attending the Conference can accumulate Activity Points, attend the Members' General Meeting, enjoy the entertainment, benefit from the networking opportunities and - if your busy schedules allows - attend the Combined Zones - Gold Coast & Brisbane - Charity Race Day at the Gold Coast Turf Club on July 10 to round off a great week.

Conference education workshop sessions include ...

**30 minutes with RYAN SCOTT** - Australia's Paralympic Games Wheelchair Rugby Captain

**GAME ON** - The Registered & Licensed Clubs Award 2010

**Motivation** - Special Forces Style

**i STRATEGIES:** Social Media

**i PROTECT:** Social Media Risk Management

**i MARKET:** How To Profit From Your Member Database

**People Glue:** How to Motivate & Engage People To Do More With Less

**Creating Your Future Vision:** Advanced Techniques

**Self-leadership:** Unlocking Your Potential in Work & Life

**Best Practice Corporate Governance In The Club Industry**

**A RISK Perspective On Corporate Governance**

**'Organisational Sustainability'** What Is It And Why It Should Matter To Clubs

**Creating Synergy** - The Power Of Intent, Behaviour And Experience On Business -

**CEO/CMAA Sponsor Forum**

**Thought Leadership** - How To Leverage The Unique Intelligence Of Your Team To Unleash Valuable Ideas

**The Power to Influence**

*(The CMAA reserves the right to alter the content of the conference at its discretion)*

Registrations for the Mid Year Executive Leadership Conference are open now. Log on to [www.cmaa.asn.au](http://www.cmaa.asn.au) and click on the Conference tile.

## Effective Operational Manager Program

**Management Development Pathway with the CMDA**

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

The CMDA has developed a new management development program that fills the gap between the Duty Manager program and the Club Secretary Manager course. Aimed at line, departmental and assistant managers, the new course advances the skills and knowledge levels of middle managers and is a MUST for managers wanting to solidify

their careers in a meaningful and planned fashion. The six-day program over two months will be presented by the industry's finest facilitators, including **Paul Lyons, Big Dave Staughton, Jodi Dickson, Geoff Meston, Bill Shirley and Kristen Gower**. The focus of the course will be on challenging managers to better understand the complexities of management - particularly with respect to HRM strategy, inter-personal communication skills, contracts, finances, continuous improvement, project management and more. Dates for the 2010 program will be released soon. However, managers can express their interest in either attending or sending managers to the course by contacting **Estelle McDonald-Birch** at the CMDA on **02 - 9643 2300** or email [estelle@cmma.asn.au](mailto:estelle@cmma.asn.au)

## CMAA Visionary Leadership Program

The CMAA's long-running values-based leadership program presented by values exponent **Karynne Courts** is a **MUST** for anyone looking for the answers to becoming more fulfilled personally and professionally as a leader who displays passion, trust and integrity. Many senior managers within club management ranks and the trade have benefited immensely from the insights and key messages Karynne is able to convey during this intensive and challenging four-day program.

**2010 Dates ...**

**Session 1: November 4-5 & Session 2: December 2-3**

To register, email: [leadership@valuesconnection.com](mailto:leadership@valuesconnection.com) or phone **02 - 99830755**

You can also contact **CMAA Assistant Executive Officer Ralph Kober** on **0418 963 057**. Remember to mention your CMAA membership and receive an impressively discounted investment fee.

## 2010 Club F&B Management Summit

Returning to the program for the third successive year is the hugely successful and popular **CMAA-Profitable Hospitality Club Food & Beverage Management Summit** on **September 8 and 9 at Bankstown Sports Club**. Riding high after a great Event & Functions Management Summit event in May, **Ralph Kober** and **Ken Burgin** have put together a world-class program of industry experts and speakers guaranteed to provide managers with the most up-to-date and challenging F&B management information and news. The two-day program again will feature masterclass sessions, networking opportunities, presentations and - for those who have supported the event in past years - generous discounts for attending this summit. The brochure for this major hospitality event is on Page 42 of this edition of *CMA Magazine*.



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

Announcing the *CMAA's newest management development program* aimed at building the development and professionalism of club 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 and error and 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.*

<b>Self Leadership</b> <ul style="list-style-type: none"> <li>Develop personal effectiveness</li> <li>Manage work priorities</li> </ul>	<b>Inspiring Employees</b> <ul style="list-style-type: none"> <li>Motivate and inspire staff</li> <li>Deal with multi generational staff</li> </ul>
<b>Human Resource Planning</b> <ul style="list-style-type: none"> <li>Discover the importance of HRM Strategy</li> <li>Job analysis, job specifications, and job descriptions that align to strategy goals</li> </ul>	<b>Difficult Conversations</b> <ul style="list-style-type: none"> <li>Understand complex interpersonal communication issues</li> <li>Deliver 'bad news' effectively &amp; confidently</li> </ul>
<b>Developing Teams</b> <ul style="list-style-type: none"> <li>Influence team effectiveness</li> <li>Monitor team performance</li> </ul>	<b>Finance for non finance mgrs</b> <ul style="list-style-type: none"> <li>Understand management accounting basics</li> <li>Interpret management reports</li> </ul>
<b>Operational Plans</b> <ul style="list-style-type: none"> <li>Advanced labour scheduling</li> <li>Getting the most out of your rostering</li> </ul>	<b>Continuous Improvement</b> <ul style="list-style-type: none"> <li>Work flow analysis</li> <li>Work flow improvement &amp; implementation</li> </ul>
<b>Project Management</b> <ul style="list-style-type: none"> <li>Decision making process</li> <li>Project Mgt Stages</li> </ul>	<b>Understanding Contracts</b> <ul style="list-style-type: none"> <li>Elements of contracts</li> <li>What to look for: traps, tips &amp; action</li> </ul>

### Management Development Pathway with the CMDA

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

Dates for the first Effective Operational Manager course will be released during June. To register an **Expression of Interest** in attending the course or sending one of your managers contact Estelle @ CMDA on E: [Estelle@cmaa.asn.au](mailto:Estelle@cmaa.asn.au) or P: 02 9643 2300.

6 Day Management Course: CMAA Member/Affiliate \$1,560 + GST - Non Member \$1,690 + GST



# Education in the classroom and on the field

Zone Secretary Paul McGuire played host for the Gold Coast Zone Meeting, Education Workshop and Luncheon at his Southport RSL Club on May 11. Paul welcomed 25 members for the Zone Meeting where CMAA Executive Officer Terry Condon presented the Head Office Report and congratulated Zone President Steve Condren on his re-election to the role of CMAA Federal Councillor for Division G - Gold Coast Zone, Brisbane Zone, Sunshine Coast Zone, Ipswich Darling Downs Zone, Central & Northern Queensland Zone. Steve was unsuccessful in his nomination for the CMAA Federal Executive. Terry engaged members in discussion about the Federal Government's Fair Work Act and the Registered & Licensed Clubs Award 2010 that takes full effect on July 1 with its implications for Queensland members. Terry spoke about the success of the first two-day F&B Alive in Queensland Summit in March and the CMDA's Secretary Manager Course, Corporate Governance Program and range of industry events, including the Event & Function Summit, Finance Conference at Auburn, upcoming Mid Year Executive Leadership Conference at Jupiters Gold Coast from July 7 to 9 and the annual Food & Beverage Summit in Sydney on September 8 and 9. Following the Meeting, Professor Michael Singleton from the Graduate College of Management at Southern Cross University presented an hour-long free Education Workshop on the topic, *"Why Do Clubs Have To Demonstrate Good Corporate Governance?"*. Prof Singleton is the Convenor of the CMAA's highly successful Corporate Governance Program which is staged in conjunction with Southern Cross University at its Tweed Heads Campus. The CMAA has scheduled three Corporate Governance cohorts in 2010 and Prof Singleton examined the system of checks and balances that ensure sustainability, accountability and compliance with onerous regulations that demand more of managers, directors and clubs. From the "classroom", it was on to the dining room for lunch with popular compere Billy J. Smith, who introduced former Australia, Queensland Origin, Brisbane Broncos and North Sydney Bears rugby league star Ben Ikin as the guest speaker.



With the annual State of Origin series between Queensland and NSW just days away, Ben offered the 60 luncheon guests an insight into the hype and pressure surrounding the players in the lead-up to the big games. Ben played in one of the great eras of Australian, Origin and Broncos rugby league and he entertained the room with his stories and sense of humour. Gold Coast Zone's next event will be the annual Combined Gold Coast-Brisbane Charity Race Day at Gold Coast Turf Club on Saturday, July 10, as part of the Mid Year Conference. The next Zone Meeting is at Burleigh Bears Club on Tuesday, September 7.

1 - Former Australia, Queensland Origin and Brisbane Broncos rugby league star Ben Ikin was guest speaker at the Gold Coast Zone Luncheon at Southport RSL Club.

2 - Executive Officer Terry Condon delivered the CMAA Head Office Report.

## Libs silent on \$1 pokies limit

Tasmania's Liberal Party remains tight-lipped about supporting a move by Greens to introduce a \$1 maximum betting limit on poker machines. In the past, the State Government has blocked the reduction of the current \$5 limit, arguing Tasmania should not act unilaterally without agreement from the other states. A Liberal spokesman said the party would consider the Greens legislation before deciding whether to support it. The Opposition introduced a similar Bill last November and took the harm-minimisation issue to the

election, making it a strong possibility the legislation would pass the new "hung" Parliament. "The Greens are optimistic that given the current power-sharing Parliament we will succeed in introducing a \$1 bet limit on all poker machines operating in Tasmania, as called for by many NGOs and consumer advocacy groups," Greens gaming spokesman Kim Booth said. South Australian "anti-pokies" Senator Nick Xenophon urged the Liberals to stand by their principles. "Maximum \$1 bets were Liberal Party policy before the last election," he said. "Now it's time

the Liberals ensure it becomes law." However Federal Hotels, which holds the exclusive licence over poker machines in Tasmania, was outraged. "This is a grubby Greens grab for a headline," Corporate Affairs spokesman Brendan Blomeley said. "This is not about good policy outcomes, it is purely about political opportunism on the part of Kim Booth," he said. "If the Bill is successful, it will significantly impact the Tasmanian gaming industry and state taxation levels with no material impact on problem gambling." The Tasmanian Hospitality Association has argued in the past the move would ultimately cost hospitality jobs.

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

COURSES... (Venue is CMAA Career Development Centre, Auburn unless otherwise noted)	JUNE	JULY
Provide Responsible Service of Alcohol SITHFAB009A (LAB approved) 1 Day (ACCM Unit)	W 16 (Mounties)	W 21 (Mounties)
Provide Responsible Gambling Services SITHGAM006A (LAB approved) 1 Day (ACCM Unit)	Th 17 (Mounties)	Th 22 (Mounties)
Deal with Conflict Situations SITXCOM003A - 2 Days For anyone who has to lead teams, resolve conflict with staff, customers and their peers.		M 5 & T 6
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) T 6, W 7 & Th 8 (S2) T 27, W 28 & Th 29
Manage Workplace Relations SITXHRM008A 3 Days (ACCM Unit) This unit deals with the skills and knowledge required to manage workplace relations, from an industrial relations perspective.	W 16, Th 17 & F 18	
Club Secretary Manager's Course 2 x 2 Day Sessions Ideal for aspiring and existing CEO's. Includes 35A Audit Checklist, Finance, Corporate Governance, How to run a Board Meeting, Role of Company Secretary and more...	(S1) W 9 & Th 10 (S2) W 23 & Th 24	Cardiff (S1) M 12 & T 13 (S2) T 20 & W 21
Develop and Implement a Business Plan SITXMG004A 3 Days - (ACCM Unit) Assists Managers to understand the process of strategic management and shape their Club's business plan. Develop & implement a plan for your club....		(S1) T 13 & W 14 Continues August
Corporate Governance Program - CMAA & Southern Cross University Graduate School of Management 2 x 2 Day Sessions For the MOST Senior Managers & Directors of Clubs Contact Ralph Kober for details and registration.... Phone: 02 9643 2300		(S1) T 20 & W 21 Continues August
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.	T 15 & W 16	
Gaming Management Development Program - 2 x 3 Day Sessions (ACCM Unit) (Develop and manage gaming activities SITXGAM005A) Ideal for Gaming Supervisors and Managers. Covers; EGM install and floor layouts, LAB, Gaming, HR issues, gaming promotions, advanced analysis, poker machine fraud and minor gaming activities.	(S1) M 7, T 8 & W 9 (S2) M 21, T 22 & W 23	
Intro to Cost Control Principles 1 Day (Non accredited) Understand the basics of calculating percentages, profit and COG's.		T 6
Monitor Staff Performance SITXHRM006A 2 Days (ACCM Unit) Deals with the skills and knowledge required to monitor staff performance, includes skills in performance appraisal and counselling.	T 1 & W 2	
Develop & Manage Marketing Strategies SITXMPR005A 2 x 2 Day Sessions (ACCM unit) * Marketing Fundamentals is the prerequisite for this program.	(S1) T 29 & W 30	(S2) T 20 & W 21

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

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

## Club moves on Centrelink project

Work has already started on the high-profile Batemans Bay Centrelink call centre project.

Preliminary works on the facility, which will be opened by the Batemans Bay Soldiers Club, started during May with the first lot of drilling equipment, a site shed and fencing the first items in place. Batemans Bay Soldiers Club CEO Gary

White said generators were delivered in early May, along with a drilling rig. Mr White said that by May 18 the project team would have all of their services in place to start excavation.

The project is expected to be completed by the end of 2011 - weather permitting - with the ceremonial turning of the first sod ceremony held on May 6. The project

has involved a three-year planning process. The call centre will be built behind Batemans Bay Soldiers Club and will feature its own underground car park. Centrelink will lease the building, which covers 3800 square metres of floor space, from the club. Mr White said the centre would create about 233 jobs - 180 of those jobs available to local people. "It's definitely a positive result," he said. "From a community perspective, it will be great."



# Early and impressive start at Wallarah Bay

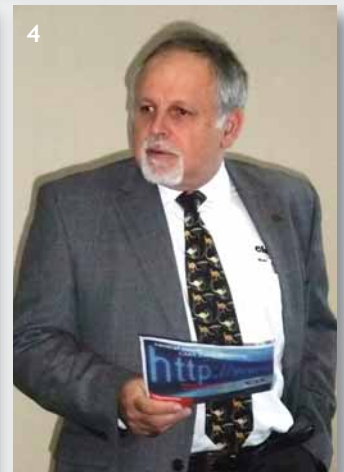
Central Coast managers have embraced the early start concept with Zone President Boris Beleuski hosting another successful meeting at Wallarah Bay Recreation Club on May 12. It was business before breakfast at 7.30am with Boris welcoming 35 members and CMAA Communication Services Manager Peter Sharp. Peter presented the Head Office Report and spoke about the latest developments around the Registered and Licensed Clubs Award 2010, first reaction to the Federal Budget that delivered the previous night, the result of the CMAA's Federal Election and the CMDA's upcoming events, including the Event & Function Summit at Bankstown Sports Club, the Club Finance Conference at Auburn and the annual Mid Year Executive Leadership Conference at Jupiters Gold Coast on July 7 to 9. The number more than doubled when the doors opened to welcome club directors and industry trade representatives. During the meeting, Zone Bursary winners Colin Murphy from Breakers and James Smith from Mingara Recreation Club - the Zone Secretary - delivered an interesting and informative presentation on their recent trip to Singapore and Macau for the Asian Club Management Tour. CMDA Career Development Centre Sponsor Club Plus Superannuation representative Charlie Sala closed the meeting with information about the company's latest products and services. During breakfast, Zone Publicity Officer Troy Sheary from Mingara placed the final bid on the Konami machine auction and Boris conducted the draw of raffle prizes during break breakfast while guest speaker Nick Bowditch from The Bowditch Group provided an entertaining look at social networking platforms and club marketing techniques. Central Coast's next event will be the Zone Conference and Annual General Meeting at Kooindah Waters Resort at Wyong on September 22 and 23. The Zone's Christmas Luncheon and Meeting will be at Doyalson RSL Club on December 3.

1 - Ross Seabrook with Boris Beleuski and Colin Murphy.

2 - Colin Murphy and James Smith deliver their Asian Club Management Tour Bursary Report to the meeting.

3 - Christine Haynes with Troy Sheary and Michael Kowaliw.

4 - Charlie Sala from Club Plus Superannuation updated members on the latest products and services.



# 34 CMAA Diary - 2010 Zone Meetings & Industry Functions

Day	Date	Meeting	Venue	Zone
<b>JUNE</b>				
Tuesday	08/06/2010	10:00	Macksville RSL Club	Mid North Coast Zone Meeting
<b>Tues - Thurs</b>	<b>08-10/06/2010</b>		<b>Hong Kong &amp; Macau</b>	<b>G2E Asia - <a href="http://www.asiangamingexpo.com">www.asiangamingexpo.com</a></b>
Wednesday	09/06/2010	11:00	Casino RSM Club	Far North Coast Zone Meeting
<b>Monday</b>	<b>14/06/2010</b>		<b>Queen's Birthday Holiday</b>	<b>Queen's Birthday Holiday</b>
Tuesday	15/06/2010	10:00	Canada Bay Club	Inner West Zone Meeting
Tues - Wed	15-16/06/2010	09:30	Narrabri RSL Club	North West State Zone Dinner & AGM
Thursday	17/06/2010	11:00	Blacktown Workers Club	Nepean Zone Quarterly Meeting
Tuesday	22/06/2010	11:00	NSW Leagues Club	City Eastern Suburbs Zone Meeting
<b>Thursday</b>	<b>24/06/2010</b>	<b>09:30</b>	<b>Auburn</b>	<b>CMAA Executive Meeting</b>
<b>JULY</b>				
<b>Wednesday</b>	<b>07/07/2010</b>	<b>14:00</b>	<b>Conrad Jupiters, Gold Coast</b>	<b>CMAA Fed Executive / Fed Council Meeting</b>
<b>Thursday</b>	<b>08/07/2010</b>	<b>16:00</b>	<b>Conrad Jupiters, Gold Coast</b>	<b>CMAA General Meeting</b>
<b>Wed-Friday</b>	<b>07-09/07/2010</b>	<b>09:00</b>	<b>Conrad Jupiters, Gold Coast</b>	<b>CMAA Mid-Year Conference</b>
Saturday	10/07/2010	11:00	Gold Coast Turf Club	Gold Coast-Brisbane Zone Charity Race Day
Mon - Tues	19-20/07/2010	09:30	Wagga RSL Club	Riverina Murray Zone Meeting
Tues - Wed	20-21/07/2010		SCU Tweed Heads Campus	Corporate Governance Cohort 2 - Day 1 & 2
Thursday	29/07/2010	11:00	Forestville RSL Club	Manly Northern Suburbs Zone Mid-Year Meeting
Friday	30/07/2010	11:00	Bomaderry Bowling Club	Illawarra Shoalhaven Zone Meeting
<b>AUGUST</b>				
Monday	02/08/2010	07:30	The Grange Golf Club	Illawarra Shoalhaven Zone Charity Golf Day
Tuesday	03/08/2010	11:00	Coffs Harbour Catholic Club	Mid North Coast Zone Meeting
Tuesday	03/08/2010	11:00	Gympie RSL Club	Sunshine Coast Zone Meeting
Wednesday	04/08/2010	10:00	Forster Bowling Club	Great Lakes Zone AGM
<b>Sunday - Tues</b>	<b>08-10/08/2010</b>	<b>09:30</b>	<b>Darling Harbour, Sydney</b>	<b>AGE 2008 <a href="http://www.austgamingexpo.com">www.austgamingexpo.com</a></b>
Tuesday	10/08/2010	07:30	Fox Hills Golf Club	Nepean Zone Charity Golf Day
Tues - Wed	17-18/08/2010	09:30	Inverell RSL Club	North West State Zone Dinner & Meeting
Friday	20/08/2010	11:00	Foster's Brewhouse, Abbotsford	Victoria Zone Meeting
Tues - Wed	24-25/08/2010		SCU Tweed Heads Campus	Corporate Governance Cohort 2 - Day 3 & 4
Tues - Wed	24-25/08/2010	09:00	Bermagui Country Club	Far South Coast Zone AGM & Dinner
Wednesday	25/08/2010	11:00	Wallsend Diggers Club	Hunter Zone Meeting
<b>Thursday</b>	<b>26/08/2010</b>	<b>09:30</b>	<b>Auburn</b>	<b>CMAA Executive Meeting</b>
<b>SEPTEMBER</b>				
Wednesday	01/09/2010	11:00	Southern Cross Club, Woden	ACT Zone Meeting
Tuesday	02/09/2010	11:00	Broncos Leagues Club	Brisbane Zone Meeting
Tuesday	07/09/2010	11:00	Engadine RSL & Citizens Club	St George Cronulla Zone Meeting
Tuesday	07/09/2010	11:00	Burleigh Bears Club	Gold Coast Zone Meeting
<b>Wed - Thurs</b>	<b>08-09/09/2010</b>	<b>09:00</b>	<b>CMAA Training Centre, Auburn</b>	<b>2010 Club F&amp;B Management Summit</b>
Tuesday	14/09/2010	14:30	Randwick Labor Club	City Eastern Suburbs Zone Cocktail Party
Tues - Wed	14-15/09/2010	11:00	Lismore Workers Club	Far North Coast Zone Conference
Thursday	16/09/2010	11:00	Campbelltown Catholic Club	Nepean Zone Quarterly Meeting
Tuesday	21/09/2010	11:00	Dooleys Waterview, Silverwater	Inner West Zone Meeting
Wed - Thurs	22-23/09/2010	09:00	Kooindah Waters Resort, Wyong	Central Coast Zone Meeting & Conference
Friday	24/09/2010	11:00	Bribie Sports Club	Sunshine Coast Zone Charity Bowls Day
Tuesday	28/09/2010	07:30	Kogarah Golf Club	St George Cronulla Zone Golf Day
<b>Thursday</b>	<b>30/09/2010</b>	<b>09:30</b>	<b>Auburn</b>	<b>CMAA Executive Meeting</b>
<b>OCTOBER</b>				
<b>Monday</b>	<b>04/10/2010</b>		<b>Labor Day Public Holiday</b>	<b>Labor Day Public Holiday</b>
<b>Sat - Tuesday</b>	<b>09-12/10/2010</b>		<b>Gold Coast Convention Centre</b>	<b>ClubsNSW Annual Conference</b>
Tues - Wed	19-20/10/2010		SCU Tweed Heads Campus	Corporate Governance Cohort 3 - Day 1 & 2
<b>Sunday - Wed</b>	<b>24-27/10/2010</b>		<b>Grand Hyatt Hotel, Melbourne</b>	<b>RSL &amp; Services Clubs Assn Annual Conference</b>
<b>Thursday</b>	<b>28/10/2010</b>	<b>09:30</b>	<b>Auburn</b>	<b>CMAA Executive Meeting</b>
Friday	29/10/2010	11:00	Dapto Leagues Club	Illawarra Shoalhaven Zone AGM
<b>NOVEMBER</b>				
<b>Thurs - Sunday</b>	<b>04-07/11/2010</b>		<b>Sheraton Mirage, Gold Coast</b>	<b>Leagues Club Association Annual Conference</b>
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
<b>Tues - Thursday</b>	<b>15-17/11/2010</b>		<b>Las Vegas Convention Centre</b>	<b>Global Gaming Expo - G2E</b>
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
<b>Friday</b>	<b>26/11/2010</b>	<b>09:00</b>	<b>Brighton Le Sands</b>	<b>CMAA Executive Meeting</b>
<b>Friday</b>	<b>26/11/2010</b>	<b>10:30</b>	<b>Brighton Le Sands</b>	<b>CMAA Federal Council Meeting</b>
<b>Friday</b>	<b>26/11/2010</b>	<b>12:00</b>	<b>Brighton Le Sands</b>	<b>CMAA Sponsors Luncheon</b>
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



# Robyn lifts spirits as Roy plans for Vegas

If you didn't recognise the face and sparkling smile, then the voice certainly would have been familiar. Robyn Moore, the character voice of Blinky Bill and one of the stars of the long-running and popular "How Green Is My Cactus" radio show was guest speaker at the Sunshine Coast Zone Meeting at Nambour RSL Club on May 18.

Robyn has worked for more than 30 years in the fields of education, advertising, communication and entertainment. Robyn delivered on her goal of "selling people back to themselves" so that they recognise old habits and behaviours and take responsibility for choices that create the outcomes they want in their lives - in business, health, education, community, family and relationships. Sunshine Coast Zone Secretary Suzanne Long described the hour-long workshop to more than 50 guests as "uplifting and significant". "Robyn talked about everyday situations ... how important it is to remain positive, to keep a realistic perception of life ... things that made a lot of sense for managers in busy clubs," Suzanne said. The day started with host club General Manager Chris Keen welcoming Zone President Michael Effting and 33 members to the Zone Meeting when CMAA Executive Officer Terry Condon presented the Head Office Report. It was also a special event for Gympie RSL Club General Manager Roy Shipp who was announced as winner of the Arthur Tye Club Management Study Bursary to attend the Global Gaming Expo - G2E - in Las Vegas in November. Career Development Sponsor company Aristocrat also sponsors this bursary and Roy, who has not visited the gambling capital of the world, could not contain his delight. Following the meeting and workshop, numbers swelled to 75 for the networking luncheon. Roy might still be smiling when he hosts the Sunshine Coast Zone's next event at his Gympie club on Tuesday, August 3, with the Zone Bowls Day at Bribie Sports Club on Friday, September 24.

1 - Kym Nunan-Squire with Michael Effting, Terry Condon and Robyn Moore.

2 - Laurie Williams with Chris Keen, Terry Condon, Michael McCarthy and Tony Lyndon.

3 - Clare Paton with Robyn Boak.

4 - Gympie RSL Club General Manager Roy Shipp (centre) accepts the Sunshine Coast Zone Arthur Tye Bursary from Arthur (left) and bursary sponsor Aristocrat representative Harry Bryant.



## Betfair's battle nears an end

THE protracted court action by two wagering operators against Racing NSW over rights fees is set to have its resolution this month. Racing NSW was notified in mid-May that Justice Perrem intended to deliver his judgment on the cases on June 16. Betting exchange Betfair undertook legal proceedings to challenge the NSW Race Field legislation, which came into effect last year and requires all wagering operators to pay a 1.5% fee on turnover for the use of race fields. Betfair claims the turnover fee discriminates against low-margin operators while protecting the biggest player - the TAB. Corporate bookmaking firm Sportsbet also went to court to challenge the validity of the Race Fields legislation.

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**NEPEAN**

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

**NORTH WEST STATE**

Patrick Crick  
 Armidale City Bowling Club  
 P.O. Box 251 ARMIDALE NSW 2350  
 P: (02) 6772 5666 F: (02) 6772 3811

**RIVERINA MURRAY**

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

**SOUTHERN RIVERINA**

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

**ST GEORGE CRONULLA**

Tracey van Rossum, ACCM  
 Moorebank Sports Club  
 P.O. Box 30 MOOREBANK NSW 2170  
 P: (02) 9825 3300 F: (02) 9825 3311

**THE GREAT LAKES**

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

**QUEENSLAND****BRISBANE**

Wendy Varley  
 Logan Diggers Club  
 42-48 Blackwood Road WOODRIDGE 4114  
 P: (07) 3387 3111 F: (07) 3209 5410

**GOLD COAST**

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

**IPSWICH DARLING DOWNS**

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

**SUNSHINE COAST**

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

**BUNDEBERG**

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

**ROCKHAMPTON GLADSTONE**

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

**VICTORIA**

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

**Clubs focus on Keno's new message**

Amendments to the Public Lotteries Regulations 2007 (NSW) (PLR) effective June 2009, mean that from June 1, 2010, all Keno point of sale, stationery, print advertising and promotion supporting the Keno game in clubs, must contain the following new gambling message ...

**Think! About your choices**

**Call Gambling Help**

**1800 858 858**

**[www.gamblinghelp.nsw.gov.au](http://www.gamblinghelp.nsw.gov.au)**

The amendments require Keno venues to include this prescribed gambling message on all advertising and promotional material relating to Keno. Venues were allowed 12 months to comply so that materials that were already in print and contained the old message could be used until May 31, 2010. This gambling message is required on all Keno PoS, player guides, entry forms and Rules Extracts distributed by the Keno operating company, Jupiters Gaming (NSW) Pty Ltd. It is also required on all Keno advertising developed by an individual Club, including promotional material such as newspaper and magazine advertisements, posters or other printed material and material accessible from a website associated with the club. Jupiters Gaming has reminded venues of these obligations via faxstream and advised the distribution of updated merchandise packs to assist venues to comply with these requirements on Keno in-venue collateral. These packs include replacement Keno Rules Extracts that must be on display at each Keno terminal. Other items requiring updates include the Invitations to Play used by some clubs in-venue to promote Keno. Any PoS and stationery items with the old gambling message should have been removed and replaced with the new items by May 31. This replacement includes signage and brochures related to Keno and lotteries products produced by the NSW Office of Liquor Gaming and Racing. These revised gambling message requirements are being updated in the Keno Operating Manual that covers each club's Keno operations and compliance obligations. Revised manuals are being distributed to clubs. Contact a Keno Business Development Manager or email **[kenomarketing@tabcorp.com.au](mailto:kenomarketing@tabcorp.com.au)** for inquiries relating to this matter.



# Tony serving 24th year for Hunter Zone

It's clear that Hunter Zone members are very happy with their Zone Committee. With President Tony Mulroy and his entire Committee re-elected unopposed, the Zone is in a strong position with more than 40 members attending the Annual General Meeting at The Adamstown Club on May 19. It will be Tony's 24th consecutive year of holding a position on the Hunter Zone Committee, but he told the meeting it would probably be his last. "I am honoured to have your support for another year as President but, after 23 years, I believe it's time that someone other than me was in this chair, so I would ask you to consider this when we return for the next AGM," Tony told the meeting. CMAA Communication Services Manager Peter Sharp conducted the Election of Office Bearers for 2010 after delivering the Head Office Report. The Hunter Zone Committee ...

- President: Tony Mulroy, ACCM - The Adamstown Club
- Vice Presidents: Andrew Walker, ACCM - Pelican Flat RSL Club & Luke Walker, ACCM - Newcastle Panthers
- Secretary: Paul Cousins, ACCM - Cessnock Rugby League Supporters Club
- Treasurer: Lynette Harrison - The Adamstown Club
- Education Officer: Ben Hamilton, ACCM - Cardiff RSL Memorial Club
- Committee: Richard Jones - Muree Golf Club, Cathy Handcock - Toronto RSL Club, Narelle Bailey - Stockton Bowling Club

As host club manager, Tony welcomed 30 members at 10.30 to the 30-minute Finance Workshop presented by Craig O'Loughlin a Member Services Manager from Club Plus Superannuation, the CMDA Career Development Centre sponsor. Tony also welcomed Beresfield Bowling Club Marketing Manager Kathy Pridmore to her first Zone Meeting. In his President's Report, Tony praised all members of the committee for their dedication to the principles of the Association and the Zone and focused on the work of Secretary Paul Cousins and Treasurer Lynette Harrison. In General Business, Todd Morley thanked the Zone for its support of his Asian Club Management Conference Bursary trip in April, while Wendy Smith spoke on behalf of Jo Henderson and Narelle Bailey in also thanking the Zone for its support of achieving their bursaries. Paul Cousins confirmed that the Zone Meeting and Christmas Luncheon would be at Swansea RSL Club on Wednesday, November 24, with the next Zone Meeting at Wallsend Diggers Club on August 25. The day moved from business to networking with almost 80 guests enjoying a delicious three-course lunch. During the meal, Tony announced the winners of the Zone bursaries for 2010, including the Global Gaming Expo (G2E) in Las Vegas in November to Peter Fairbairn from Pelican Flat RSL Club and four bursaries to the CMAA's Mid Year Executive Leadership Conference - **see full story on Page 46.**

1 - The Hunter Zone Committee for 2010 (from left) Narelle Bailey, Luke Walker, Tony Mulroy, Andrew Walker, Lynette Harrison, Paul Cousins and Cathy Handcock. Absent were Tony Jones and Ben Hamilton.

2 - The Beresfield Bowling Club team of Ian Frame, Kathy Pridmore and Todd Morley.

3 - Kylie Steel with Gordon Laffan, Dane Seymour and Maurie Anlezark.

4 - Craig O'Loughlin from Club Plus Superannuation with Tony Mulroy.

5 - Jo Henderson with Wendy Smith and Trish Ede.



# Club Secretary Manager Program



<b>Course 1</b> Location: <b>Cardiff RSL Club</b> <b>Hunter Zone</b>	Dates: S1: M 12 & T 13 July S2: T 20 & W 21 July
<b>Course 2</b> Location: <b>CMAA Career Dev.</b> <b>Centre, Auburn</b>	Dates: S1: W 4 & TH 5 August S2: W 11 & TH 12 August

## 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:

- Preparing you for the role of GM, CEO, Secretary Manager of a registered club
- Understanding the role of the Company Secretary
- Identifying the role of Management & the Board
- How to prepare and conduct Board Meetings,
- Introduction to club Constitutions, member meetings, notices, disciplinary meetings, motions and more
- Demystifying legislative & OLGR auditing requirements
- Explaining key areas of gaming compliance & general administration & finance
- Enacting compliance with management & accountability provisions as set out in part 4 & part 4A of the Registered Clubs Act 1976
- Explanation of Corporate governance & Corporations Law
- Unpacking the Liquor Act & Registered Clubs Act, RCG & RSA Policy & Practice
- Managing the CDSE function
- Managing change and strategy implementation and decision making and;
- Providing you with the recognition you need to demonstrate to a board that you have the knowledge to be able to hold the position of GM, CEO , Secretary Manager and licensee of a registered club
- Presentations from industry experts in the areas of insolvency, the governing legislation and risk management

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## Program Details:

**Times** 9.30am - 4.30pm all 4 (four) days

**Fee** \$690 plus GST - CMA Member/CMDA Affiliate  
\$890 plus GST - Non Member

**Award** Participants will receive a Certificate of Attendance

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

## To Register:

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

For more details contact Estelle McDonald-Birch at the CMDA

Phone: 02 9643 2300 \* Email: [estelle@cmaa.asn.au](mailto:estelle@cmaa.asn.au)



# Early start for golfers at Mona Vale

Manly Northern Suburbs Zone hosted its annual Golf Day at Mona Vale Golf Club on May 7. It was a 7am sausage sizzle breakfast for the 80 players in the four-person Ambrose competition that teed off at 8 o'clock. Shannon Bridger, James Stephens, Craig Bran and Adgen Liddell took out the major trophy with the Carlton Team - and a Zone premium sponsors - Sean Crowe Maxwell, Scott Gardner, Anthony Rose and John Humphreys in second place. Mikhaila Bunyan won the women's long drive competition, while Shannon Bridger won the men's section. Cindy Bunyan won the women's nearest-the-pin prize with Brett Boon from Thomson Playford Cutlers winning the men's prize. At the presentation lunch, Zone President Ray Agostino thanked the Zone new Education Officer Carl Pozzato and Publicity Officer Cindy Bunyan for their efforts in making the day such a success. Ray also announced the winners - Cindy Bunyan, Craig Robertson and Steve Rigney - of the Zone's 2010 Bursary to the CMAA's Mid Year Conference at Jupiters Gold Coast in July. Carl thanked Carlton United, Tooheys, *Coca-Cola*, Pernod Ricard for refreshments and to prize contributors for the day.



## CMAA - Southern Cross University's

### Corporate Governance Program

As a CEO you have the onerous responsibility to ensure that you and your board are demonstrating compliance with Corporations Law, are viewed as being socially, environmentally and ethically responsible to your community and the WORLD!!!!

If you have spoken to any of the Program's past participants then you will know how good this Program is!

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



Join **the industry's only** university level Corporate Governance Program, **acknowledged as being the MOST appropriate course for the industry's MOST senior managers and board members.**

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



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

The CMAA - Southern Cross University Corporate Governance Program is unique as it is a unit within the MBA program offered by Southern Cross University's Graduate College of Management Tweed Heads Campus. Registrations for the Program require two reps from the one club - one senior manager (preferably the CEO) & one director (preferably the President). Fees cover **2 PEOPLE**

Club Cost & Inclusions	Total Cost for <b>2 PEOPLE</b> per club GST incl	4 Day Course, Workbooks, Readings & CD ROMs pp	4 x Flights Ex Syd / Ex GC Sessions 1 & 2 pp	Twin Towns Resort 2 x Single Rooms 4 nights	All catering, including breakfast, lunch, dinner and course catering
1 x Manager & 1 x Director	<b>\$9,900</b> <i>Less if flights not required</i>	✓	✓	✓	✓

*Dates for the two remaining Cohorts (Scholastic Group) offered in 2010:*

Cohort 2	Cohort 3
Session 1: Tues 20 & Weds 21 July Session 2: Tues 24 & Weds 25 August	Session 1: Tues 19 & Weds 20 October Session 2: Tues 16 & Weds 17 November

To join the many clubs who have received great benefit from attending the program contact Ralph Kober at the CMDA (02) 9643 2300.



# Industrial Relations tops menu at Port Kembla

What started out as the Zone's monthly luncheon, turned into a full-scale Industrial Relations workshop for Illawarra Shoalhaven members at Port Kembla RSL Club on April 30. CMAA Senior Industrial Relations Advocate Peter Cooper accepted an invitation from Zone Secretary-Treasurer Phil Ryan to discuss the most recent developments surrounding the Federal Government's Fair Work Act and the Registered and Licensed Clubs Award 2010. Host club General Manager Gerd Zarembo hastily reorganised seating in the Board Room when 36 members, including managers from Sussex Inlet, gathered for the hour-long session. Peter spoke about the main aspects of the Award that came into law on January 1, 2010 and takes full effect on July 1. He said the CMAA had met with Clubs Australia to have the 20% Exemption Rate returned to the 30% rate that was in place previously. As part of this Award variation, new weekend and holiday penalty would be removed. ClubsNSW is now supporting the CMAA in this matter. No agreement was made at this meeting with the other state Associations disagreeing with the CMAA and ClubsNSW on the deficiencies of the new Award. Clubs Australia has filed with the Australian Industrial Relations Commission (AIRC) to have the new weekend and holiday penalty rates removed without changing the Exemption rate from 20% to 30%. The CMAA has filed that the penalty rates should be removed and the Exemption Rate raised from 20% to 30%. Peter reminded members that the Award was the minimum conditions of employment and that the CMAA would deliver an advisory document as soon as all matters relating to the Award variations had been resolved. He also advised members of the Association's free service of developing employment agreements. Following questions from the floor, Gerd welcomed the group to an impressive lunch. The Zone's next meeting will be at Bomaderry Leagues Club on Friday, July 30.

*1 - CMAA Senior Industrial Relations Advocate Peter Cooper speaks to Illawarra Shoalhaven Zone members in the Board Room at Port Kembla RSL Club.*



# Assigning the right resources is critical

An often-overlooked area of managing an organisation is conducting a *Risk & Business Impact Analysis (RBIA)*. This enables a manager to assign the right resources to the club's most critical areas in the event of a disaster. Formulating an RBIA isn't too complicated ... it's a matter of assessing what areas of the organisation would be affected by a disaster, listing them and putting a plan together that would protect the organisation if disaster strikes. **Secom Technology** is a CMAA National Bursary Program Sponsor company and Director **RUSSELL POTTS** looks at this technologically important aspect of every business ...



The IT system is one of the most crucial components in the overall function of every club. Consider the impact and loss of your POS going down, let alone your gaming server. What if your main administration server crashed and you lost your entire membership data? The impact of risks associated with these and other areas of technology can be reduced by conducting a simple Risk and Business Impact Analysis (RBIA). The following are some areas to consider ...

## Possible Risks Facing The Club

Think of all the things that could go wrong. Are you in an area that experiences a lot of storms? Has the club ever been struck by lightning or is it prone to flooding? If this is the case, maybe you need a lightening rod or maybe your servers should be housed off the floor or away from ceiling vents? You will only be aware of these issues if you ask the right questions.



RUSSELL POTTS

## IT Asset Log

Do you know how much IT equipment you have and can you account for it? In the case of a fire, could you list all your assets? Would you have to rely on your memory or your staff's memory? A comprehensive asset log of your IT equipment and other assets will be crucial to maximizing your insurance claim and will protect you from being under insured.

## Down-time Costs

An often un-costed and ignored area of disaster or business interruption is downtime. Some aspects are easy to calculate where others can be more complicated. A simple guide is to break the cost factors into two distinct categories, financial and goodwill. Financial factors to consider are loss of revenue and productivity, increased cost of sales, operating costs and remediation costs. Goodwill costs include loss of customers, consumer confidence and reputation.

## Vulnerability

Usually also falling under a security audit, issues such as internet security to protect from viruses, hackers, theft of equipment should be considered. A standard report would include a list of current infrastructure, network map or diagram, vulnerability assessment for each network component and an overview of applications run across the network.

To get started, it's recommended to carry out the following processes ...

- Review the possible disasters and risks the organisation faces ... Brainstorm with staff the possible things that could go wrong and affect the club functioning. Create a list and rate them based on their level of impact on the organisation.
- Create documentation ... Compile a portfolio that lists assets, scenarios, emergency contacts, where off-site

data is stored, suppliers and staff contact details, emergency assembly stations, evacuation procedures and location of fire-fighting equipment. Have duplicate copies of the portfolio stored off-site.

- Determine the club's threshold or tolerance for downtime ... This information is critical in determining what priority should be given to particular resources and areas of the club. It will assist when making decisions on which club services to restore first. A factor to consider is how each of the services impacts the bottom line.
- Conduct walk-through inspection with key staff ... Sometimes vulnerabilities can only be discovered by a physical inspection of the premises. Extra sets of eyes will spot things that a single person may overlook. A walk-around will help you develop emergency existing strategies and provides an opportunity to assess OH&S issues.
- Ensure that all mission-critical data is duplicated off-site ... In the case of a disaster, you want to ensure that your members are informed of the event and when the club will be open for business. Protection of your members' data is paramount. Physical equipment can be replaced. Unfortunately, when your data is destroyed through disaster or a system failure, it's likely gone forever. Duplicating your data off-site can prevent you from ever having to face this disaster.

Conducting a Risk & Business Impact Analysis will enable you to prepare for the worst. Taking the time to analyse the issues you may face will place you in a strong position if the inevitable happens.

An added benefit is the peace of mind and the confidence you will have knowing that you are prepared to respond in a comprehensive and organised manner in the face of disaster.



## AGM an occasion to celebrate the future and industry champions

It has been a big month for club managers across Victoria. The State Government conducted the much-anticipated poker machine auction on May 10 with most managers happy with the outcome - see reports on P20 & 21. The auction was the buzz around the room of 15 members for the Victoria Zone Annual General Meeting at Mulgrave Country Club on May 21. Stephen Hodge, ACCM, General Manager at the Italian Australian Club at Morwell is the only new face on the Victoria Zone Committee following the election of office bearers during the AGM. CMAA Communication Services Manager Peter Sharp went to Melbourne to deliver the Head Office Report and conduct the election. Stephen joins the incumbent committee, led by President Barry West.

Victoria Zone 2010 Committee:

- President: Barry West
- Vice President: Erin Langman, ACCM - Echuca Workers Club
- Secretary: Kerry Scarlett - Mulgrave Country Club
- Treasurer: Grant Duffy, ACCM - Numurkah Golf & Bowls Club
- Education Officer: Jim Smith - The Hawthorn Club
- Committee: Kevin Morland - Numurkah Golf & Bowls Club; Stephen Hodge, ACCM - Italian Australian Club

In his President's Report, Barry spoke about the success of the Government's gaming machine auction for the Club Industry in Victoria and the remarkable opportunities it offers for clubs to make a greater contribution to their communities and the self-determination of club direction.

In his Treasurer's Report Grant, also the recently re-elected CMAA Division H - Victoria Zone, Riverina Murray Zone and ACT Zone - Councillor, spoke about the Zone forming a sub-committee, headed by Warrnambool City Memorial Bowls Club General Manager Rick Scott, ACCM, to investigate all aspects of the new gaming machine regime with the VCGR and report to the Zone. Members of the sub-committee include Jim Smith, Mike Sweeney, Glenn Carroll and Jason Wallace.

In General Business, Rosebud Country Club General Manager John Dellar raised the issue of a Victoria Gaming Commission online survey and advised the Meeting of technical ambiguities in question references.

Following the Meeting, host club General Manager Kerry Scarlett welcomed 60 guests, including State Member for Derrimut and Parliamentary Secretary for Community Services Telmo Languiller, to a luncheon that honoured Kyabram Club General Manager Mike Sweeney and Rick Scott as joint winners of the Des Kremkau Award. Both managers delivered impressive acceptance speeches, paying tribute to the industry support network and their families for supporting their long and successful careers. Mr Languiller, who had endured a difficult week in the Victorian Parliament and the media, also delivered an impressive speech, acknowledging and congratulating the Club Industry and the CMAA on its remarkable and ongoing contribution to communities around Victoria.

The awards continued when Master of Ceremonies Erin Langman invited Peter Sharp to make two more presentations - an Active Certified Club Manager (ACCM) Award to Andrew Breeden-Walton from The Bentleigh Club



and a 21 Year Service Award to Rosebud Country Club General Manager John Dellar.

Victoria Zone's remaining events for 2010 will be Zone Meetings at the Foster's Brewhouse in Abbotsford on August 20 and November 5.

1 - The Victoria Zone Committee for 2010 (from left) Jim Smith, Erin Langman, Grant Duffy, Barry West, Kevin Morland, Kerry Scarlett and Steve Hodge.

2 - Rick Scott (left) and Mike Sweeney shared the Victoria Zone's 2010 Des Kremkau Award.

3 - Andrew Breeden-Walton (left) received his ACCM Award at the AGM Luncheon, while John Dellar received his 21 Year Service Award.

4 - Victoria Zone Vice President Erin Langman was MC for the luncheon.

# Leopards prowl at RSL clubs

Three years after they were promised to RSL clubs around Australia, 29 Leopard tanks will finally be delivered - at a cost of \$950,000. *The Daily Telegraph* newspaper reported that the Rudd Government has honoured a pledge made by the Howard Government to decommission the retired 42-tonne army battle tanks at a cost of \$11,000 each. The sticking point had been the extra \$22,000 per machine to transport them. NSW and Queensland will each get six of the massive armoured vehicles while the other three states will receive five each. The ACT and Northern Territory got one each. The German-made Leopards never fired a shot in anger so they should be in first-class condition. About 100 of them have been stored under canvas at



*One of the 29 Leopard tanks that have been retired to exhibition at RSL Clubs around Australia.*

Bandiana, in Victoria, since they were retired in 2007 after the Armoured Corps received replacements of 59 second-hand, US-built M1A1 Abrams tanks. The Leopards operated for almost 30 years and the closest they came to "action" was when several

were loaded - then quickly unloaded - onto a warship bound for East Timor during the 1999 conflict. Defence Materiel Minister Greg Combet said it was important that local communities had the opportunity to honour the nation's military history.

"The Rudd Labor Government understands the importance of sharing our military history with the entire community, that's why we're to hand over these tanks to local RSL clubs," Mr Combet said. "It's our hope that these tanks will take pride of place among the communities who put their hands up to receive one."

Defence officials will visit each of the 29 sites to ensure they meet strict safety and maintenance conditions. WA's Bunbury RSL Sub-Branch museum curator Gerry Tyrrell, who has been chasing a Leopard tank for three years, said he was very pleased a Government promise had been kept.

## Club Secretary Manager Program

The club industry's **ONLY** Secretary Manager Course

**Cardiff RSL Club, Hunter Zone**

S1: 20/21 July S2: 27/28 July

**CMA Auburn Sydney**

S1: 4/5 August S2: 11/12 August

### 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](http://www.cmaa.asn.au)**

## Gaming Analysis Program (GAP)

*SITHGAM004A Analyse and report on gaming machine data*

*\*Pre-requisite for the Gaming Manager Program*

**CMA Auburn Sydney**

15 & 16 June

### Ideal Candidate:

Queensland 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](http://www.cmaa.asn.au)**



## Manage Workplace Relations

*SITXHR008A*

**CMA Auburn Sydney 16 -18 June**

### Ideal Candidate:

This unit deals with the skills and knowledge required to manage workplace relations from an industrial relations perspective.

It focuses on the skills and knowledge needed by managers and human resource specialists and deals with the skills and knowledge required to perform the following:

### Content Includes:

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

### Program Details:

**Times** 9.30am - 4.30pm all days

**Fee** \$690 - CMA Member/CMDA Affiliate

**Fee** \$790 - 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](http://www.cmaa.asn.au)**





# Rain can't dampen golfing spirit at Woolgoolga

Another good thing about CMAA golf days is that if the area in drought, you can almost guarantee it will rain. And so it was - not that the NSW Mid North Coast is in drought - but the rains came for the 12th annual Zone Golf Day at Woolgoolga RSL Golf Club. Despite the heavy skies and steady rain throughout the day, 88 players shared a sausage sizzle breakfast before a shotgun start in the four-person Ambrose event at the Safety Beach layout. Career Development Sponsor companies Aristocrat and Customers ATM were major sponsors for the event along with local accounting firm WHK Camerons. The Woolgoolga RSL Club team of Glenn Buckley, the Zone Education Officer, and Daphne Parker, the Zone Secretary-Treasurer, again did a superb job in making the event a great success. "We had near-perfect weather on a few days either side of the golf, but it was almost non-stop rain all day," Glenn said. "But it certainly didn't stop the players from enjoying the day and the company." At the presentation ceremony, Glenn paid tribute to Daphne's remarkable energy and organisation skills. Glenn even had a highlight on the course when he chipped in for eagle at the 12th hole while playing with Mark Brokenshire, Ken McCallum and Alan Creasey. Team Schweppes - John Eagles, Paul Knapp, Scott Taylor and Mark Boyd - won the main event with the Customers ATM team of Arthur McGill, John Rafferty, Peter Timothy and Chris Whitworth runners-up.

1 - The heavens opened up but could not spoil the fun at the annual Mid North Coast Zone Golf Day at Woolgoolga Returned Services Club Golf Club at Safety Beach.

2 - The winning combination, Team Schweppes (from left) John Eagles, Paul Knapp, Scott Taylor, Mark Boyd with Jenny Fitzpatrick from Customers ATM.

3 - The Customers ATM team of Chris Whitworth, Peter Timothy, John Rafferty and Arthur McGill were runners-up.

4 - The best mixes team (from left) Steve Shaw, Glenn Rook, Adele O'Neil with Bill Spinks from Reed Constructions and Tony Long.

5 - Carl Mower and Bret Butcher enjoy the only moment of sunshine for the day.

6 - Craig Duly and Jill Dixon from WHK Camerons, the event's gold sponsors.

7 - Event organiser Glenn Buckley presenting trophies back at the 19th hole.



# Bursary winners have reason to celebrate

There's a thrill in being announced as the winner of an education or professional development bursary.

Eight Hunter Zone members enjoyed that moment at the luncheon following the Zone Annual General Meeting at President Tony Mulroy's Adamstown Club last month.

In front of almost 80 luncheon guests, Tony thanked the Zone's generous sponsors for their ongoing support before announcing Peter Fairbairn from Pelican Flat RSL Club as winner of the top bursary to attend the Global Gaming Conference (G2E) in Las Vegas in mid-November. Tony was able to enthuse Peter even further, thanks to his own bursary experiences in visiting the gambling capital of the world. It will be Peter's first visit to Las Vegas.

Trish Ede from Telarah Bowling Club collected a \$3,000 bursary sponsored by Printic, a long-term CMAA supporter in the Hunter region.

Cathy Handcock from Toronto RSL Club, a member of the Hunter Zone Committee received the \$2,500 Education Bursary from Independent Gaming, a CMDA Career Development Centre sponsor organisation.

Hunter Zone also sponsored five bursaries - four to the CMAA's Mid Year Executive Leadership Conference at Jupiters Gold Coast from July 7 to 9. Arthur Kyriakou from Cardiff/Newcastle Panthers, Todd Morley from Beresfield Bowling Club, Zone Treasurer Lynnette Harrison from The Adamstown Club and Marie Goff from Belmont Golf Club will be the Zone representatives.

Kylie Steel from Toronto RSL Club picked up the Zone's \$1,500 Bursary to spend on her personal education and professional development.

During the luncheon, Daniel Passfield reported on his bursary tour to the 2009 Global Gaming Conference.

Apart from Zone-sponsored bursaries around the Association, the CMAA offers more than \$100,000 annually in sponsored education through the National Bursary Program.



*Hunter Zone 2010 Bursary winners (from left) Trish Ede, Todd Morley, Lynette Harrison, Peter Fairbairn, Kylie Steel and Cathy Handcock.*

## Corporate Governance Program

In conjunction with Southern Cross University

Registrations are open for the three **Cohorts** (study group) scheduled for 2010.

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### 2010 - Cohort 2 - 2 x 2 days

Session 1: July - 20<sup>th</sup> & 21<sup>st</sup>  
Session 2: August - 24<sup>th</sup> & 25<sup>th</sup>

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Session 1: October - 19<sup>th</sup> & 20<sup>th</sup>  
Session 2: November - 16<sup>th</sup> & 17<sup>th</sup>

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# Bowls the big winner ... just ask Roger

It probably takes Roger Hong 12 months to recover from the fun, laughs and world-class sporting entertainment of the annual Far North Coast Zone Secretary Managers' Bowls Day. May 11 was the date and Evans Head Bowling Club the venue with the bus trips from all parts of the Zone - from Yamba and Maclean to the Tweed and out to Kyogle - as much a part of the entertainment as the on-green action. Roger is the Zone Secretary and General Manager at Evans Head and has hosted the event for the past five years. It's a four-person teams event and 120 brave "athletes" - representing 15 clubs, including six teams from Zone President Darren Shipp's Casino RSM Club - tackled the gruelling day-long challenge that included just enough food and beverages to sustain the high-quality bowls. The sponsors, including Career Development companies IGT, Maxgaming, Aristocrat, Lion Nathan and Coca-Cola, were, as always, very generous with product and prizes. Recently elected CMAA Division E Federal Councillor Phil Mallon, who was the Zone Education Officer, created an impression with the group in accepting their congratulations. At \$15 a head there might not be a better-value social day on the CMAA calendar. Roger, apparently, is still trying to sort out who gets the trophy - but bowls was the big winner on the day. And, it's on again in 12 months!



# Government delivers draft paid parental leave scheme

The Australian Government has released a draft Bill of Australia's first paid parental leave scheme.

The major reform will provide up to 18 weeks of government-funded parental leave pay at the National Minimum wage, currently \$543.78 per week, for eligible parents of children born or adopted on or after January 1, 2011. The entitlement will be applicable to full-time, part-time, casual, contract, and self-employed employees.

Employers will have six months from January 1, 2011, to begin participating in the scheme. During the six month phase-in period, if an eligible parent makes a claim for the payment prior to their employer having the scheme in place, the payment will be claimed from the Family Assistance Office (FAO).

## Eligibility Under The Scheme

To be eligible for payment under the proposed scheme an employee must:

- have an adjusted taxable income of less than \$150,000
- have worked a minimum of 330 hours over 13 months before the expected birth or adoption of a child, with a break of no more than eight consecutive weeks between two periods of work during that time.

Employers will only be required to pay the entitlement to eligible employees when they have received sufficient funds from the FAO and will only be obliged to pay the entitlement to employees who intend on returning to work. Employees who resign from work can still claim the payment, provided they meet the eligibility requirements. In these circumstances the FAO will provide the payment to the employee - not the employer. Parents will be able to lodge their claim up to three months before the birth or adoption of the child, however payment will not begin until after birth.

As expected, the Bill sets up a system that allows for more than one person to claim the payment if the primary carer changes over time. For example, if one parent is the primary carer and returns to work after 10 weeks, the other parent could then become the primary carer and claim the final eight weeks of the entitlement.

The Bill also allows for a third party to apply for the payment if they become the primary carer for a child in "exceptional circumstances". For example, a grandparent may be eligible to claim the payment, where the child's parents have are no longer able to care for the child due to death or injury, and the grandparent has

been appointed as the child's primary carer.

## Keeping In Touch

The proposed legislation includes "keeping in touch" provisions for employees on parental leave to remain in touch with the workplace. These provisions allow the parent to participate in activities at their workplace for up to 10 days during the period of paid parental leave, while remaining eligible for parental leave pay.

## Compliance

The Bill proposes to empower the Fair Work Ombudsmen (FWO) to investigate employers who fail to make paid parental leave payments to eligible employees, or do not meet their obligations under the scheme. The FWO will exercise a broad range of powers to enforce compliance, including issuing infringement notices, entering a premises for investigative purposes and applying to the Federal Court for civil penalty orders for a contravention of the Bill. The Senate Community Affairs Committee is conducting an inquiry into the Draft Exposure Bill, which may result in further amendments. The Committee's Final Report is due to be handed down on June 3.

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# Kokoda Track 'veterans' relive remarkable experiences

Almost 150 people attended the inaugural five-year reunion on May 15 for the RSL & Services Clubs Association's Kokoda Youth Leadership Challenge.

Staged at Parramatta RSL Club, almost 50 of the 110 trekkers who have undertaken the life-changing journey since 2005 attended the reunion with family, friends and representatives of clubs that have sponsored people on the Challenge. Five Kokoda and PNG veterans from Association member clubs attended along with trek leader John Nalder.

In welcoming guests to the reunion, Association CEO Graeme Carroll said the Leadership Challenge was first proposed to the Association in 2004 by ex-Army Major Charlie Lynn who had for some years used the Kokoda Track as a lesson in leadership and team-building for many leading Australian companies and sporting teams, showing them the true spirit of Kokoda - strength in adversity, courage and mateship. Charlie said the program was based on a strategy for RSL and Services Clubs to establish a community identity by supporting a leadership program for young people at school and disadvantaged or unemployed young people who were having difficulty in finding their way in society. "It also presents an opportunity to include identified youth leaders in society who would also benefit from the scheme and some clubs have used the program as a management incentive program," he said. "Its main aims are to benefit the community by having a source of positive young leaders coming back into their ranks and to encourage these young leaders to help motivate their peers to take a positive role in their community."



From 14 trekkers in 2005, the program, which is open to people aged 16 to 22, sent more than 40 young people in two treks last year, taking the total to more than 110. In addition to trekkers being supported by Association member clubs, ClubsNSW and its sister organisations around Australia along with Club Keno, support the program.

The Challenge is open to any club to send young people on the trek. The 2010 treks are planned for July 19 and September 27. Interested clubs interested should contact the Association - (02) 9579 4555.



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# Vikings making the most of being between a rock

By HENRI LACH

We're all at the mercy of the elements in one way, or another. For some, it's a constant battle, like it is for the operators of the Currumbin Vikings Surf Lifesaving Supporters Club on the Gold Coast.

This club is in a picturesque, unique situation. While other surf club premises up and down southern Queensland have their great views and proximity to golden beaches, the Currumbin club is literally right in the Pacific Ocean.

It is built on Elephant Rock, a rocky outcrop off Pacific Parade, Currumbin, and at high tide - and emphatically, during king tides - waves lap around the club building. It gives patrons an impression of being aboard a cruise liner.

This creates a very pleasant atmosphere indeed, but it has a significant downside that is of daily concern to club General Manager Mat Young.

"Maintenance is the big issue here because of the elements we're in," Mat says. "The salt water kills everything in its path."

Weather creates further problems. A veranda was added to the dining area five years ago to increase seating capacity to 230. But that area is not enclosed and, when it rains, patrons have to duck for cover.

Mat explained the situation in terms of percentages: "We lose 40% of our dining area when it's raining. During 23% of our last financial year, we lost 40% of our dining area. Last year was a very wet year on the Gold Coast. It

rained for 10 days in March."

It's a problem that's providing a severe challenge. The solution could be expensive.

"We don't want to close the area in to make people feel they're sitting inside," Mat added. "We're currently in talks with builders and a project manager to see what can be done."

Despite all that, the club is in the black and improving its bottom line. What's even more surprising is that its reliance on gaming is minimal, with only 20 machines adding little to income.

"Gaming is the hardest area for us," Mat said. "Obviously, it's the easiest money to make but we just don't seem to attract the punters here. We don't have TAB facilities and we don't even have Keno. And we just can't pull people into the gaming room. The 20 machines represent less than 10% of our income. In many clubs, 60% to 80% of income comes from gaming machines. That's easy money, it's not labour intensive."

Nevertheless, patrons are coming in their droves to the Currumbin Vikings. They are coming for the unique atmosphere of this club on a rock and for the excellent cuisine that comes out of the in-house kitchen. To them, the sound of the ocean virtually at their feet is an attraction. They don't want to know or care about maintenance problems. When it rains, they simply move inside, carrying their plates. They

*The Currumbin Vikings club is a great place for the family on a perfect Gold Coast day.*



## Mat can still manage a smile despite the gloomy skies

As his club prepares for its big anniversary, General Manager Mat Young is about to celebrate a milestone of his own. July 1 marks his second year in charge of this remarkable little club. He spent the previous 5½ years at the Northcliffe SLSC as Duty Manager, then Operations Manager. Four of those years were under General Manager Dermot McEnroe, for whom Mat has great respect. "I learnt from Dermot about the working relationship between the surf club and the supporters club ... I'm still learning," Mat says. "I've no timeframe on my stay here. I just want to do the best I can. That's the position the club took when they were employing a new manager. They didn't want someone who'd been in the industry 20 or 30 years. They wanted some fresh blood ... someone who could grow with the business." At 31, Mat Young is determined to do just that.

- HENRI LACH

*Currumbin Vikings Surf Lifesaving Supporters Club General Manager Mat Young.*





## and a hard place

come for breakfast, lunch and dinner every day of the week. Social club membership is about 3,200 but their ranks are swelled by visitors from everywhere. Japanese tourists are a common sight under arrangements with a local travel organisation.

"Last financial year we did an average of 475 main meals each day for the 363 days we're open [closed Good Friday and Christmas Day]. That doesn't include breads or starters," Mat said.

The club's turnover last financial year was \$5.6 million with operating profit of more than \$700,000, enabling a very useful contribution to funds for its 1,200 lifesavers and 28 nippers.

"Although it may look small, it's a thriving business," Mat says with a smile. "We'll probably do \$5.8 million this year ... \$3 million of that will be from food and \$1.8 million from the bar," Mat said

A small function room on the upper level that can accommodate 100 cocktail style or 50 sit-down guests is now paying its way under Mat's stewardship. It was previously only

*The Currumbin Vikings Surf Lifesaving Supporters Club ... threatening skies are not good news when you're out on a rock.*



**"Maintenance is the big issue here because of the elements we're in. The salt water kills everything in its path ..."**

used by the surf lifesavers for their meetings.

"When I got here, it wasn't being utilised," Mat says. "Now the lifesavers use it on Fridays and Sundays and we use it for the other days of the week, creating extra income."

Regulars and locals describe the Currumbin Vikings club as the Gold Coast's own Rock of Gibraltar. They

reckon it's going to be around for a while yet, against the tides, the wind and the rain. In fact, the club is gearing up for its 90th anniversary this year, with a planned weekend of celebrations that begins with a function on Friday, November 26, at the club, followed by a gala ball on Saturday, and culminating in a picnic by the lake at Currumbin Creek on Sunday.

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# Victoria's restrictions hit Tabcorp pokies revenue

Tabcorp says rising interest rates, new betting restrictions and the reduced wealth of retirees have caused its gaming revenue to fall 1.8% in the past year. The company's overall revenue grew by 1.6% in the year to the end of April, driven up by wagering and Star City Casino.

Analysts from Royal Bank of Scotland reduced their profit forecast for Tabcorp this financial year by 2% to \$457 million, citing weaker gaming machine markets and Victorian figures showing gaming machine revenues fell 6.45% on the previous comparable quarter to \$210 million.

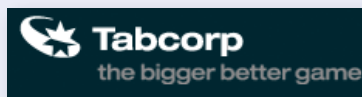
Under new rules introduced in January, gamblers in Victorian pubs and clubs can only bet a maximum of \$5 a time on all machines, down from \$10. The restriction previously applied only to new machines, and does not apply to James Packer's Crown Casino. Tabcorp has 13,369 gaming machines in Victoria, accounting for almost a third of its earnings.

Pokies revenue was also weaker in Tabcorp's three Queensland casinos, although its market share in gaming had increased in all three states, Tabcorp Managing Director Elmer Funke Kupper said. "The Queensland market has struggled more as a result of general economic pressures, the run-off of the stimulus package last year, the global financial crisis hit people's wealth and, of course, there's a lot of retirees in that market, and interest rate rises as well," he said.

Despite being a building site, Star



*Tabcorp Managing Director  
ELMER FUNKE KUPPER*



better performing business," he said. "But if the idea is to put these businesses together, you might wonder who the right acquirer is and it might be better the other way around."

Tatts' Unitab: "I don't think that's for now."

He said Tabcorp was confident it could reinvent itself as a gaming solutions service, to buy, promote and maintain machines for Victorian venues for a fee, when it loses its pokies licence in 2012. Declining to provide financial details, he said: "We now know there's sufficient demand to commit to this business. We've made that progress without buying pubs; that doesn't mean we would never do that but at this stage it is unlikely."

Mr Funke Kupper said Tabcorp was also continuing to invest in new machines in Victoria, to drive growth for the remaining two years of the licence "and so we know we're not going to be stranded with a set of half-depreciated assets that we can't get rid of". "Some people think it's counter-intuitive, but it's actually essential," he said.

City revenue rose by 4.3% in the year to the end of April. Mr Funke Kupper also responded to recent comments by Tattersall's chief Dick McIlwain that Tatts might be interested in buying Tabcorp's wagering business. "I'm not surprised they're interested because it's clearly the

He said he would like to see a single totalisator in Australia but, as for acquiring

## Betfair wants to 'print' punters

AFL gambling partner Betfair has called for the introduction of a nationwide betting register. *The Herald Sun* newspaper reported the radical proposal would see all punters forced to gamble at TABs and with corporate bookmakers through traceable wagering accounts. Betfair CEO Andrew Thwaites said account betting was the only way sporting codes such as the AFL would properly follow the money trail. "With account-based betting you are able to provide absolute transparency to regulators, stewards and sporting officials when it comes to integrity management," Mr Thwaites said. "So we are able to tell the AFL or the RVL or the police, if necessary, exactly who have been putting the bets on, where they live and what their computer's IP address is ... everything you can think of. It's an absolute fingerprint. You know who's betting and who's winning the money. You are never going to close all the doors, but if you can channel punters into a highly regulated environment it is the best way to protect the game." Mr Thwaites said Betfair had discussed the concept with the AFL. It follows admissions from Tabcorp, the AFL's second gambling partner, that football figures can easily flout bans on gambling by betting with cash at suburban TABs. Banned bookie Simon Beasley said the AFL was in "Noddyland" if it believed it could stop players and officials from betting on football. He said it was a "nonsense" to suggest footy participants weren't betting on games via friends and family. But AFL boss Andrew Demetriou defended the rules. "The actual proposition that we shouldn't outlaw betting on football by club officials, by players and by coaches has no currency whatsoever," Mr Demetriou said. "The rules are very, very clear and we have seen what betting and gambling can do, how it can destroy a sport." The AFL nabbed six people in a forensic swoop involving 24 major betting agencies and bookmakers. Mr Demetriou said goal umpire Chris Appleton, suspended for the entire 2010 season for placing \$60 worth of bets on the 2009 grand final, was a policeman. "He made a mistake and he understands why he's been sanctioned accordingly," Mr Demetriou added.



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*Karynne and her visionary leadership program had a deep and long lasting effect on my management style and the way I approach issues. This approach has directly contributed to the Club being awarded Clubs NSW Small Club of the Year 2009. Phil Wheaton, CEO, Armidale City Bowling Club, Small Club of the Year 2009.*

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