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Club Management IN AUSTRALIA

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Corporate Governance Crusaders

Pam And Maree Push For
Queensland Initiative: P16-17

➤ What A New Government Means
For The Club Industry: P14-15

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Club sues electrician over \$26 million blaze

Moama Bowling Club is taking legal action against an electrician over workmanship the club claims caused a massive fire.

Melbourne's *Herald-Sun* newspaper reported the club has lodged a Supreme Court writ against Echuca electrician Brett Thomson, claiming damages of \$26 million because he installed two faulty floodlights.

Fire ripped through the club on June 26, 2008, damaging the bistro and bistro terrace, cafe, bottleshop and reception.

The club claims the floodlights were unsuitable for indoor use because they were not fitted with glass fronts to prevent hot particles escaping. It alleges the blaze was caused by hot fragments falling from a floodlight on to a settee in reception.

The club claims it suffered a \$26 million loss because of the blaze. Mr Thomson was unavailable for comment.

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➤ Pages 20-25

Moving through the Sydney Convention & Exhibition Centre at Darling Harbour over the three days of the Australasian Gaming Expo 2010, Ross Ferrar got a sense that the gaming industry has begun to shake off much of the burdens - the global financial crisis, smoking legislation and the threats of the Productivity Commission Inquiry Into Gambling. In Australia - that has clouded business and a positive attitude in recent years. The Gaming Technologies Association CEO looks back on the success of AGE 2010 ...



➤ Page 26

The CMAA now can offer members the option of paying membership fees online with a credit card. The upgrade of the CMAA website has allowed members greater access to all aspects of the CMAAs' range of products and services. Paying membership or joining the CMAA is easy. Go to the CMAA website - www.cmaa.asn.au - make a few mouse clicks, enter some member information and lodge your credit details. The payment options are by the month, the quarter, half-year, or annually. New members also can join online ...



➤ Pages 27 & 28

The CMAA 2011 National Bursary Program is open for applications. The range of 2011 bursaries features 25 significant educational awards. The CMAA Bursary Program offers all levels of management the opportunity to access professional development where it can be difficult to attain. This year, members in every CMAA Zone have the opportunity to apply for one of the eight Asian Club Managers' Conference & Macau Casino Tour bursaries offered to each CMAA Division ...



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CDSE presentation night reflects the changing landscape for the club movement

It was a real pleasure for our club to recently host the Randwick City CDSE presentation



night for our local community. Of the 123 applications received by the Local Committee requesting \$1,326,067, there were 75 presentations totalling \$335,651 made by the six local Randwick LGA clubs. Obviously, this amount is not what these and the other clubs contribute as a whole to their community. I'm sure we'd all like to give more and cover all the priority needs of the area. At such a wonderful community event, witnessing the real community club spirit in action, it was hard not to reflect on the 10 years of the CDSE scheme. At the first CDSE presentation night, there were 11 clubs making contributions. For various reasons, including closures and reduced gaming revenue, the number of CDSE contributing clubs has fallen to six. We are all well aware of the various issues that have confronted clubs over the past decade and the industry's efforts in lobbying governments to understand the plight of clubs of all sizes. As the industry consolidation and rationalisation process gains momentum, managers of financially sound clubs will - for strategic and community reasons - have to consider amalgamations. Being in the middle of this process, with a small sporting club, our management team had the opportunity to gain a better understanding of why this sector of the industry is at particular risk. The overwhelming evidence is the lack of management ability. Generally, someone from the Board that may have the time might be asked to take on the manager's role. Get your RSA and RCG and fill out the form ... now you are a club manager - that's if you're aware that you have to do that. It's pleasing to note that now at least, a Police Report is required. Some may recall my previous comments when considering the question ... what do you have to do to be a club manager? You may also recall that the question was posed by a sporting club association. Sadly, we have to accept that the bureaucracy and political leaders have ignored our efforts as an Association to improve the licensing requirements through the education of club managers. Our position remains that the approved person must be a fit and proper person to manage licensed premises, understand his/her responsibilities relating to the sale of liquor and the responsibilities that the concession provides through the conduct of community gaming and - most importantly - has attended approved training, instruction or demonstrated an ability to perform the tasks required to manage a club. This is no more than expected from the licensee of a hotel. People who would argue against a requirement for the better education of either professional or honorary club managers would most likely do so based on economic grounds ... "the club is small and can't afford it" and/or "you won't get anybody prepared to do it, we're voluntary" ... are common arguments. If that's your club's position, then get in the

queue for closure. Recent changes to the Corporations Act, removing the requirement of the smallest and smaller clubs to prepare financial reports and auditing requirements, will fast-track the demise of this sector without immediate action.

The release of the Productivity Commission's Final Report Into Gambling coincided with significant political events in Canberra and the subsequent Federal election. The responses from Ministers Stephen Conroy and Nick Sherry were extremely positive for clubs. Senator Conroy's title - Minister for Broadband, Communications and the Digital Economy -

probably says it all in relation to the issue of online gambling and the future direction of technology. With the National Broadband Network becoming such a huge issue during the election campaign, it was particularly pleasing to hear Senator Conroy's position on internet gambling and his opposition to it, before the campaign. Senator Sherry also has demonstrated an understanding of the issues confronting the industry and understands the approach required to move to a pre-commitment solution for problem gambling. These Ministers still could be the key players, with Senator Jenny Macklin, in implementing a new Labor Government's strategy with all jurisdictions on gambling reform. The understanding that Ministers Conroy and Sherry and the Kevin Rudd, then Julia Gillard-led Federal Government have of the Club Industry is a direct result of many years of educating Parliamentary members. Full credit must go to Clubs Australia for the advocacy that it provided during the Commission's inquiry process. With the industry's future in mind, the balance of power in the Senate has been removed from Steve Fielding, who was not re-elected, while Senator Xenophon would lose almost all of his power if Labor is able to negotiate with the Greens to form government and assist legislation in the Senate. With those who would destroy clubs now powerless and both a government and opposition committed to clubs in the not-for-profit sector, our attention may now be focus on the positives in the future.

Another election campaign positive was the exposure that Rooty Hill RSL Club and Broncos Leagues Club got in hosting the "Town Hall Meetings". The use of clubs for a community event is nothing new, but to see those clubs being chosen without question as the community assembly point was credit to them in particular and all clubs in general. While both debates probably contributed to the outcome of the election, the overwhelming appreciation I took from the expected closeness of the result was that at a time when the leadership of this country was being determined, we had more at bingo than Rooty Hill RSL Club attracted for the debate.

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

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Club Industry has emerged strong and confident from the shadows of Productivity Commission

It's a great feeling to be able to offer positive comments after such a sustained period of challenges and uncertainty. First, my congratulations to Ross Ferrar and Gaming

Technologies Australia (GTA) on a successful and impressive Australasian Gaming Expo at Darling Harbour last month. The CMAA took a stand at the three-day event and I was impressed with the number of people who attended, but - more importantly for the Club Industry - the positive feel of club managers and directors looking at upgrading their gaming machine stocks and other club facilities. That same feeling was evident at the CMAA Hospitality Expo in March, but the Federal Government, at that stage, had not responded to the Productivity Commission's Final Report Into Gambling In Australia. That report was biased against poker machine gambling and cast an uncomfortable feeling across our industry as a result. The Federal Government's response was firm and direct and has given rise to optimism and confidence that the industry has a sound future. That showed in the upbeat atmosphere at AGE 2010 ... long may it continue. Second, the CMAA's move to Sydney Olympic Park (SOP) is on track and will deliver a new level of accessibility for CMAA members and education program delegates. As the CMDA's range of education and professional development products expands to encompass online E-learning, the SOP facilities - direct public transport access, on-site accommodation, unlimited parking and upgraded hi-tech services capability - will deliver benefits for our members and clients. We are on track to move out of our existing offices at Auburn by the end of this month and be set up at Homebush Bay a week later.

Third, I hope all members read Henri Lach's feature article on Pages 16 and 17. Logan Diggers CEO Pam Shelton - a friend and long-time CMAA "champion" - and her club Chairman Maree Robbins undertook the CMAA-Southern Cross University Corporate Governance course at SCU's Tweed Heads campus earlier this year. Both club executives got to appreciate the significance that corporate governance plays in lives of both board and management in every club - large, medium or small.

Queensland clubs do not come under the same corporate governance criteria as NSW clubs but Pam and Marie believe that the philosophy and message is so important that they have started a campaign to have the Queensland Government adopt a comparable governance regime in that state. It's important reading for every club manager and director.

The adage that "Oppositions don't win elections ... Governments lose them" certainly rang true in our Federal Election on August 21. Australia faces a "hung" Parliament with neither of the major parties - Labor or Coalition - able to govern in its own right. The other old saying ... "24 hours is a long time in politics", also comes to mind with Tony Abbott three months ago seemingly unelectable. However, within 24 hours of the Labor Party machine "dumping" then-Prime Minister Kevin Rudd, Mr Abbott became a very real option for many Australians. Regardless of who forms the minority government, where does this now leave the Club Industry with the Greens having the balance of power in the Senate? First, Family First Senator Steven Fielding is gone. Second, independent Senator Nick Xenophon is not likely to have the power he previously enjoyed, as the Greens now have nine seats. If Labor forms government with the Greens, it means Senator Xenophon's vote is not required to pass Bills in the Senate. I must say that I was encouraged by the responses from both major parties to the series of questions put by Clubs Australia a month, or so, out from election day. There was a refreshingly commonsense response to the more difficult aspects of the Club Industry's relationship with political parties at federal and state levels - particularly in light of the Productivity Commission's Final Report Into Gambling In Australia. NSW Gaming and Racing Minister Kevin Greene and the NSW Government had the courage of their conviction to question and contest some of the Commission's recommendations. I think whoever forms the minority Government will have more to worry about than attacking the Club Industry.

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

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Nation undecided ... but an election where the Club Industry

It's not often - perhaps, never before - that the Club Industry has headed for an election - state or federal - with a degree of confidence about its position and future.

Having dodged yet another "bullet" with what appears to be the worst of the global financial crisis behind the nation and non-smoking legislation in the rear-vision mirror, both major parties gave their assurance - in writing - that they would not deliver anything shocking or painful if elected to government on August 21. They even gave their support to much of the industry's opposition to the Productivity Commission's Final Report Into Gambling In Australia that rocked the gaming industry and focused so heavily on poker machines in clubs, hotels and casinos.

Election day has come and gone with the nation numerically divided on whether Labor or the Coalition should have control of the nation - and four MPs, including one Greens Party member notionally holding the fate of who governs for the next three years. In fact, it was possible - even a week after polling booths closed - that Australia might have to return to the ballot box for a second election to break the deadlock.

In the first week of the election campaign, Clubs Australia wrote to Ms Gillard and Mr Abbott seeking their party position on key the Club Industry issues of taxation and problem gambling, which have received significant attention due to the Productivity Commission's inquiry and the Henry Review of Taxation. The industry received a bipartisan response in recognising the important economic and social role of clubs. Also, the major parties will have a similar approach to developing gambling policy in Government.

LABOR

"A re-elected Gillard Labor Government will not implement changes to the tax system that harm the not-for-profit sector, including changing income tax arrangements for clubs, consistent with Federal Labor's response to Australia's Future Tax System Review. Federal

Labor understands the importance of clubs, and the not for profit sector generally to Australians.

"While state and territory governments are responsible for the regulation of gambling in Australia, Federal Labor is committed to working closely with them to develop a national response to the Productivity Commission report. In our initial response, we have shown our support for pre-commitment technology as an important tool in tackling problem gambling. We will work with State and Territory Governments and industry to implement this technology.

"Federal Labor does not agree with the Productivity Commission's 2010 report into gambling which recommended that the Federal Government amend the Interactive Gambling Act to allow for a liberalisation of online gambling. Federal Labor is not convinced that liberalising online gaming would have benefits for the Australian community that would outweigh the risks of an increased incidence of problem gambling, particularly with the rapid changes in technology. The current prohibition on the provision of online gaming services to Australians will continue to apply."

THE COALITION

"The Coalition acknowledges the special role clubs play in Australian society. They keep thousands of Australians employed and enrich the character of our local communities.

"We recognise the importance of the principle of mutuality for the viability of Australia's clubs. And we understand clubs' concerns about the erosion of that principle. The Coalition can assure Clubs Australia that we continue to support the principle of mutuality.

"The Coalition has no plans to change the tax arrangements that apply to surpluses of certain clubs. In government the Coalition will work with clubs to ensure any changes we make are to the advantage of clubs and their patrons.

"We recognise that gambling, in all its forms, is a significant problem for some people in our community. The

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Mathieson explains why Carlton hit the jackpot

Poker machines mogul Bruce Mathieson says he gifted hundreds of poker machines to Carlton AFL club as an act of love for the club. The *Herald-Sun* newspaper reported the former Blues director and life-long supporter handed control of around 300 machines to the club in a move that will secure Carlton's financial future for decades. The club's late president Richard Pratt was seen by many as Carlton's saviour, but it's Mathieson who has truly delivered. Gambling revenue at the four hotels with the machines totalled \$22.6 million last year alone and poker machine takings at a fifth venue soon will add to the club's windfall. The Blues will pocket a major slice of the riches every year. "I love the club," Mr Mathieson said. "It's something we [his family gaming empire] wanted to

do. We'll run it under management for them, but they are their machines under their control. Hopefully, it is very good for them. As long as it is very successful I am happy. Even when I was on the board I said when the time comes I will do it - and I've done it." Mr Mathieson has ruled out stepping in as club president, revealing he spent the majority of his days living in Queensland. Asked whether he would consider taking on the Carlton presidency to help out his friend Stephen Kernahan, Mr Mathieson replied: "No. I spend 80% of my time in Queensland and I just couldn't devote the time that is required." Under Mr Mathieson's coup, gaming revenue will flow to Carlton from the Royal Oak in Richmond, the Vic Inn at Williamstown, Club Laverto and the Manningham Club.

is not bracing for more pain

Coalition acknowledges the range of measures that Australian clubs already oversee to combat problem gambling in our communities. The Coalition will closely examine the 2010 Productivity Commission Report Into Gambling released in June. The Coalition is pleased that the government has ruled out the introduction of new online gambling services. The Coalition acknowledges the recommendation relating to the implementation of a universal pre-commitment for gaming machines by 2016. We are looking at it favourably, but will not make any final decisions until we are in government and have consulted with key stakeholders, including Clubs Australia."

Prime Minister Julia Gillard returned to Canberra to take control of behind-the-scenes talks to piece together a working majority out of Australia's first hung parliament since World War Two. Like the PM, Opposition Leader Tony Abbott came back to Canberra as both sides of politics pondered their next moves and their strategies to persuade the independent MPs to see their way of running the country.

Election analysts predicted Labor and the Coalition each would end up with 73 seats in the House of Representatives. Three seats were too close to call and there was uncertainty over at least one other seat as vote counting continued into the final week of August.

The nation's political fate could turn on the loyalty of three sitting independent MPs - Rob Oakeshott, Bob Katter and Tony Windsor. Mr Oakeshott said that like his counterparts, he had received calls from Ms Gillard and Mr Abbott, but was not interested in siding with either major party. "I don't have to pick a red team or a blue team, I don't have to pick Julia or Tony," he said. "What I have to do is find a way to work together ... to get a process in place where we can have a confident parliament with a clear majority."

Rookie Greens MP Adam Brandt is the fourth man being courted as the two major parties tried to put together the 76 seats needed for an overall majority in the Lower House. Labor saw its majority wiped out as voters in NSW and Queensland turned their backs on the party swept to power so convincingly on November 24, 2007.

In the electoral fallout, Family First Steve Fielding is gone and South Australian independent Senator Nick Xenophon's vote won't be worth much if Labor can form government with the Greens who hold the balance of power in the Senate. The "anti-pokies" campaigners no doubt will continue their campaign, but without the political position they have enjoyed for the past three years.

Business groups say a quick formation of a stable government is important and they are concerned about the Greens holding the balance of power in the Senate. The Australian Chamber of Commerce and Industry says it is vital that business activity continues as usual in Australia during the period of political uncertainty. Chamber CEO Peter Anderson says the economy must continue to grow while party leaders and the key independent politicians must maintain Australia's reputation as a stable place to do business while the state of the Parliament is resolved.



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Logan Diggers team on a mission to deliver Corporate

By HENRI LACH

They're good friends, enviable achievers, great working partners - and on a mission to encourage higher standards of professionalism for Queensland club executives and board members through the CMDA's Corporate Governance program.

Logan Diggers Club CEO Pam Shelton and her club Board Chairman Maree Robbins are the first Queenslanders to successfully complete the course at the Southern Cross University's Tweed Heads campus.

They're adamant that all senior club executives should do the same.

To make their point, they will be supporting Diggers' Board Treasurer David Hartmann and the club's Finance Officer Jan Walters as the next Queenslanders to undertake the course.

The Corporate Governance program was developed for the university's Graduate School of Management by



leading academic Dr Michael Singleton in conjunction with the CMDA and input from CMAA Executive Officer Terry Condon and Assistant Executive Officer Ralph Kober.

It's designed as a pairs study for senior executives - one participant from management and one from the board executive - and is not available to one, or the other individually.

It comprises a four-day program in two, two-day sessions with a break of up to four weeks in between for reading and research.

Roles and responsibility of directors

and the functions of boards obviously are major areas covered.

"The program was put in place with NSW clubs in mind, who operate as corporations under the NSW Licensed Clubs Act," Pam explained.

"Queensland clubs are mostly associations and operate under the Incorporated Associations Act. Therefore, they are supposedly not required to comply as NSW must."

However, Pam and Maree believe the course is totally relevant to the Queensland environment.

Maree pointed out that currently, there is a paradox in the way Queensland licensed clubs are viewed in the eyes of the law.

"Lawyers and the courts treat our clubs as though they are corporations," Maree said. "They tend not to differentiate between the big incorporated football clubs and the smaller associated clubs when there is a legal dispute."

Pam celebrates 20 years in top job

With the Corporate Governance course completed, Pam Shelton celebrated another milestone recently - her 20th year at the helm of Logan Diggers Club on Brisbane's south side.

She stepped into the job in 1990 in Queensland pre-gaming machine days when the club had a membership of fewer than 500 and a premises that could only be described as a brick shed.

Pam oversaw the installation of the club's first 20 gaming machines in 1992,

Today, the Diggers has a membership of 25,000 along with 200 machines

and is in the throes of its sixth major upgrade - costing \$1.4 million.

Pam has been a very active CMAA member during her career and was inducted into the Association's Hall of Fame in 2003.

Her 20th anniversary was marked with a stylish afternoon get together of friends, Club Industry executives and suppliers at Club Helensvale on the Gold Coast.

Why not at the Diggers?

"I wanted my staff to enjoy the day," she says with a beaming smile.

"Staff are never off duty when in their own club and when one has earned a couple of drinks to celebrate ... this should not be done in front of the members. "Besides, Lenny [Club Helensvale General Manager Len Brunt] is a good friend and his club is very central to a lot of colleagues and suppliers who were attending."

Her friends and associates know that Pam came to the Club Industry from a background in country music entertainment.

She toured Australia with Slim Whitman in her earlier life, so it was



Logan Diggers CEO Pam Shelton enjoys a drink with CMAA Brisbane Zone President John Limbrick at her 20th anniversary celebration.



Once an entertainer ... Pam Shelton hams it up on stage with Col Elliott and Vicki O'Keefe.

appropriate that she take the stage at her testimonial with comedian Col Elliott and singer Vicki O'Keefe.

Let's just say ... a good time was had by all.

- HENRI LACH

Governance in Qld

Maree Robbins is a no-nonsense executive with a wealth of administrative experience.

She dismisses political correctness. "My title is 'Chairman' and that's what I am," she said.

She's been that for the past 16 years, working with Pam Shelton to make the Diggers a very successful club.

Maree also describes herself as a "de facto" member of the CMAA.

"I go to all of the Association's functions with Pam ... she introduces me as her boss," Maree says with a wide smile.

Maree believes that the time could come when it will be mandatory for board executives and top management staff to attain a level of training such as that provided by the Corporate Governance course.

"I also think that Queensland will have to get itself into line with a registered clubs act. I just wonder why we haven't done it yet," she said.

She recalls that a White Paper by former Queensland Treasurer Keith De



*Logan Diggers Club CEO
Pam Shelton (left) and her
Board Chairman Maree Robbins.*

Lacy proposed a special Act for the industry in that state.

"But nothing has ever been done, even though there has been much representation from licensed clubs," she said.

The two women agree that as well as being totally relevant to Queensland, the structure of the Corporate Governance course provides an

excellent platform for interaction and bonding between a club's executive and management.

Pam's endorsement of the course is glowing and enthusiastic.

"I was absolutely astounded at the complexity of compliance issues that were covered in this course," she said. "I was also relieved that these issues can be addressed quite logically and easily if boards and management are informed, knowledgeable and committed to implementing new attitudes and behaviours.

"Although we are not a 'company' at Diggers, we believe that we can benefit greatly by replicating all compliance recommendations as if we were.

"This course has not only provided enlightenment, it has also provided us with excellent tools to carry out the task at hand.

"I have attended a plethora of courses over the years and this one would have to be one of the very best."

CMAA Assistant Executive Officer Ralph Kober is the contact for full details of the course and registration, call 02 - 9643 2300.

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Privacy Act applies to clubs

The Privacy Act and the National Privacy Principles (NPPs) apply to clubs with an annual turnover of more than \$3 million. Annual turnover for a financial year is made up of ...

- Proceeds of sales of goods and/or services
- Commission income
- Repair and service income
- Rent, leasing and hiring income
- Government bounties and subsidies
- Interest, royalties and dividends
- Any other operating income

Most clubs will be covered, although some may be exempt if they do not reach the \$3 million turnover and are classified as “small businesses” under the Privacy Act. However, those clubs that fall under the \$3 million turnover should still be aware of the privacy requirements and NPPs and apply the principles wherever appropriate and possible.

The Privacy Act applies to “personal information” held by clubs in “records”. “Records” means any document, database (in material or electronic form, such as a computer database), and a photograph or pictorial representation of a person. “Records” do not include general available publications (e.g. magazines) or certain other information (e.g. documents placed with the war memorial). “Personal information” is information or an opinion about an individual whose identity is clear, or can be reasonably ascertained, from that information or opinion. In determining whether information is “personal information” it is not relevant whether that information is correct, the question is whether it is about a person who can be clearly identified from that information.

If a club breaches the Privacy Act, it is responsible for that

breach. Breaches can include such things as inappropriately secured information, storage of unnecessary information, misuse of information held by a club or passing information to a third party without approval. Although breaches generally (but not always) are carried out by individual club employees or directors “in the course of their employment”, the breach is considered to be carried out by the club. If an organisation can show it has appropriate procedures in place to prevent and track unauthorised access of records (e.g. password-protected access for senior managers only and audit trails of access) then this is likely to count in the club’s favour. The level of security required will depend on the sensitivity of the information and the likelihood for damage if it is improperly used or disclosed.

If a breach occurs, the aggrieved person may make a complaint to the Privacy Commissioner. If the Commissioner finds that a breach of the Act has occurred, the club may be required to ...

- Cease the conduct
- Carry out any reasonable act to redress the loss or damage suffered (this could include an apology and other action)
- Pay compensation - legal commentators suggest that for more serious matters the range can be from \$40,000 to around \$100,000
- Other action the Privacy Commissioner considers appropriate

There are appeal rights from decisions of the Privacy Commissioner to the Federal Court or the Federal Magistrates Court. However, it would be better if clubs ensured that they act in accordance with the requirements of the Privacy Act to limit and stop any potential breaches. The Club Code of Practice and Best Practice Guidelines are under review.

Garry’s brewing up a new cup of business

Garry Leech established a reputation in club management who could get things done.

During his 10 years as General Manager at Palm Beach Currumbin Sports Club, Garry managed to turn around the club’s membership and profitability in quick time. He oversaw the \$6 million redevelopment of the property to make it one of the showpieces of the fast-growing Gold Coast Australian football league.

After Garry and the club parted ways, he maintained his contact with fellow club managers in the area and attended every CMAA Gold Coast Zone Meeting and fund-raising event. He has been an integral part of the success of the Combined Gold Coast-Brisbane Zone Charity Race Day that is staged at the Gold Coast Turf Club to mark the end of the CMAA’s annual Mid Year Executive Leadership Conference at Jupiters Gold Coast.

The race days has raised hundreds of thousands of dollars for local charities and with Zone President Steve Condren and the committee, Garry has played a major role in that it event. As with many club executives these days, Garry has moved on from the club business for the moment and has joined Joe Trad and Leigh Fitzgerald at Global Coffee Solutions, a CMAA National Bursary Program sponsor company.

Garry has taken on the role of Global’s Business Development Manager in Queensland and says he is enjoying the change and the challenge. “Although I’ve only been here a short time, they are good people to work for and I have always enjoyed learning new things and testing myself with new experiences,” Garry said. “Global has established a strong reputation in the hospitality business, especially clubs, so it’s no



Garry Leech playing the role of barista on the Global Coffee Solutions stand at the Australasian Gaming Expo at Darling Harbour last month.

trouble offering our range of quality products and services ... they are well received almost everywhere I have visited so far.”

To speak to Garry about Global Coffee Solutions in Queensland,
P: 0411 696 881, F: 07 5525 3831 or
E: garry.leech@globalcoffee.com.au

Minister under fire for late licence application

The Victoria Government is under fire for its handling of the lucrative new wagering and betting licence process.

The report, by former Federal Court judge, Ron Merkel, QC, found Gaming Minister Tony Robinson wrongly allowed a company to lodge a late licence application.

The report also condemned the probity auditor for providing inadequate reports detrimental to his review of the process.

The Government has since replaced Probity Auditor RSM Bird Cameron.

The Government responded by saying three companies - Tabcorp, Tatts Group and Ladbrokes - were invited to bid for the licence, expected to be worth hundreds of millions of dollars.

The 12-year licence for betting in outlets such as suburban TABs and hotels from 2012 is held by Tabcorp.

The report by Mr Merkel, who heads the Gambling and Lotteries Licence Review Panel, criticises Mr Robinson for allowing consortium Tabgroup to submit a register of interest (ROI)



Victoria's Gaming Minister
TONY ROBINSON

four months late. Tabgroup includes ALH, owned by Bruce Mathieson and Woolworths.

The report stated: "In the panel's view, however, the minister's acceptance of the late lodgement of

Tabgroup's ROI constituted unequal treatment as between the registrants."

Mr Merkel found the late submission by Tabgroup, which was ultimately not invited to tender, did not prejudice any other party and "did not constitute unequal treatment".

A spokesman for Mr Robinson said the report concluded that the late lodgement did not result in prejudice or impugn the probity of the process.

The report also revealed gaming company Intralot raised concerns that its performance running one of the state's lotteries licences should not affect its bid for the betting licence. But the review found there was no unequal treatment of Intralot's subsidiary, Intrabet, which was not invited to tender.

A State Government shake-up of gambling licences in 2008 saw the creation of the stand-alone licence.

Mr Robinson said the licence would be awarded this year and great care was taken to ensure fair treatment.

Phil takes over from CMAA mate

The CMAA's recently elected Division E Federal Councillor Phil Mallon is on the move - but is taking his new responsibility with him. The Cabarita Beach Sports Club General Manager has been appointed to take over the Casino RSM Club from another CMAA high-profile member, Darren Shipp. Phil officially takes up his new role on September



PHIL
MALLON

20 and visited Casino last month to take a closer look at the job and speak to the outgoing Secretary-Manager Darren Schipp. The two have worked closely together as senior members of the CMAA's Far North Coast Zone. Phil won a ballot earlier this year for the Federal Council role in Division E - Far North Coast Zone, North West State Zone, Mid State Zone and Mid North Coast Zone. Phil, who was the Zone Vice President after serving as the Zone

Education Officer, also recently took over as Zone President following Darren's decision to move on from the Club Industry. Phil has been General Manager at Cabarita Beach Sports Club, with 4,500 members, for the past six years. He has also worked in the financial sector, serving 13 years as a bank manager, ran a hotel-restaurant

complex, and worked as a cane harvester on the Atherton Tablelands in north Queensland. Phil will move to Casino with his wife of 22 years and their seven-year-old daughter. "I'm genuinely excited about coming to Casino and I am looking forward to the opportunity to contribute to the ongoing improvement and betterment of the town," he said. "Darren has done a first club job with the club here and I'm proud to be taking over from him."



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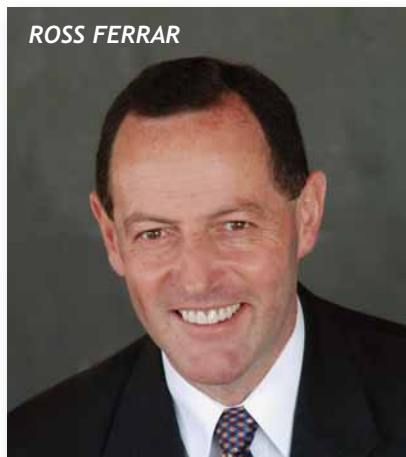
Clock already ticking on AGE 2011

By the time most delegates and gaming industry executives were headed for home on August 10, Ross Ferrar was back in his office setting the clock for AGE 2011.

That was 376 days away - August 21 to 23, 2011 - and the Gaming Technologies Association CEO had his first chance in the previous three days to take a moment to reflect on the presentation of the 2010 Australasian Gaming Expo - AGE 2010.

Acutely aware of falling into the trap of being the "promoter" of the Expo, Ross prefers to reference the comments of the gaming industry's delegates - club managers, directors, casino operators and hotel owners - who offer a less-subjective view of the event.

"I'm pleased with the way the Expo went across the three days ... I believe we delivered what the exhibitors and the Expo guests expected and wanted," Ross says. "I enjoyed the Expo and I get a sense from the feedback forms that I have



ROSS FERRAR

seen so far the most of our exhibitors and guests felt the same way.

"I don't want to get caught up in attendance comparison numbers, either, but it appears that we might be less than 1% down on the 2009 Expo and that's pleasing too but, at this stage, the numbers are unaudited."

For the record, there were 171 Expo stands - one more than 2009 - and more than 6,700 delegates visited the Expo across the three days - August 8 to 10.

Ross says that moving through the Sydney Convention & Exhibition Centre at Darling Harbour, he got a sense that the gaming industry has begun to shake off much of the burdens - the global financial crisis,

new smoking laws and the threats of the Productivity Commission Inquiry Into Gambling In Australia - that has clouded business and a positive attitude in recent years. "There was a pleasing sense of business being done and the delegates looking at products with a view to upgrading their current range of gaming machines and ancillary products around their venues," he said. "It has been a really tough few years but the uncertainty that has affected industries in Australia - particularly hospitality, clubs hotels and gaming - is gone, effectively, and there was a positive feel about all aspects of the Expo."

Ross pointed to one of the comments from an Expo visitor ... *"Everyone we spoke to was much more positive than the last couple of years and seem to be putting the financial burdens of the pokie tax and smoking regulations behind them and moving on more positively which reflects on all of us."*

And ... *"This was my first opportunity to attend the Expo and I was very pleased with what I saw and the people contacted. It certainly helped me as a Board Member to make proper decisions."*

The Productivity Commission's Final report having been handed to the Federal Government, Ross said he was pleased and impressed with the

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Government's response and encouraged by the strong support for the gaming industry from the NSW Government and particularly the public comments from Gaming and Racing Minister Kevin Greene. "The Federal Government has taken a sensible and astute approach to the Productivity Commission's report ... it [the Government] is looking for evidence to support any measures it implements," he said. "The gaming industry is - and has always been - ready and willing to provide that evidence. I think we are headed down a path to an informed and sensible outcome to the report."

The gaming industry downturn also has produced a change in the way that companies now view the Expo and the opportunity to showcase products and do business. Ross describes the latest products - the upgrade in gaming machine hardware as well as software - as "impressive". "It struck me that almost all of the companies had new hardware," he added. "There has always been scope to deliver advanced software technology but clients now are seeing dramatic advances as companies deliver the complete package. The software gurus now can deliver their creative talents on state-of-the-art cabinets. And our suppliers now look upon the Expo as a place to do

business ... not just show off their latest machines."

Ross pointed to these comments from Expo visitors ...

"We were impressed with the Quality of products and the amazing customer service attitude that shone."

"Always you are looking for the viable futuristic upgrades that will put your business ahead of the opposition. I'm glad we attended our first Australasian Trade Show and found it to be better than what we could have imagined in future it will be a must attend in the diary."

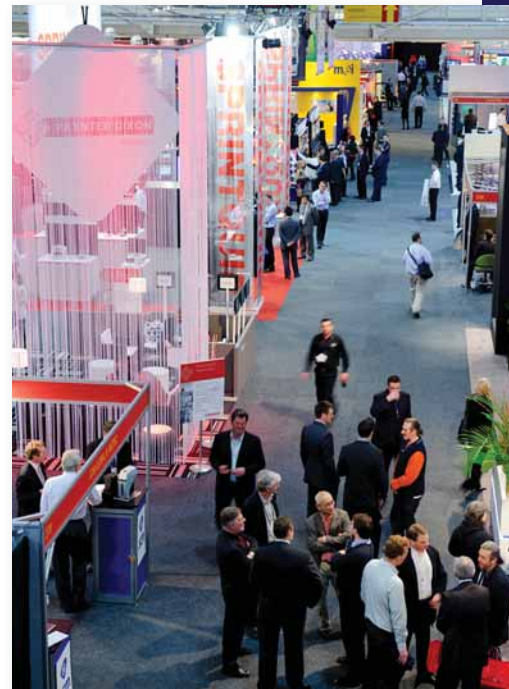
"All the areas of the latest Club Technology were covered and more."

With more than 1,000 truck-loads of equipment and 40 forklift tracks moving non-stop to bring the event together, the AGE, like the CMAA Hospitality Expo in March, is perhaps one of the most complicated events that the Darling Harbour facility stages each year.

"It's not like moving cars or boats around the floor ... machines and their technology are quite fragile," Ross said. "There's no 'oops' factor in dropping or bumping such an expensive piece of technology."

If there are thoughts of Ross putting his feet up for a few days once the

"Everyone we spoke to was much more positive than the last couple of years and seem to be putting the financial burdens of the pokie tax and smoking regulations behind them ...



event ended ... don't bother. There were more than 2,500 images to check, a GTA Board Meeting with new ideas for 2011 to discuss and 50 companies have already booked their places online for next year.



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CMAA sponsors at AGE 2010

The CMAA's impressive list of CMDA Career Development Sponsor companies and CMAA 2010 National Bursary Program sponsors were among the 172 companies represented at the 2010 Australasian Gaming Expo at the Sydney Convention & Exhibition Centre last month.

CMAA sponsor companies to participate at the Expo included ...

- Aristocrat Leisure & Gaming
- Barringtons
- Rohrig Hospitality
- Maxgaming
- Shuffle Master Australasia
- Ainsworth Game Technology
- Customers ATM
- Tecsound
- Independent Gaming
- Paynter Dixon
- Aruze Gaming
- Konami Australia
- Robert Oatley Vineyards
- IGT
- James Clifford
- Global Coffee Solutions
- Infogenesis
- Creating Synergy
- Tabcorp - KENO
- CMAA

Russell Corporate Advisory, Daily Press Group/Citrus Projects and Rawsuga Marketing & promotions also were represented by Smart Exposure at the Expo.









CMAA staff members Brad Jones and Evonne Bosnich were on duty during Day 1 at AGE 2010.



CMAA Executive Officer Terry Condon with CCM Travel Managing Director Catherine Mancuso at the CMAA stand.

CMAA flag flies again at Darling Harbour

The CMAA was back at the Sydney Convention & Exhibition Centre last month to support the Australasian Gaming Expo 2010.

The CMAA staged its annual Conference, AGM and Hospitality Expo at the Darling Harbour venue in early March and was able to assist many Association members and clubs with information on its vast range of education and industrial relations services.

CMAA Executive Officer Terry Condon said he was pleased with the number of people who called at the facility. "This was another successful AGE and I am pleased with the level of inquiries at the CMAA stand, particularly for top-level education and professional development products such as the Corporate

Governance program, the Secretary Manager Course and the range of specialised summits that have proved so successful during 2009 and 2010," Terry added.

CMAA staff, including Assistant Executive Officer Ralph Kober, Administration Assistant Evonne Bosnich and Training Course Administrator Brad Jones manned the booth during the final two days of the Expo.

CMAA 2010 National Bursary Program sponsor company CCM Travel shared the space with the CMAA and CCM Travel Managing Director Catherine Mancuso said she was pleased with the interest in the range of products that CCM offered as AGE 2010 specials.



Moorebank Sports Club Operations Manager Mat Roper with club CEO Tracey Van Rossum called at the CMAA stand during AGE 2010 at Darling Harbour.

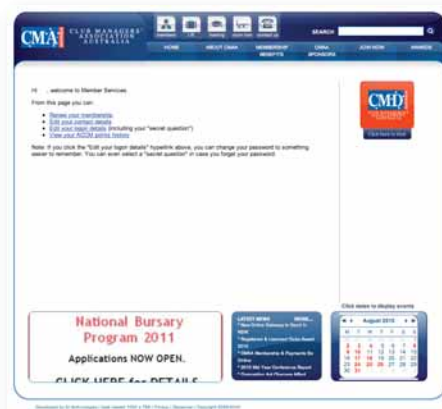


John Murray and Tony Johnston from Eastern Commercial Lawyers with Jason Fullerton (middle) from Barringtons.



The Customers ATM team at the AGED (from left) Arthur McGill, Jenny Fitzpatrick, Daniel Beeby and Luke Hawes.

Taking care of membership a click away



The CMAA now can offer members the option of paying membership fees online with a credit card.

It's as easy as going to the CMAA website - www.cmaa.asn.au - making a few mouse clicks, entering some member information and lodging credit details.

The payment options are by the month, quarterly, half-yearly, or annually.

New members also can join online.

CMAA members who employ a new manager, or know of a manager moving into the industry or the area can direct them to the website where a new membership can be facilitated through the website.

Paying membership fees, or joining the CMAA is as easy as ...

- Go to www.cmaa.asn.au
- Click on the **Membership & Log In** icon (left of screen)
- Enter **Membership No.** or **Name** details, click **ENTER**
- Select & click on **'Renew Your Membership'** option
 - Choose **Payment Period** options in drop-down menu, click **NEXT**
 - Check membership details, click **Confirm / Update Details**
 - Confirm details, click **Proceed With Renewal**
 - Complete invoice & credit card details
 - Click **Submit Payment**
 - The system will issue a **Tax Invoice / Receipt**

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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 10 & 11; **Session 2:** December 7 & 8
To register, **E: leadership@valuesconnection.com** or **P: 02 - 9983 0755**. You can also contact Ralph Kober (0418 963 057).

Remember to mention your CMAA membership and receive a greatly discounted investment fee.

CMAA 2011 National Bursary Program

Members are advised that the CMAA 2011 National Bursary Program is open for application and closes on November 5, 2010. The 2011 range of bursaries features 25 significant educational awards ...

- study tours to the CMAA Hong Kong Club Managers Conference and the Asia Food & Beverage Expo (HOFEX) & Macau
- CMAA Conferences
- Training courses
- Southern Cross University units within the Bachelor of Business degree
- the Global Gaming Congress - plus one week of tuition in gaming management with the UNLV

The 2011 Bursary Program offers all levels of management the opportunity to access professional development where sometimes it is not on offer or difficult to attain.

What's New in 2011?

Each CMAA Zone has the opportunity to apply for one of the eight Asian Conference & HOFEX/Macau bursaries offered to each CMAA Division. This ensures that at least one member from each division has the chance to attend this great event. See below for where your zone fits within the divisions.

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

Members of each CMAA Divisional Zone can apply for one of the Asian Club Management Conference & Expo Bursaries

offered in their Division. Applicants must ensure they make clear in their application which Divisional Bursary they are applying for.

There are **EIGHT (8)** bursaries for all levels of management for a study tour to the **Hong Kong CMAA Club Manager's Conference AND Food & Hotel Asia Expo in Hong Kong AND** three-day casino tour of **Macau, China - May 7-14, 2011**.

This bursary tour includes ...

- travel (economy class)
- twin-share accommodation
- conference registration costs
- hospitality dinner and shows
- \$US500 spending money
 - *A minimum of 30 industry activity points required within the past 12 months*
 - *Recipients of an overseas tour award in the past three (3) years (2008-2010) at any CMAA level are not eligible*

For full details of what is offered by our generous sponsors, go to www.cmaa.asn.au and select the **National Bursary** tile on the home page.

Sample application layout, tips and eligibility criteria are listed so you can complete your application with ease. You have got to be in it to win it!

Sydney Olympic Park

The CMDA Career Development Centre is moving to Sydney Olympic Park (SOP) in early October. Our new offices will be conveniently located next to the SOP train terminus, ensuring members and their staff can conduct their training and development activities in this exciting precinct under development by the NSW Government and SOP Authority. Regional members will be able to stay close to the CMAA Training Centre with five first-class hotels, quality restaurants, shops and more - within walking distance of the CMAA's offices. A bonus for members is the public transport to the door from the airport and surrounding suburbs - along with ample parking.

CMDA E-Learning Courses

The CMDA is excited to inform members that the first of four accredited units developed for online learning within the national qualification **SIT 060307 Advanced Diploma of Hospitality** is open for registrations.

The units **SITXFIN003A Interpret Financial Information** and **SITXFIN004A Manage Finances within a Budget** which comprise the **Financial Fundamentals** course and facilitated by former club manager Geoff Meston, enables students to complete the course through one day of face-to-face tuition and the balance via the online facility.

This "blended" approach to E-Learning is the most impactful, according to the vast research into completion rates on online learning. This is because it allows students to join others initially in a collegial environment in a classroom setting before moving through the online component as a cohort with a completion date set ensuring students are motivated to engage and finish the course.

Manage Workplace Relations, Develop Marketing Strategies and **Monitor Staff Performance** are planned to go online in coming months. Contact the **CMDA 02 0643 2300** for the latest information.

CMAA National Bursary Program 2011*

Applications NOW OPEN.

Applications for bursaries are to be submitted no later than Friday 5 NOVEMBER 2010

Go to www.cmaa.asn.au for bursary details
& application criteria

For CMAA members only who are financial members prior to 1 September 2009

Gaming Bursary (2)

PETER CLAREBROUGH MEMORIAL GAMING BURSARY*

Ideal for CEO's, Asst. Mgrs, Operations & Gaming Managers

Club Management Bursary (10)

ASIAN CLUB MANAGEMENT CONFERENCE & EXPO BURSARY*

Ideal for All Levels of Managers including CEOs, Asst. Mgrs, HR, Ops, F&B, Marketing, Gaming, Duty Managers, Departmental Managers and other management role

CMAA Member Divisional Zone Bursary (8)

ASIAN CLUB MANAGEMENT CONFERENCE & EXPO BURSARY*

Open to all members of a CMAA Divisional Zone - 1 Bursary is allocated per CMAA Division

Food & Beverage Bursary (2)

MELBOURNE RESTAURANT STUDY TOUR BURSARY*

Ideal for CEO's, Operations, F&B, Catering & Function Managers, & Chefs

Southern Cross University Bursary (2)

BACHELOR OF BUSINESS IN CLUB & GAMING MANAGEMENT BURSARY*

Ideal for All Levels of Managers including CEOs, Asst. Mgrs, HR, Ops, F&B, Marketing, Gaming, Duty Managers, Departmental Managers and other management roles

Leadership Bursary (2)

CMAA VISIONARY LEADERSHIP PROGRAM BURSARY*

Ideal for All Levels of Managers including CEOs, Asst. Mgrs, HR, Ops, F&B, Marketing, Gaming, Duty Managers, Departmental Managers and other management roles

Conference Bursary (2)

CMAA MID YEAR EXECUTIVE LEADERSHIP CONFERENCE BURSARY*

Ideal for All Levels of Managers including CEOs, Asst. Mgrs, HR, Ops, F&B, Marketing, Gaming, Duty Managers, Departmental Managers and other management roles

Education Bursary (2)

PROFESSIONAL DEVELOPMENT EDUCATION BURSARY*

Ideal for Duty & Trainee Managers and other management roles

Bursaries offered by CMDA Bursary Sponsors



North West raises bar with education and networking

North West State Zone has done it again. Four new members at its Meeting at Inverell RSM Club on August 18 lifts the Zone membership to 57. At the Zone Dinner the previous night, Phil Wheaton and his team managed to raise more than \$40,000 for the Zone Bursary Program. Less than 12 hours later, Phil announced \$28,000 in bursaries to 11 of the 42 members at the Zone Meeting. CMAA Assistant Executive officer Ralph Kober travelled to Inverell for the dinner and meeting and described the two days as a impressive example of how the CMAA plays an important role in the professional, personal and educational aspects of the lives of club managers.

"It's very impressive that 38 of the 53 registered members were able to attend the Zone meeting, but to have four new members there and see them raise so much money through the support of clubs and the industry trade supporters in that region is impressive and very encouraging to Zones across the Association," Ralph said. "It was also quite spectacular that the Zone was able to turn around that auction windfall into 11 bursaries worth almost \$30,000 and commit to almost \$20,000 in bringing more education courses to the region. Phil and his committee continue to do a remarkable job and that is reflected in the support of the membership for the education and networking opportunities that these events offer."

The four new members that Phil welcomed to the August 18 meeting were ...

- Robert Weston - Gunnedah Services & Bowling Club
- Michael Jones - Tenterfield Bowling Club
- Enzo Gianol - Tenterfield Bowling Club
- Graham Wood - Wee Waa Bowling Club

The Dinner and meeting were staged in conjunction with the ClubsNSW North-West Region AGM and host club General Manager Tim Palmer - the Zone Publicity Officer welcomed 80 guests to the V.C. Cartwright Auditorium for dinner following an afternoon of social bowls.

Auctioneer James Gallen was in his finest form and the gaming machine conversions form CMDA Career Development Sponsor companies IGT, Konami, Shuffle Master Australasia and Aristocrat gave the auction a wonderful start.

ClubsNSW Chairman Peter Newell - also a board member of the St George Illawarra Dragons NRL club - jumped into the spirit of the event by offering an autographed Dragons shirt for auction that the Moree Services Club snapped up for more than \$1,000. With the Dragons on course to win the premiership, the shirt might be worth considerably more come Sunday, October 3.

"The auction and meeting attendance - particularly the four new members was a fantastic result for the Zone and the CMAA," President Phil Wheaton said. "We had a remarkable result to Chester Carter's visit and the money we raised at the auction will allow us to bring more high-profile speakers and at least one major education initiative to the Zone before the end of the year.

"Offering 11 bursaries with more than \$28,000 in education opportunities is very pleasing and to see someone like our Secretary-Treasurer, Margaret McGrath from Quirindi RSL Club, win a major bursary makes it all



CMAA North West State Zone President Phil Wheaton (left) welcomed four new members - (from left) Robert Weston, Michael Jones, Enzo Gianol and Graham Wood - to the Zone Dinner and Meeting at Inverell RSM Club last month.



The best auctioneer in the west ... James Gallen fires up the bidding during the Auction that raised more than \$40,000 for bursaries, education and professional development for North West State Zone members.

so worthwhile. Education and professional development opportunities are so important to managers in the Association's regional areas because getting to events and accommodation adds so much to the cost and these bursaries make it possible for members who might otherwise not be able to afford it, attend these career-changing education programs."

The North West State Zone 2010 bursaries went to ...

- Dennis Condon Bursary (\$9,000) - Margaret McGrath & Steve Johnson
- CMA Mid Year Conference (\$1,500) - Graham James, Geoff Shanley & (\$1,000) Patrick Crick
- CMAA Annual Conference (\$1,000) - Greg Farrell, Leanne Turner & Phil Wheaton
- AGE 2011 - (\$1,000) John Campbell, Carol Hardy & Don Reading

North West State Zone's Christmas Dinner and Meeting at Tamworth Diggers Club on December 7 and 8.

Duty Manager Development Program



Location: CMAA HO Sydney Olympic Park Homebush Bay	Dates: S1: November 8 - 10 S2: November 22 -24
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Ideal Candidate:

New or existing supervisors and duty managers who want to develop their technical and people skills for the challenges of operational management.

Learning Outcomes:

- Apply cost control principles;
- Utilise the Award to maximise rostering efficiency;
- Identify and manage risk;
- Counsel and discipline others without resorting to industrial procedures;
- Deliver customer service from a management perspective through influencing others
- Understand the many styles of workplace behaviour;
- Learn to effectively problem solve, delegate and build team work

Content Includes:

- understanding of key financial terminology
- how 'ideal' organisations behave
- identifying sexual discrimination and how to deal with it
- how to better communicate with others
- mastering the 'language of leaders' to get others to do as you want, and more...
- various texts and diagnostic tools

Relationship to Competency Standards:

SITXHRM003A Roster Staff
SITXCCS003A Manage Quality Customer Service
SITXHRM005A Lead & Manage People

Program Details:

Times	9.30am - 4.30pm all 6 (six) days
Fee	\$1,560 plus GST - CMA Member/CMDA Affiliate \$1,690 plus GST - Non Member
Award	Participants will receive a Statement of Attainment on successful completion of the assessment requirements of the competency standards
ACCM points:	Completion of this program entitles CMAA Members & CMDA Affiliates to 24 points toward ACCM activity

To Register:

Register online today at www.cmaa.asn.au

For more details contact Estelle McDonald-Birch at the CMDA

Phone: 02 9643 2300 * Email: estelle@cmaa.asn.au



Lary leads committee changes in Great Lakes Zone

By TREVOR HAYNES
Great Lakes Zone Publicity Officer

It was a day packed with information and change when Great Lakes Zone conducted its AGM at Forster Bowling Club on August 4.

General Manager Damian Clements welcomed CMAA Federal Secretary Allan Peter, ACCM, and more than 50 guests for the free Education Workshop - the Registered & Licensed Clubs Award 2010 - that kicked off the day at 9.30am.

Allan's comprehensive address focused on four main points of the new Award ...

- Drafting and Variation to the Award
- Transitional Arrangements for the Modern Award
- Current NAPSAs to the New Award
- Who the Award covers

Allan advised there would be further variation to the Award and he could not see it being finalised for quite some time.

Following the Education Workshop, Zone President Tim McAlister convened the AGM where Allan Peter took on the role of returning officer in the election of office bearers for the next year.

Before Allan called for nominations, Tim McAlister and Zone Secretary Kim White both declared they would seek re-election to these roles. Tim thanked the Committee and members for their support during his term. Kim advised that after three years in the challenging, but rewarding, role she was standing down but noted a past achievement as the Zone Bus Tour when 29 club managers visited other clubs over two days.

Zone stalwart and Treasurer Alan Hudson, from Kendal Services Club, took pride in advising members that he was not standing down.

Once Allan had called for nominations to all positions, the new committee is ...

- President: Lary Collins - Port Macquarie City Bowling Club
- Vice President: Kim White - Club Old Bar
- Secretary: Damian Clements - Forster Bowling Club
- Education Officer: Jason Stone - Panthers Port Macquarie
- Treasurer: Alan Hudson - Kendal Services Club
- Publicity Officer: Trevor Haynes, ACCM - Port Macquarie Golf Club

Lary's first words to members were the Committee and the Zone was going to have some fun along the way in promoting greater attendance at meetings, educational opportunities within the Zone and cohesion among managers. He wasted no time in making arrangements for the Christmas Meeting and Luncheon at Gloucester Soldiers Club on December 8. He continued by ensuring the meeting was focused on education and had the members' support for a motion that the Zone continue its bursary program with four bursaries of \$1,500 each for continued education and bursaries to the Asian Club Managers Conference and Macau Casino Tour in 2011. The meeting endorsed the position of Zone Bursary judging being conducted by the CMDA Board of Management Studies.

Following the election and reports, the Zone's 2009 Bursary winner Kim White gave her report on the 2010 Asian tour, starting with thanks to the Zone for the opportunity to attend the trip. "I believe that such tours are priceless and what we see and learn assists all of us in some way ... whether it's personal development, or for our businesses," Kim said.



Following the Workshop and Zone Meeting, Damian welcomed more than 50 guests to lunch where Lary presented Kim with flowers to acknowledge her work and contribution to the Zone.

Lary also acknowledged trade representatives and CMAA sponsor companies, including IGT, Aruze, Barrington's, Customers ATM, Foster's, KENO, Lion Nathan and Maxgaming.

1 - Great lakes Zone's new committee (from left) Alan Hudson, Damian Clements, Lary Collins and Kim White.

2 - Host club manager and new Zone Secretary Damian Clements welcomes more than 50 guests to lunch at Forster Bowling Club.

3 - Zone President Lary Collins presents retiring Secretary Kim White with flowers to acknowledge her significant contribution.

Club Secretary Manager Program



Location: CMA Sydney Olympic Park Homebush Sydney	Dates: S1: W 6 & Th 7 October 2010 S2: W 20 & Th 21 October 2010
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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

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

For more details contact Estelle McDonald-Birch at the CMDA

P: 02 - 9643 2300

E: estelle@cmaa.asn.au

Bill steps down after 20 years at the helm

Most managers would be proud to say that they survived 20 years in the rigorous workload and lifestyle that the Club Industry demands. Nambucca Heads RSL Club General Manager Bill Larkey has been in the business for more than 30 years and, like anyone who has worked diligently and intelligently at his profession, makes it look easy. Bill has also dedicated more than 20 years serving as President of the CMAA Mid North Coast Zone. He didn't seek re-election at the Zone AGM, but Bill has left an impressive legacy with his contribution to the organisation and future of the Zone. The Zone Annual General Meeting was held at Club Coffs on West High on August 3 where CMAA Assistant Executive Officer Ralph Kober presented the Head Office Report to 19 members and conducted the election of office bearers for 2010-2011. With Bill's decision not to seek his 21st term as Zone President, Education Officer Glenn Buckley, the General Manager at Woolgoolga Returned Services Club, was elected unopposed to lead the Zone. Daphne Parker, Glenn's deputy at Woolgoolga RSC was re-elected unopposed, while Wendy Mills, a Duty Manager at Nambucca Heads RSL Club replaced Glenn as Education Officer.



Outgoing Mid North Coast Zone President Bill Larkey (second from left) with the Zone's new Committee members (from left) Daphne Parker, Wendy Mills and Glenn Buckley.



Carl Mower (middle) accepts his ACCM Award from Bill Larkey and Glenn Buckley.

Glenn described Bill's contribution as "remarkable", saying the Zone was not well organised when Bill moved to the mid north coast from Sydney but he had rallied the CMAA members from around the region. "Bill's energy and quiet determination to maintain the CMAA's presence in the working lives of club managers in this part of NSW has been quite remarkable," Glenn said. "Bill's decision not to stand creates a new era for the Zone and I hope I can live up to the standards that he has set personally and professionally during his time as President. Bill epitomises what the CMAA is about ... a spirit of giving, rather than taking and always trying to help any club manager who was struggling with a problem." During the meeting, Ralph presented Club Coffs CEO Carl Mower with his Active Certified Club Manager Award (ACCM). In his final meeting as President, Bill also was able to acknowledge and welcome Urunga Bowling Club Manager Greg Wishnowski, who was attending his first Zone Meeting. Mid North Coast Zone's next event is the Christmas Meeting and Luncheon at Coffs Harbour Turf Club on Thursday, November 18.

CMAA 2010 National Bursary Program Sponsors

Support the companies that support your Association



Craig celebrates ACCM Award with 132 friends

The Active Certified Club Manager Award might be the biggest educational and professional development achievement in the life of a CMAA member and club manager.

So, if you are going to receive recognition for achieving this impressive milestone ... why not do it in front of more than 130 colleagues, club directors and Club Industry trade executives?

Club Willoughby Operations Manager Craig Robertson did just that when he received his ACCM Award from CMAA Federal Division A Councillor and Hornsby RSL Club CEO Mario Machado at the Manly Northern Suburbs Zone Mid-Year Meeting and luncheon at Collaroy Beach Services Club on July 29.

Craig's presentation ceremony was a highlight of the day, hosted by Paul Crowley, the Zone Vice President and Collaroy Beach Services Club CEO.

Zone President Ray Agostino, the Asquith Leagues Club CEO, welcomed 45 members to the meeting where Mario Machado presented the CMAA Head Office Report, focusing in the success of the Mid Year Executive Leadership Conference at Jupiters Gold Coast, the Productivity Commission's Final Report Into Gambling In Australia and the implications of the final draft of the Registered & Licensed Clubs Award 2010.

In his President's Report, Ray also dedicated time to the quality of speakers and workshops at the 2010 Jupiters Conference. "I believe this was the best CMAA Conference that I have ever attended ... it was a triumph for the CMAA and the CMDA," Ray reported. "I came away from the 2009 Conference wondering what Ralph Kober and the Board of Management Studies could do to top that event, but I believe they achieved that goal with the 2010 event."

Ray also reported on the success of the Zone Golf Day at Mona Vale Golf Club and its contribution to the Zone Bursary and education program.

In his report, Ray paid tribute to the work of Zone Publicity Officer Cindy Bunyan. "This Zone would not enjoy its success and the support of the industry trade without the dedicated work of Cindy Bunyan," he said. "Cindy ensures everyone knows what's on, when it's happening and how people can participate ... she is an unsung hero of the CMAA and our Zone and we are very lucky to have her energy and generosity."

Zone Education Officer and CMDA Board of Management Studies member Carl Pozzato presented the Education Report before formally congratulating the Zone Bursaries winners who attend the Mid Year Conference - Steve Rigney from Hornsby RSL Club, Craig Robertson, from Club Willoughby and Cindy Bunyan from Asquith Leagues Club.

Following the meeting, pre-lunch drinks and canapés on Horizon Deck, Paul Crowley welcomed 132 guests to lunch in a packed Horizon Lounge.

The Manly Northern Suburbs Zone Christmas Meeting and Luncheon will be at Castle Hill RSL Club on Wednesday, December 1.

1 - Anna Mellis with Craig Robertson, Les Clarke and Arthur McGill.

2 - Jason Read with Sue McLean and Dayle McAnulty.

3 - Craig Robertson (centre) accepts his ACCM Award from Manly Northern Suburbs Zone President Ray Agostino (left) and CMAA Federal Councillor Mario Machado at the Zone Mid Year Meeting and Luncheon at Collaroy Beach Services Club.

4 - Hornsby RSL Club CEO Mario Machado chats with David Hastie.



5 - Sue Backhouse with Pat Clubb and Kelly Follers.

6 - Host club CEO Paul Crowley and Zone President Ray Agostino welcome guests to the Zone luncheon at Collaroy Beach Services Club.

7 - Sue Backhouse with Eva Loetch and Dayle McAnulty.

8 - Zone Education Officer Carl Pozzato with Donna Williams from Paynter Dixon.



Roy extends at warm welcome at Gympie

Sunshine Coast members returned a well-earned favour when they made the trip north to Gympie for the Zone Meeting on August 3.

Zone Committee member Laurie Williams from Nambour RSL Club describes Roy Shipp as "a great supporter of the CMAA and the Sunshine Coast Zone who travels further than anyone else for meetings and events".

So, it was a big day for the Gympie RSL Club General Manager when he welcomed CMAA members, board members and industry trade representatives to the meeting, free education workshop and lunch at his club.

Gympie RSL Club has been transformed into a modern, impressive venue through a \$1.5 million makeover earlier this year and Roy was on top of the world after collecting the Zone Arthur Tye Bursary, sponsored by Aristocrat, at the previous Zone Meeting in May and will attend the Global Gaming Expo - G2E - in Las Vegas in November.

Zone President Michael Effting welcomed 35 members to the Zone Meeting, including CMAA Executive Officer Terry Condon and Ashley Robinson from the Alexandra Headland Surf Club who was attending his first Sunshine Coast Zone Meeting.

Terry presented the Head Office Report, focussing on the success of the CMAA's Mid Year Executive Leadership Conference at Jupiters, the CMDA's innovative Online E-Learning program and discussed the latest trends in gaming analysis for the Club Industry in Queensland. Terry also spoke about the CMAA's move of its administration and training offices to Sydney Olympic Park that will greatly help out-of-town visitors and course delegates because of the convenience of public transport links from Sydney Airport and on-site accommodation options.

Following the meeting, board members and industry trade representatives joined CMAA members for the Education Workshop presented by Brennon Dowrick, Australia's most decorated and successful gymnast. Brennon, now retired and making a successful career in public speaking and the media, represented Australia at two Olympic Games, three Commonwealth Games and seven World Championships. He won Australia's first Commonwealth Games gold medal in gymnastics in 1990, backed up for gold in 1994 and was Australia's first Olympic Games gymnastics finalist at Atlanta in 1996. He still looks fit enough to compete and found an entertaining "victim" in Laurie Williams, who did his best to replicate Brennon's feats on the pommel horse ... (don't give up your day job, Laurie). Brennon emphasised the importance of people in all forms of business taking care of themselves through diet and exercise and the rewards of making an "extra effort" to deliver their best in everything they do.

Sunshine Coast Zone's next event is the annual Charity Bowls Day at Bribie Sports Club on September 24 with the next Zone Meeting at Maroochy RSL Club that includes the Christmas Luncheon.

1 - Laurie Williams from Nambour RSL Club tests his skills on the pommel horse as Australia's most decorated gymnast Brennon Dowrick offers advice - but little assistance - at the Sunshine Coast Zone Meeting in Gympie last month.



2 - Sunshine Coast Zone Committee member Laurie Williams with special guest Brennon Dowrick and Zone President Michael Effting at Gympie RSL Club.

3 - Former Olympics and Commonwealth Games gymnast Brennon Dowrick is one of Australia's most interesting and motivational speakers.

4 - Gympie RSL Club General Manager Roy Shipp.



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**Bingara's bush spirit
helps helicopter service**

Bingara Returned Serviceman's Club's recent repeat win of the ClubsNSW "Spirit of the Bush" Award and \$5,000 prizemoney prompted a generous donation to the Westpac Rescue Helicopter Service New England North West. When it picked up the award, which recognises a club's commitment to the wider community, the club decided to donate the money to the life-saving service.

Zone's RSA initiative hits the classrooms

Illawarra Shoalhaven Zone last month delivered the first of its Responsible Service of Alcohol classes to senior students in high schools across the Shoalhaven region of south-eastern NSW.

The initiative, first presented by Culburra Bowls and Recreation Club General Manager Phil Boughton, will directly offer Year 11 and Year 12 students the vital information to handle the responsibility of consuming alcohol and offer the opportunity to have the RSA credentials to seek work in the hospitality industry.

The concept has received enthusiastic support from the Education Department in the region and is likely to move to a broader format in coming years.

Zone President and newly-returned Division F Federal Councillor David Hiscox welcomed 16 members to the Illawarra Shoalhaven Zone Meeting at Bomaderry Bowling Club on July 30.

In his report, David outlined the success of the CMAA's annual Mid Year Executive Leadership Conference staged at Jupiters Gold Coast earlier that month. He also focused on the success and importance of the CMAA's Corporate Governance program and Dr Michael Singleton's presentation to more than 150 delegates at the Conference.

Zone Secretary-Treasurer Phil Ryan announced that in a change of format, the Zone would offer six education bursaries worth \$3,000 each that can be used towards any CMDA-presented program, CMAA-sponsored conference, or study tour. The Zone's charity donations for 2010 would be announced at the Zone AGM at Dapto Leagues Club on October 29 following the annual Brett Cashman Golf Day at The Grange Golf Club, staged on August 3.

Phil also announced that David Hiscox had been elected unopposed to replace Oak Flats Bowling Club CEO Matthew O'Hara as the Division F - Illawarra Shoalhaven Zone and Far South Coast Zone - Federal Councillor. Matthew tendered his resignation from the position, due to personal reasons, soon after the CMAA Federal Elections were declared.

CMAA Communication Services Manager Peter Sharp made the trip to Bomaderry to present the Head Office Report, focussing on the CMDA's new Online E-Learning program, the CMAA's move to new administration and education facilities at the Sydney Olympic Park and the ability for members to pay their subscription online through the CMAA website.

The Illawarra Shoalhaven Zone Christmas Luncheon will be at Collegians Balgownie Club on December 3.

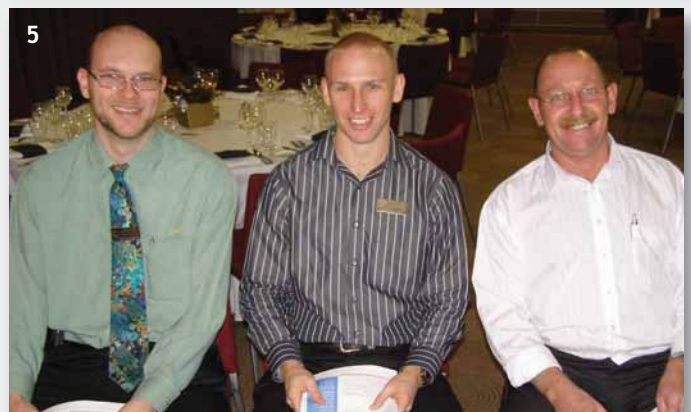
1 - The Illawarra Shoalhaven Zone Committee (from left) Phil Ryan, David Hiscox and Dennis Skinner.

2 - Joanne Thiele and Tony Woods.

3 - Peter Thorncroft with Gayle Burgess and Ben Clegg.

4 - Arthur McGill from Customers ATM with Phil Ryan and Leigh Fitzgerald from Global Coffee Solutions.

5 - Anthony Field with David Edwards and Michael Clare.



38 CMAA Diary - 2010 Zone Meetings & Industry Functions

Day	Date	Meeting	Venue	Zone
SEPTEMBER				
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
Wed - Thurs	08-09/09/2010	09:00	CMAA Training Centre, Auburn	2010 Club F&B Management Summit
Tuesday	14/09/2010	14:30	Randwick Labor Club	City Eastern Suburbs Zone Cocktail Party
Wednesday	15/09/2010	11:00	Lismore Workers Club	Far North Coast Zone Meeting
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
Thursday	30/09/2010	09:30	Auburn	CMAA Executive Meeting
OCTOBER				
Monday	04/10/2010		Labor Day Public Holiday	Labor Day Public Holiday
Sat - Tuesday	09-12/10/2010		Gold Coast Convention Centre	ClubsNSW Annual Conference
Tues - Wed	19-20/10/2010		SCU Tweed Heads Campus	Corporate Governance Cohort 3 - Day 1 & 2
Sunday - Wed	24-27/10/2010		Grand Hyatt Hotel, Melbourne	RSL & Services Clubs Assn Annual Conference
Thursday	28/10/2010	09:30	Auburn	CMAA Executive Meeting
Friday	29/10/2010	11:00	Dapto Leagues Club	Illawarra Shoalhaven Zone AGM
NOVEMBER				
Thurs - Sunday	04-07/11/2010		Sheraton Mirage, Gold Coast	Leagues Club Association Annual Conference
Friday	05/11/2010	10:00	Foster's Brewhouse, Abbotsford	Victoria Zone Meeting & Workshops
Friday	05/11/2010	10:00	Kedron Wavell Services Club	Brisbane Zone Meeting & Qld Bursaries
Tues - Thursday	15-17/11/2010		Las Vegas Convention Centre	Global Gaming Expo - G2E
Tues - Wed	16-17/11/2010		SCU Tweed Heads Campus	Corporate Governance Cohort 3 - Day 3 & 4
Thursday	18/11/2010	11:00	Coffs Harbour Turf Club	Mid North Coast Zone Meeting
Friday	19/11/2010	11:00	Weston Creek Labor Club, Sterling	ACT Zone Meeting & Bowls Day
Wednesday	24/11/2010	11:00	Swansea RSL Club	Hunter Zone Meeting & Xmas Luncheon
Friday	26/11/2010	09:00	Brighton Le Sands	CMAA Executive Meeting
Friday	26/11/2010	10:30	Brighton Le Sands	CMAA Federal Council Meeting
Friday	26/11/2010	12:00	Brighton Le Sands	CMAA Sponsors Luncheon
Monday	29/11/2010	11:00	Sydney Rowers Club	Inner West Zone AGM & Xmas Luncheon
Tuesday	30/11/2010	11:00	Matraville RSL Club	City Eastern Suburbs Zone Meeting & Xmas Luncheon
DECEMBER				
Wednesday	01/12/2010	10:00	Castle Hill RSL Club	Manly Northern Suburbs Zone Xmas Meeting
Friday	03/12/2010	11:00	Doyalson RSL Club	Central Coast Zone AGM & Xmas Luncheon
Friday	03/12/2010	12:00	Collegians, Balgownie	Illawarra Shoalhaven Zone Xmas Luncheon
Tuesday	07/12/2010	11:00	St George Motor Boat Club	St George Cronulla Zone Meeting & Xmas Luncheon
Tuesday	07/12/2010	11:00	Maroochy RSL Club	Sunshine Coast Zone Xmas Meeting
Tues - Wed	07-08/12/2010	09:30	Tamworth Diggers Club	North West State Zone Meeting & Xmas Dinner
Tues - Wed	07-08/12/2010	09:00	Highlands Golf Club	Far South Coast Zone Meeting & Xmas Dinner
Wednesday	08/12/2010	10:00	Gloucester Soldiers Club	Great Lakes Zone Meeting & Charity Golf Day
Wednesday	08/12/2010	09:30	Yamba Bowling Club	Far North Coast Zone Meeting
Thursday	09/12/2010	12:00	Smithfield RSL Club	Nepean Zone Xmas Luncheon
Friday	10/12/2010	12:00	Club Helensvale	Brisbane-Gold Coast Zone Xmas Luncheon
Thursday	16/12/2010	09:30	Auburn	CMAA Executive Meeting

Judge sends strong message over glassing

A District Court judge sent a strong warning to glassing offenders when he jailed a man for six years over a violent attack two years ago in Bathurst. *The Western Advocate* reported that Judge Richard Cogswell, in Parramatta District Court, sentenced Ronald Farrell, 32, to the six years jail on a charge of

recklessly wounding any other person. Farrell had been remanded in custody for sentence from the Bathurst District Court, where Crown Prosecutor, Frank Holles, called for a sentence that would act as specific and general deterrent to other offenders. Farrell had been drinking at the Park Hotel before pushing a

schooner glass into the face of another man at about 8.30pm on Thursday, November 6. Farrell was living in Orange and attending a show at Bathurst Entertainment Centre when he and others attended the Park Hotel. After going to the toilet, Farrell had, unprovoked, pushed an unbroken schooner glass into the victim's face. The glass broke, causing a wound to the man's face.

Golfers brave winter's best effort at The Grange

The Illawarra region of NSW is well-known to locals for its occasional but unforgivingly cold and windy winter days. Illawarra is an Aboriginal word meaning "between the high place and the sea", while the area's original inhabitants, the Dharwal Aborigines named Wollongong, the region's main city "the windy place". The Grange Golf Club, beside the famous Kembla Grange racetrack, got a big serving of winter for the CMAA Illawarra Shoalhaven Zone's annual Brett Cashman Memorial Golf Day on Monday, August 2. Host club manager Mick Villa welcomed more than 80 starters for the four-person Ambrose event sponsored by the CMAA's best and most supportive corporate partners. With The Grange part of the Dapto Leagues Club group, Zone President David Hiscox, the Dapto Leagues Club CEO, dropped in to check on the action and fun. While Blayne Webb from Barrington and the promotions girls from Coca-Cola and Schweppes manned the drinks cart, Tony Johnston from Eastern Commercial Lawyers took nearest-the-pin bets on the 10th hole and provided a sympathetic ear - as only a lawyer can - to the hard-luck stories throughout the day. When the dust settled, David Ward's Tooheys team were winners on the day. Lion Nathan and Foster's Australia provided the on-course and lunch-time refreshments and the Club Industry's leading gaming machine companies - Aristocrat, Aruze Gaming, IGT, Konami, Shuffle Master Australasia and United Technology Services representing Ainsworth Game Technology - provided conversion for the auction that raised more than \$30,000 for the Zone's education and professional development program. Two more great Illawarra Shoalhaven Zone supporters - Norm Jones and Dennis Simpson from TechnoProm - provided a 42" LCD TV as the main prize in the raffle.

Below - Illawarra Shoalhaven Zone President David Hiscox (centre) with Tony Johnston (left) from Eastern Commercial Lawyers and Blayne Webb from Barringtons.



Glenn's casual acquaintance has become lifetime passion

By PETER SHARP

When Glenn Buckley arrived at the doors of Mitchell College in Bathurst almost 32 years ago, he had no idea he was actually embarking on his first days in the Club Industry.

As an 18-year-old Applied Sciences student, Glenn had decided to major in psychology and personnel management. These days, as General Manager at Woolgoolga Returned Services Club, he says that study was integral in his steady climb up the club management ladder.

"I really had no idea that my university studies would eventually land me in club management, but it was a good combination of skills to bring to the job," he added. "In fact, it turns out that they are a version of some of the major study components of the CMDA's education programs these days."

Born in Springwood, the Buckleys bought a property at Milthorpe in central-western NSW near Orange and Glenn went to school at Blayney. Having finished Year 12, he headed for America on a 12-month Rotary student exchange, returning in time to enrol for university.

The club career path started in 1980, somewhat typically, with Glenn, 18, working as a casual at Bathurst Leagues Club while studying. As the tertiary program evolved, he made it through two years before diverting his attention to the role of Operations Manager of the University Union at Mitchell College. With that incomplete

Applied Science course always at the back of his mind, Glenn stayed eight years at the uni before applying for the Secretary Manager job at Bathurst City Bowling Club. During the last three years at the university, he studied part-time to complete his degree and graduate as a Bachelor of Applied Science. "I'm very proud of the fact that I went back to complete my degree because education is one of the greatest opportunities that we have in this country ... I would look back now and be disappointed that I hadn't finished," Glenn says.

"I had jumped right into management with both feet and, once I settled at the bowling club, could see the possibility of a good career in the Club Industry," he added. "I enjoyed the variety and diversity of responsibilities in club management and there are lots of good people."

After almost four years, he got the Manager's job at Bathurst RSL Club and stayed until early 1996 when he looked to the coast and north to the opportunities for a talented manager in the expanding club business.

Glenn met his wife, Toni, when he worked as a casual at Bathurst Leagues Club. Toni ran the office and was responsible for the club's poker machines. Their friendship blossomed into a marriage that eventually produced Joshua and Rianne, now 24 and 19. Joshua has followed Glenn into the Club Industry and works with his father at Woolgoolga RSC, while Rianne is working and studying fashion

design with an ambition to relocate to Melbourne to further her career. "We will talk about that some more when the time comes," a proud and protective dad sighs.

Glenn had the chance to apply for three jobs on the north coast - Secretary Manager at Park Beach Bowling Club, the same role at Urunga or Assistant Manager at Coffs Harbour Catholic Club, now Club Coffs on West High where the CMAA Mid North Coast Zone staged its Annual General Meeting last month. He chose option three, got the job and has never looked back. "It has been a great experience and change of lifestyle for us ... I've been lucky with work since I made the move and can't see us going back to Bathurst, except for holidays," Glenn said.

Just over eight years after signing on at Coffs Catholic, Glenn got the job at Woolgoolga - another important and successful move for him and the family. "I love working here ... I have a wonderful team, Josh is working with me and the club has ridden out the downturn with some solid years," he says with that country honesty that doesn't wash off - even after almost 15 years on the coast.

When he arrived at Woolgoolga, the club wasn't travelling so well. "The club had been struggling and the Board was keen to sell the hotel to cover its position," Glenn said. Having convinced the board not to sell the 20-room motel that runs at 90% occupancy these days, Glenn set about "doing up" the club. "We decided to do it out of cash flow, which took a bit longer but delivered everything we wanted - without going into debt," he added.

The renovations and makeovers continued - all under Glenn's project management and out of cash flow - until everyone ... the board, members and management got the club they always wanted. "It has been a challenge but also a lot of fun and a there's a great sense of satisfaction in making these things happen when it might not have looked possible," Glenn added.

The club's most recent project is an over 50s health club and gymnasium. It opened in February and have averaged more than 270 financial members monthly with no sign of a drop-off in support. "It has actually delivered



by degrees

much more than just a health facility for the over 50s group in the Woolgoolga community," Glenn says. "It's a place where everyone feels comfortable and the social networking aspect has been great for our clients who have become our members and great for the club because these people who came for the gymnasium are now coming to the Friday night raffles ... they have a much greater appreciation of how a club is such a community asset."

Apart from his work in clubs since arriving on the north coast, Glenn, who turns 50 next May, also has invested in the CMAA. He has been an Association member for more than 21 years and achieved his FICA while working in Bathurst. He took on the Zone Education Officer role soon after moving to Coffs and at the recent AGM took over as Zone President when Bill Larkey did not seek re-election after more than 20 years at the helm. "As Zone President, I want to encourage all clubs to attend our meetings to get the benefits of the CMAA, the CMDA education opportunities and make us



Glenn and Daphne make a formidable team whether at the club or on the CMAA's Mid North Coast Zone Committee.

all better managers through the network of experienced and talented professionals in the region," Glenn says.

Glenn's "right hand man" at the club, Daphne Parker, also is the Zone Secretary-Treasurer and he has absolute respect for her professionalism and dedication to the club and the CMAA. "The Zone is fortunate to have Daphne and I'm fortunate to have her at the club ... she works so hard to make sure the members in both of her roles have everything that's available to them."

While his son Josh works with him, Glenn had no idea that he'd be starting a family "dynasty" when pulled his first beer in 1979. One of his sisters - Anne Bricknell - is the Secretary Manager at Club Kirrawee, while another sister - Michelle George - is a Duty Manager at Orange Ex-Services Club.

With his "50" on the horizon, Glenn is pleased with what's been achieved at Woolgoolga, but he's keen to make the club's golf club venture a bigger success and advance the education cause for club managers on the mid north coast.

"Life's good but it's better for the special people I have at home and here at work," Glenn says with another smile.



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Jim's taking a punt on food in the heart of Melbourne's

By KATIE CINCOTTA

To open a bar and bistro along Glenferrie Road's bustling foodie and retail strip might seem a risky move to some. But to club manager Jim Smith, it was the only way forward for his inner-city club.

Just 8 kilometres out from Melbourne's CBD, the century-old sporting club needed to diversify from poker machines and squash courts if it was going to have any chance of competing in the up-market district of Hawthorn.

After years of alcohol-fuelled trouble from the nightclub next door, Club Hawthorn negotiated to secure the lease and develop a casual dining bistro, bar and al-fresco smoking terrace from the dilapidated space.

"We were just sick of the drunken louts, because it does affect your branding, so we signed up a five-year lease with the option of another five years," Jim said. "Eventually, our long-term vision is to buy the premises."

Designed by Parker Design architects, the result is a polished and versatile food and beverage space, cleverly zoned with a split-level layout.

Up top is the dining room. Down below is a casual lounge and bar. Out on the glass terrace is the perfect mingling space for smokers.



Club Hawthorn General Manager Jim Smith (right) with Assistant Manager Tony Gila.

Currently under completion directly across the road is a 110-room boutique hotel - The Knight - which is the latest Australian artist-themed instalment from the Art Series Hotel Group. Due to open next March, Jim says the club is excited to be able to cater for that kind of future clientele on its doorstep.

"We don't get a lot of foot traffic down this end of Glenferrie Road, but the hotel will hopefully change that," he said. "It'll be very good for our

business ... that was part of our redevelopment strategy."

The club fully owns the Club Hawthorn property, which is worth an estimated \$6 million. So the board was happy to borrow \$680,000 for a renovation that would open up new revenue streams.

"We're a sporting club, but squash and snooker aren't going to cut it in terms of long-term viability and membership," Jim added. "We outlaid that money in the hope that it will return a substantial reward for the club."

Since Jim, the CMAA Victoria Zone Education Officer, joined the club as General Manager, he's grown membership from 150 members to 700 - and doubled beverage sales to \$20,000 a month.

"When I first came here, all the lights out the back were turned off," he says recalling his first days at the club. "The only thing they focused on was the gaming room. But the reliance on gaming was too strong."

The club secured 43 machines in Victoria's recent gaming machine shake-up, paying an average \$25,500 each, scoring three at auction for the bargain-basement reserve of \$5,500.

But ultimately, the former Echuca Workers Club General Manager's goal is to reduce gaming revenue from 70% to 60% or lower, with the hope that food, beverage and entertainment will fill the tills.

"I don't think it's healthy for the business to be so reliant on gaming, especially when it's dropping," Jim said. "This year we've lost about \$50,000 in gaming, off about \$600,000 a year. There's also so much negative publicity about pokies, and this area isn't a strong gaming demographic anyway."

Assistant Manager Tony Gila is about to take over the kitchen and launch a contemporary menu with Spanish influences, including a tapas selection to cater for the grazing trend.

Back in Spain, Tony's father was the head waiter for the country's king, Juan Carlos. He and his father have managed several restaurants in Melbourne, including the Melbourne Oyster Bar and Walnut Tree.

"Because we didn't have a food

"We have to get the balance right. The younger crowd like to graze while the older crowd still want a traditional meal with meat and three veg ..."



Designed by Parker Design architects, Club Hawthorn's new bistro dining area is a polished and versatile food and beverage space, cleverly zoned with a split-level layout.

best dining

operation before, this is a whole new business, so it's a bit of trial and error," Jim added. "We started with a traditional club menu but we're going to diversify and go a bit more up-market."

Tony says the key is getting the right menu for the area. "We've got a lot of Asian and Indian restaurants around here, so we'll probably go more modern Australian with some Spanish flair," he says enthusiastically. "But we have to get the balance right. The younger crowd like to graze while the older crowd still want a traditional meal with meat and three veg."

Jim says the current challenge is to gain awareness of the new bar and bistro while breaking down the perception of Club Hawthorn as a private members-only haunt.

"We're advertising in the local paper, dropping flyers out to local letterboxes and tapping into local corporate, such as Priority Management, a training group who we organise express lunches for on training days," Jim said.

The other two marketing drawcards

Club Hawthorn General Manager Jim Smith believes the business and the people in the area will combine to produce something special.



for the new digs are Friday night happy hour and three-course Sunday roast with a live blues and jazz band in the afternoon.

Jim admits the uptake has been slow, with the development's three-month delay pushing them into the quiet months of winter - and the end of the squash season. Council requirements held back the project, with planners insisting on a \$35,000 fire door and

separate entrance. With an admission from the president of the local traders' association that business is down by about 20% on the street, Jim isn't worrying just yet that the place isn't filling.

"We just have to be patient," he says. "I've got the fullest of confidence in the business and the people in the area that we can build this up to something quite special."

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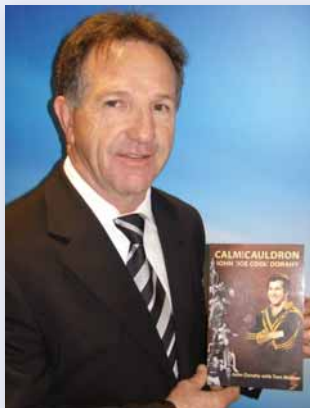
John tackles latest literary challenge

John Dorahy is probably best-known to the Club Industry these days as the business face of CashCode and Nanoptix in Australia and New Zealand.

In a "previous life", John was one of the most exciting rugby league players in the world, with spectacular speed, he scored memorable tries, kicked hundreds of goals and is probably best compared to Billy Slater in the modern era.

One of the genuine, nice blokes of the industry, John was a fierce competitor on the field but was nicknamed "Joe Cool" for his calm in handling pressure situations. He had success at the highest levels, representing Australia against New Zealand in 1978, playing State of Origin and for NSW Country. He played at national level for Western Suburbs Magpies, where he played more than 100 games, for the Manly Warringah Sea Eagles, North Sydney Bears and the Illawarra Steelers where he was the club's first captain.

John also played and coached over several seasons in England for Leigh, Hull Kingston Rovers, Halifax, Wigan and Warrington. With Hull KR, he won the League



John Dorahy with his new book, *Calm in the Cauldron*.

Championship, beating Castleford 18-10 in the final at Headingley. John was awarded the Harry Sunderland Trophy as Man of the Match. Coaching at Wigan, John won the League Championship-Challenge Cup "double". In 2004, John was named on the reserves bench with Tommy Raudonikis in the Wests Magpies Team of the Century and was named at

fullback and captain in the Illawarra Steelers "Team of Steel" as part of their 25th anniversary celebrations in 2006. John has been Wests Illawarra Leagues Club Board member since 2001 and is on the Board of the Leagues Clubs Association.

But you can read about all of this - and the real stories that made the headlines - in his new book, *"Calm In The Cauldron"*, that was launched at Wests Ashfield Leagues Club on August 14. Written by John, with Tom Mather, the book looks at his life in rugby league and is described as "a warts-and-all account of a career that spanned both sides of the world". If you'd like a copy of the book, contact Cara MacBain (0414 532 071) or

E: calminthecauldron@live.com

CCA groups focus on service to industry

Coca-Cola Amatil has presented the first of its On-Premise Excellence Group (OPEG) sessions to discuss and develop initiatives for the long-term benefit of the industry.

CCA presented the first session - a breakfast meeting - at ANZ Stadium in the Sydney Olympic Park last month.

With the new Bluetongue Brewery coming on line before the end of 2010, CCA is working with industry executives in these On-Premise Excellence Groups to deliver the best-possible service to the industry.

Licensed/Alcohol Division Managing Director John Murphy, State Manager NSW Barrie Gibson and Licensed Club NSW - Group Business Manager Darren Pressley headed up the CCA executive team for the two-hour session on August 18.

CCA's new state-of-the-art Bluetongue Brewery inspired the topic, *"Driving Draught Beer Into The Future"* with one of Australia's leading brew masters Dermot O'Donnell joining the team. Dermott has created many of Australia's leading draught beers over the past 30 years. With brewing partner SABMiller, CCA also has access to world-wide leading beer capability and experience.

Barrie Gibson said the intent of the session was to work as a steering group to develop action items and test some things.

"As we all know, not everything will always work and we need to stay on the course together," Barrie added. "Our team is excited about this activity and the chance to develop agreed meaningful actions that will help play a part to drive the sustainability and future of the on-premise market."



CMAA Executive Officer Terry Condon (middle) with Barrie Gibson and Darren Pressley from Coca-Cola Amatil.

\$14mill country club approved

Camden Councillors have approved the development application for a \$14 million country club in Narellan. Eastern Suburbs Leagues Club lodged the application in April 2009 to build a registered club in Porrende Street. The Camden Advertiser reported that plans include lounge areas, a gaming area with 150 machines, a restaurant, cafe, dining room, TAB facilities and public bar. There would also be a children's area and a playground. At the recent Council Meeting, all councillors except Councillor Cindy Cagney voted to support the application. Cllr Cagney said the community was not ready for a club of that size. Cllr Greg Warren said it wasn't the council's place to oppose a development based on social issues. "This development will be very welcomed by our local community," he said. "It's something that's been lacking out here for many years." At the meeting, Cllr Lara Symkowiak had an extra toilet with disability access included in the Council's conditions of consent. She said that in terms of social issues, it came down to the individual's responsibility and that it was not up to Council to play big brother.

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- ♦ Understand the impact of your leadership and interpersonal behaviours on **your team and organisation's effectiveness**
- ♦ Learn how to be **more resilient in the face of change** and uncertainty
- ♦ Learn how to **engage** the hands, minds and hearts of the people you lead

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.

Where, When and How?

Date: 10/11 Nov & 7/8 Dec 2010

This is a four day program - it is essential to attend all four days to benefit from this experience

Time: 8:30am – 4:30pm

Venue: CMA Education Centre, NSW

Investment: \$2915 per person (incl gst). Fee includes all meals, program materials including texts, and a comprehensive Leadership Development workbook based on the results of a values inventory completed online. Details are in the enrolment pack.

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"Ever stop to think how values create who you are? or how you engage those values to inspire others? Karynne has, and she is more than willing to inspire you to understand those values as strengths. Strengths that will elevate you, your team, or your organisation to levels you only ever imagined. Karynne has the knowledge, energy and understanding to take you on a journey with your values. A journey that will realise balance, well being, presence - and help you understand the genius of you." – Greg Pickering, CEO, Mounties Group



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