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Club Management

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Celebration of Dedication

**CMAA Life Members typify
Club Industry's fighting spirit**

The CMAA celebrated the end of another successful and challenging year with its annual Sponsors Luncheon in Sydney last month. Among the guests were CMAA Life Members (back row, from left) Barry Stevenson, Peter Strachan, John Allan, Hans Sarlemyn, Allan Peter (front row) Jim Henry, Terry Condon and Les Evennett. Report & Pictures: P16-19 > Picture: WAYNE VENABLES

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➤ Pages 8 - 11

It has been a bigger year that the Club Industry anticipated with more new gaming machine and alcohol violence-related legislation in almost every state. Then came the August 21 Federal Election when Julia Gillard's Labor Government did a deal with the independents MPs to retain power. The negotiations with Tasmania's Andrew Wilkie is having wide-ranging ramifications. **BILL CLEGG, ALLAN PETER** and **TERRY CONDON** take a look back on the year and what it means for clubs and managers ...



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The CMAA has welcomed two more organisations to its family of sponsors. **BALLY TECHNOLOGIES** - a diversified, world-wide gaming company that designs, manufactures, distributes, and operates gaming devices - has joined as a Career Development sponsor. While **THORN BUSINESS SERVICES** - offering a wide variety of financial solutions for businesses wanting to acquire new equipment essential for running their business, without tying up their working capital - has joined as a National Bursary Program sponsor...



➤ Pages 16 - 19

It was a day of celebrations when the CMAA hosted its annual Sponsors Appreciation Luncheon in Sydney last month. The luncheon followed a full morning of meetings of the CMAA Federal Executive and Federal Councillors. The CMAA's family of sponsors - Career Development and National Bursary Program - topped the guest list that included nine of the Association's Life Members, the Federal Executive, Federal Councillors, Board of Management Studies members and CMAA Administration staff ...



Thank You

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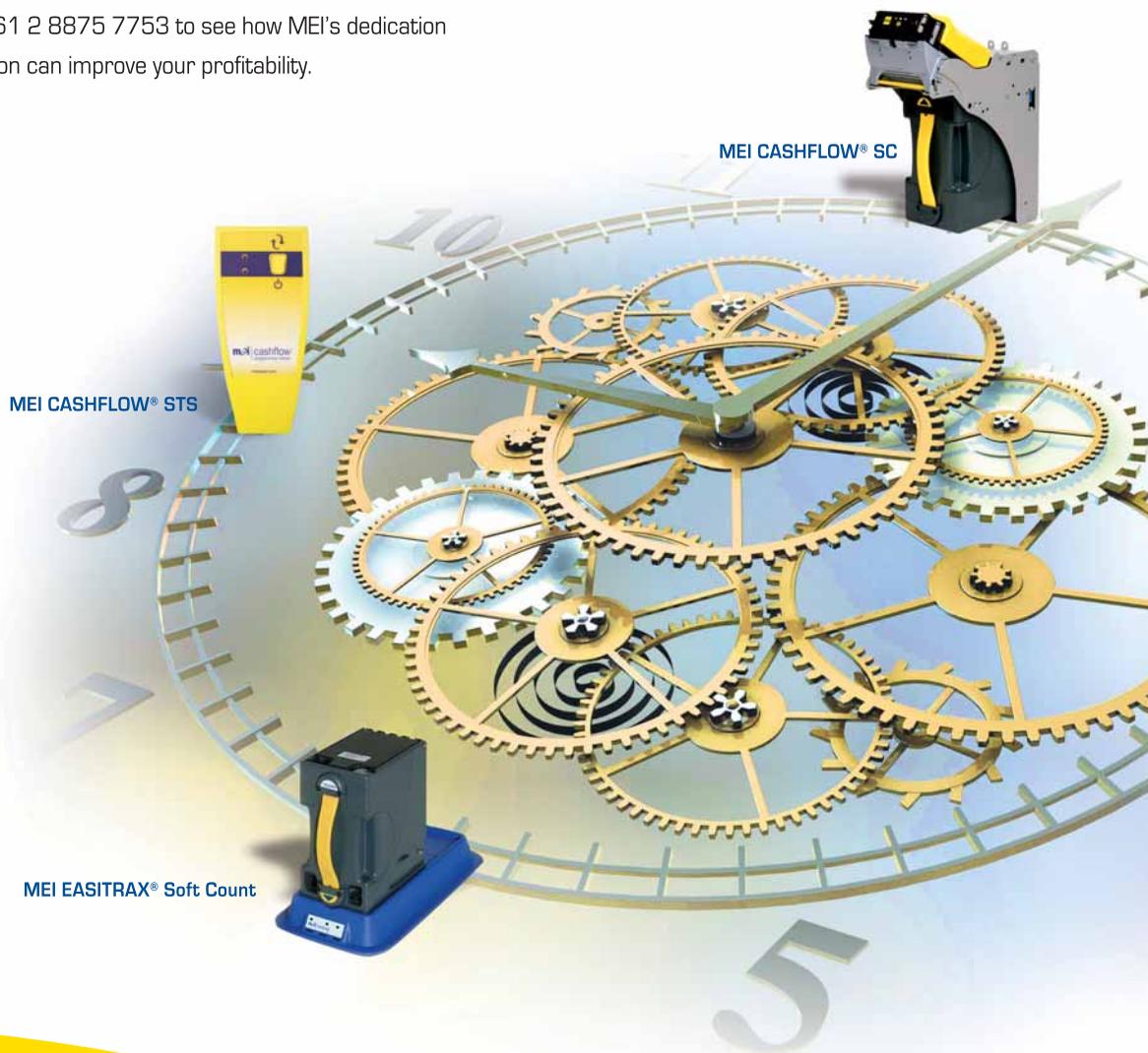
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CMAA expands member services, education opportunities in 2011

At this time of the year, it is appropriate to reflect on the past 12 months and re-adjust our focus for the year ahead.

As I have advised Association members at every opportunity - at Zone Meetings - the Executive considers its role as no different to that we would expect from any well governed club. That is, in our case, to determine the policy and strategic direction of the Association, provide the resources to our management team to achieve our goals and allow the management team to manage the organisation.

Clearly, this year was critical to the CMAA's short-term and long-term direction and, being the start of a new three-year term for the Executive and Federal Council, there was a need for the controlling body to reaffirm and realign the strategies already in place.

Two key areas needed to be addressed. First, policy direction - particularly in Victoria and Queensland where members have requested more direct input through the CMAA to government - and on industrial relations.

With the introduction of yet another legislative regime - the Registered & Licensed Clubs Award 2010 - the demands on the Association's IR capabilities became an issue.

Members may not necessarily be aware that outsourced legal fees associated with defending members' rights have amounted to more than \$130,000 in the past two years, besides the normal representative costs provided by the Association's IR Department.

Rightly, the protection of members and their rights is paramount to our core values. However, from these figures, it can be easily assessed that the Association's financial resources can be quickly strained by a number of cases or similar major cases.

The Association's IR services and capabilities were reviewed, which has resulted in Federal Secretary Allan Peter, ACCM, taking on an expanded role.

This role will include interaction in the recently announced expansion of our services into Queensland.

Through our ongoing relationship with The Academy, the CMAA's services and membership benefits will be more widely exposed to club managers across Queensland.

Significantly, issues that impact on members and the Club Industry will be referred to the Executive for action through the Federal Secretary.

It is anticipated that through the assistance of other CMAA supporters, this initiative will have a far-reaching impact on managers, not only in Queensland but across Victoria.

It is also envisaged that in 2011, our IR capability will include consultancy services to managers and their clubs on a fee-for-service basis.

Support to members, particularly when they require or request Association support will not be compromised and the traditional services to ensure fairness in the workplace will always be maintained.

Relocation of the CMAA Administration and CMDA Career

Development Centre to Sydney Olympic Park has been successfully completed.

Those members and corporate partners who have had the benefit of attending the new centre are rightly impressed with the new-look facilities, particularly the location.

This centre was selected for the CMAA's next decade of support, services and education to complement the direction of education and use of E-Learning, finally eliminating the challenges of distance for many members.

Located in the middle of world-class facilities and services, Sydney Olympic Park - home of the 2000 Olympic Games - is recognised as an iconic location world-wide.

The vision of re-focusing our international efforts can only be complimented through our positioning at Sydney Olympic Park and 2011 will see that vision come to fruition with the focus of our educational bursaries moving to Asia.

The largest number of bursary recipients - 18 - will attend the Hong Kong CMAA Club Manager's Conference, Food & Hotel Asia Expo in Hong Kong along with the three-day casino tour of Macau from May 7 to 14.

The Hospitality Management Development Australia - HMDA - brand has been formalised and there will be announcements in 2011 on how training and career development services will be expanded to cover the whole of the hospitality sector.

Clearly, the progress made with the Career Development Centre and personal development opportunities could not be achieved without the support of our Career Development sponsors and supporters.

It is this level of support that the Executive intends to protect from those that see value in the CMAA brand and take advantage of it without contributing to members' professional development opportunities.

Many members will be disappointed, as the Executive is, with the news that Communication Services Manager Peter Sharp is leaving the CMAA this month.

Sharpee played an integral role in delivering CMAA services to members, taking on a far wider role than first anticipated, as *CMA Magazine* editor and representing the CMAA across the country at Zone Meetings.

Peter's legacy will be his over achievement in improving communications with members and the interaction that we now have through the online magazine.

We wish Peter and Sue many years of good health and happiness.

On behalf of the Federal Executive and Federal Council, I extend to Terry Condon, Ralph Kober and their administration team the appreciation of all members for the attention they have paid to the needs of the membership during the year and the professional manner in which they have approached the industry's many challenges.

In closing, we thank you for your support during 2010 and offer our thoughts and best wishes for the Christmas and holiday season along with a healthy and successful 2011.

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

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Industry moves on to new challenges in 2011

2010 ... where did it go? It seems like just yesterday that we were trying to decide whether it was going to be “twenty-ten”, or “two-0, one-0”.

One thing that was certain. It was going to be the Chinese “Year of the Tiger”.

What a year it has been for all of Australia ... in particular the Registered Club Industry.

The CMAA started the year with its tri-annual elections for its Federal Executive and Federal Council in March which saw Bill Clegg returned to the position of President, with Michael O’Sullivan elected to the Executive in a close ballot. There were two new Federal Councillors - Phillip Mallon (Division E) and David Hiscox (Division F) elected to represent their respective memberships.

The CMAA held two Conferences during the year - at Darling Harbour in conjunction with its annual Hospitality Expo, and at Jupiters Gold Coast Queensland - which, pleasingly, saw attendances increase on the 2009 figures.

These events are the major conferences for club managers throughout Australia annually.

The CMDA continues to go from strength to strength with the Board of Management Studies and Assistant Executive Officer Ralph Kober continually refreshing and re-inventing new courses and educational summits to service the needs of our ever-increasing membership.

In October, the Association moved its base after 10 years at St Hilliers Road, Auburn, to 1 Showground Road at Sydney Olympic Park.

The Federal Executive took this decision after extensive strategic planning regarding where the Association saw itself in the future.

It was decided in 2009 that the Sydney Olympic Park venue would better service the Association’s needs beyond 2010.

Members who have attended courses at the new centre have been more than complimentary regarding the facilities that are close to all forms of transport and all levels of accommodation.

The Association again has supported those less fortunate in our communities with the Ted Noffs Foundation and Wheelchair Sports NSW benefiting from the support of the CMAA and the excellent work being done at Zone level for those people and groups in need in their local areas.

The CMAA has a record, second to none, with its support of charities and those in need. I know that members are justifiably proud of this philosophy of giving.

On the political front, we have seen Kristina Keneally filling the role as Premier of NSW since December 2009 with the voters of NSW going to the polls on March 26, 2011 and almost everyone predicting a change of government.

The Registered Clubs Industry in NSW already has signed a Memorandum of Understanding with the Coalition to give certainty going forward in relation to taxes, regulations and legislation.

You’d have to be a brave punter to bet on elections in this country these days.

The result of the Victorian Election on November 27

reinforced my belief that neither side of politics - at federal or state level - has a clear mandate from the electorate to make dramatic policy change in the current social and economic climate.

It’s hard to believe that Premier John Brumby, who has led Victoria’s Labor Government for so many years, is gone from the political landscape.

Ted Baillieu’s Coalition came up with the crucial 45th seat to take power by just two seats after more than 11 years of Labor control.

The biggest issue for the Club Industry and club managers in Victoria will be the new Government’s view of the legislation to move control of gaming machines in licensed venues from the Tattersall’s-Tabcorp duopoly to an owner-operator model from January 1, 2012.

Queensland voters re-elected the Bligh Labor Government in March 2009 and that administration appears to be more receptive to the issues and pressures confronting the Club Industry than other states.

In the Federal arena, we have seen the Gillard Labor Government returned after an unholy alliance made with the Independents.

Tasmanian independent Member for Denison Andrew Wilkie continues to hold the Government to ransom so he can bring forward his views on how the rest of Australia should spend their hard-earned leisure dollar.

It would be appropriate for Mr Wilkie, particularly in light of the Victorian election result, to comprehend and process the fact that the 13,788 primary votes he received - 33,217 after preferences - in his electorate, which had 67,294 voters, does not give him the right to dictate to the more than 13 million Australians who had never heard of him - and still wish they hadn’t heard of him.

All Australians have been raised on the good values of preferential voting in our democratic electoral system, but Mr Wilkie has gone a long way towards showing why it should be changed.

The ALP candidate received 23,215 primary votes; the Liberal candidate 14,688 votes - both more than Mr Wilkie.

So, this is a clear indication what his local voters think of him and his policies.

The coming year promises to be yet another challenging period for our industry through growing uncertainty at a federal level where people in decision-making positions do not have an insight into, or understanding of the Club Industry as do their counterparts at state level.

Your Association will continue to support the industry Associations to ensure that “anti-gambling” minority zealots do not force their opinions on our valued club members.

FOOTNOTE: Not only did we get the politics wrong, it also didn’t turn out to be the “Year of the Tiger”, the West Tigers failing to make the NRL Grand Final and the Richmond Tigers at the bottom of the AFL ladder. It certainly puts a lot of pressure on South Sydney for the 2011 NRL title with 2011 the “Year of the Rabbit”.

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



Unfair dismissal and modernised award atop IR agenda

Even with the election of a new Federal Parliament on August 21, we continue to have stability in the

legislative framework governing workplace laws in Australia.

We are in the process of working within the now-established procedures of the workplace relations tribunal.

The two most significant matters for Association members are the restoration of unfair dismissal protections under the Fair Work Act in July 2009 and the Modernised Award 2010 - January and July 2010.

Other peripheral matters that the Association has given consideration to are state-based arrangements.

As an industrial organisation, the CMAA's collective membership is, in the main, governed by the national system. The CMAA had not filed or appeared in the State Industrial Commission for some time, now.

Matters yet to be dealt with are state laws covering Occupational Health and Safety / Workers' Compensation and Long Service Leave.

The Association's Federal Executive is reviewing our rules to reflect these changes.

The Association has decided not to continue its affiliation with Unions NSW and it looks forward to strengthening its affiliation with the Australian Council of Trade Unions (ACTU).

Unfair Dismissal

There has been a reduction in the number of manager dismissals since the restoration of our right to protect our members' employment under the Fair Work Act.

It remains disappointing that the laws are required to have boards/employers to act fairly when consideration is being given to ending a manager's employment.

During the relatively short life of WorkChoices laws - March 2006 to July 2009 - a large number of managers employed by constitutional corporations employing less than 100 employees were unfairly terminated and left with no rights to seek redress through any industrial tribunal.

Apart from differing qualifying

periods of employment, all Association members now have access of the Fair Work Unfair Dismissal provisions.

There is also the restoration of the procedural fairness process.

What is of difference, are the procedures for dealing with applications.

A greater emphasis is placed on the primary remedy of reinstatement if the dismissal is found to be unfair and the process is required to be efficient, flexible and informal.

The Association's experience to date has resulted in favourable outcomes for members.

Application must be lodged within 14 days of dismissal and soon after lodgement a telephone conference is set with a Fair Work conciliator.

These specially appointed conciliators are not members of the Fair Work Tribunal.

If matters are not resolved at this stage, the matter is put direct to arbitration before a Fair Work Commissioner.

Registered & Licensed Clubs Award 2010

January 1, 2010 - General Conditions & July 1, 2010 - Rates of Pay & Allowances

There have been 14 applications to vary the Award.

There is only a small window of opportunity to vary any Modern Award.

A senior member of the Tribunal (Fair Work Australia) first has to be convinced that an application to vary a Modern Award is indented to remove ambiguity, or correct error.

The opportunity to be heard on any substantive matters dealing with the Award will occur when the Full Bench conducts its two-yearly review of all Modernised Awards in 2012.

One of the latest variations affecting CMAA members is the inclusion of transition agreement for the 30% exemption in respect of employing Clubs in NSW and the ACT.

To remove ambiguity, or uncertainty, the exemption will be transitioned downward over the five-year award transition period.

This was always the Association's understanding.

However, the Association understands that the Fair Work Ombudsman's office was taking a different view. That is, that the exemption should have dropped to 20% from the July 1, 2010 - not July 1, 2014.

It should be noted that managers receiving the 30% exemption as part of their all-inclusive salary prior to July 1, 2010, will not incur any reduction in salary as a consequence of these transitional arrangements.

Members are reminded to regularly check the Fair Work Australia web page - www.fwa.gov.au - for the latest consolidated version of the Award.

The Tribunal does not notify Award parties of any changes.

This current practise is a nonsense as it places both the employer associations and employee unions at a disadvantage regarding employee entitlements and compliance matters.

➤ **ALLAN PETER, ACCM**, is the **CMAA Federal Secretary**

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Wilkie's warning to Gillard on gambling measures

Controversial independent MP Andrew Wilkie has warned he will immediately withdraw his support for the Gillard government if it fails to honour a deal to introduce new technology forcing poker machine players to set binding limits on their losses.

Melbourne's *Sunday Age* newspaper reported that clubs and hotels strongly oppose the change, claiming the mandatory pre-commitment system demanded by Mr Wilkie will trigger industry-wide job losses and huge revenue cuts for state governments.

But Mr Wilkie, who helped Labor secure a second term with an agreement to rein in the poker machine industry, said the reform was not negotiable.

"There should be no misunderstanding at this point that if the Government was to renege on this aspect I would pull my support instantly," Mr Wilkie said.

"There shouldn't be any uncertainty about what is going to be implemented, because my agreement with the Prime Minister is absolutely clear ... it is a uniform, full system, a mandatory system."

Under the agreement to win Mr Wilkie's support signed in September, the Government promised to introduce a "best practice, full pre-commitment scheme" across all states and territories by 2014.

That means players will be asked to set a limit on how much money (and possibly time) they want to spend, with an option to choose not to set a limit at all if this is their preference.

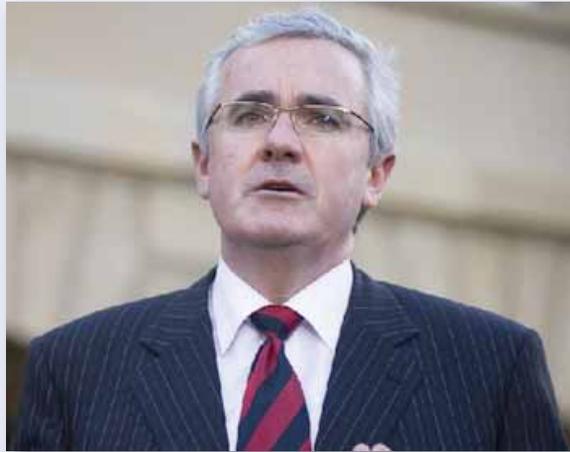
The limits will be enforced using identification technology, most likely involving the use of smart cards.

Labor holds a single seat majority in the House of Representatives, meaning Mr Wilkie's vote is critical.

The reforms are unlikely to come cheaply, with the Government preparing to fight a backlash from the states and the gaming industry.

Documents show Federal Treasury already has warned the Gillard Government that such measures "will reduce state and territory gambling tax revenue".

Economic modelling commissioned by



Member for Denison ANDREW WILKIE

Clubs Australia concludes it would cost \$134 million to retrofit the new technology on Victoria's 26,762 gaming machines in clubs and hotel - excluding Crown Casino.

Using information from Norway, the only country to have introduced a mandatory pre-commitment system, the industry says the Victorian Government will lose \$485 million in gambling tax revenue, compared with \$285 million under a voluntary pre-

commitment system that the industry supports.

The modelling also found the loss of revenue for clubs and hotels in Victoria would be \$861 million in 2014, compared with \$521 million under a voluntary system.

Clubs Australia Executive Director Anthony Ball said the approach demanded by Mr Wilkie represented a "nanny state" system that would crush the industry.

"A mandatory pre-commitment system where people have to register for a card or worse still, use a finger scanner, will send recreational gamblers running for the hills," Mr Ball said.

"Ironically, the only people who would be willing to jump through such hoops would be those with a gambling problem."

Independent senator Nick Xenophon said the effect on state budgets had been overstated, given any money not lost on poker machines would be spent in other areas of greater benefit to the state economy.

Tension within advisory group

There are reports of simmering tension on the Federal Government's 22-person Ministerial Expert Advisory Group On Gambling, comprising academics, unionists and nine hotel, club and gaming industry representatives.

The panel, led by former Department of Prime Minister and Cabinet head Peter Shergold, met for the first time last month.

Participants have signed confidentiality agreements.

But, in a looming conflict, anti-gambling advocates on the panel want any smart card data providing information on individuals' gambling habits to be held by an independent agency and used for research, warning that the industry could



Families Minister JENNY MACKLIN.

attempt to misuse the data for targeted marketing.

A spokeswoman for Families Minister Jenny Macklin said the government supported the introduction a "full pre-commitment system as recommended by the Productivity Commission".

The Commission's report on gambling in Australia, released in June, estimated there were 115,000 people classified as "problem gamblers" in Australia, with a further 280,000 people categorised as being at "moderate risk".

It said the social cost of problem gambling was at least \$4.7 billion a year and recommended a "full" pre-commitment system.

O'Farrell talking tough on alcohol-related violence

NSW Coalition Leader BARRY O'FARRELL is talking tough when it comes to legislating and policing against alcohol-related violence around the state, but especially across Sydney. With the state election now just four months away, Mr O'Farrell, in an Opinion piece published in the *Sydney Daily Telegraph* on November 18, defined the Coalition's position on the controversial topic ...

Alcohol-related violence is a scourge. It makes families feel less safe and businesses and individuals are left to pick up the cost of broken bodies and property damage.

That is why the NSW Liberals and Nationals will target alcohol trouble spots and take a tough approach against pubs, clubs and nightclubs that do the wrong thing.

I believe in people and businesses taking responsibility for their actions.

This is the central theme in our three-pronged policy approach.

First, individuals who decide to pour alcohol down their throats in order to get plastered on a Friday or Saturday night could be taken to one of our three pilot "sobering up centres".

Here they can sleep off their drunkenness without inconveniencing others or harming themselves. They would then receive a harsh penalty fine in the morning. "Sobering up centres" would mean taking intoxicated people off our streets. It would mean that these people could no longer do damage to themselves and others.

Second, we will give our state police additional power to move on people to prevent them congregating in mobs and causing trouble. This would involve introducing the new offence

of "drunk and disorderly" under the Summary Offences Act. It is vital our hardworking NSW police are given the laws they need to prevent trouble occurring and that they be able to take appropriate action when it does. But significant responsibility for negative outcomes also applies to the hotels and clubs which sell alcohol.

That is why the third part of our plan is a "three strikes and you're out" rule. Under this rule, those venues and licensees who are triple offenders will be closed down and will simply be told to find a new line of work. It will apply equally to all licensed venues - including pubs, clubs, bottle shops, restaurants and bars. To ensure fairness of application, the new rule will be administered by an independent committee headed by a magistrate and will include police. The threat of closure should be a strong message to licensees who continue to flout the law.

The NSW Liberals and Nationals aren't going to tolerate it any more. I am unapologetic for this tough stance.

I am not looking to make friends in the alcohol industry and I am not going to stand by and watch nightclub owners or publicans thumb their noses at police, the government and the community.



I'm going to get tough on licensees who repeatedly refuse to abide by the law.

My message is clear ... change your ways or change your job.

All the current provisions, such as plastic cups, shot limits, lockouts and timeout periods, will still apply and those venues on those restrictions will continue to be named, including the times when the venue receives its "strikes".

Labor's policy is about looking tough. The NSW Liberals and Nationals policy is about getting tough.

There is no reason that NSW individuals, families and businesses should continue to pay the price for the few people who choose to drink irresponsibly.

The community has been crying out for real action against alcohol-related violence and the NSW Liberals & Nationals plan does exactly that.

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Thorn Business Services joins Bursary sponsors

Thorn Business Services is part of Thorn Group, a respected and publicly listed company that owns the national retail and finance chain Radio Rentals and Rentlo.

Established with the opening of a store in Sydney in 1937, Thorn Group has a long history of renting electrical appliances to Australian consumers and businesses alike, making Thorn one of Australia's leading providers of retail and financial services to niche consumer and commercial markets.

Thorn Business Services is the most recent addition to the CMAA's group of National Bursary Program sponsors that provide more than \$100,000 annually in education and professional development opportunities to Association members around Australia.

As a specialist in the provision of equipment leasing, finance and rental options, Thorn Business Services is working with a large range of SME, corporate, hospitality, leisure and government clients across Australia.

In these challenging economic times, Thorn's competitive and convenient leasing, finance and rental options are



a smart business alternative to tying up working capital in acquiring equipment to run a business.

Thorn Business Services offers a variety of terms from 24 to 60 months, depending on the product being financed.

An *Operating Lease* has several advantages, the least of which is having the ability to get the new equipment without the up-front cost, on structured monthly rental instalments over the desired term.

Thorn purchases the equipment and rent it back for an agreed payment over a fixed term.

A *Finance Lease* is basically a rental agreement where the financier - Thorn Business Services - purchases the asset, and the client pays Thorn for the use of the goods. Under a *Finance Lease*, the client has full use of the

equipment during the term with the security of a predictable monthly payment, with a known residual (balloon) at the end of the term.

Deposits are not required and ownership of the asset moves to the client when the residual payment is made at the end of the lease term, commonly two to five years.

A *Commercial Hire Purchase* (asset purchase, hire purchase, term hire) agreement is used when a business wants full ownership at the end of the finance term. Like a *Finance Lease*, the client has full use of the equipment during the term however, once the final payment (which may include a balloon payment) is made, ownership and title to the equipment is transferred to the business.

Thorn Business Services is located at Level 1, 47 Rickard Road, Bankstown NSW 2200. For more information on the Thorn Business Services range of products and services, P 1800 623 611, E business.services@thorn.com.au or go to the website at www.thorn.com.au



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The Rayner Sales & Marketing Team.

Judy, Sue
& Jackie

Bally brings rich history to CMAA partnership

Bally Technologies is a diversified, world-wide gaming company that designs, manufactures, distributes, and operates gaming devices and computerised monitoring, accounting and player-tracking systems for gaming devices.

In addition to selling gaming devices, **Bally** offers a wide range of purchase and lease options. **Bally's** products and services include gaming equipment (sale of gaming devices and related equipment, parts and conversion kits) and gaming operations (operation of linked progressive systems, video lottery and centrally determined systems and the rental of gaming devices and content).

Bally presented a spectacular stand of its latest gaming technology at the CMAA's Hospitality Expo at Darling Harbour in March and has accepted the CMAA's invitation to join its family of Career Development sponsors.

"**Bally** made a very impressive debut at our Expo in March and I am pleased that Michael McNee and Ron Jeffrey with the **Bally** team are now part of the CMAA's family of sponsors," CMAA Executive Officer Terry Condon said of the partnership.

In August, **Bally** announced that Michael and Ron would lead **Bally's** return to the Australia and New Zealand gaming market with the opening of its Sydney office.

Michael took on the role of **Bally Australia's** Managing Director, while Ron is Sales Manager with both executives based out of **Bally's** new offices in West Street, North Sydney. "**Bally's** return to business in Australia and New Zealand means it's important for the company to reconnect with the people and organisations who are at the forefront of the gaming industry," Michael said. "That also means that **Bally** makes a genuine commitment to the people - in this case, the Club Industry and club managers - who make gaming a successful business in Australia. That is why we are proud to be associated with the CMAA and the great work it does in the education and professional development of club managers. We look forward to a long and successful partnership with the CMAA."

Bally Technologies Chief Operating Officer Gavin Isaacs said the company was delighted that these long-time gaming industry experts and his former colleagues had agreed to help lead **Bally's** advance into Australia and New Zealand.

"Michael and Ron have teamed up with Cath Burns, Vice President and Managing Director of **Bally Asia-Pacific**, who is also an Australian," Gavin said. "This experienced team's understanding of the gaming market in Australia and New Zealand ensures that we have hit the ground running as we introduce our award-winning portfolio of industry-leading games and systems technology to Australia."

Michael joined **Bally** after serving in a consulting capacity with the company for the past year. In his new full-time management role, Michael is principally responsible for **Bally's** overall product and marketing strategy for the Australia and New Zealand gaming market. He comes to



Bally after a very successful 18-year career with Aristocrat Technologies. Most recently, Michael was Aristocrat's General Manager, Games and Licensing. In this position, he was responsible for managing that company's games product portfolio, research, pricing, and licensing. Michael has an extensive Australian and international gaming marketing and strategic product development background.

Ron Jeffrey's responsibilities include overseeing sales operations activities and customer-relationship management across Australia and New Zealand. Ron brings more than a decade of sales experience within the gaming industry, with a specific focus on the Asian and Australian gaming markets. Ron was National Sales Manager for Aruze Gaming, Australia and spent more than 10 years with Australia-based Aristocrat Technologies, where he was involved in various sales and marketing positions both in Australia and the

United States for that company's games and systems operations.

With a history dating back to 1932, Las Vegas-based **Bally Technologies** designs, manufactures, operates and distributes advanced gaming devices, systems and technology solutions world-wide.

Bally's product line includes reel-spinning slot machines, video slots, wide-area progressives, and Class II, lottery and central determination games and platforms. **Bally** also offers an array of casino management, slot accounting, bonusing, cashless and table management solutions.

Today, **Bally Manufacturing** creates and produces a variety of technologically advanced gaming products and systems that can be found in more than 600 gaming locations worldwide. Over the years, **Bally** has positioned itself by acquiring key technology assets. **Bally** has employees in Asia, Europe, India, Latin America, Mexico, South Africa, South America and the United States.

Gavin Isaacs describes **Bally** as "customer-centric". "We listen carefully, are responsive and establish a fair partnership with our customers," he said. "We are creative and innovative in developing and delivering products and services. We make our commitments carefully and then do what we say we will do. We are clear and direct in our communication; good news should be shared, and bad news does not get better with age.

"We increase shareholder value over the long term and will not sacrifice our future for short-term gain."

The **Bally** business philosophy is ...

- We execute with quality. We don't do everything, but we do it right.
- All our actions are based on honesty and integrity.
- Speed is important, life is short.
- Have fun!

For more information, contact Michael (M: 0430 630 888 E: mmcnee@ballytech.com) and Ron (M: 0430 630 888 E: rjeffrey@ballytech.com) or call the **Bally Technologies** Sydney offices on P: 02 - 8920 8977 or go to www.ballytech.com

A day to celebrate and appreciate the good things

It was a day of celebrations when the CMAA hosted its annual Sponsors Appreciation Luncheon in Sydney last month.

CMAA Executive Officer Terry Condon welcomed more than 150 guests to the event at the Grand Roxy Restaurant at Brighton le Sands.

The luncheon followed a full morning of meetings of the CMAA Federal Executive and Federal Councillors.

The CMAA's family of sponsors - Career Development and National Bursary Program - topped the guest list that included nine of the Association's Life Members, the Federal Executive, Federal Councillors, Board of Management Studies members and CMAA Administration staff.

In his formal welcome to guests, Federal President Bill Clegg also welcomed ClubsNSW Chairman Peter Newell, OAM, and Peter Turnbull from the Leagues Clubs Association.

Bill also made a formal presentation to Ainsworth Gaming Technology for



its 10-year association with the CMAA through its Career Development sponsorship and previous National Bursary Program sponsorship. Ainsworth's National Sales Manager Peter Black, who claims to be still privately celebrating the St George Illawarra Dragons' NRL premiership triumph, accepted the presentation on behalf of gaming industry statesman and company Managing Director, Len Ainsworth.

Bill publicly thanks the Association's family of sponsors for the generous ongoing support of the CMAA and its more than 2,600 members around Australia. He also acknowledged the contribution of Terry Condon,

Assistant Executive Officer Ralph Kober and the Administration staff for their efforts and the successful move from Auburn to new offices and training facilities at Sydney Olympic Park.

Nine CMAA Life Members - Les Evennett, Peter Strachan, Hans Sarlemyn, Jim Henry, Barry Stevenson, John Allan, Wayne Forrest, Terry Condon and CMAA Federal Secretary Allan Peter - attended the luncheon.

Terry also invited the guests to join him in a chorus of "Happy Birthday" for past CMAA Federal President Les Evennett, who was celebrating his 95th birthday.

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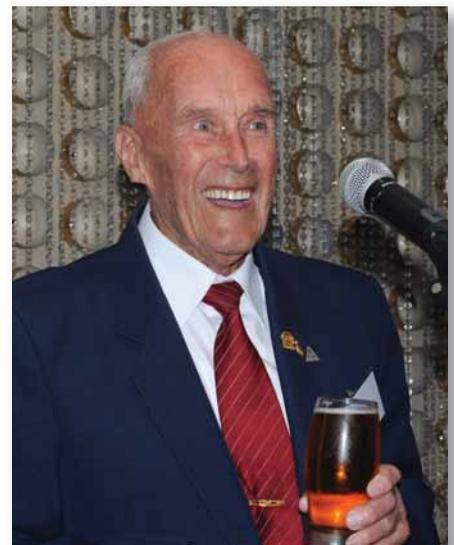
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Ainsworth Gaming Technology National Sales Manager Peter Black accepts a commemorative gift from CMAA Federal President Bill Clegg to mark the company's 10 years of Career Development sponsorship with the Association.



Les Evennett accepts the good wishes of his friends and colleagues who delivered a rousing rendition of "Happy Birthday" to mark his 95th birthday at the CMAA Sponsors Appreciation Luncheon.

*Course fees are correct at the time of printing 10/11/10

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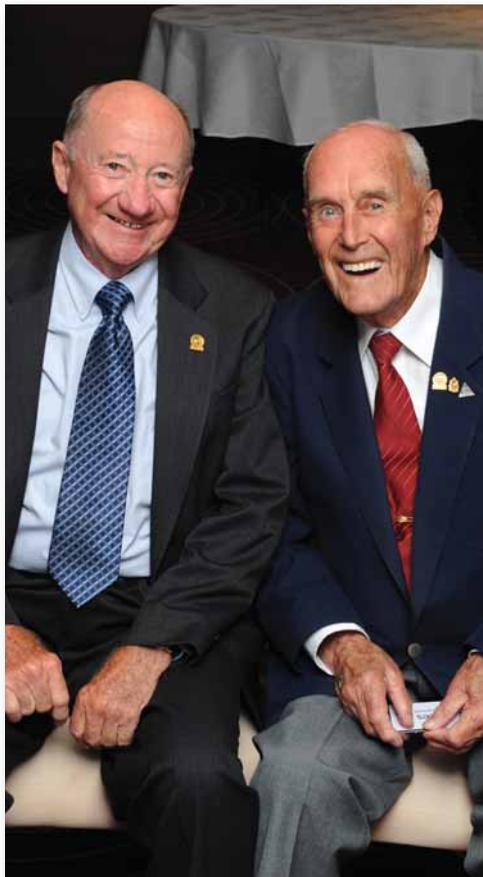
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Hospitality Expo moves into online mode

The CMAA's Hospitality Expo is now an online experience for exhibitors at the Club Industry's premier trade show.

As part of the CMAA's extensive range of online services through its website - www.cmaa.asn.au - Expo exhibitor companies can ...

- inspect the trade show floorplan
- select the best available location for their stand
- book their stand
- reserve their stand
- pay for their stand
- receive their invoice

CMAA Executive Officer Terry Condon said he was delighted with the immediate and general response to the new booking format.

"We have invested important time with our Expo ticketing partners at Tradevent and the new system takes so much of the time and trouble out of booking a stand at our 2011 Hospitality event," Terry added.

"With any system, it takes time for people - in this case, our industry trade supporters - to make the adjustment, but we have communicated details of this new stand booking process to companies that have exhibited at the Expo in recent years and I'm impressed that so many companies already have booked their place at the 2010 Expo."



The 2011 Hospitality Expo will be staged at the Sydney Conference & Convention Centre at Darling Harbour on February 28 and March 1.

The Expo is part of the CMAA's Annual Conference and Annual General Meeting when thousands of club executives, directors, industry trade representatives and hospitality trade professionals gather to canvas the latest in Club Industry products, trends and innovation.

The theme of the 2011 professional development conference is "Australia - Future Nation Through Innovation".

Delegates also can book their place for the Conference professional development

program - **Conference Brochure: Pages 29-32** - at www.cmaa.asn.au

Companies that already have booked their stand at the 2011 Expo include Aristocrat, the CMAA Conference Sponsor, IGT, Ainsworth, Shuffle Master Australasia, Maxgaming, Independent Gaming, Konami, Aruze, EBet, *Coca-Cola* and the newest CMAA Career Development Sponsor company Bally Australia.

To access the 2011 CMAA Hospitality Expo floorplan - Page 20 - and inspect the available stands, go to www.cmaa.asn.au and click on the Expo icon at the top right of the page.

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Victoria's managers just 12 months

It was the 35th American President, John F. Kennedy, who famously said: "Change is the law of life. And those who look only to the past or present are certain to miss the future." For Victorian club managers, this past year has introduced enormous change across gaming as the state moves ever closer to self rule in 2012. *CMA Magazine's* Victoria-based correspondent KATIE CINCOTTA takes a look back at 2010 ...

Gaming Auction

In May, the Club Industry took a gamble on its own future and bid for a share of 27,500 gaming machine entitlements in the state's first ever gaming auction.

There were winners and losers. Some clubs cruised through, picking up machines for the reserve price of \$5,500, while others copped the brunt of competition, forking out more than \$125,000 for machine licences that will only last 10 years.

In October, the Government launched a trading website that allows the transfer of entitlements between venue operators, with owner operation to become effective on August 16, 2012.

Full details of the register and trading scheme appear on <http://www.vcgr.vic.gov.au/> with a link on the left-side navigation to the **Gaming Machine Entitlements** page.

As of November, the 15-year, single independent monitoring licence is still to be awarded with four registrants in the running - Intralot Gaming Services, Maxgaming Vic, Tabcorp Monitoring, and Monverco.

Liquor Licence Fees

First, they went up. Then, they came down.

In January, a new risk-based liquor licence fee structure saw liquor licence fees skyrocket at some venues - many of them quadrupling in price.

After lobbying by the Club Industry, the Consumer Affairs Minister Tony Robinson decided on a fairer deal for community and sporting clubs.

The Minister has offered interim measures before a full review in 2011, including a 50% reduction on 2011 renewal fees to clubs with both restricted club and a renewable limited licence.

Of course, only clubs with a sound compliant history are eligible for the discounts.

Third Party Gaming

With the disintegration of the gaming duopoly, Tabcorp and Tatts cleverly set up separate gaming service businesses in



Victoria's Consumer Affairs Minister **TONY ROBINSON**.



Echuca Workers & Services Club General Manager **ERIN LANGMAN**.



Prime Minister **JULIA GILLARD**.

trying to woo clubs into retaining the old guard.

Some clubs were threatened they'd be left without machines if they didn't sign up to six-year deals with Tabcorp Gaming Solutions (TGS) - a matter twice investigated by the consumer watchdog.

Still, TGS managed to partner with the Victorian RSL network, which means they'll be running gaming for at least 70 RSL sub-branches with poker machines, taking between 10% to 16% share of profits for its services.

The CMAA's final Victoria Zone Meeting at the Carlton Brewhouse in Abbotsford on November 5 was attended by 70 people and featured seminars by gaming experts, including Castle Hill RSL Club's Operations Manager Brett Crastin and Peter Cohen, the Executive Commissioner and CEO of the VCGR.

The training day was designed to give clubs the knowledge and tools to manage their own gaming operations.

Club managers such as Erin Langman, the General Manager at Echuca Workers & Services Club, remain confident they can do just that.

"Our club will be going it alone in 2012," Erin said. "We are confident that we can manage our gaming installation with support from industry colleagues from NSW and ACT, suppliers, manufacturers, training through the CMDA and support with compliance from the VCGR."

Pre-Commitment Plans

Prime Minister Julia Gillard entered the fray on pre-commitment by signing a deal with Tasmanian independent MP Andrew Wilkie that puts player limits in place from 2012.

As part of that deal, the Gillard

"Change is the law of life. And those who look only to the past or present are certain to miss the future."

away from date with destiny

Government now is investigating new sweeping federal taxation powers to help it push through poker machine reforms - a move that already has drawn the ire of ClubsNSW and Victorian club veterans such as Warrnambool City Memorial Bowls Club General Manager Rick Scott.

"Now we have the Federal Government starting to stick their beak into the holy grail of the gaming pot. The honey is just too sweet to ignore," Rick bemoans.

The Victorian Government is proposing 15-second pop-up screens on all gaming machines from 2013 and a networked system to link all gaming machines by 2015-16, pending the cost of the server-based gaming system.

Lobbying Clout

CMAA Division H Federal Councillor Grant Duffy says 2010 has been a year of settling dust and a view forward for the Club Industry in Victoria.

He and CMAA Victoria Executive members Barry West (President) and Erin Langman (Vice President) met with the head of the liquor and gaming regulatory agencies - and with the Minister for Gaming - which resulted in the development of a working committee of CMAA Victoria members and VCGR inspectors, headed by Warrnambool-based Rick Scott.

Clubs Victoria got a new Executive Director in Richard Evans, with whom the CMAA hopes to build a close working relationship in pursuit of advocacy.



Warrnambool City Memorial Bowls Club General Manager RICK SCOTT.



CMAA Division H Federal Councillor GRANT DUFFY.

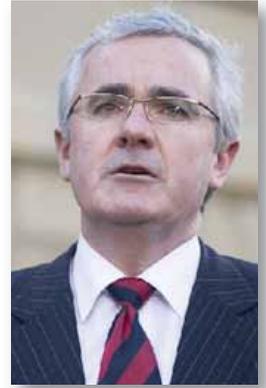
CMAA Victoria also has put forward a proposal to the CMAA Executive and Federal Council for a National Club Policy Manager - a position that Grant Duffy says will greatly assist policy development in Victoria.

Rick Scott says what has also emerged in preparing for owner-operated EGMs in Victoria is the brotherhood of club support between the states.

"The other significant factor evolving out of this change is access to help from our 'brothers' in NSW," Mr Scott said. "Manager to manager, they willingly give their time, expertise and access to their venues to pass on their knowledge and skills learnt of the many years of being in gaming."

The value of that honest, hands-on advice from fellow members can't be underestimated as Victorian club managers solidify their plans in 2011.

As the great naturalist Charles Darwin put it: "It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change."



Federal Member for Denison ANDREW WILKIE.

Aristocrat delivers another profit warning

Aristocrat Leisure has warned a recovery could be more than a year away after it halved its full-year operating profit amid falling earnings across its key markets.

The *Sydney Morning Herald* reported that the company's share price fell by 18.9% to a six-year low of \$2.70 on November 26 after the company said its net operating profit for 2010 was likely to be between \$50 million and \$60 million, compared with \$116.4 million last year.

Aristocrat has been hit hard by falling demand in the United States, where it generates about 65% of its profit. Weak economic conditions and high unemployment have prompted weaker casino revenues and reduced investment in gaming machines. The strong Australian dollar also has counted against it. Aristocrat said the US market had

shrunk by 15% this year and demand was still falling.

Aristocrat CEO Jamie Odell said he was confident about the three-to-five-year turn-around program, installed 15 months ago. He said he was encouraged by the company's progress in the US - it had gained market share and was well placed for the eventual recovery, now probably in 2012. "It's hard at times to keep the faith, but we need to recognise it is a long-term turn-around," Mr Odell said. "This is a great disappointment to us in the current period, [but] I do believe that we are doing the right things in the US."

Mr Odell said he would bring forward a new Australian product launch to early next year, to arrest the decline in new unit sales.

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Despite general optimism, Qld clubs

By HENRI LACH

Licensed club leaders in Queensland believe their industry is in for a regulatory and legislative flogging at state and federal government levels in the coming year.

And that comes after what they describe as a "difficult" 2010.

They're shrugging their collective shoulders and accepting this as a fait accompli, but with a stoic determination that's a hallmark attitude in the industry.

"We're the victims of political whim," said CMAA Brisbane Zone President John Limbrick, also the Greenbank RSL Club General Manager. "Politicians are fickle. They seem to live in a different world. Some of them seem to have no idea what clubs are about.

"Whatever happens, the industry is resilient ... we have the ability to bounce back.

"We've proved that in the past, in the face of all sorts of restrictions. The non-smoking laws saw a big drop in gaming revenue. That's recovered now in many clubs ... back to 2006 levels.

"We just have to keep plugging on."

One of the great concerns for the industry nation-wide is the spectre of mandatory pre-commitment technology.

Queensland executives are comfortable with voluntary pre-commitment, but believe a mandatory system would be a breach of civil rights, and totally counter-productive.

"Governments have to be careful that they don't throw out the baby with the bath water," said Gold Coast Zone President Steve Condren, the Southport Surf Lifesaving Club CEO.

"If they lose gaming revenue, how are they going to make up that loss?"

"Where are we going to get the money for surf lifesaving?"



Brisbane Zone President
JOHN LIMBRICK.



Gold Coast Zone President
STEVE CONDREN.



Queensland Office of Liquor & Gaming Regulation Executive Director MIKE SARQUIS.

Steve says that while there have been significant capital works during the past 24 months in Queensland clubs, the current state of uncertainty has effectively put a brake on investment.

There's some comfort in an official statement from Mike Sarquis, the Executive Director of the state's Office of Liquor and Gaming Regulation, in answer to a series of questions put to the Gaming Minister's office by *Club Management* magazine.

Mr Sarquis' statement reads ...

The release of the Productivity Commission's report following its public inquiry into gambling, in June this year, ensured that 2010 would herald a period of serious discussion about change and reform in the gaming industry.

Events following the August Federal election have added new dimensions, and introduced additional players, to this process.

In Queensland, we are ensuring an appropriate balance in the provision of gambling services.

While doing so, we acknowledge the benefits that arise from this form of entertainment for both individuals and the community in general.

We know the gambling industry plays a very important part in the lives of many Queenslanders.

One simple example is that more than 35,000 people are employed in clubs and hotels with gaming machines across the state.

In addition, most Queensland clubs and hotels provide community support to external groups, organisations or projects, such as aged care, schools, health, and sports and recreation organisations.

So there is no lack of understanding of the benefits derived from gambling for communities right throughout the state.

However, we are also aware of the fact that for some in our community, gambling can be a problem, particularly in regard to poker machines.

The government has indicated its support in principle for the use of pre-commitment technology in gaming venues with gaming machines.

"Whatever happens, the industry is resilient ... we have the ability to bounce back."

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prepare for tough times

That was why Queensland first trialled card-based pre-commitment on gaming machines in early 2005 and conducted two more trials during 2008.

Due to the success of those trials, card-based pre-commitment technology has been voluntarily adopted and is now operational in more than 40 gaming venues in Queensland.

The government has stated its belief that further consideration is required at both state and national levels about what a nationally consistent pre-commitment scheme may look like.

It has also given an assurance that Queensland's position will be informed by the views of industry, the community, and the Federal Government.

Clubs Australia's submission (through Clubs Queensland) to the Productivity Commission inquiry has been noted.

Other submissions, including those from the industry and industry employees, will also be considered when the Queensland Government's position on all issues and recommendations is formulated.

Queensland will be working collaboratively with all governments to explore potential harm-minimisation initiatives

This will include working with the new COAG Select Council on Gambling Reform, proposed by the Federal Government.

Queensland will also continue to work with the industry and the community to minimise the likelihood of problem gambling and its related social harms.

The licensed club industry in Queensland demonstrates its caring attitude to the community on a daily basis, so



Logan Diggers CEO PAM SHELTON.



Townsville Cowboys Club General Manager JOE KELLY.

caring for the welfare of members and patrons is certainly high on its agenda.

The way that care is delivered forms the basis of the reform process on which we are now embarking.

We will be working co-operatively with the licensed club industry in Queensland to implement gambling reform that will benefit all Queenslanders.

Experienced campaigner, Logan Diggers CEO Pam Shelton, describes Mike Sarquis as "one of Queensland's more capable bureaucrats".

"He's someone who is prepared to listen to us," she said.

Pam believes the Queensland industry is in a strong position to mount a healthy argument against any unsavoury proposals.

"We'll survive no matter what they throw at us," she said.

In the far north, Townsville Cowboys Club General Manager Joe Kelly's fears for the future are tinged with some optimism.

"North Queensland experienced what I suspect most of the country probably experienced in 2010 - difficult trading conditions," he said.

"I am confident of better trading conditions in 2011, but it appears we will face increased uncertainty next year because of government reviews

and proposals."

The vital question for Queensland clubs is: how far will the State Government toe the line - or be forced to do so - if some of the draconian proposals put forward by anti-gaming forces are adopted at the Federal level?

Only time will tell.

Are your ACCM points up to date?

ACCM Awardees are reminded that they should check the CMAA website to ensure that their ACCM activity points are up to date.

2009-2010 Active CCM Awardees

You are required to show evidence for 50 points of activity between January 2009 - December 2010 to maintain active status for 2010-2011.

You have until December 31, 2010, to submit your audit form.

* Check the CMAA website for details regarding point allocation criteria.

If you have any queries, or require an audit form, please contact Narell Harrison at CMDA.

Phone: (02) 9746 4199 Fax: (02) 9746 5199 Email: narell@cmaa.asn.au

 SIT courses are nationally recognised & accredited training units. Upon successful completion of SIT unit assessment requirements, participants will be issued with a Statement of Attainment Qualification. NACC signifies non accredited course. Participants will receive a Statement of Participation.		D:days	JAN	
SUPERVISION...	Supervisor Boot Camp <i>SITXMG001A Monitor work operations SITXHRM001A Coach others in job skills</i>	4D		S1: S3:
For new & existing supervisors. Covers communication skills, delegation, techniques, problem solving & more. A great course to help prepare supervisors for the rigors of management.				
	Train The Trainer <i>SITXHRM001A Coach others in job skills</i>	1D		
Prepare your supervisors & key line staff to be able to induct & train your staff in-house.				
	Food Safety Supervisor	1D		
Mandatory course for managers of food handlers under the NSW Food Act 2003. Presented by Fisher:Kidd License No. 24351				
	Deal With Conflict Situations <i>SITXCOM003A</i>	2D		
Everyday interaction with customers, staff & management can often lead to conflict. Help your staff understand how they can resolve & deal with conflict before it escalates & becomes a real issue.				
MANAGEMENT...	Duty Manager Program <i>SITXCCS003A Manage quality customer service ACCM UNIT, SITXHRM003A Roster staff ACCM UNIT, SITXHRM005A Lead & manage people</i>	6D 2 ACCM UNITS		
Covers basic cost control, rostering, sexual harassment legislation, risk management, leadership, problem solving, delegation techniques, organisational culture, self management, managing others in a customer service environment & more. High impact & proven!				
	Roster Staff <i>SITXHRM003A Roster staff ACCM UNIT</i>	1D ACCM UNIT		
Learn how to utilise the base roster for maximum flexibility and effect from a management perspective.				
	Lead & Manage People <i>SITXHRM005A Lead & manage people</i>	2D		
Based on the highly successful Human Synergistics' cultural and behavioural Life Style Inventory model of behaviour, this program helps supervisors and managers to identify the 12 common styles of employee behaviour and provides strategies in how to manage them for positive outcomes. Includes problem solving, delegation, time management and more....				
	Develop Legal Knowledge Required for Business Compliance <i>SITXGLC001A Develop and update legal knowledge required for business compliance</i>	6D ACCM UNIT		
Legal issues are a big part of a manager's job. Deals with compliance & legislation that clubs face day to day.				
	Manage Workplace Relations <i>SITXHRM008A</i>	Online ACCM UNIT		Re
E- LEARNING UNIT – NOW ONLINE - 1 day in the training room the rest of the course online!				
Create a harmonious industrial relations climate in your club. Better understand what procedures & processes are in place for proper methodology in handling employment issues such as unfair dismissals et al.				
	The Effective Operational Manager Program	6D		S1: S2:
Sits between the Duty Manager program & the Secretary Managers course. For middle, department, assistant & operations managers, Covers self leadership, project mgt. Finance, HRM, workflow analysis, executive communication & conflict techniques and more.				
	Club Secretary Managers Course NACC	4D		
The essential course for all aspiring & existing secretary managers of registered clubs. Covers the secretary manager's role including: working with the board of directors, compliance & legislation, preparing for AGMs, dealing with members, solvency, reporting, risk management & more.				
	Manage Physical Assets <i>SITXFIN007A</i>	4D ACCM UNIT		
For managers who have to : Develop strategies for systematic maintenance, repair & purchase of physical assets, monitor the condition & performance of physical assets in the workplace & coordinate financing of physical assets.				
	Develop & Implement a Business Plan <i>SITXMG004A</i>	3D ACCM UNIT		
Develop & monitor a strategic business plan for your venue. Analyse both internal & external environmental factors affecting the business; formulate business plans & strategies, & implementation strategies for the new business plan & monitor the business plan.				
GAMING...	Analyse & Report on Gaming Machine Data <i>SITHGAM004A</i>	2D ACCM UNIT		M
Covers legislation & OLGR regulation preferred procedures, daily & weekly variances, problem areas in gaming float reconciliation. Complete a manual gaming float reconciliation & learn the audit trail for all figures on the GFR & to analyse all reports.				
FINANCE...	Financial Fundamentals <i>SITXFIN003A Interpret financial information SITXFIN004A Manage finances in a budget</i>	Online	F2F M31 Registration closes M24	
E- LEARNING UNIT – NOW ONLINE - 1 day in the training room the rest of the course online!				
How to interpret the types of financial information used by operational supervisors & managers in their day-to-day work activities, & the knowledge required to take responsibility for budget management where others may have developed the budget.				
	Financial Management <i>SITXFIN005A Prepare and monitor budgets SITXFIN008A Manage financial operations</i>	5D ACCM UNIT		
Builds on the skills covered in Financial Fundamentals (Stage 1). The program focuses on the key managerial skills to do with budgets & managing the day-to-day financial operations of a small organisation, a department within a larger organisation or a complex project.				
HUMAN RESOURCES...	Recruit and Select Staff <i>SITXHRM002A Recruit, select and induct staff</i>	2D ACCM UNIT	M31 (cont Feb)	
Covers; Selection criteria, other forms of assessment, recruitment & selection, checklist & documents, behavioural interviewing, developing questions, EEO, effective communication, interview module, evaluating applicants Interview, reference checking, feedback to applicants.				
	Monitor Staff Performance <i>SITXHRM006A</i>	Online ACCM UNIT		
E- LEARNING UNIT – NOW ONLINE - 1 day in the training room the rest of the course online!				
Deals with the skills & knowledge required of supervisors & managers to monitor staff performance within the framework of an established performance management system. Participants will learn how to conduct structured performance appraisals & formal counselling sessions.				
MARKETING...	Develop & Manage Marketing Strategies <i>SITXMPR005A</i>	Online ACCM UNIT		Re
E- LEARNING UNIT – NOW ONLINE- 1 day in the training room the rest of the course online!				
Building on Marketing Fundamentals, this high level strategic management course identifies the knowledge required to develop and manage marketing strategies, including developing a marketing plan, implement and monitor marketing activities and conduct ongoing evaluation				

FEB	MAR	APR	MAY	JUN	Credit Card Payment Online Member & Affiliate	Credit Card Payment Online Non CMAA Member	Payment Mode other than Credit Cd Payment	Zone & In-house Course Purchase
T1 S2: T8 T15 S4: T22			S1: M2 S2: M9 S3: M16 S4: M23		Member \$750	Non Member \$950	+ Admin Fee \$25pp	\$6,800
T15			M16		Member \$240	Non Member \$290	+ Admin Fee \$25pp	\$2,800
T1	T15	T19	T31		Member \$265	Non Member \$275	+ Admin Fee \$25pp	POA
	W2 & Th3		W18 & Th19 Cardiff		Member \$480	Non Member \$580	+ Admin Fee \$25pp	\$3,800
	S1: M7 – T8 S2: M21 – T22	S3: M4 – T5			Member \$1,560	Non Member \$1,690	+ Admin Fee \$25pp	\$20k
	T8				Member \$240	Non Member \$290	+ Admin Fee \$25pp	\$3,000
		M4 & T5			Member \$480	Non Member \$580	+ Admin Fee \$25pp	\$5,000
		S1: M11 – T12	S2: M2 – T3 S3: M23 – T24		Member \$1,320	Non Member \$1,490	+ Admin Fee \$25pp	\$7,800
F2F W23 Registration closes W16				F2F M6 Registration closes M30 May	Member \$690	Non Member \$790	+ Admin Fee \$25pp	\$6,800
W2 – Th3 W16 – Th17	S3: W9 – Th10		S1: T24 – Th26	S2: T21 – Th23	Member \$1,560 (+GST)	Non Member \$1,690 (+GST)	+ Admin Fee \$25pp	\$20k + GST
		S1: T12 – W13 S2: T19 – W20			Member \$690 (+GST)	Non Member \$890 (+GST)	+ Admin Fee \$25pp	\$8,000 + GST
			S1: W4 & Th5	S2: Th2	Member \$900	Non Member \$1,000	+ Admin Fee \$25pp	\$6,800
S1: W9 & Th10	S2: Th24				Member \$690	Non Member \$790	+ Admin Fee \$25pp	\$5,800
W9 & Th 10 W14 & T15 Cardiff				T7 & W8	Member \$480	Non Member \$580	+ Admin Fee \$25pp	\$4,400
				F2F W15 Registration closes M17	Member \$480	Non Member \$580	+ Admin Fee \$25pp	\$4,400
S1: M21 – T22	S2: T29 – Th31				Member \$1,200	Non Member \$1,350	+ Admin Fee \$25pp	\$7,800
T1					Member \$480	Non Member \$580	+ Admin Fee \$25pp	\$4,400
	F2F T15 Registration closes T22 Feb			F2F M27 Registration closes M6 June	Member \$480	Non Member \$580	+ Admin Fee \$25pp	\$4,400
F2F M14 Registration closes F4					Member \$690	Non Member \$790	+ Admin Fee \$25pp	\$6,800

CMDA 2011 Training Calendar

This edition of the *CMA Magazine* - P26-27 - features the CMDA Training Calendar for the first six months of 2011. While the majority of the courses scheduled will be delivered at the CMAA's new premises at Sydney Olympic Park Homebush Bay, a number of regional courses also are scheduled due to local CMAA zone committee requests. Among the many face-to-face courses offered, the CMAA has developed four blended online E-Learning courses to make training more accessible to all members, especially those who can't be out of their clubs for more than one day and who reside in an area where it is difficult to get sufficient numbers of participants together to run a dedicated face-to-face program. These units comprise three ACCM subjects including Monitor Staff Performance, Develop Marketing Strategies, Manage Workplace Relations and Financial Fundamentals that comprises Interpret Financial Information and Manage Finances in Budgets. All these units are nationally accredited. Remember that the CMAA can deliver customised courses for your club within your premises at great value set rates, as well as within your Zone to make training more accessible to everyone within your local area. This will minimise travel, accommodation and time out-of-work expenses. The CMDA has purposefully kept its course fees below normal management course rates (when compared to AIM and others) so that you the member and your staff can benefit from affordable and quality management professional development opportunities. Call the CMDA on 02 7464199 and talk to one of our training administrators to discuss your needs.

CMAA Annual Conference, Annual General Meeting & Hospitality Expo

Darling Harbour - March, 2011

Make sure you mark these dates into your 2011 calendar - Monday February 28 and Tuesday March 1 - for the CMAA's first annual Conference, AGM and Hospitality Expo for 2011. The Conference again will feature a program



designed to be informative and relevant to the needs of club managers while providing the opportunity to visit a great exhibition of the latest trade suppliers' products and services under one roof. The cost to attend the conference is a modest \$200 per person including GST, and those eligible to attend the trade show - club managers, directors and staff, hotel, casino and caterers and accredited trade representatives (those who have paid the required trade show entry fee) - will be delighted by the range and quality of the exhibits over the two days. It is a great event and allows for education, networking and potential product purchasing all under one roof. The brochure is featured in this edition of *CMA Magazine* - Pages 29-32 - and you can register now by going to the CMAA's website: www.cmaa.asn.au

NSW Food Authority Accredited Food Safety Supervisor Course

The CMDA in conjunction with food safety experts Fisher:Kidd & Associates, will deliver the mandatory food supervisor course on a regular basis in 2011. This workshop will train Food Safety Supervisor for your club in order to comply with the new legislative requirement that all food retail businesses, including clubs, have a qualified food safety supervisor. FISHER:KIDD & Associates is the leading provider of food safety training services to the club industry and is a registered training organisation with the NSW Food Authority, License Number: 24351.

Workshop Content

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

Participant numbers per course are restricted to a maximum of 15 per course so don't miss out in registering asap. Go to CMAA's webpage www.cmaa.asn.au click on the training calendar and go to the course link. The NSW Food Authority has announced the start of the Food Safety Supervisor (FSS) scheme for food businesses in NSW. The FSS scheme requires certain food businesses in the hospitality sector, including clubs, to appoint at least one trained FSS. Clubs have until October 1, 2011 to comply with the scheme. If a FSS leaves, the club must appoint a new FSS within 30 days of the existing FSS leaving. Clubs will have an additional seven days to notify their local council of the new FSS. Staff members who have completed the two FSS courses since January 1, 2007 will have their training recognised. In these cases clubs should contact the NSW Food Authority to arrange for an official FSS Certificate to be sent to the club, at a cost of \$30. Clubs are advised that only training offered by NSW Food Authority approved training providers will be recognised by the Government for the purposes of the FSS Scheme.

Australia Future Nation through Innovation

CMAA Annual Conference, AGM & Hospitality Trade Expo
Monday 28 February & Tuesday 1 March 2011
Sydney Convention Centre Darling Harbour



President's Message



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

Bill Clegg ACCM CMAA Federal President

Conference & Expo Overview

CONFERENCE INVESTMENT includes GST

CMAA reserves the right to restrict admittance to the conference

\$200 pp for staff, management and directors of: Clubs, Hotels, Casinos, Restaurants and Caterers.

HOSPITALITY EXPO VISITORS' POLICY

Admission to the Expo is free for accredited persons as listed below

Visitors to the CMAA Hospitality Trade Expo and associated functions will be restricted to the following accredited persons:

- CMAA Members
- Directors and staff of Registered Clubs
- Trade Exhibitors & staff
- Accredited Trade representatives

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

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

CONFERENCE SESSIONS

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

ANNUAL GENERAL MEMBERS MEETING

9:00am-10:30am Monday 28 February in Level 1, Parkside Ballroom. Includes CMAA 21 & 30 Year Member Award Presentations

ACCM ACTIVITY POINTS

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

CMAA NATIONAL BURSARY 2010 AWARD PRESENTATION

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

CMAA COCKTAIL PARTY

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

The Cocktail Party will feature:

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

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

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

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

Corporate Governance Program

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

Dates for the program 2011

Session 1: 8 & 9 March

Session 2: 5 & 6 April

Register: www.cmaa.asn.au

Club Secretary Managers Course

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

ACCM Courses on line - E Learning

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

Register: www.cmaa.asn.au

The Conference Program



Monday 28 February 2011

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

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

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

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

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

Futurevation: The tomorrow and beyond of business

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

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

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

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

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

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

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

4 Hospitality Expo Closes

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

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

Tuesday 1 March 2011

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

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

Predicting the future of the registered club industry 2011 and beyond

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

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

What are the:

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

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

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

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

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

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

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

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

Register: www.cmaa.asn.au

Bursaries, ACCM highlight another big year in Brisbane

It has been another big year for the CMAA's Brisbane Zone and the Queensland Bursaries Luncheon at the Kedron Wavell Services Club on November 5.

Brisbane also hosted its annual Cocktail party in The Martini Room at the Story Bridge on December 2 with its combined Christmas Luncheon with the Gold Coast Zone at Club Helensvale on December 10.

Zone President John Limbrick welcomed 35 members, along with CMAA Federal President Bill Clegg and Executive Officer Terry Condon for the Zone Meeting that preceded the luncheon.

Bill and Terry combined topics to deliver the Head Office Report, touching on the major issues facing

the Club Industry as a result of the Federal Election and consequences of the Productivity Commission's final report on gambling in Australia.

During the Queensland Bursaries Luncheon, Bill also presented Sunnybank Community & Sports Club Finance & Administration Manager Branka Fejzic with the Active Certified Club Manager (ACCM) Award.

Master of Ceremonies Billy J. Smith welcomed 165 guests to the luncheon with 16 managers receiving bursaries from 11 sponsors, including Aristocrat, Lion Nathan, Ainsworth Gaming Technology, QClubs, Customers ATM, Total HR Solutions, Maxgaming, Konami, Finlease,

Tyrrell's Wines and the CMAA Brisbane Zone.

Greenbank RSL Club CEO John Limbrick accepted the Ian Silk Memorial Bursary, sponsored by the CMAA Brisbane Zone, with Mrs Greta Silk at the Luncheon to assist Bill Clegg in presenting the main bursary.

CMAA Life Member Lew Cooper, also was at the event to present Redcliffe RSL Club General Manager Martin Weir with the Asian Club Managers Conference Bursary named in Lew's honour and sponsored by CMDA Career Development sponsor company Aristocrat.

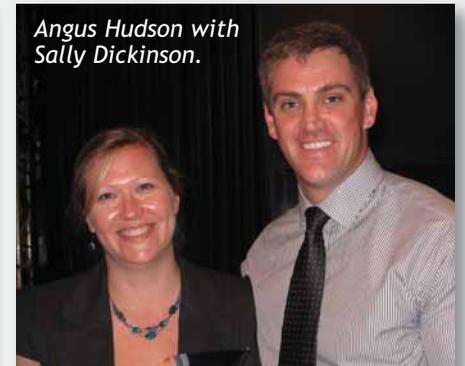
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Ian Silk Award winner John Limbrick with Greta Silk.



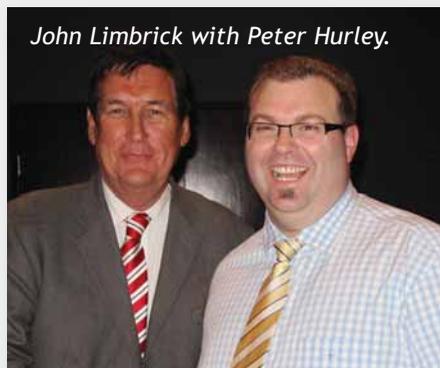
Nick Bainbridge with Lew Cooper and Martin Weir.



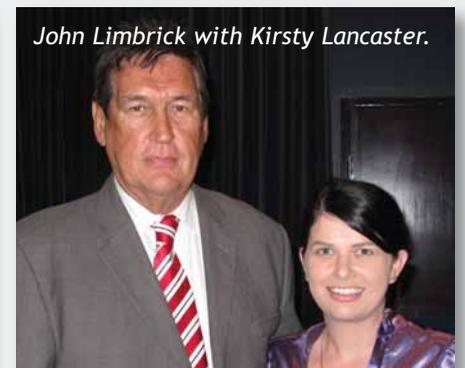
Angus Hudson with Sally Dickinson.



Jeremy Norton with Sue-Ann Whykes.



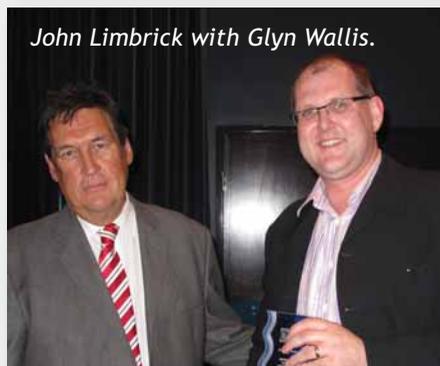
John Limbrick with Peter Hurley.



John Limbrick with Kirsty Lancaster.



John Limbrick with Michael Duggan.



John Limbrick with Glyn Wallis.



Glen Coleman with Alan Nicholls.

**CMAA Queensland 2011
Bursary & Scholarship Awards**

- IAN SILK MEMORIAL BURSARY
(CMAA Brisbane Zone)
John Limbrick, CEO at
Greenbank RSL Club
- LEW COOPER ASIAN CLUB
MANAGERS CONFERENCE BURSARY
(Aristocrat)
Martin Weir, General Manager at
Redcliffe RSL Club
- ASIAN CLUB MANAGERS
CONFERENCE BURSARY
(Lion Nathan)
Sally Dickinson, Financial
Controller at
Broncos Leagues Club
- CMAA DARLING HARBOUR
CONFERENCE BURSARY
(Ainsworth Gaming Technology)
Alan Nicholls, Operations Manager
at Greenbank RSL Club
- CMAA MID YEAR CONFERENCE
BURSARY
(Q Clubs & Customers ATM & Total
HR Solutions)
Q Clubs - Christie McIlroy, General
Manager at Logan Diggers Club
Customers ATM - Paul McKell,
Duty Manager at Greenbank
RSL Club
Total HR Solutions - Samantha
Liftin, Marketing Manager
at Carina Leagues Club
- CMAA EDUCATIONAL DEVELOPMENT
BURSARY (Maxgaming)
Sue-Ann Whykes, Duty Manager at
Kurrawa Surf Club
- AUSTRALASIAN GAMING EXPO
BURSARY (Konami & Finlease)
Konami - Scott Steele, Operations
Manager at Arana Leagues Club
Finlease - Norman Studt,
Operations Manager at
Redcliffe RSL Club
- BRISBANE ZONE EDUCATIONAL
DEVELOPMENT BURSARY
(CMAA Brisbane Zone Committee)
Terri Ferne, Club Manager at
Logan Diggers Club
Glyn Wallis, Duty Manager at
Arana Leagues Club
Michael Duggan, Duty Manager at
Arana Leagues Club
Kirsty Lancaster, Duty Manager at
Redcliffe RSL Club
Peter Hurley, Catering Manager at
Redcliffe Leagues Club
- WINE STUDY BURSARY
(Tyrrell's Wines)
Matthew Smith, Beverage Manager
at Redcliffe RSL Club



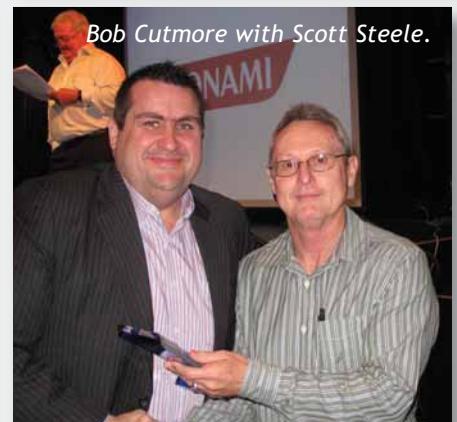
*Michael Mercer with
Christie McIlroy.*



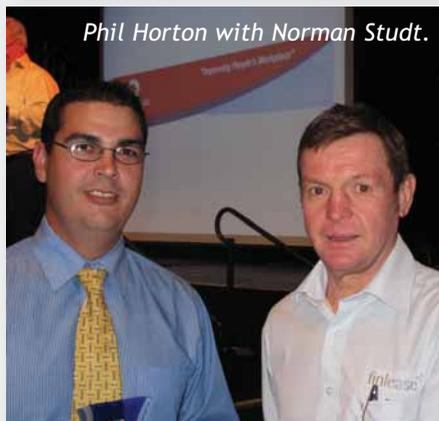
Ashley Hicks with Paul McKell.



*Danielle Peters with
Samantha Liftin.*



Bob Cutmore with Scott Steele.



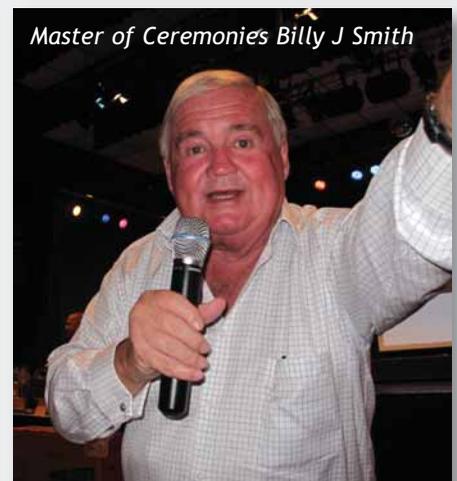
Phil Horton with Norman Studt.



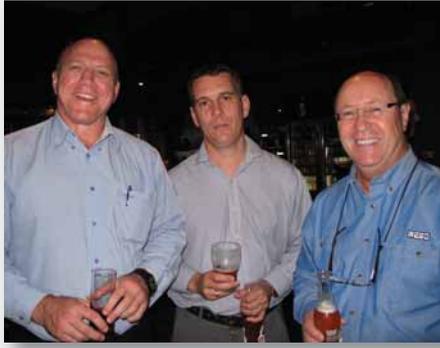
Mark Ellis with Matthew Smith.



*CMAA Federal President Bill Clegg
presents Branka Fejzic
with her ACCM Award.*



Master of Ceremonies Billy J Smith



36 CMAA Diary - 2011 Zone Meetings & Industry Functions

Day	Date	Meeting	Venue	Zone
JANUARY				
Tues-Thurs	25-27/01/2011		Earl's Court, London	International Conference Expo (ICE) 2011
FEBRUARY				
Wednesday	02/02/2011	17:00	Dubbo RSL Club	Mid State Zone AGM
Thursday	03/02/2011	08:00	Sydney Olympic Park	CMAA Federal Executive Meeting
Tues - Wed	08 - 09/02/2011	09:00	Queanbeyan Tigers Club	Far South Coast Zone
Thursday	10/02/2011	08:00	Nudgee Golf Club	Brisbane Zone Charity Golf Day
Tuesday	15/02/2011	11:00	Asquith Leagues Club	Manly Northern Suburbs Zone AGM
Tuesday	15/02/2011	08:00	Palm Beach Surf Club	Gold Coast Zone AGM - Breakfast Meeting
Wednesday	16/02/2011	08:00	Gosford RSL Club	Central Coast Zone Breakfast Meeting
Friday	18/02/2011	11:00	Club Windang	Illawarra Shoalhaven Zone Meeting
Tuesday	22/02/2011	11:00	Bribie Sports Club	Sunshine Coast AGM/Charity Bowls Meeting
			No Meetings - February 21 to March 13	
Fri - Mon	25-28/2/2011		Orlando, Florida	84th World Conference on Club Management
Sunday	27/02/2011	18:00	Darling Harbour	CMAA Federal Executive & Federal Council Meetings
Monday	28/02/2011	09:00	Darling Harbour	CMAA Annual Conference & Trade Expo
Monday	28/02/2011	08:00	Darling Harbour	CMAA Annual General Meeting
Monday	28/02/2011	16:00	Darling Harbour	CMAA Annual Awards & Cocktail Party
MARCH				
Tuesday	01/03/2011	09:00	Darling Harbour	CMAA Annual Conference & Trade Expo
Tuesday	07-08/03/2011	09:00	Armidale Club	North West State Zone Dinner & Meeting
Tues-Wed	08-09/04/2011	09:00	CMAA - Sydney Olympic Park	Corporate Governance Cohort 1 - Day 1 & Day 2
Wednesday	09/03/2011	19:00	Canterbury Hurlstone Park RSL Club	2010 Australian Club Entertainment (ACE) Awards
Wednesday	16/03/2011	11:00	Kingscliff TAFE	Far North Coast Zone AGM & Bursary Luncheon
Thursday	17/03/2011	11:00	Liverpool Catholic Club	Nepean Zone AGM
Tuesday	22/03/2011	09:30	TBA	St George Cronulla Zone Meeting
Wednesday	23/03/2011	10:00	Redcliffe Leagues Club	Brisbane Zone AGM, Workshop & Luncheon
Monday	TBA/03/2011	07:00	TBA	Inner West Zone Golf Day
Tuesday	29/03/2011	11:00	TBA	City & Eastern Suburbs Zone Meeting & Luncheon
Thursday	31/03/2011	08:00	Sydney Olympic Park	CMAA Federal Executive Meeting
APRIL				
Tues-Wed	05-06/04/2011	09:00	CMAA - Sydney Olympic Park	Corporate Governance Cohort 1 - Day 3 & Day 4
Friday	08/04/2011	07:00	Mona Vale Golf Club	Manly Northern Suburbs Zone Golf Day
Tues - Thurs	12-14/04/2011		Marriott, Surfers Paradise	Leagues Club Assn Gaming Conference
Wednesday	13/04/2011	10:00	Port Macquarie Panthers Club	Great Lakes Zone Meeting & Luncheon
Thursday	14/04/2011	11:00	Belconnen Soccer Club Hawker	ACT Zone Meeting & Luncheon
EASTER	22-25/04/2011		EASTER	EASTER
Monday	25/04/2011		ANZAC DAY	ANZAC DAY
MAY				
Tuesday	03/05/2011	10:30	Woolgoolga RSL Golf Club	Mid North Coast Zone Golf Day
Thursday	05/05/2011	08:00	Sydney Olympic Park	CMAA Federal Executive Meeting
Sat - Sat	07-14/05/2011		Hong Kong & Macau	Club Managers' Conference Tour - Singapore
Sun - Tues	08-10/05/2011		Hong Kong	Asian Club Management Conference & Expo
Mon-Tues	09-10/05/2011		Twin Towns Services Club	RSL & Services Clubs Association Annual Conference
Tues - Wed	10-11/05/2011	09:00	Cooma Ex-Servicemen's Club	Far South Coast Zone Dinner & Meeting
Wednesday	11/05/2011	08:00	Shelly Beach Golf Club	Central Coast Zone Breakfast Meeting
Tuesday	17/05/2011	11:00	Caloundra RSL Club	Sunshine Coast Zone Meeting & Luncheon
Friday	20/05/2011	11:00	Mulgrave Country Club	Victoria Zone AGM & Luncheon
Sat-Tues	21-24/05/2011		McCormick Place, Chicago	National Restaurant Association Show
Wednesday	25/05/2011	11:00	The Adamstown Club	Hunter Zone AGM & Luncheon
Wednesday	25/05/2011	11:30	Broncos Leagues Club	Brisbane Zone Meeting & Luncheon
Thursday	26/05/2011	08:00	Sydney Olympic Park	CMAA Federal Executive Meeting
Friday	27/05/2011	19:00	Sydney Convention & Exhibition Centre	ClubsNSW Awards of Excellence
JUNE				
Tuesday	07/06/2011	11:00	TBA	St George Cronulla Zone Meeting & Luncheon
Tues-Thurs	07-09/06/2011		The Venetian Resort, Macau	G2E Asia - www.asiangamingexpo.com
Wednesday	08/06/2011	11:00	Casino RSM Club	Far North Coast Zone Meeting & Luncheon
Monday	13/06/2011		QUEEN'S BIRTHDAY HOLIDAY	QUEEN'S BIRTHDAY HOLIDAY
Tuesday	14/06/2011	10:00	Macksville Ex-Services Club	Mid North Coast Zone Meeting & Luncheon
Wednesday	15/06/2011	17:00	Dubbo RSL Club	Mid State Zone Meeting & Dinner
Tuesday	TBA/06/2011	10:00	TBA	Inner West Zone Meeting & Luncheon
Thursday	16/06/2011	11:00	St Johns Park Bowling Club	Nepean Zone Quarterly Meeting & Luncheon
Tuesday	21/06/2011	11:00	Nerang RSL Club	Gold Coast Zone Meeting, Workshop & Luncheon
Tuesday	21/06/2011	11:00	TBA	City & East Zone Meeting & Luncheon
			No Meetings - June 27 to July 17	

CMAA Diary - 2011 Zone Meetings & Industry Functions **37**

Day	Date	Meeting	Venue	Zone
JULY				
Wednesday	06/07/2011	14:00	Conrad Jupiters, Gold Coast	CMAA Fed Executive / Fed Council Meeting
Thursday	07/07/2011	16:00	Conrad Jupiters, Gold Coast	CMAA Members General Meeting
Wed-Friday	06-08/07/2011	09:00	Conrad Jupiters, Gold Coast	CMAA Mid-Year Conference
Saturday	09/07/2011	11:00	Gold Coast Turf Club	Gold Coast-Brisbane Zone Charity Race Day
Sun - Mon	17-18/07/2011	09:30	Club Barham	Riverina Murray Zone Dinner & Meeting
Thursday	28/07/2011	11:00	TBA	Manly Northern Suburbs Zone Meeting & Luncheon
Friday	29/07/2011	11:00	Bomaderry Bowling Club	Illawarra Shoalhaven Zone Meeting & Luncheon
Thursday	28/07/2011	08:00	Sydney Olympic Park	CMAA Federal Executive Meeting
AUGUST				
Monday	01/08/2011	07:30	The Grange Golf Club	Illawarra Zone Charity Golf Day
Tues - Wed	02-03/08/2011	09:00	Merimbula RSL Club	Far South Coast Zone Dinner & AGM
Tues - Wed	09-10/08/2011	09:30	Lightning Ridge Bowling Club	North West State Zone Dinner & Meeting
Tuesday	09/08/2011	11:00	Maroochy RSL Club	Sunshine Coast Zone Meeting & Luncheon
Tuesday	09/08/2011	07:30	Fox Hills Golf Club	Nepean Zone Charity Golf Day
Wednesday	10/08/2011	10:00	Turcurry Bowling Club	Great Lakes Zone AGM & Luncheon
Sunday - Tues	21-23/08/2011	09:30	Darling Harbour, Sydney	Australasian Gaming Expo - AGE 2010
Thursday	18/08/2011	11:00	Canberra Southern Cross Club Woden	ACT Zone Meeting & Luncheon
Friday	19/08/2011	10:00	Carlton Brewhouse, Abbotsford	Victoria Zone Meeting & Luncheon
Thursday	25/08/2011	08:00	Sydney Olympic Park	CMAA Federal Executive Meeting
Wednesday	31/08/2011	07:30	Cardiff Panthers Club	Hunter Zone Breakfast Meeting
SEPTEMBER				
Sunday - Wed	04-07/09/2011		Grand Hyatt Hotel, Melbourne	RSL & Services Clubs Assn Annual Conference
Tuesday	06/09/2011	11:00	TBA	St George Cronulla Zone Meeting & Luncheon
Tuesday	06/09/2011	11:00	Burleigh Bears Club	Gold Coast Zone Meeting, Workshop & Luncheon
Thursday	08/09/2011	11:00	Redcliffe RSL Club	Brisbane Zone Meeting, Workshop & Luncheon
Tues-Wed	13-14/09/2011	11:00	TBA	Far North Coast Zone Meeting & Luncheon
Thursday	15/09/2011	11:00	Ingleburn RSL Club	Nepean Zone Quarterly Meeting & Luncheon
Tuesday	TBA/09/2011	11:00	TBA	Inner West Zone Meeting & Luncheon
Tuesday	20/09/2011	16:30	Randwick Labor Club	City Eastern Suburbs Zone Cocktail Party
Wed - Thurs	21-22/09/2011	09:00	Koondah Waters Resort, Wyong	Central Coast Zone AGM & Conference
Friday	TBA/09/2011	11:00	TBA	Sunshine Coast Zone Charity Bowls Day
Thursday	22/09/2011	07:30	Kogarah Golf Club	St George Cronulla Zone Golf Day
Thursday	29/09/2011	08:00	Sydney Olympic Park	CMAA Federal Executive Meeting
OCTOBER				
Monday	03/10/2011		LABOR DAY PUBLIC HOLIDAY	LABOR DAY PUBLIC HOLIDAY
Tues - Thursday	04-06/10/2011		Sands Expo & Convention Centre	Global Gaming Expo - G2E
Sunday -Tuesday	08-11/10/2011		Gold Coast Convention Centre	ClubsNSW Annual Conference & Trade Expo
Wednesday	19/10/2011	17:00	Dubbo RSL Club	Mid State Zone Meeting & Dinner
Thursday	27/10/2011	08:00	Sydney Olympic Park	CMAA Federal Executive Meeting
Friday	28/10/2011	11:00	Dapto Leagues Club	Illawarra Shoalhaven Zone AGM & Luncheon
NOVEMBER				
Thurs - Sunday	03-06/11/2011		Sheraton Mirage, Gold Coast	Leagues Club Association Annual Conference
Friday	04/11/2011	14:00	Carlton Brewhouse, Abbotsford	Victoria Zone Meeting & Xmas Luncheon
Thursday	17/11/2011	11:00	Coffs Harbour Turf Club	Mid North Coast Zone Meeting & Luncheon
Friday	18/11/2011	11:00	Weston Creek Labor Club	ACT Zone Meeting, Luncheon & Bowls Day
Friday	18/11/2011	11:00	Logan Diggers Club	Brisbane Zone Bursaries & Xmas Luncheon
Friday	25/11/2011	09:00	Brighton Le Sands	CMAA Federal Executive Meeting
Friday	25/11/2011	10:30	Brighton Le Sands	CMAA Federal Council Meeting
Friday	25/11/2011	12:00	Brighton Le Sands	CMAA Sponsors Luncheon
Monday	TBA/11/2011	11:00	TBA	Inner West Zone AGM & Xmas Luncheon
Tuesday	29/11/2011	11:00	TBA	City Eastern Suburbs Zone Meeting & Xmas Luncheon
Tuesday	29/11/2011	11:00	Caloundra Power Boat Club	Sunshine Coast Zone Xmas Luncheon
Wednesday	30/11/2011	11:00	Cardiff RSL Club	Hunter Zone Meeting & Xmas Luncheon
DECEMBER				
Thursday	01/12/2011	11:00	TBA	Manly Northern Suburbs Zone Meeting & Xmas Luncheon
Friday	02/12/2011	12:00	Club Helensvale	Brisbane-Gold Coast Zone Combined Xmas Luncheon
Friday	02/12/2011	11:00	Ettalong Memorial Bowling Club	Central Coast Zone Xmas Luncheon
Friday	02/12/2011	12:00	Collegians Balgownie Club	Illawarra Shoalhaven Zone Xmas Luncheon
Tuesday	06/12/2011	11:00	TBA	St George Cronulla Zone Meeting & Xmas Luncheon
Tues - Wed	06/12/2011	09:30	Wests Leagues Club, Tamworth	North West State Zone Xmas Dinner & Meeting
Tues- Wed	06-07/12/2011	09:00	Goulburn Workers Club	Far South Coast Zone Xmas Dinner & Meeting
Tuesday	06/12/2011	18:00	Story Hotel, Brisbane	Brisbane Zone Cocktail Party
Wednesday	07/12/2011	10:00	Taree West Bowling Club	Great Lakes Zone Meeting & Charity Golf Day
Wednesday	07/12/2011	11:00	TBA	Far North Coast Zone Meeting & Xmas Luncheon
Thursday	08/12/2011	12:00	Richmond Club	Nepean Zone Xmas Luncheon
Thursday	29/12/2011	08:00	Sydney Olympic Park	CMAA Federal Executive Meeting

Central Coast finishes on festive note

Christmas casual was the theme for the Central Coast Zone Luncheon that concluded another busy year with a relaxed afternoon of networking at Wallarah Bay Country Club on December 3.

Zone President Boris Beleuski welcomed more than 100 guests, including managers, directors and industry trade representatives to the peninsula club to mark the end of another busy and successful year for the zone.

The afternoon activities included a Calcutta for an IGT gaming machine conversion and some great lucky door and raffle prizes to take home in time for Christmas.

"It was a great way to finish another busy year for clubs and the zone," Boris said. "I'm pleased that our AGM and Conference and meetings were such a success and we are looking forward to bigger and better things in 2011."



Visitors drop in to enhance successful event

ACT Zone ended the year with a meeting, auction and bowls day at the Weston Creek Labor Club at Sterling last month.

A few special guests - members of the CMAA Victoria executive - even dropped in to add to the occasion.

CMAA Division H - Victoria Zone, Riverina Murray Zone and ACT Zone - Federal Councillor Grant Duffy, also the Victoria Zone Treasurer, along with President Barry West and Vice President Erin Langman travelled from north-western Victoria to attend the day's activities.

ACT Zone President Geoff Long welcomed members and guests to the Zone Meeting to start the day where Grant Duffy delivered a Head Office Report and addressed members on the latest developments facing members and managers under Victoria's new owner-operated gaming machines regime.

The meeting also discussed issues relating to the ACT, including clubs and all venues serving alcohol being forced to reapply for their liquor licences and the requirement to formulate a smoking plan for all venues that would come into force on December 9.

Following the business of the day, industry trade representatives joined the members for drinks, lunch and an auction that raised more than \$10,000 for the Zone's education program.

Gaming machine companies - Ainsworth, Aristocrat, Aruze, IGT, Independent Gaming, Konami, Maxgaming, Shuffle Master Australasia (all members of the CMAA's family of Career Development sponsors) and Tricorp Gaming - supported the auction.

"We were extremely happy with the support of the gaming machine manufacturers and will be able to stage another auction when the Zone meets again in the new year," Geoff Long added.

From the club and lunch, the guests moved to the bowling green where an afternoon of round-robin bowls completed the social and sporting side of a successful day.

1 - ACT Zone and Victoria Zone executive members enjoyed a bowls day in Canberra last month (from left) Lisa Pozzato, Simon Patterson, Barry West, Erin Langman and Grant Duffy.

2 - ACT Zone President Geoff Long.



CMAA Diary - 2010 Zone Meetings & Industry Functions

Day	Date	Meeting	Venue	Zone
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

Get ready for 2011 with this great course for

Operations, Assistant Mgrs & Dept. Mgrs

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

THE 'EFFECTIVE OPERATIONAL MANAGER' PROGRAM



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

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

Management Development Pathway with the CMDA

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

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

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

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

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

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

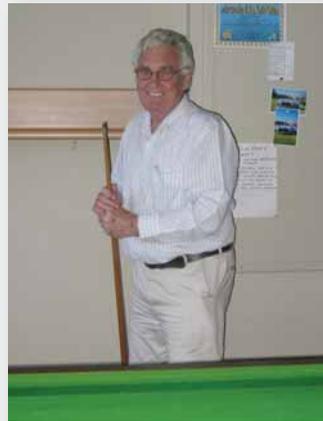
CMAA Sydney Olympic Park, Homebush Bay

CMAA Member/Affiliate \$1,560 + GST - Non Member \$1,690 + GST

www.cmaa.asn.au or contact Estelle E: Estelle@cmaa.asn.au or P: 02 97464199

No sign of pool Shark at Matraville RSL

What have Lary Dorman and Greg Norman got in common ... apart from one letter difference in their surnames and both having remarkable golfing skills? The correct answer is that rain forced Greg to miss his practice round for the Australian Open Pro-Am at the Lakes, while Lary had to settle for snooker rather than bowls at the City Eastern Suburbs Zone Meeting and Christmas Luncheon on November 30. Matraville RSL Club General Manager and Zone Treasurer Greg Hadley was forced to quickly reorganise the planned activities for the day when heavy rain across Sydney forced Zone members and Club Industry trade representatives indoors to the snooker tables, rather than the morning session of barefoot bowls. The day opened with the Zone Meeting at 9.30 where Lary welcomed 16 members and CMAA Assistant Executive Officer Ralph Kober presented the Head Office Report, touching on the CMAA's successful move from Auburn to Sydney Olympic Park, the CMDA's online ELearning program and issues stemming from the Federal Election and final report of the Productivity Commission. Following the meeting, members and guests showed off their obvious natural talents on the club's snooker tables before 65 guests enjoyed pre-Christmas celebrations over lunch.



David extends commitment to CMAA, members

CMAA Illawarra Shoalhaven Zone President David Hiscox has extended his commitment to the Association and its membership by accepting the role of Chairman of the CMDA Board of Management Studies.

David, who also is CMAA Division F - Illawarra Shoalhaven Zone and Far South Coast Zone - Federal Councillor, has served for a long time on the Board of Management Studies and took over as Chairman from CMAA Federal Vice President David O'Neil.

At the Zone Annual General Meeting on October 29, David was unanimously returned for another term as Zone President.

David's Zone Executive team of Secretary Treasurer Phil Ryan (City Diggers, Wollongong) and Education Officer Dennis Skinner (Club Windang) also were re-elected unanimously and unopposed.

David, who was the host club manager for the day, welcomed 25 members to the AGM where CMAA Executive Officer Terry Condon conducted the election of office bearers and presented the Head Office Report along with discussing many of the major issues facing the Club Industry and managers.

On December 3, Collegians Balgownie was the venue for the Illawarra Shoalhaven Zone Christmas Luncheon where host manager David Renehan welcomed more than 100 guests for an Asian banquet lunch and plenty of Christmas cheer.

At the luncheon, the Zone acknowledged three long-serving managers - Neil Bayo, John Wilkins and Tony Woods - who retired during 2010 along with Phil Boughton, who is moving from Culburra Bowling Club to succeed Jon MacGregor at Yamba Bowling Club.

1 - Illawarra Shoalhaven Zone's Committee that was re-elected unopposed at the AGM (from left) Dennis Skinner, David Hiscox and Phil Ryan.



Victorians tackle new challenges with gaming

The CMAA's Victoria Zone finished on a high note to conclude an eventful 2010 with 70 people attending the Zone Meeting and Gaming Workshop at the Foster's Brewhouse in Abbotsford on November 5.

CMAA Federal Secretary Allan Peter, ACCM, travelled to Melbourne to present the Head Office Report, focusing on the developments out of the Federal Election, the Productivity Commission's report on gambling in Australia and the Association's support for Victoria clubs working towards the new owner-operator poker machine model for the state that comes into effect on January 1, 2012.

The Workshops were designed for clubs considering owning and operating their own gaming installation.

Zone Vice President Erin Langman said the Victoria Committee saw a need for the sessions, with many clubs still feeling the pressure of managing gaming for the first time.

Castle Hill RSL Club Gaming Manager Brett Crastin opened the sessions, speaking about his experiences with gaming, which was both very informative and an eye-opener for Victorian managers. Brett's memorable quote was ... "It's not hard [to manage your own machines] - keep the good; get rid of the bad".

Brett's "Fundamentals of Managing a Gaming Installation" session covered topics including floor design; selecting games, denominations, jackpots and levels; dealing with gaming manufacturers; second-hand machines versus new machines; compliance management; dealing with maintenance; performance indicators; loyalty systems; lease or loan?

Executive Commissioner and CEO Victorian Commission for Gambling Regulation Peter Cohen was somewhat restricted in what he could say due to the Victorian Government being in caretaker mode prior to the November 27 election. He estimated that the Monitoring License could

be announced in the first quarter of 2011.

Colin Carrington from CASCARR - service providers, installers of gaming machines and player tracking systems in NSW along the Murray River - said that Victorians should expect to pay roughly \$1 per machine per day for service including parts. Col's 30-minute presentation, "Poker Machine Maintenance", touched on issues such as services available; poker machine valuations and the second-hand market; and indicative prices.

Warrnambool City Memorial Bowls Club General Manager Rick Scott spoke briefly about the Victorian CMAA's Sub-Committee working party. Erin Langman, Rick Scott and Glenn Carroll have spoken with VCGR head inspectors and will continue with regular meetings to present and discuss any issues that occur in clubs with the aim of bringing positive change.

Rick encouraged club managers to contact him if they required any issues to be presented.

The workshops concluded with Michael Alexander from Club Data Online and "Building A Better Gaming Room", with Lindsay Verdon from CMDA Career Development sponsor company Paynter Dixon.

"I have had some great feedback about the day," Vice President Erin Langman said of the event. "I hope the people who attended are more informed on their options and are not afraid to manage the biggest revenue earner in their clubs, now that we have been given the opportunity to do so."

1 - Colin Carrington from CASCARR.

2 - Castle Hill RSL Club Group Operations Manager Brett Crastin.

3 - Peter Cohen Executive Commissioner and CEO Victorian Commission for Gambling Regulation.

4 - CMAA Federal Secretary Allan Peter.



IGT's 103rd jackpot tops \$10 million

IGT has announced that its Wheel of Fortune Grand Jackpot wins have hit new heights with the 103rd jackpot taking winnings to more than \$10 million since the NSW state-wide link's release in January 2007. Twenty-nine grand jackpots - totalling more than \$2.8million -

were won in 2010, with the latest going off at Broken Hill Musicians Club on October 24 for \$98,401.11. Wheel of Fortune is the world's most-recognised game theme remains the No.1 state-wide link in NSW with one of the largest jackpots at more than \$95,000. Wheel of



Fortune has nine base games, including the chart-topping "Money Beans Deluxe" and the newest addition, "Wonders of Egypt".

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FAR NORTH COAST

Ted Hoddinott
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FAR SOUTH COAST

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INNER WEST

Michelle Dennington
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HUNTER

Ben Hamilton, ACCM
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ILLAWARRA SHOALHAVEN

Dennis Skinner
 The Windang Club
 Judbooley Parade WINDANG NSW 2528
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APRA fee increase postponed

The Australasian Performing Right Association (APRA) has postponed fee increases for clubs with nightclubs for the 2010-2011 payment period. The licence fee paid to APRA for the use of Recorded Music for Dance Use in Nightclubs - the GFN tariff - has been increasing as part of a staged, five-year phase-in process. The next stage of the phase-in was due to occur on November 1, 2010. The rate was set to increase to 78 cents per person per night of nightclub operation. APRA has postponed this increase until November 1, 2011. The final rate of \$1.05 per person per night of operation will come into effect on November 1, 2013. APRA has held the GFN tariff rate increase due to concerns raised by hospitality businesses. APRA has stated that it recognises the significant economic pressures being faced by the hospitality industry.

Awards and accolades on a big finish to 2010

Manly Northern Suburbs Zone started the festive season with a spectacular end-of-year luncheon at Castle Hill RSL Club on December 1.

Castle Hill RSL Group CEO David O'Neil, the CMAA's Federal Vice President and Manly Northern Suburbs Zone member, took the opportunity to showcase the impressive new works at his club during the Zone Meeting in the Sovereign Room, pre-lunch drinks and canapés in the Cocktail Lounge and Christmas Luncheon in the Lyceum.

Zone President Ray Agostino welcome more than 40 members to the final meeting for 2010 where CMAA Assistant Executive Officer Ralph Kober presented the Head Office Report and spoke about aspects of the Zone Newsletter.

In his President's Report, Ray concluded another successful year for the Zone, including two well supported meetings and luncheons at Collaroy Services Club and Castle Hill RSL Club; the Zone Bursary Golf Day at Mona Vale Golf Club; the well attended AGM at Asquith Leagues Club.

Ray said Tasmania independent MP Andrew Wilkie's election at the August federal poll became a major discussion and issue for the Club Industry, particularly the smart-card pre-commitment strategy, restrictive bet limits and presence of ATMs in gaming areas.

"I am proud of the support that our members have given to the Zone events and their interest in matters that directly affect our clubs and our industry," Ray concluded.

In his Education Report, Education Officer Carl Pozzato highlighted the fact that members need to think in terms of applying for the CMAA's 2011 National Bursary Program; that applications are open for the Zone Bursary to attend the CMAA's Mid Year Executive Leadership Conference at Conrad Jupiters on the Gold Coast in July; that the Zone-sponsored Secretary Manager Course this year was rebated by the Zone Bursary Fund and well supported.

Zone Treasurer Kim Blackburn tabled his Financial Report and showed the Zone was doing well with funds to be used for bursaries and inter-zone rebated training courses through the CMDA.

Ray announced to the Meeting that Kim Blackburn, his Asquith Leagues Club colleague, was about to retire from work and Ray thanked Kim for his contribution to the Zone and his support as CMAA member for more than 22 years. David O'Neil addressed members with a brief overview of CMAA objectives, including CMDA conferences and courses

held during 2010 and what is ahead for 2011. David directed his congratulations to Ralph and Executive Officer Terry Condon on the successful move from Auburn to Sydney Olympic Park.

Following the reports, Club Plus Superannuation representative Sinead Lyons provided an update on the fund's range of products and services along with its outstanding rating for fund management and results during 2010.

To conclude the meeting, Ralph Kober and Ray Agostino presented an Active Certified Club Manager (ACCM) award to Manly Fishermen's Club Secretary Manager Angus Rimmer.



Manly Fishermen's Club Secretary Manager Angus Rimmer (middle) accepts his ACCM award from Ray Agostino and Ralph Kober at the Manly Northern Suburbs Zone Meeting.

David O'Neil then hosted a members tour of the club.

Following the tour, David and Ray welcomed more than 150 guests to the Cocktail Lounge for drinks and canapés before guests moved to the magnificent Lyceum showroom decorated with lights, table centres for the luncheon and entertainment.

In his welcome, Ray thanked David O'Neil, Functions Manager Sonya Stokes and the Castle Hill RSL Club staff for the remarkable hospitality before acknowledging Premium Sponsors Darren Presley and Anthony Morris from Coca-Cola Amatil, Doug May, Nathan Mooney and Luke McMahon from Lion Nathan, Peter Sullivan from Pernod

Richard and Foster's Australia.

Ray also thanked Luncheon Day Sponsors ...

- Premium - Independent Gaming (Flexinet), represented by Geoff Knowles
- Gold - Procure Property Services
- Silver - Casella Wines, represented by Mark Davies
- Bronze - Scent Wash Room Services, represented by Paul Lester.

During lunch, Castle Hill RSL Club presented a three-minute professionally produced video on the big screens of the new-look club and facilities, while Independent Gaming, who sponsored the luncheon entertainment, also provided a one-minute presentation on its Flexinet system. "Service with a Stomp" dressed as waiters initially, then surprised guests by moving from serving food to the stage and presenting a mix of river dance, tap and classical routines.

Ray described the day as a huge success, thanks to Zone's hard-working committee, in particular Publicity Officer Cindy Bunyan who was received a bouquet of flowers for her efforts.

Todd gets early start on celebrations

Christmas came 31 days early for Todd Morley when he received his Active Certified Club Manager (ACCM) award at the Hunter Zone Christmas Luncheon at Swansea RSL Club on November 24.

Todd, the Operations & Gaming Manager at Beresfield Bowling Club, received his award in front of 37 members at the Zone Meeting where Hunter Zone President Tony Mulroy also welcomed new members Luke Mongan, from South Newcastle Leagues Club, and Karen Stout, from Singleton Returned Services Club.

Before the Meeting, 25 guests attended the free Education Workshop presented by Rooty Hill RSL Club CEO Richard Errington, who is the driving force behind the resurgence of the iconic western Sydney club. Richard attracted national headlines and an impressive Facebook profile when he initiated a campaign for the club to have its own postcode. Richard spoke about how the club emerged through the major challenges facing the industry in NSW.

Following the Workshop and Meeting, Tony welcomed the managers and club directors were joined by industry trade representatives for the annual pre-Christmas luncheon that attracted 96 guests.

1 - Hunter Zone President Tony Mulroy presents Beresfield Bowling Club Operations & Gaming Manager Todd Morley with his ACCM Award at the Hunter Zone Meeting and Christmas Luncheon.

2 - Tony Mulroy welcomes Luke Mongan and Karen Stout to their first Hunter Zone Meeting.



CMAA 2010 National Bursary Program Sponsors

Support the companies that support your Association



Coalition dumps shame list for focus on '3 strikes' policy

A shame list of the 100 most violent hotels and clubs will be dumped in favour of a "three strikes" policy if the NSW Coalition wins the state election in March.

Sydney's *Daily Telegraph* newspaper reported the policy aims to treat hotels and clubs on a case-by-case basis, rather than grouping violent venues together.

Opposition Gaming and Racing Spokesman George Souris said the policy involved taking liquor licences away from persistently violent venues. Once a hotel or club was identified as violent, it would be

placed under a strict management regime through an independent committee. If the violence continued despite service restrictions, the venue would face a "three strikes rule" with licences first suspended, then cancelled.

Anti-alcohol campaigners said it is a backward step while Police have defended the Government's existing measures. Mr Souris said the Coalition was "going hard against the bad ones" and believed in individual assessment, rather than a top 100 list based on assault statistics. He said it was not fair that a nightclub was

under the same rules as a large licensed club. "A very small bar might have 19 assaults a year where Penrith Panthers, who have three million people going through, has the same number of assaults," Mr Souris said.

He said if a venue had a history of glassings, it would find itself under a strict regime but it would not be penalised for an isolated glassing.

The State Government has maintained that its policy - which includes lockouts and glass bans - is a success, with alcohol-related assaults down 10% the past two years.

Jupiters rolls dice on \$15m Club Kurrawa revamp

Kurrawa Surf Club could be transformed into a luxury beach club for VIP guests from the nearby Jupiters casino. The casino wants to spend \$15 million revamping the surf club, adding two extra floors, which it plans to use exclusively to entertain high rollers and other important guests. It is part of a \$175 million upgrade of the casino and hotel. On the ground level will be an area for the general public and a "five-star" change room and toilet block. The second floor will be for club members and include modern training and meeting rooms. Jupiters boss Stuart Wing said the club would be a world-class facility. "It offers us the opportunity to bring the casino together with the sand and surf of the Gold Coast," Stuart said. Kurrawa Surf Club General Manager Rob Aldous said the news was exciting for the club and for "Broadbeach as a whole" but that the concept had not yet been approved by club members.

WA clubs push for KENO gambling

Gamblers would be able to play KENO at 300 community, sporting and recreation clubs under a renewed push for an expansion in electronic gaming machines by WA's peak clubs group. The *West Australian* newspaper reported that ClubsWA argued the issue should be reconsidered amid a proliferation of unregulated online gambling. ClubsWA said there was extensive evidence that showed KENO was a safe, low-risk product that would not increase the rate of problem gambling, while an expansion would generate benefits including \$6 million in revenue for the State Government over four years, new jobs and income which would be ploughed back into not-for-profit community clubs. The proposal is part of a 50-page submission lodged with the State Government in July and discussed at a meeting between Racing and Gaming Minister Terry Waldron and Clubs WA executive director Peter Seaman last month. Mr Waldron said the Government had no plan to support the expansion of KENO outside Burswood Casino.

Gaming Machine Threshold update

In February 2009, the NSW Government advised the Club Industry about the impending reduction of Gaming Machine Thresholds (GMT) covered in the Local Impact Assessment (LIA) process.

The GMT is relevant to clubs that have a threshold greater than the number of gaming machine entitlements they hold.

The GMT for a club determines the maximum number of entitlements a club can hold.

Any increase above the threshold may require a club to undertake the LIA process.

The GMT previously was known as the Social Impact Assessment (SIA) Threshold.

A club's current threshold appears on the "Certificate of Entitlement" issued to it by OLGR.

Before January 31, 2009, if a club sold entitlements, its SIA Threshold did not change.

If a club had a SIA Threshold of 100, owned 100 entitlements and then sold 10 entitlements, its SIA Threshold remained at 100.

The number of entitlements owned dropped to 90, which meant a maximum of 90 gaming machines could be approved for operation.

If at a future time the club decided to purchase back 10 entitlements, it could do so without the need to undertake a SIA.

On January 31, 2009, new provisions in the Gaming Machine Act 2001 came into force where the threshold is decreased by the amount of entitlements sold.

Where a club's gaming machine threshold is higher than the number of entitlements held and this difference is the result of a previous entitlement transfer - not an SIA approval, then the venue has until January 31, 2011, to utilise its threshold, or it will be automatically reduced to the current level of entitlements held.

A club needs only to hold entitlements equal to its GMT to avoid a reduction.

It is not necessary to have the gaming machines authorised and on the gaming floor.

When 'free' can cost you plenty

CMAA National Bursary Program sponsor company Secom Technology was one of the co-presenters of the CMAA's first I.T. Summit - *"The Club Manager's Essential Guide To Managing Information Technology"* - presented at CMDA's Sydney Olympic Park training facility on November 24. Secom Technology Managing Director RUSSELL POTTS looks at the pitfalls of accessing "free" software and what it can cost, ultimately ...

We've all heard the saying that the best things in life are free ... but I'm not sure if they were referring to software.

Everyone loves a bargain - and the bargains don't come better than free.

Unfortunately, you may get a lot more than you didn't pay for.

While some of the major software companies offer "light" versions of their anti-virus, spyware etc, the lesser-known or freeware software vendors are to be treated with a lot more caution.

At Secom Technology, we regularly find ourselves removing viruses off laptops that had software loaded onto them from the staff member's home, or at an internet café.

These viruses, or infections, can sometimes cripple machines. Worse still, they can allow intruders to just sit in the background and watch your every keystroke.

These key-logging programs have sophisticated algorithms that pick up when people are using their credit cards to pay for items by matching sequential patterns to your credit card details.

They can also capture your personal data off your machine to be used in identity theft rackets.

You may also have the issue of bringing a virus, or a spybot, onto the club's network.

If the network isn't segregated and properly protected, you could possibly send the virus throughout your administration, POS, membership and gaming networks.

The saving you made on getting a software programs for free could cost you and the club substantially.

We must understand that we are living in the world of cyber crime.

No doubt we have all heard of the Nigerian email scams, or viruses coming through email attachments, not to mention spamming for Viagra and the like.

These can be noticed easily and dealt with.

The viruses, or spy bots, are a little trickier to detect.

We need to be more vigilant in our approach to what we look at - especially what we download.

Here are a few tips to protect you from the potential threats ...

1 - Never open email from someone you do not know. If you receive email from the general public, such as functions enquiries, contact them directly before you open the attachment to verify the source.

2 - Mark spam as spam, don't just

delete it. Any good mail program will have an option to mark as spam.

3 - Avoid downloading plug-ins, or readers where possible. Most operating systems will have their own media players and the updates are free. Upgrade these regularly to avoid having to download any software from the internet.

4 - Avoid the free music sites or file-sharing sites. These are one of the biggest areas where people get viruses.

5 - Never take up offers for free software. While it may appear attractive, it may result in you being a victim of cyber crime.

6 - Only use reputable software vendors who have a support phone number.

7 - Set a policy that only allows management-approved software to be on the network or club laptops.

Protecting yourself and the club from cyber crime is a threat that we should all be aware of.

A good rule of thumb is ... if in doubt, don't download.

It can save you from the headaches and costly repairs bills resulting from having to remove viruses and malicious programs from your network that could have been avoided by exercising caution and a little care.



Aristocrat will defend IGT patent suit

Gaming machine maker Aristocrat Leisure says it will vigorously defend a lawsuit brought against it by a US company alleging patent infringements over Aristocrat's Viridian poker machines.

Aristocrat says the claim is part of an ongoing, broader intellectual property dispute between Aristocrat and International Game Technology (IGT).

Both companies are CMDA Career Development sponsor organisations, while IGT also is a long-term supporter of the CMAA's National Bursary Program.

On November 16, IGT filed a patent infringement suit against Aristocrat Leisure and its US affiliate, Aristocrat Technologies Inc, in connection with the sale and distribution of Aristocrat's gaming devices, particularly its Viridian WS slot machine.

"The lawsuit comes after failed attempts to resolve the IP [intellectual property] disputes between Aristocrat and IGT," IGT said.

Aristocrat already was taking action against IGT for alleged patent infringement, with one case before the Federal Court of Australia and one before the US District Court in California.

IGT asserts that "Aristocrat has wilfully infringed and continues to infringe two patents directed to fundamental capabilities for authentication of gaming software".

"IGT's intellectual property is being knowingly and unfairly exploited by Aristocrat," IGT's Chief Legal Officer Robert Melendres said.

Aristocrat said it did not consider IGT's proposed action material.

Best use of assets means development potential

Many clubs currently have under-utilised assets in land holdings and/or space in buildings. **CMAA Career Development Sponsor company PKF** looks at the two major opportunities to better use the space ...

- 1) Attract commercial rents to space that is under-utilised within the club venue, thereby increasing traffic flow (foot traffic) through your premises at nil cost i.e. gymnasiums, etc
- 2) Look at maximising the value of the assets by investing in commercial analysis and, if appropriate, rezoning the land to create opportunities to develop, sell or joint venture with partners to secure a commercial return and thereby ongoing financial viability

It's important to note that each venue is different and requires individual analysis, but should provide enhanced value after the process is finished. A recent exercise with a PKF client improved asset value by more than \$2 million after costs.

Key Changes For Corporation Reporting

Directors' Report

Recent amendments to the Corporations Act have changed the format of the Directors' Report for clubs that are limited by guarantee.

For financial years ending on or after June 30, 2010, the Directors' Report will change as follows ...

New Disclosures

- the club's short-term and long-term objectives
- the club's strategy for achieving these objectives
- how the club measures its performance

Disclosures Removed

- company secretary, environmental regulation
- operating and financial review
- events subsequent to reporting date
- likely developments
- indemnification and insurance of officers and auditors
- significant changes in the state of affairs

PKF

Chartered Accountants
& Business Advisers

Reduced Disclosure Requirements

Clubs that are limited by guarantee companies have the opportunity to reduce the level of disclosure in their general purpose financial reports for financial years ending on or after June 30, 2010.

A new accounting standard, AASB 1053 - "Application of Tiers of Australian Accounting Standards", establishes two tiers of financial reporting requirements.

Clubs that are companies limited by guarantee are likely to fall into Tier 2.

The accounting standard becomes mandatory on July 1, 2013, but can be adopted earlier.

Tier 2 of the framework comprises the recognition, measurement and presentation requirements of Tier 1, but contains significantly fewer disclosure requirements.

Financial Statements Area

- financial instruments
- cash flows
- accounting policies
- property, plant and equipment
- finance leases
- related party transactions

Disclosures Removed

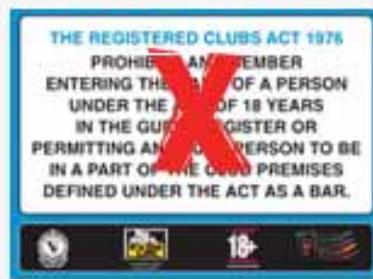
- management of, and exposure to, credit risk, liquidity risk and market risk including sensitivity analysis
- reconciliation of operating cash flows
- description of standards issued but not yet effective
- reconciliation of carrying amounts at the beginning and end of the comparative period
- reconciliation of future lease payments with future finance charges and their present values
- certain reduced disclosure requirements of key management personnel information and the compensation paid

Guest register signs change

The Office of Liquor Gaming & Racing (OLGR) has advised that registered clubs have until March 31, 2011, to replace the existing notice that is displayed near their guest registers (relating to the entry of minors' names in the register) with a new notice. This new notice needs to be obtained from the OLGR by downloading an order form from the OLGR website -

http://www.olgr.nsw.gov.au/signs_signs.asp - or purchasing it online via Shop NSW -

<http://www.shop.nsw.gov.au/agencydetails.jsp?agency=59> The change is a result of a new club regulation that commenced in September 2009 and provided a grace period of 18 months for registered clubs to display the new sign.



Foster's boss says regulation is suffocating business

John Pollaers, the new boss of Foster's Carlton & United Breweries division, has pleaded with governments to limit the suffocating layers of regulation in the club and hotel industry that threaten to send many operators out of business.

Mr Pollaers's appeal has come as the industry faces increasing focus on alcohol-related violence from the media and public policy makers.

He said the trading environment for hotels and clubs, a key point of distribution for CUB, remained tough as consumers were reluctant to spend money at the bar.

Addressing the Australian Hotels Association (AHA) national board lunch in Melbourne, Mr Pollaers admitted he was "shocked" by the hysteria in the community surrounding beer and alcohol consumption, and the link to street violence.

"It was quite a shock to me coming back to Australia six months ago, to see the extent of the unwarranted and, I believe, misdirected attention being focused on the clubs and hotels



JOHN POLLAERS

of Australia around the issue of violence," he said.

The attention and government intervention had the potential to ruin pubs and clubs, many of which were family-run small businesses, he said.

"We need the ongoing support of governments to create the environment for entrepreneurship of these small businesses to continue,"

he added. "Please don't regulate us out of business."

Mr Pollaers, whose CUB operation makes leading beer brands such as VB, Crown and Pure Blonde, said the industry should continue to work with government and the community to address the issue of violence but that there were other factors at play besides alcohol.

"It is important to recognise that one of the most significant drivers of violence in the community that impacts our industry is the use of illicit drugs," he said.

"And it does not yet appear that any government has the courage to take on what is a significant issue.

"It is not until this issue is dealt with that we will be able to properly see what the real issues are.

"And, unfortunately, until then, alcohol will continue to unfairly attract the unwarranted attention."

Mr Pollaers said the nation's hotels and clubs were not benefiting from the relatively strong economy and low unemployment.

New law supports venue dress code

In response to concerns from industry, the NSW Government has made changes to the *Liquor Act 2007*. The changes mean that a licensee has a common law right to refuse entry to their venue, or evict people from the venue, which is now recognised by section 77(13) of the Liquor Act. Recently, the industry sought advice from OLGR about using dress codes to prevent people from wearing clothing, jewellery or other accessories that could increase the risk of violence or anti-social behaviour in their venues, such as potential conflict arising from the wearing of outlaw motorcycle gang colours. Advice also was sought on whether licensees are legally entitled to enforce dress codes. Licensees can have a significant impact on patron behaviour in their venues by setting rules that determine what is acceptable. Dress rules can impact on the tone, comfort and safety of a venue. For many years, licensees have implemented dress codes or standards at their venues to ensure a minimum standard of clothing is worn given the nature and/or operation of their venue. For example, dress codes have prevented certain types of footwear or clothing of a particular style or condition, such as thongs, singlets and dirty or torn clothing.

Government Reforms

In June, the Government initiated changes to the Liquor Act to address the issue of dress codes. As a result, the new section 77(13) was added to the Liquor Act. This new provision makes clear that the liquor laws do not limit any other right a person has to refuse to admit a person to, or to turn a person out of, licensed premises. This should ensure that licensees can legally enforce dress codes as long as they comply with the *Anti-Discrimination Act 1977* and the requirement that their venue must be open to any member of the public (section 28 of the Liquor Act). Licensees need to be reasonable with their dress codes. Venues may wish to seek professional advice as to whether their dress codes and standards comply with the law.

Minister approves pospoint devices

Victoria's Gaming and Racing Minister has given the all clear on a device that could be used to sidestep a new ban on automatic teller machines in poker machine venues. *The Age* newspaper reported that in a letter to the industry, Minister Tony Robinson says he has been advised by Victoria's gambling regulator that the "ecash pospoint" machines are eftpos facilities, which means they are allowed in poker machine venues and will not be affected by the 2012 ATM ban. Mr Robinson asked the gambling regulator to investigate the machines when they were first offered in poker machine venues. An "ecash pospoint" cash dispenser allows gamblers to access cash by swiping their card and keying in the PIN. Bar staff then take the cash from a dispenser behind the counter and hand it to the customer. The devices are being offered by Progressive Venue Services, a company founded by former Tatts Group employees.

Hotels and clubs hit with fines over ATM withdrawals

Sydney's Coogee Bay Hotel has been fined \$3,300 after it was found to have ignored a law banning credit card withdrawals from ATMs in venues with poker machines.

The *Sydney Morning Herald* newspaper reported that the hotel was given three penalty notices of \$1,100 each after officials from the Office of Liquor, Gaming and Racing found three of its ATMs had credit-card facilities.

It is one of three hotels fined for breaking the law relating to limits on ATMs in gaming venues, according to official data.

In the same month, August, the Bankstown Sports Club was given a \$1,100 penalty after officers discovered one ATM with credit-card facilities.

In March last year, the Coffs Harbour Ex-Services Memorial and Sporting Club received the same fine for the same breach.

Three other venues - the Windsor Leagues Club, the Heritage Hotel at Bulli and the Gordon Hotel in Goulburn - were issued with warning notices this year.

NSW Gaming and Racing Minister Kevin Greene said the law, introduced in January 2009, was designed to stop problem gamblers using credit to gamble.

The venues receiving warning notices were found to have breached the law "through ignorance or because of a technical fault with the machine".

Once detected, the venues fixed the problem.

But Mr Greene said those given penalty notices were deemed to have "knowingly" allowed the ATMs on their premises.

"This is a simple requirement and these laws are designed to protect those most vulnerable to problem gambling," he said. "Compliance is absolutely essential and, we believe, not a difficult task for venues to control."

A Coogee Bay Hotel spokesman said its cash machines were owned by the ANZ Bank. "Unknown to us, the machines had that facility," he said.

He said "out-of-order" signs were put on the machines when the breach was detected before bank staff changed the software.



NSW Gaming and Racing Minister KEVIN GREENE.



Coffs Harbour Ex-Services Group GEO JOHN RAFFERTY

Bankstown Sports Club Assistant Secretary Manager Mark Condi said that club's breach occurred when a machine was replaced with one from a shopping centre and the credit facility was not disabled.

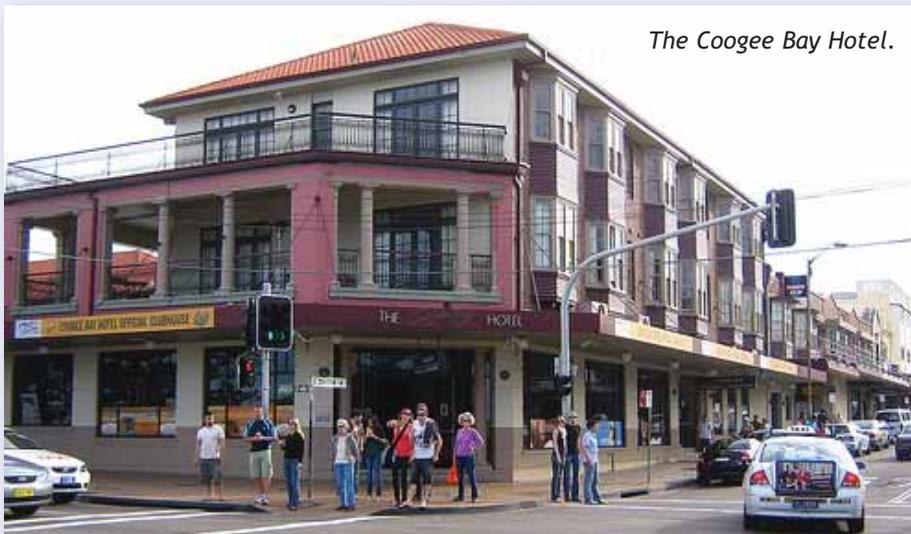
"Ultimately, we are at fault," he said. "We should have checked."

Coffs Harbour Ex-Services Group GEO John Rafferty said his club's breach occurred after a software upgrade. "As soon as we were aware of it, we

shut the machine down," he said.

Clubs NSW CEO Anthony Ball said his organisation had written to all clubs "reminding them of the need to conduct their own compliance checks in addition to those undertaken by the ATM provider".

Australian Hotels Association (AHA) NSW Branch CEO Sally Fielke said the small number of breaches showed "the overwhelming number of hoteliers do the right thing".



The Coogee Bay Hotel.

Govt warns venues on legislation

On November 5, NSW Gaming and Racing Minister Kevin Greene issued a statement reminding clubs with gaming machines of their responsibility to ensure the ATMs on their premises do not allow patrons to withdraw cash from credit cards. Since this legislation came into effect - on January 1, 2009 - only three clubs have been found to be in breach of the requirements. OLGR inspectors will continue to check compliance with ATM and other harm-minimisation requirements during audits of licensed venues and in response to complaints. A maximum penalty of \$11,000 applies for clubs and hotels permitting an ATM on the premises with a credit card cash withdrawal option. Clubs with gaming facilities are advised to ensure that cash dispensing facilities on their premises meet these requirements.

The pleasure was all mine

I can't be the only person with the painful habit of always backing the underdog, punting on the roughie, or cheering for the outsider.

I'm unsure when and where this bad habit, among others that I exhibit, developed. Perhaps it was because, as a kid growing up, I insisted on wearing a Western Suburbs Magpies jersey, instead of the Dragons, Rabbitohs or Bears. For those of you not old enough to remember, that would be the North Sydney Bears.

I've spent painful hours anxiously anticipating outcomes in all manner of subjects, forums and contests that were never going to eventuate.

These days, I comfort myself in the knowledge that this disposition must have flourished - again to my painful experience - through more than 31 years of work in the media ... going to bat for people railing against the system or an injustice.

Those years of barracking for the Magpies - now Terry's Tigers - and supporting good people done wrong certainly was a good grounding for my arrival at the CMAA in mid-2005.

Then Federal President Jim Henry invited me to take on the editorship of this magazine from Andrew Dettre, one of the most respected journalists to have worked in Australia's rich print media history.

Andrew covered everything from Federal politics to World Cup soccer, so they were big boots to fill.

Once Terry Condon realised that I wasn't going to ruin the CMAA through my magazine exploits, he generously offered me a full-time role as Communications Services Manager.

That turned out to be a flash title that encompassed most things that fell off TC's desk onto Ralph Kober's desk, and off again.

I was living proof of the adage, "you are never too old to learn" - and I enjoyed so many aspects of this new role and direction.

Somewhat akin to the media, the Club Industry is like no other. My dear old dad is a life member of Kiama Golf Club, having served 33 years on the board as treasurer and did a few years on the board at Albion Park

Bowling Club while Michael Raferty was General Manager, so I knew a little of the business, politics and drama of "clubland".

After observing TC and Ralph at a few Zone meetings, the boss turned me loose on an unsuspecting CMAA membership.

The welcome was typical of the people - warm and genuine. These are good people making a remarkable contribution on so many levels to communities around Australia.

This is my final edition of CMA Magazine after finishing full-time duties at the end of July.

There are too many people to thank but I want to acknowledge Jim Henry, Bill Clegg, the CMAA Federal Executive members and the administration team with whom I have worked.

My wallet is a little lighter from backing his horses, but my life is vastly richer and I am a better person for the privilege of working with Terry Condon.

The CMAA and the Club Industry play an important role in Australian society and the business economy. Long may that wonderful tradition continue.

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www.cmaa.asn.au



To be held at CMAA Career Development Centre Sydney Olympic Park in 2011 at a reduced rate to make it more accessible and affordable for all clubs.

Join the Club Industry's only university-level Corporate Governance Program, for the industry's senior managers and board members.

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

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

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

Due to the Program being held in Sydney at CMAA SOP in 2011 the cost of the course has been reduced from \$9,000 to \$7,500 plus GST

Club Cost & Inclusions	Total Cost for 2 PEOPLE per club + GST	4 Day Course, Workbooks, Readings & CD ROMs pp	Novotel Sydney Olympic Park 2 x Single Rooms 2 nights (Tues night both sessions)	All catering. including breakfast, lunch and hosted dinners (Tues night both sessions)
1 x Manager & 1 x Director	\$7,500	✓	✓	✓

Cohort 1

Session 1: Tues 8 & Weds 9 March 2011

Session 2: Tues 5 & Weds 6 April 2011

To join the many clubs who have received great benefit from attending the program, contact **Ralph Kober** at the CMDA (02) 9746 4199 or ralph@cmaa.asn.au





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