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CMAA
AUSTRALIA

Club Management IN AUSTRALIA

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August 2010
Vol 92, No 217

All Fired Up

2010 Mid Year
Conference
Hits The Mark
➤ Special Feature

➤ CMDA Launches
Online E-Learning

➤ New Sponsors for
National Bursaries

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See the game LIVE at AGE



➤ Page 20

Why do some club restaurants and cafes flourish, attracting new members and markets, while others perish? At the **2010 Clubs+: Food & Beverage Management Summit**, delegates will learn the secrets to successfully putting your Club on the map as a "foodie" destination. Angela Vithoulkas, business consultant and Director of the vibrant VIVO Café Group, and Tom Rutherford, Creative Director at FnB - will bring their ideas to this perplexing question at the summit ...

➤ Pages 28-29

Victorian clubs are calling for a review of the controversial increase in liquor licence fees, which have more than quadrupled at some venues. On January 1, 2010, the State Government introduced a new risk-based fee structure designed to ensure licensees associated with the most alcohol-related violence incur the highest fees. **Gaming and Consumer Affairs Minister Tony Robinson** said the Brumby Labor Government had embarked on substantial reform of the liquor licensing system ...

➤ Pages 30-31

The **CMAA National Bursary Program** offers more than \$100,000 worth of education and professional development opportunities to CMAA members around Australia. That program remains possible through the support of Club Industry related organisations. Five new Bursary Sponsors - **DollarsAtWork, HDB Consulting Group, Innersphere, Robert Oatley Vineyards** and **Tecsound** - have joined the 17 existing sponsor group to help deliver world-class education and training to club managers and CMAA members ...



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Association's direction and future ensures hectic schedule continues

The back half of the year seems to pass more quickly than the first, although, with the Mid Year Conference over, there seems to be even more work ahead for the CMAA team. Each year at the Conference, the Federal Executive reviews the Strategic Plan and direction for the Association. Being the first session for this new Executive and Federal Council, it was critical that we meet to assess and map out the short-term and longer-term direction and start the process of business planning for those initiatives. It was pleasing to announce that the move to Sydney Olympic Park is now a reality for the Association. This move will enhance our brands as we widen our marketing to non-club-specific areas with the Hospitality Management Development Australia (HMDA). HMDA will sit beside the CMDA, the club-specific professional development arm.

Our Online E-Learning capability is now in the pilot program phase with Financial Fundamentals, closely followed by Managing Workplace Relations and soon to encompass a wide range of management skills. It is particularly necessary that the face-to-face component of this E-Learning is maintained to ensure the interaction between the students creates a whole-of-learning experience and the development of networks.

The Strategic Plan's medium-term objectives are to ensure member support and service levels now offered are maintained and enhanced during the transition of the Executive Officer role. This will be achieved by widening the services now offered in Industrial Relations and developing a consulting services capability; increasing support to the Career Development Centre through the development of stronger relationships; streamlining and enhancing the support to the Zone network. Membership development in Queensland and Victoria will be a priority to support managers in all areas.

The Conference also reinforced the education role the Board of Management Studies plays. Producing a broad range of quality learning and maintaining the needs of managers is a credit to the BMS and education team lead by Ralph Kober. The networking opportunity and ability to catch up with like-minded people is always a highlight.

The Conference and subsequent Charity Race Day - organised by the Gold Coast Zone and Brisbane Zone - highlighted two

reasons why this Industry and our Association is so valuable. First is the Club Industry's commitment to their communities and community organisations. It would be a lot easier to just have a day out, but that's not what it's about. It's about coming together to support others. And, of course, it's about the fraternity of our organisation. To witness the close bond that Gold Coast managers share is a realisation that we meet, support each other and have a good time. At the forefront of their thoughts at this event that attracted a capacity crowd and supported three local charities was one of the "Goldie's" who had a cycling accident trying to emulate Cadell Evans and ended up in traction with a serious leg injury. Peter LeGros from Tallebudgera Surf Club will get better a lot quicker thanks to the support of his club manager mates. Congratulations one and all. You do us proud.

From time to time, relationships - in almost any situation - can become strained. So, now that recently retired ClubsNSW CEO David Costello is safely overseas - and not too close - it's time to set straight a piece of Club Industry history. In 2006, a few of us were able to sneak away for a week to the Whitsundays for a holiday. I'd heard much banter between Captain (Terry) Condon and First Mate (David) Costello about who actually should be leading the expedition. There was also a previous adventure when the Great Barrier Reef was under greater threat from the Captain than the crown-of-thorns starfish. Pretty soon, I was able to work out who should be in charge. While trying to moor our trusty vessel, the Captain successfully entwined the mooring rope around the propeller shaft. It had the desired effect, I thought, we weren't going anywhere - except towards the craggy Hook Passage. Bravely, the First Mate stripped off, clutched a fishing knife between his teeth and plunged in to cut us free. The Captain, to assist, put the engines in reverse ... just to help. With a knife in your mouth, it's not easy getting your message across at the best of times. However, I, along with assorted mates aboard were under no illusions about the message the First Mate was giving the Captain - no flag semaphore required!

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

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Managers continue to meet business adversity with professionalism, innovation

The notion that adversity defines a person's character can almost always be applied to the Club Industry. With poker machines almost the sole focus

of the Productivity Commission's Final Report Into Gambling In Australia to the Federal Government in late June, the industry could be forgiven for thinking the entire process was a set-up. The good news for everyone is that the Government essentially - and sensibly - bypassed the thrust of the report which was to relax online gambling legislation and come down hard on poker machine punters. The main elements of the Government's response covered internet gambling, pre-commitment technology, harm minimisation and consultation and implementation through a new Council of Australian Governments (CoAG) Select Council of Ministers on Gambling Reform - the Select Council. When the Government announced its response, Senators Jenny Macklin and Nick Sherry were appointed to the Select Council. The CMAA won't be represented on the Select Committee, however the Club Industry will have a representative. It will be interesting to see what happens to the Commission's Final Report and the Government's position on this controversial issue once the upcoming Federal Election is resolved. No matter the political outcome, the Club Industry remains committed to working constructively with state and federal governments to ensure appropriate harm-minimisation measures are in place to identify, support and protect problem gamblers. We would be naive to believe that a Federal Government - Labor or Coalition - would not act on some of the recommendations and pre-commitment technology is something that is likely to become reality. However, it's reassuring to see the Government believes this technology should be introduced on a voluntary basis. If any politician is in any doubt about the Club Industry's commitment to the issue of problem gambling, then you only need turn to Page 42 of the July edition to see what the Wests Entertainment Group in Tamworth is doing. If it's not on the record somewhere else, then take it from me ... club managers do not want people gambling away their homes and their lives in our clubs. We were - and always will be - established to serve the needs of our members and our

communities. In closing, I was encouraged by the Government's commonsense position to firmly oppose the Commission's recommendation to liberalise online gambling options. There is no return from that slippery slope.

With new Prime Minister Julia Gillard announcing a Federal Election a week after the CMAA's 2010 Mid Year Conference, it's certain industrial relations again will be a major campaign issue for both parties. The new Registered & Licensed Clubs Award 2010 was a major topic for conversation and debate with IR high flyers Peter Sams, Neal Swancott, John Murray and CMAA Advocate Peter Cooper putting the new Award under the microscope. This critical topic for club managers set the tone for an interesting and informative three days at Jupiters. Although, like almost all conferences around Australia, our numbers were down on 2009, the Conference delivered on all of the Association's education, professional develop, networking and social goals. This was another world-class event that announced an exciting new frontier in CMDA education - the On line ELearning Program that kicks off later this month. Congratulations to everyone involved in delivering the 2010 Conference.

I don't have the appropriate words for how much I was impressed with Ryan Scott and his interview with Peter Sharp to open the Mid Year Conference last month. Ryan became a quadriplegic at 16 when he was the passenger in a car accident. His story of realisation, rehabilitation and achievement touched everyone in the room and we got an insight into how he became captain of Australia's wheelchair rugby team. The CMAA again is backing the efforts of Wheelchair Sports NSW with a luncheon to support the 2011 National Junior Games for Athletes With A Disability. The luncheon will be at the Four Seasons Hotel, George Street, Sydney, on September 1, at noon. Tickets are \$190 each or \$1,900 for a table of 10. The brochure is on Page 53 and I encourage you to consider this opportunity.

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

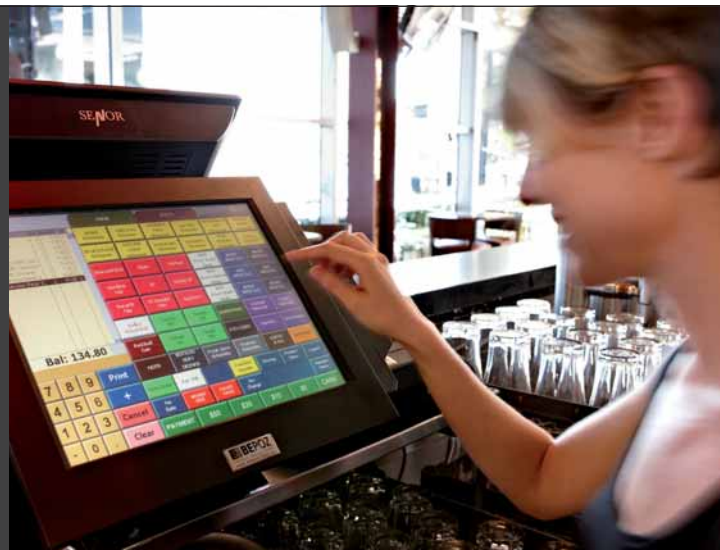
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Online E-Learning

CMDA clicks with Online E-Learning

The CMDA's world-class education program for club managers is now available online. At the 2010 CMAA Mid Year Executive Leadership Conference at Jupiters Gold Coast from July 7 to 9, Assistant Executive Officer Ralph Kober launched CMDA-HMDA Online, an exciting innovation in learning and development for club managers. In 2010, four courses will be offered...

- **Manage Workplace Relations**
- **Develop Marketing Strategies**
- **Monitor Staff Performance**
- **Financial Fundamentals**

This exciting, new E-Learning project provides members and their staff with a suite of accredited courses, some of which are ACCM Education Units. The pilot **Financial Fundamentals** course is in place and the first public course is open for registrations in late August. Following **Financial Fundamentals**, **Workplace Relations**, **Monitor Staff Performance** and **Develop Marketing Strategies** courses will come online later this year. The online E-Learning program adopts a "blended" approach, which means some of the learning will be in the classroom and some will be online. That means fewer days away from the workplace and the student controls when the pace of the course. Learning materials and activities are provided in manageable chunks.

A student might begin with some simple online activities to become familiar with the online environment.

In **Financial Fundamentals**, students are asked to find out what **Financial Reports** are maintained in the club. Then, the student is asked to discuss these findings with the online E-Learning group. Why? Because this will teach students about his/her own club - and how other clubs operate.

Next, the students meet for the face-to-face training day.

During the next week, there might be two topics to complete. In Week 2, topics 3 and 4 might be released.

This process continues until the student has completed all materials and activities that apply to that course.

Ralph said that helps students to stay motivated, stay on track and attain that important qualification.

"CMDA-HMDA Online courses are designed to provide the information managers need to do the job," he said. "The courses focus on the practical and provide opportunities to practice as often as possible."

Written information is provided.

Concepts and ideas are explained using audio, video and presentations.

In **Managing Workplace Relations**, inter-active diagrams are used to explain concepts. Audio explains the complexity of unfair and unlawful dismissal law before moving on to discuss case studies that provide a context for learning.

In **Develop Marketing Strategies**, video is used to demonstrate principles.

In **Finance Fundamentals**, animated presentations deliver the information.

Ralph said that one of the great things that happens in classrooms is that people share ideas and stories. "Chatting with peers is one of the best ways to learn about real, live issues and how to deal with them," he added. "In our online courses, you can still do that."

Online discussions are featured in all CMDA-HMDA Online courses and students are encouraged to share their stories. Assessments are built into the learning process. Some are online and may involve responding to a case study or answering some questions.

But, wherever possible, assessment tasks are situated in the student's workplace. That means a real task that actually helps to do the job.

In **Managing Workplace Relations**, the first thing task is an Industrial Relations Documentation Audit of the student's club. At the end of the assessment task, students are asked to consider how the current position can be improved and to develop a comprehensive action plan of how to achieve the projected effectiveness.

In **Developing Marketing Strategies**, students begin the assessment process by building a portfolio of useful practical and real marketing strategies to apply in the club.

With online learning, students save time and money, they connect with and learn from colleagues and learn to do the job even better.

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Registered & Licensed Clubs Award 2010

Fair Work delivers Minimum Wage Review

Fair Work Australia has handed down two decisions that apply to the Registered & Licensed Clubs Award 2010 from July 1. All other provisions applied from January 1, 2010.

On June 3, the Minimum Panel of Fair Work Australia handed down its first Annual Wage adjustments to Modernised Awards.

This \$26 per week will be absorbed into current NSW Club Managers NAPSA Rates and used as an adjustment from future transitional amounts for Modernised Award rates.

Award Variation

On June 17, FWA Vice President Watson varied the Registered & Licensed Clubs Award 2010 to remove ambiguity and correct accidental omissions from the Award.

The Final Draft Order represented an agreed position after the three separate applications - CMAA, LHMU National Office and Clubs Australia - filed with Fair Work Australia.

Variation to Management Provisions

By deleting clause 17.3 (a) and inserting the following;

(a) Managerial classifications - levels 7-13 inclusive in clause 17.2

(i) Subject to the requirements of the National Employment Standards (NES) the provisions of clauses

18(h) - Higher duties

18.3 Broken Shifts

26 - Ordinary hours of work and



Association Federal Secretary Allan Peter delivers his Industrial Relations Report to the Members General Meeting at the CMAA Mid Year Conference at Jupiters Gold Coast on July 7.

rostering (other than sub-clause 26.8 - Special provisions for accrued rostered days off - club managers)

27 - Recall to duty - club managers,
28 - Overtime

29 - Penalty rates (other than penalty rate provisions relating to Public holidays (see clause 29) will not apply to a manager receiving a salary of 20% in excess of the minimum annual salary rates for the appropriate classification prescribed in Schedule C-Classification Definitions.

(ii) Subject to the requirements of the National Employment Standards (NES), the provisions of clauses

18(a) - Meal allowance

18(c) - Uniforms - club managers

18(d) - Vehicle allowance

18(h) - Higher duties

18.3 Broken Shifts

26 - Ordinary hours of work and rostering

27 - Recall to duty - club managers

28 - Overtime

29 - Penalty rates

34.3 - Public Holidays - additional arrangements for full-time employee will not apply to a manager receiving a salary of 50% in excess of the minimum annual salary rates for the appropriate classification prescribed in Schedule C - Classification Definitions.

1. To avoid doubt, where a club manager is not paid in accordance with either paragraph (i) or (ii) above, the club manager will be entitled to the benefits of all relevant provisions of this Award.

2. By including a new Clause for **Management Trainees - 17.9**

3. By including a transitional clause for the application of the additional rostered day off for managers to apply to states other than NSW and the ACT from January 1, 2013.

Full details of the Minimum Rate and variation is available on the **Fair Work Australia** website www.fwa.gov.au

It is also advised to check the **Modernised Award** section from time to time, as changes are made without notification.



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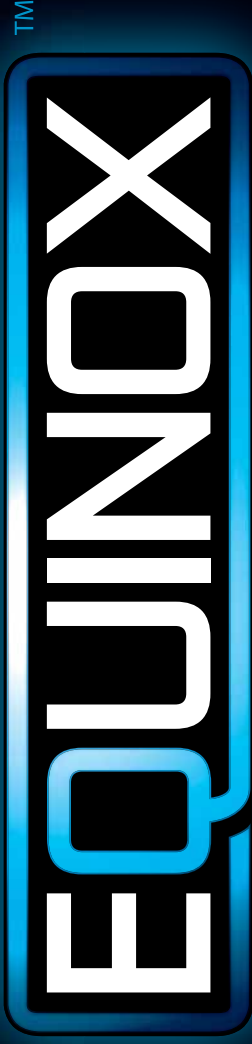
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Julia visits to honour Tradies half century

Just eight days after she became Australia's first woman Prime Minister, Julia Gillard honoured a commitment to help the Club Industry celebrate another impressive milestone.

Despite the hectic schedule of dealing with the nation's most powerful and influential businessmen in attempting to resolve the mining super tax and deciding on a new front bench for the Labor Party in Federal Parliament, Ms Gillard was on deck and on time for the 50th Anniversary Dinner at the Sutherland District Trade Union Club - Tradies Gynea.

On June 24, Ms Gillard successfully challenged Kevin Rudd for the Labor Party leadership ... on July 2, she was cutting the ceremonial cake and - with more than 400 guests - toasting the contribution of the Tradies club in the Sutherland Shire in southern Sydney.

Ms Gillard, the Federal Member for Lalor in Victoria, joined the gathering



Tradies Group President Graham Hill with Vice President Dennis McHugh, Julia Gillard and club Director Bob Rogers, the 50th Anniversary Dinner organiser.

from across the Shire community to recognise the social and financial contribution the Tradies club has made in the area during its 50-year history.

Since 2004, the Tradies club has

donated more than \$700,000 in additional funding to front-line services in the community.

This funding is not specified under the legislated Community Development & Support Expenditure (CDSE) Scheme, but through the club recognising additional community needs and allocating its resources to meet those needs.

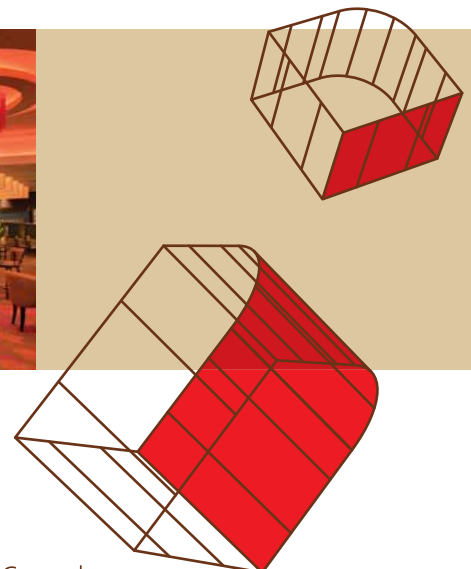
Club Director and 50th Anniversary Dinner organiser Bob Rogers said the evening was a celebration of the Tradies commitment to the Sutherland Shire community. "Care in the community is a partnership," he said. "And, by Tradies providing financial support to the community, we are able to show how much we care."

The Tradies Group - Tradies Gynea (Sutherland District Trade Union Club) and Tradies Caringbah (Caringbah RSL Club) - honoured Ms Gillard's support and attendance at the dinner with an honorary membership.

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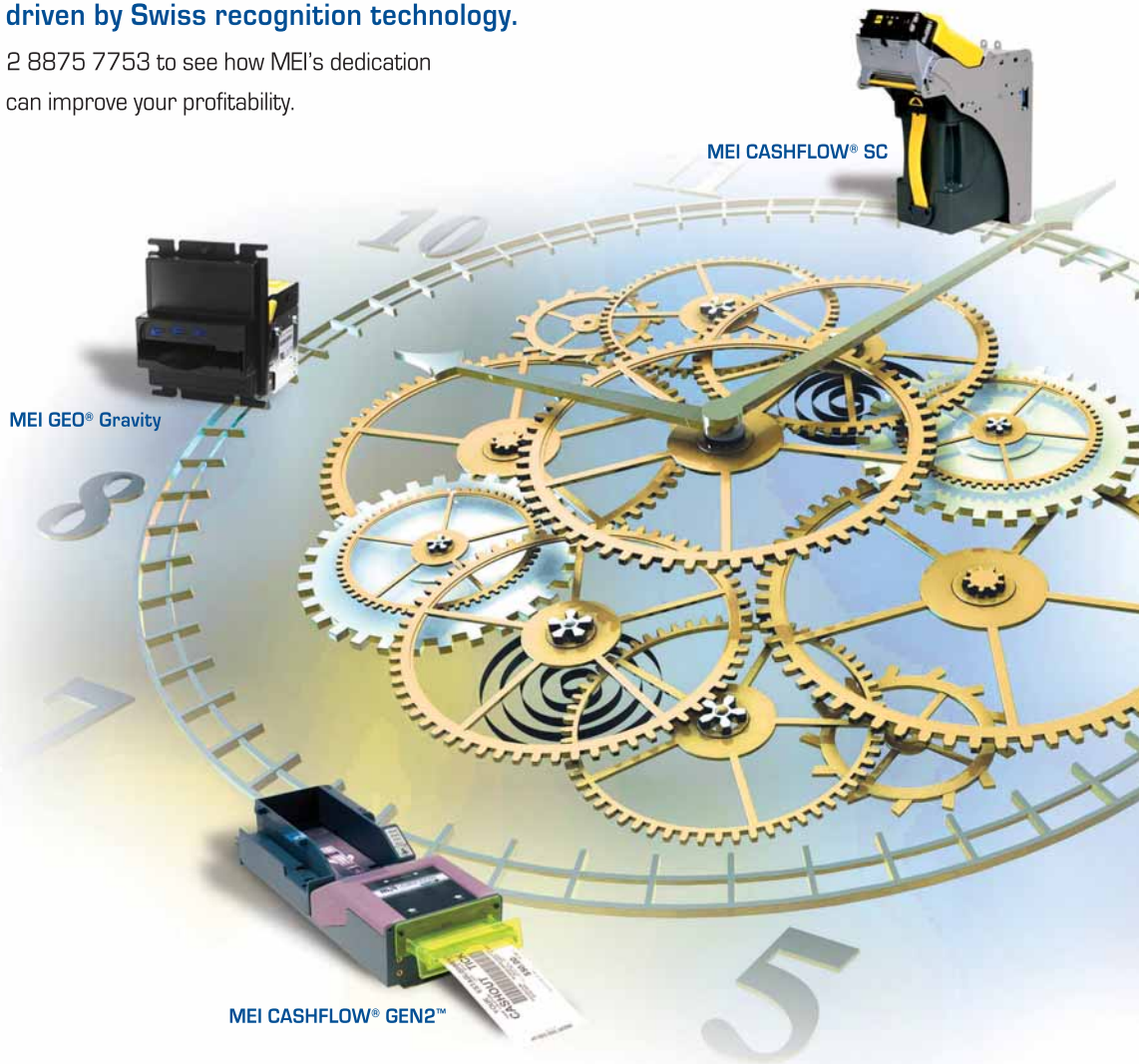
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The CMAA now can offer members the option of paying membership fees online with a credit card.

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The payment options are by the month, the quarter or half-year.

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

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- Choose **Payment Period** options in drop-down menu, click **NEXT**
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F&B can be the goose that lays the golden egg

At the 2010 Clubs+: Food & Beverage Management Summit, delegates will learn the secrets to successfully putting your Club on the map as a 'foodie' destination.

Why do some club restaurants and cafes flourish, attracting new members and markets, while others perish?

Two top operators with glittering credentials - Angela Vithoulkas, business consultant and Director of the vibrant VIVO Café Group and Tom Rutherford, Creative Director at FnB - will bring their ideas to this perplexing question. Tom started the Truffle Group with \$1,000 in the bank and, in 2000, the business turned into a \$20 million enterprise.

They will be supported over the two-day Summit - September 8 and 9 at Bankstown Sports Club - by a stellar cast of industry experts and club managers. Delegates will acquire a wealth of information and insight to cover many aspects of how to successfully position clubs as a destination - not a chance discovery.

A hands-on operator for more than 25 years, Angela Vithoulkas has built a brand and chain of cafes - VIVO Café - in Sydney. Telstra Business Women's NSW Business Owner award winner in 2007, in addition to running her café chain, Angela travels the country, working with organisations such as the Commonwealth Bank to share the secrets to her success. Her practical, down-to-earth approach to building a

successful business has been the catalyst for change in many of the organisations she has worked with.

Tom Rutherford has the runs on the board in the arena of large-scale catering. Under his direction, The Truffle Group employed 85 full-time staff, owned a 200-seat restaurant "Liquidity" with an event space for 450 covers, secured the catering contract for the Sydney Opera House and Fox Studios, had a 50% share in the catering contract for the Sydney Football Stadium and Sydney Cricket Ground and caters for another 800 events annually.

After passing on the mantle of the Truffle Group, Tom bought a small 50-seat run-down restaurant in Palm Beach that provided the opportunity to try his hand at building a profitable small business. After a renovation investment in new facilities "Beach Road" is a flourishing and popular restaurant and bar seating 120 people.

Angela credits her inspirational success to people ... "it always comes down to one word - people," she says. "The people you employ ... the people you serve and the people who are stakeholders in your business, such as your suppliers, your board of directors and even your landlord."

Recruitment is a constant revolving door with F&B.

The team faces the challenge of not only providing the highest level of customer service, but also dealing with each other and management.

As managers, this is too often forgotten.

"We must face the fact that we drive the culture ... therefore, we are the impediment - or the solution," Angela added.

Club executives continually refer to streamlining costs, overheads and basically anything that involves the outward journey of money.

But what about streamlining the customer experience and that of the hospitality or F&B team?

Does this receive the same attention?

According to Angela ... "If the experience in your venue is that it is easy to be a customer AND easy to serve a customer, then increased revenue turnover and decreased staff turnover are an inevitable outcome,



*FnB Creative Director
TOM RUTHERFORD*

no matter how large or small your operation."

Australia's largest club organisation - the Panthers Group - controls 16 clubs across the country. The largest - Penrith - employs 350 food and beverage staff, incorporates 18 outlets, theatres, outdoor activities, gaming and member facilities, operating 23 hours a day, seven days a week, 365 days a year. To assist in addressing declining profitability and visits to its food outlets, Panthers Penrith engaged Tom Rutherford to find the solution.

This involved identifying the types of outlets required to cover a range of lower to higher pricing strategies and identifying the right people for the right roles.

"Within the first month, the machine was already on the move in an upward and joyful manner ... staff had smiles on their faces, clients were finding it easier to understand what was on offer and how to get it - and the Directors started to see a change for the better in financial returns," Tom says.

It is a fact that the focus has shifted in club F&B from "feed" to "food" and from survival to celebration.

An entrepreneurial mindset is expected from catering managers, bar managers and chefs.

The 2010 Clubs+: Food & Beverage Management Summit is the latest opportunity to learn from the best in the business.

➤ Summit brochure - Pages 46 & 47



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GMDC bursary honours David Costello

Many up-and-coming "stars" of the Club Industry were uncovered as the 11th year of the Gaming Management Development Course (GMDC) ended on June 24.

The graduation luncheon, hosted by Leagues Clubs Australia's education sponsor Aristocrat, was attended by a range of dignitaries, including outgoing ClubsNSW CEO David Costello, Aristocrat executives along with course presenters and participants.

Aristocrat Chief Human Resources Officer Tony Weston presented certificates to all 55 participants in the 2010 course and congratulated them on their dedication in completing the course.

Leagues Clubs Australia President Peter Hardgrove thanked Aristocrat for its significant investment in the future of the Club Industry by sponsoring the GMDC across its 11 years. In that time, almost 550 students have completed the highly regarded and unique educational



Aristocrat Chief Human Resources Officer Tony Weston with retiring ClubsNSW CEO David Costello, Leagues Clubs Australia President Peter Hardgrove and GMDC bursary winners Chris Dimou, John White and Mathew Luszczynski.

program. Peter also announced that in recognition of David Costello's significant contribution to the Club Industry as founding CEO of the Leagues Clubs Association and a driving force in setting up the GMDC, the top student would receive the "GMDC David Costello Bursary Award".

The inaugural winner of the award was Chris Dimou from Canterbury Leagues Club. Chris's bursary will allow him to study at the University of Nevada Las Vegas. He began work at Canterbury 10 years ago as a casual Gaming Attendant. He progressed to Duty Supervisor - first in Food and Beverage, then a stint in Functions - before moving back to the Gaming Department under Gregg Levett. Chris's goals are to become a Gaming Manager and, ultimately, CEO of a progressive, forward-thinking and successful club. Chris says he found the greatest benefits of the course to be the knowledge, networking and rapport established with key industry members who gave their time.

Second place - and a bursary to visit Crown Casino, Tattersalls and Tabcorp in Melbourne - was John White from Penrith Panthers. John joined Panthers as an Accountant for a number of their clubs. He moved on to become Finance Manager at Penrith Panthers, a role including analysis of all aspects of the business, including gaming. John hopes to

explore the opportunities for using traditional methodologies and incorporate fresh ideas in gaming analysis to provide a role integral to the future success of Panthers.

Another Penrith Panthers manager, Mathew Luszczynski, was third and will travel on the same bursary as John. Mathew has been with Panthers for seven years, starting as a Financial Accountant and progressing to Finance Team Leader reporting to the Group Chief Financial Officer. He hopes to use the course skills to advance to a senior management position in the organisation and said the GMDC was a wonderful opportunity to develop his gaming knowledge.

All participants acknowledged the generosity of their clubs in affording the time and opportunity to undertake the course, along with Aristocrat in supporting the program. During the course, a variety of clubs - Mounties, Canterbury Leagues, Wests Ashfield, Wests Campbelltown, Wests Newcastle and Bankstown Sports Club - opened their doors to the students.

Students also heard from presenters such as Greg Pickering, Gregg Levett, Debbie Feening, Scott Bennetts, Rob Heinrich and John Willis. Course sessions included "The History of Gaming in Australia", "Cashflow Analysis", "Floor Layout & Design", "Customer Service" and "Conflict Resolution".

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Brumby backs Mildura casino

VICTORIA'S second casino is a step closer with Premier John Brumby writing a letter to developer John Haddad backing his plan to build a gaming hub in Mildura. Melbourne's *Sunday Herald Sun* reported that Mr Haddad, who has built casinos in Launceston, Alice Springs and Darwin, told a meeting of Mildura councillors he had a letter of support from the Premier in his bid to build a casino, convention centre and 220-bed hotel on the River Murray at Mildura. "The letter recognises the proposal and says that subject to bi-partisan support and local support it is 'very attractive'," Mr Haddad said. Some Mildura community leaders fear the Premier's backing will make the project a fait accompli. Councillor Vernon Knight said the town was split over the proposal. "The fact Mr Haddad has a letter from John Brumby is a quantum leap along the path to Mildura getting a casino and possibly more pokies," Cr Knight said. "My fear is that the people of Mildura will not get a say in this. This is effectively government endorsement of the project before there's been any public consultation." Council has voted 4-3 to recommend to the developer he move to the next stage of planning. Cr Knight said Mildura had a significant problem gambling issue. The State Government says that the Premier and the Government's position remains that for the Government to consider the proposal, it would need to attract strong local support and generate investment, jobs and tourism benefits. It would also need bipartisan support. Mr Haddad said he expected the project would employ 1,500 people and, if approved, would be built by 2013.

Xenophon wants Kennett to resign from beyondblue

The board of national depression organisation beyondblue is considering a letter from independent Senator Nick Xenophon demanding former Victorian Premier Jeff Kennett resigns as its head because of his links to a company that makes money from poker machines. In the letter to the board, Senator Xenophon said Mr Kennett should either quit as a director of Amtek Corporation, which services poker machines and other gambling machines, or resign from beyondblue. In the letter written to all board members, Senator Xenophon said Mr Kennett's two positions "are fundamentally in conflict". "The link between problem gambling and depression is well known," Senator Xenophon wrote. "I hope that the board of beyondblue can urge Mr Kennett to resign from his directorship with Amtek Corporation and sever his association with that company, so that his commendable work with beyondblue is not undermined." Mr Kennett became a director of Amtek in October and has applied to the Victorian gambling regulator to be approved as an associate of a company that services poker machines. Mr Kennett has written back to Senator Xenophon, defending his association with both groups, but promised to take up the senator's letter for consideration with the beyondblue board. "I am disappointed that you would think I would do anything to compromise my work with beyondblue - I would not," he said.



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ACT Gaming Minister calls for machines cull

The ACT Gaming Minister Andrew Barr says the capital has too many poker machines and he wants as many as one in seven to be taken out of local clubs. *The Canberra Times* reported Mr Barr said he also wanted to see more of the money being poured into the machines to be given back to the community and used to address problem gambling. In a Budget Estimates hearing, Mr Barr said state and territory governments had also become too reliant on revenue from gaming machines. The Minister has been working on a proposal on the issue, but his office denied reports the move had been blocked in cabinet. The ACT Labor Party receives much of its income from Canberra's four Labor clubs, major poker machine venues. The Minister plans to introduce a Bill into the Assembly during September sittings. The Bill would need to meet the approval of cabinet before its introduction. "I don't believe it's a matter of any great pride for this jurisdiction that we have the highest number of poker machines per capita of any state or territory," Mr Barr said. He said he would like to see an even reduction across the board, but was mindful of not penalising venues with only a handful of machines. There are 5200 licences for poker machines in Canberra, with 86 of those currently not allocated. Mr Barr also said he would like to see clubs spread into Gungahlin in the short term and eventually into Molonglo.

C2K sets pace in club fitness

Castle Hill RSL Club's C2K Fitness and Aquatic Centre was named Asia Pacific Club of the Year at the recent FILEX Fitness Expo and Convention. This is the first time Les Mills has offered an Asia-Pacific Awards category. Les Mills programs are used in fitness centres in more than 70 countries. Club President and Chairman Warren Glenney said the club was proud of C2K, the life-changing programs it offers and its innovative staff. The awards involved a detailed operational report to be submitted and assessed by a panel of industry judges. Each applicant was also "mystery shopped". "In being awarded Asia Pacific Club of the Year, we must congratulate the club's board on its vision in creating the centre, senior management for their hard work and C2K staff for consistently high levels of service, creativity and passion, all of which has helped improve the fitness and health of members," C2K General Manager Carlos said. C2K's weekly number of classes and participants places the facility at the forefront of the fitness industry. This, combined with instructor accreditation audits, training, assessments, launches and group fitness operational management, has enabled C2K to provide its members with the best group fitness program in the Asia Pacific Region.

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Anger brewing over Victoria's new liquor

By KATIE CINCOTTA

Victoria's clubs are calling for a review of the controversial increase in liquor licence fees that have more than quadrupled at some venues.

On January 1, 2010, the State Government introduced a new risk-based fee structure designed to ensure licensees associated with the most alcohol-related violence incur the highest fees.

Gaming and Consumer Affairs Minister Tony Robinson said the Brumby Labor Government had embarked on substantial reform of the liquor licensing system, introducing new fees that recover the real cost of industry regulation.

"The cost of administering and regulating the liquor industry is around \$35 million each year," Mr Robinson said. "Before this year, liquor licence fees only recovered around \$15 million."

The Minister said running the new Compliance Directorate, which now regulates 19,000 liquor licence holders



Gaming and Consumer Affairs Minister TONY ROBINSON

with inspections, costs \$30 million a year.

"This Government didn't think it was fair for Victorian families to subsidise the liquor industry, so adjusted liquor licence fees to recover the true cost of regulation," he added.

Late-night venues and those with sexually explicit entertainment have been charged the most, but community and sporting clubs haven't escaped the massive price hike.

The Minister told *The Leader* newspaper he was aware of concern among community clubs and that a rethink may be on the cards, including revised licence categories.

The State Government already has made amendments to the new structure for liquor licence fees, announcing in June that businesses that supply alcohol as an incidental part of their business - including bed-and-breakfasts and florists - would be exempt.

Clubs Victoria General Manager Sue Thomas-Mitchell, representing 500 not-for-profit licensed clubs, told *The Leader* the fee increases were a huge burden.

"There is certainly a good number of smaller bowls, yacht and golf clubs that couldn't afford that," Ms Thomas-Mitchell said.

"They hate to think they are lumped into the category of nightclubs and high-risk areas."

Rick Scott, General Manager at The City Memorial Bowls Club in Warrnambool, says his club's fees more than tripled - from \$430 to \$1,160.

Based on the new liquor licence categories, his venue required a normal licence and special limited licence for functions.

"Not much we can do about it," he says, clearly deflated by the price spike.

Mr Scott says, as a regional bowling club, they are fortunate to attract a demographic that is very responsible, but he's always conscious of the importance of following RSA protocols.

"The important issue is ensuring our staff follows responsible serving of alcohol due to the multiplying factor that we would get on the base fee [as above] if we get 'pinged' by the police or the inspectors," he added.

He admits the difficulty with RSA is the prospect of a third party buying alcohol for a person who is drunk or intoxicated.

So far, the club has avoided any alcohol-related drama, including a visit from a new Government inspector.

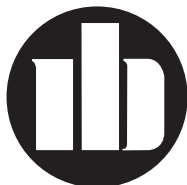
"I have to say, the inspector that visited us last time was great," Mr Scott added. "He was all about helping, advising and informing us about the current systems and process."

When approached for comment by *CMA Magazine* on the Club Industry's concerns about the liquor licence fees, Minister Robinson highlighted the importance of clubs choosing the most suitable and economical licensing option.

The Minister encourages all Victorian



Warrnambool's City Memorial Bowls Club General Manager RICK SCOTT



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licence fees

clubs to examine their business operations to ensure they are in the most economical licence category.

For example, he says there appears to be many Victorian clubs paying for full licences when they don't use all of the entitlements with that licence, and could halve their fees by transferring to a restricted licence.

He said clubs that didn't sell alcohol on a regular basis, and didn't make significant profits from the sale of drinks, should consider getting a temporary permit for events or parties, which costs only \$90 a year for up to 12 events.

Clubs who want to transfer to a more-economical licence category should contact the Director of Liquor Licensing for assistance.

New Licence Categories

Full Club Licences

Currently, there are 774 Full Club Licences operating. A full clubs licence costs \$795 per year. Previously, a Full Club Licence cost \$269.70. A Full Club

Licence provides additional rights to have gaming machines on the premises and sell take-away liquor. There are currently 265 gaming venues that hold a Full Club Licence, which means that there are 509 clubs that could move into another licence category if they are prepared to give up the right to sell take away alcohol.

Restricted Club Licence

There are 1,168 Restricted Club Licences in Victoria. A Restricted Club Licence has liberal trading hours but cannot have gaming machines or sell take away liquor. A Restricted Club Licence costs \$397 per year. Previously, a Restricted Club Licence cost \$101.70.

Limited Renewable Licence

There are 1,511 clubs licensed in the Limited Renewable Licence category. In total, there are 4,509 Limited Renewable Licences and these include clubs, vigneron, butchers, hairdresser, B&Bs and many other businesses that have restrictions on their licence such as trading hours or the type of alcohol sold. A Limited Renewable Licence costs \$397 per year. Previously, a Limited Renewable Licence cost \$95.70.



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The CMAA's National Bursary Program offers more than \$100,000 worth of education and professional development opportunities to CMAA members around Australia. That program remains possible through the support of Club Industry related organisations. Five new Bursary Sponsors - DollarsAtWork, HDB Consulting Group, Innersphere, Robert Oatley Vineyards and Tecsound - have joined the 17 existing sponsor group to help deliver world-class education and training to club managers and CMAA members.

DollarsAtWork for you, your family and friends



The DollarsAtWork team is focused on ensuring that their ever-growing range of clients has the right home loan to

suit current financial circumstances and needs. DollarsAtWork is designed as an employee benefit to assist staff members, their families and friends to navigate home loans and other financial "minefields". DollarsAtWork matches client needs to the most appropriate mortgage available at that time. However, DollarsAtWork also provides the client with further options to ensure that they are in a position to make an informed decision. The DollarsAtWork philosophy is that a decision based on only one mortgage product option is not a choice at all. Having the full suite of mortgage options to choose from, understanding all aspects of the details that make the difference between the most appropriate loan and being confident that the decision will mean peace of mind while living with that loan is what DollarsAtWork delivers to clients all around Australia. The key benefits ...

- All professional services provided to DollarsAtWork clients are cost-free.
- The calculations, funding, servicing and choice of lenders become the client's property.
- Wholesale rates are exclusive to the client, family and friends. The business works on referrals. There are no overheads, retail outlets or advertising.
- DollarsAtWork managers prepare First Home Owner applications to save on solicitor costs.
- Most loans have no ongoing fees or charges.
- Home or office appointments are free and obligation-free.
- DollarsAtWork earns its income on commissions paid by lenders. These commissions do not impact on the client's loan or increase interest rates.

With a broad panel of leading lenders offering an extensive range of products, DollarsAtWork can offer advice on a range of mortgage options so that clients can make the best choice. To help clients reach this decision, the organisation's experienced and qualified mortgage consultants provide a detailed comparison of the current mortgage situation. For more information on DollarsAtWork and their range of services, go to www.DollarsAtWork.com.au To organise for an appointment with a DollarsAtWork consultant, call 02 - 8005 3770 or email info@dollarsatwork.com.au

Psychology everything at Innersphere



Innersphere delivers design solutions that achieve significant business benefits for the hospitality industry. The Innersphere team works closely with

the owners, managers and staff of clubs, hotels and casinos to update and upgrade their establishments, providing patrons with an inviting, enjoyable atmosphere to eat, drink, play and socialise. The team not only designs and plans, but provides research and strategies on diversifying clientele, or selecting a niche market of focus to increase visits and grow the business. Innersphere specialises in the environmental psychology of gaming and hospitality spaces, ergonomics, lighting and acoustics so managers can deliver a comfortable, memorable experience to patrons. From the initial briefing, Innersphere gains an appreciation of what needs to be achieved and the all-important budget. This includes understanding any issues, concerns and past experiences to achieve a higher-value outcome. In this stage, Innersphere also develops logical future planning that can enhance hospitality revenue and the venue's operational success. This can include the later development of complimentary facilities, within or outside the venue to increase the overall profit while reducing dependence on a controlling revenue source such as gaming. Before anything is designed, the Innersphere team works closely with the client to thoroughly research the organisation and the environment where it operates to ensure the new design is on target, competitive and will achieve desired results. Staff and customers are interviewed to gain insights, discover what they would like to see and what they feel needs changing. Design Director and company founder Michael Sadubin has studied design psychology relating to the hospitality and gaming industry. This began back in 1987 on commission to redevelop the interior of The Mosman Club. Michael employed his design psychology in enhancing patron hospitality experience and has been exploring and applying his knowledge and expertise ever since. This focus has seen Michael travel the world, visiting clubs and casinos, gaining insight, consulting and delivering presentations both individually and collaboratively alongside industry leaders including Bill Friedman, author and manager of the two most profitable casinos in the history of Las Vegas. For more information, go to www.innersphere.com.au call 02 - 9959 5656 or email info@innersphere.com.au

HDB business services and



industry across Australia, primary focus is delivering related to hospitality revenue through maximising leverage installation, hospitality and planning and workforce efficiency. In an ever-changing challenging business environment, Group offers the combined professionals who together experience in every key business activity.

HDB's core services include:

- Business planning and
- Preparation of quantification plans
- Workforce assessment &
- Full financial overviews
- Gaming operational review
- Gaming machine entitlement
- Executive and non-executive
- Human Resources - personnel
- Building & amenities management
- Food & Beverage - menu engineering, chef coaching strategies, HACCP audit kitchen/dining area/bar
- Project and planning management
- Building maintenance (water-saving initiatives programs)
- Translation services (Cantonese, Mandarin, S)
- Feng Shui services

The company's principals proven track record of guiding venues - from the largest

HDB Consulting Group Mar said the key management HDB services is leverage m

"This recognises the importance of inter-relationships and experience and advice is holistic, achieving he said.

For more information on the range of industry services, www.hdbconsulting.com. info@hdbconsulting.com.



focus on solutions

HDB Consulting Group provides a dynamic and comprehensive range of professional consultancy services focused on the needs of the hospitality industry in New Zealand and Asia. HDB's services and solutions include revenue generation strategies, pricing, optimising gaming and catering design, business management performance and engineering and increasingly technology, HDB Consulting has a depth of skill sets of a field of business area of hospitality

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cleaning, optimising power &

, environment/sustainability

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aging Director Vivian Buck
concept underpinning all
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Tecsound has the business world wired



Tecsound installs and services advanced electronic communications, audio and security solutions around

Australia, providing design and system integration expertise, including "whole of life" maintenance and support on product and service solutions.

Tecsound's expertise is founded on the experiences of its technical, service and management teams with many staff working in the industries for more than 20 years. Customers span many sectors including government, retail, education, commercial and logistics. Tecsound Sales Manager Terry Goodhew said the company enjoys long-standing relationships with its customers as it ensures products remain effective and services are responsive to business needs. Tecsound's products and services include

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- digital signage
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- emergency warning & inter-communication systems
- intercom systems
- security & access control systems
- closed circuit television systems
- lock-down & duress systems
- quick service restaurant (drive-through) systems
- consulting & services

Tecsound recently launched its new website at www.tecsound.com.au Tecsound is a leading provider of electronics, communications and security systems retail stores and shopping centres throughout Australia. "We currently supply some of Australia's largest retailers and shopping centres with custom solutions ranging from public address systems, to high-end security installations," Terry said. With many years of experience to draw on, a suitable solution for almost any situation can be designed specifically to suit the client's needs. A national network of Tecsound offices - Willoughby (NSW/ACT); Hendra (QLD); St Marys (SA/NT); Mulgrave (Vic/Tas); Osborne Park (WA) - and certified agents delivers the capacity to service any client - whether it's one store, or 1,000. Tecsound is Australia's only national distributor of HME drive-through systems. HME have been designing and manufacturing specialised drive-through equipment since 1971. For more information on the Tecsound range of products and services, go to www.tecsound.com.au, or phone 02 - 9417 4222

Robert Oatley builds on introduction



CMAA members got a "formal introduction" to Robert Oatley Vineyards at the annual

Conference and Hospitality Expo at Darling Harbour in March. The all-Australian wine company sponsored the Expo Exhibitor Bonus Prize of a trip to Hamilton Island. "It was a wonderful beginning to our relationship with the CMAA," Robert Oatley Vineyards National Sales Director Campbell MacLeod said.

Robert "Bob" Oatley is a proud and passionate fifth-generation Australian who has taken Australian wine to the world. If the name is not familiar through his wines, then his maxi-yacht Wild Oats sailing to victory in Sydney-to-Hobart yachting classics might be. Robert Oatley Vineyards wines are built upon the Mudgee region's most successful varietals - chardonnay, shiraz, cabernet and merlot - combined with grapes from three West Australian wine regions. Each wine is crafted to display true varietal and regional expression in a modern style with restrained oak influence, very little sweetness and relatively low alcohol. Robert Oatley has built a diverse family business that runs from vineyards, wineries and cattle stations, through to thoroughbred horses and luxury tourism at Hamilton Island. Having tasted success marketing Papua New Guinea's coffee and cocoa beans around the world in the 1950s and 60s, Bob Oatley established the now-famous Hunter Valley-based Rosemount Estate, producing his first commercial vintages in the early 1970s. He took a year off from wine-making in 2005, but returned to launch the Robert Oatley brand in the United States. In March 2009, he re-named his new wine company Robert Oatley Vineyards. The company's wine-making home is Mudgee, 261km north-west of Sydney with the wines produced from family-owned vineyards across the Mudgee region and grapes family vineyards at Margaret River and Pemberton in Western Australia. The Oatley homestead and home-block vineyard in Mudgee adjoin the historic Montrose property with a superb vineyard and the region's largest winery, purchased in 2006 to serve as the family's wine-making headquarters. Two brands were immediately introduced - "Wild Oats" and "Robert Oatley", closely followed by the re-launched "Montrose" range. The Australian-exclusive "Wild Oats" has been a major success. The wines are made and distributed by Robert Oatley Vineyards within Australia and the US. For more information on the Robert Oatley Vineyards wine range, go to www.robertoatley.com.au, or phone 02 - 9433 3255

Attitude everything when going gets tough

Tough times demand a strong, positive attitude and CMAA 2010 Mid Year Conference delegates got a full serving from Conference Sponsor representative John Gould and special guest Ryan Scott.

Aristocrat continued its long relationship with the CMAA in hosting the three-day Jupiters Gold Coast event - July 7 to 9 - and the Australia/New Zealand Sales Manager told assured delegates in his Sponsor's Address that, like the Club Industry, Aristocrat was working even harder to be creative and innovative in every aspect of its business. John told the gathering of more than 200 delegates - club managers, board members, industry trade representatives and CMAA-CMDA sponsor company executives that there was only one option for businesses to survive in hard times and eventually prosper and that was to "fight hard with everything at your disposal".

Conference special guest Ryan Scott, the captain of Australia's wheelchair rugby team - silver medallists at the



Beijing Paralympics, inspired the gathering with his story of becoming a quadriplegic at 16 years old and fighting every day to maintain his positive outlook on life and make the most of his challenging circumstances.

Like all facets of the Club Industry, Conference attendance was down on 2009, but the world-class array of speakers and workshop facilitators

who delivered entertaining and informative sessions.

In the Members' General Meeting, Executive Officer Terry Condon reported that the Association had delivered a net profit of \$187,318 compared to \$27,893 for the previous year on total income of \$1,601,648. Assistant Executive Officer Ralph Kober presented the CMDA's exciting new Online E-Learning program that will start this month and offer another four topics before the end of 2010.

With a Federal Election due this month, the opening Conference session - "Game On!" - was timely in taking a close look at the Registered & Licensed Clubs Award 2010 with Fair Work Australia Assistant Commissioner Peter Sams, LHMU Federal Secretary Neal Swancott, Eastern Commercial Lawyers partner and IR law expert John Murray joining CMAA Senior Industrial Relations Advocate Peter Cooper providing an in-depth analysis of the legislations and its implications for the Club Industry.

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Former British Special Forces commander Simon Treselyan provided a fiery start to Day 2 when he smashed a burning timber stack before insisting that motivation through the power of the mind could help clubs and club managers deliver better quality of customer service.

Other Day 2 topics included Social Media with Debbie Mayo Smith, Motivation and Self-Leadership with Ian Hutchinson and Best Practice Corporate Governance with Dr Michael Singleton, who facilitates the CMAA-Southern Cross University Corporate Governance Program at the SCU Tweed Heads Campus.

While Ron "Rowdy" McLean led Day 3 sessions on thought leadership and the power of intent, behaviour and experience, Paul Lyons was facilitating the annual CEO/Sponsors Forum where Club Industry and sponsor company executives took a closer look at the business dynamic. The business networking and social opportunities added to the experience with the "Footy Fever" State of Origin rugby league Game 3 broadcast packing the Pavilion Convention Centre and the CMAA hosting a

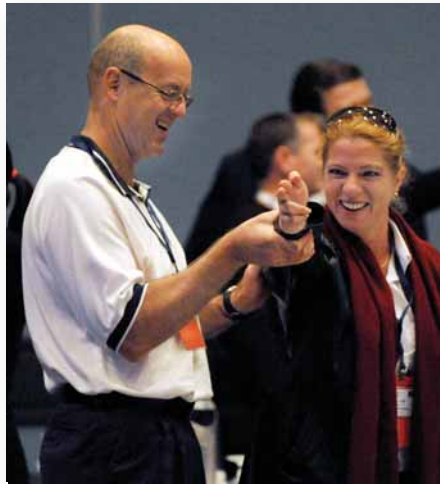


Sponsors Dinner at Q1 where Federal President Bill Clegg welcomed five new companies - Innerspehere, DollarsAtWork, HDB Consulting, Robert Oatley Vineyards and Tecsound - to the CMAA-CMDA family of sponsors.

With most of the Conference delegates headed home to their clubs, the CMAA's Gold Coast Zone and Brisbane Zone filled The Dome at

Gold Coast Turf Club to capacity for the annual Charity Race Day. Steve Condren and John Limbrick with their committees attracted more than 460 guests and raised \$24,000 for three local charities - Bravehearts, PCYC Gold Coast and Student Car Welfare Qld.

Mid Year Conference Photography:
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IR, education remain 'big ticket' items

Industrial Relations and education were the "big ticket" items on the reporting agenda for the CMAA Members' General Meeting before the annual Mid Year Conference at Jupiters last month.

Federal President Bill Clegg welcomed more than 140 members, including the new Federal Executive, Federal Councillors, Board of Management Studies members and CMAA Zone Committee representatives to the Pavilion Convention Centre on July 7.

With the Registered & Licensed Clubs Award 2010 coming into full effect just a week before the Meeting, Bill, in his President's Report spoke about the disappointment of not being able to resolve the 20% Exemption Rate

impasse with Clubs Australia and the financial impact for clubs with the penalty rates provisions that became law on January 1. Bill also pointed to the work and education programs being implemented by the CMDA through the Board of Management Studies and Assistant Executive Officer Ralph Kober, particularly the ongoing success of the Secretary Manager Course, Corporate Governance program and Club F&B Management Summit along with the inaugural Event & Functions Summit and Finance Conference.

In closing his report, Bill invited Executive Officer Terry Condon to outline the Association's move to new offices in the Homebush Bay Olympic precinct in October. A DVD showcase

of the current facilities and overview of plans for business, education, cultural and sporting development at Homebush Bay preceded Terry's report on the specific location - between The Dome and Sydney Olympic Rail Terminus. The move is expected to be completed in October.

In his Industrial Relations Report, Federal Secretary Allan Peter detailed the implications of the Registered & Licensed Clubs Award 2010, the legislated protections and underlined the importance of members maintaining the CMAA workplace contracts and the Association's support in difficult circumstances. Allan said the CMAA had fought hard to overturn the 20% Exemption Rate for managers in the



new Award, but a lack of industry consensus meant the variation application to the Full bench had failed.

In the Financial Report, Terry said the Association's total income of \$1,601,648, was down \$19,693 on the previous year. Total expenses for the period was \$1,414,330, that shows a net profit of \$187,318 compared to a net profit of \$27,893 for the previous year - a profit increase of \$159,425. The CMAA's annual Conference and Expo in March returned total income of \$759,792, up \$62,912 up on 2009. Assistant Executive Officer Ralph Kober, in the CMDA Report, said commitment to diversity of products and services remains the key motivation. "As in past years, the industry has been challenged by many external pressures that have impacted on how clubs do business and how they prioritise their efforts

and dollar spend," Ralph said. He reported that the BMS had decided to award a bursary to each CMAA Division for a member to attend the 2011 Asian Club Managers' Conference, that takes in the Asian Club Managers' Conference. Ralph also welcomed five new National Bursary Program sponsors - DollarsAtWork, Innersphere, HDB Consulting, Tecsound, and Robert Oatley Wines.

Ralph took members through a powerpoint presentation of the CMDA's new Online E-Learning program that starts with a pilot program later this month and will be expanded to offer five topics before the end of 2010.

The CMAA website now allows for membership payments online using a credit card and new members now can join online at www.cmaa.asn.au




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'A blended approach' - this course comprises ...

- pre-course work (hence the requirement to register by 27 August to receive materials)
- face-to-face day-attendance is mandatory where core learning content is presented
- a completion date for the lodgement of activities & assessments

Significant Dates:

Last date to register for the course:	August 27
Face to Face day @ CMA Auburn:	September 7
Course completion date:	October 7

Ideal Candidate:

Individuals who wish to gain a better understanding of how to interpret the types of financial information used by operational supervisors and managers in their day-to-day work activities. And the knowledge required to take responsibility for budget management where others may have developed the budget.

Learning Outcomes:

- Access and interpret financial information
- Apply financial information to work activities
- Allocate budget resources
- Monitor financial activities against budget
- Identify and evaluate options for improved budget performance
- Complete financial/statistical reports.

Content Includes:

- understanding of key financial terminology
- different types of financial reports
- how financial information is used in the management of a club

Relationship to Competency Standards:

SITXFIN003A Interpret financial information

SITXFIN004A Manage finances within a budget

This is the pre-requisite for Financial Management (Stage 2)

Program Details:

Times	9.30am - 4.30pm on the Face-to-Face day @ CMA Auburn
Fee	\$480 - CMA Member/CMDA Affiliate ... \$580 - Non Member
Award	Participants will receive a Statement of Attainment on successful completion of assessment requirements
ACCM points:	24 points toward ACCM activity



To Register:

Visit www.cmaa.asn.au ... click onto the Course & Registrations icon, then the **E Financial Fundamentals** link

For more details, contact **Estelle McDonald-Birch** at the CMDA

P: 02 - 9643 2300

E: estelle@cmaa.asn.au



Ryan's courage inspires delegates

At 16, Ryan Scott barely had enough time to fit in school, football, surfing, his mates and his three brothers who were all "car mad". His father, a mechanic, was his idol and he says he would most likely have worked with cars, motorbikes ... almost anything with a motor.

He was riding in the back seat of a mate's car, heading along a South Australian country road towards a local pub and a 21st birthday party. The moment it took for the driver to lose control of the vehicle changed Ryan's life - and his family's - forever.

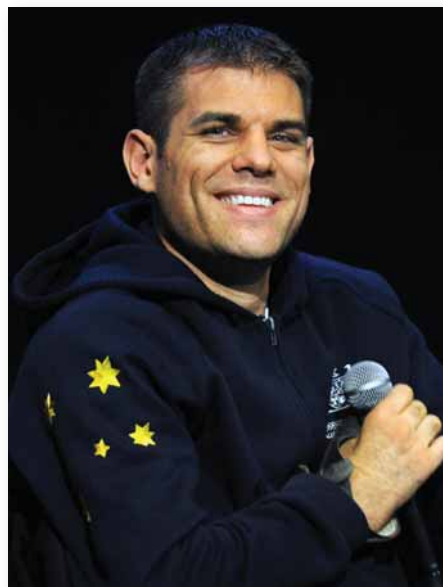
The car slid off the road, down an embankment and came to rest with the roof of the vehicle crushing Ryan's head against his stomach. The driver and other two passenger were barley marked by the accident. Ryan was pinned in that horrible circumstance for more than two hours before emergency crews could cut him loose and airlift him to hospital.

Three crushed vertebrae - C5, C6 and C7 - in his spine and the agonising 120 minutes in the vehicle left him a quadriplegic. He has not taken a step, or been able to fully care for himself since the accident.

Twelve years later, he sits in front of more than 200 delegates - club managers, directors and club industry business executives - at the CMAA's annual Mid Year Conference in the Jupiters Pavilion Convention Centre talking about the moment that changed his life and his journey.

CMAA Communication Services Manager Peter Sharp spent an emotional 30 minutes with Ryan, sharing the painful but inspirational story that has taken him from his family home to Brisbane with his fiancée, Sabrina, and to the heights of sporting triumph as captain of the Australian Wheelchair Rugby Team.

"Every one of us knows that we, or one of our children, could have been in that car ... just like Ryan," CMAA Federal President Bill Clegg said after the interview. "He is a truly remarkable person and his story makes us stop and take stock of our lives."



Great night to be a Queenslander

The 2010 State of Origin rugby league series might have been decided, but the potential for Queensland to deliver a 3-0 clean sweep over NSW provided plenty of excitement for delegates at the CMAA's Mid Year Conference. "Origin Fever" has become a social and sporting highlight at the annual Conference and - again - it was a good night to be a Queenslander as the Maroons won 23-18 to make it five years in a row that Darren Lockyer has lifted the trophy. When Day 1 work was over, more than 250 guests packed the Pavilion Convention Centre to a feast of footy food and drinks and cheered every pain-packed tackle and try.



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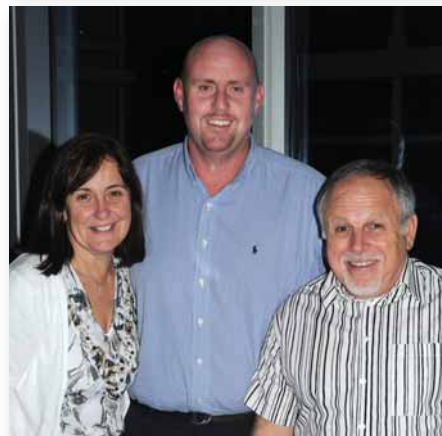




Sponsor Dinner reaches for the sky

If you are going out to dinner at the Gold Coast, why not 78 floors up with breath-taking views and a light show that goes on forever? The CMAA hosted its annual Sponsors Dinner at Q Deck in the Q1 Tower on Day 2 of the annual Mid Year Conference and Federal President Bill Clegg welcomed more than 100 guests. Bill welcomed representatives from the CMAA and CMDA "family" of Career Development Sponsors and 2010 National Bursary Sponsor companies, CMAA Life

Members Lew Cooper, Barry Stevenson, Allan Peter (CMAA Federal Secretary), Terry Condon (CMAA Executive Officer), CMAA Hall Of Fame inductees along with Federal Executive and Federal Council members, Board of Management Studies and local Zone representatives. Also in the gathering were Leagues Clubs Australia Chairman Peter Hardgrove and LCA CEO Peter Turnbull, RSL & Service Clubs Association CEO Graham Carroll.



Networking a gold mine for delegates

It would be almost impossible to calculate the years of experience and challenging situations that almost 150 club managers have accumulated during their careers.

The mix of managers at the 2010 Mid Year Conference at Jupiters Gold Coast was as interesting and diverse as the conversations they engaged in across the three days of presentations and workshops, lunches and social events.

"The networking component of these Conferences too often is under-valued but, when you put a group of people like this together ... invite them to contribute their opinions and experiences ... then you have a remarkable resource for the challenges that the industry faces these days," was CMAA Executive Officer Terry Condon's assessment of the networking value of the event.



Maxgaming's NSW Sales Manager Don Hammond answered more than his fair share of questions during the Mid year Conference at Jupiters. A day, or so, before the Maxgaming team headed for the Gold Coast, Don and his dog had a difference of opinion while out for a walk ... looks like the dog was the winner. Don maintained a smile during the Conference but is struggling with the man's best friend concept.



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

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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

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<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 (3 Days): Mon 16, Tues 17 & Weds 18 AUGUST**

9:30am - 4pm

***Session 2 (3 Days): Mon 13, Tues 14 & Weds 15 SEPTEMBER**

9:30am - 4pm

CMAA Career Development Centre Auburn Sydney (close to Sydney Olympic Park)

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

To register hit www.cmaa.asn.au or contact Estelle E: Estelle@cmaa.asn.au or P: 02 9643 2300.



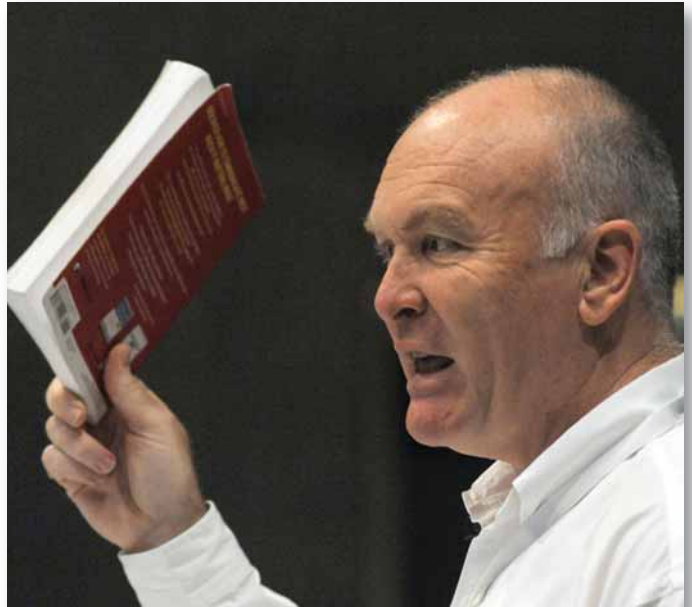
Forum probes opportunities in tough times

You'd hardly raise an eyebrow if you stood in front of a group of senior executives from the Club Industry and companies doing business with clubs and told them things were tough these days.

But it's a totally different dynamic when they have the chance to sit together in a room and discuss the challenges and if there is scope to work closer and do business better.

While the balance of the delegates at the CMAA's 2010 Mid Year Conference at Jupiters Gold Coast were working on Creating Synergy and Thought Leadership with Ron "Rowdy" McLean, around 80 CEOs General Managers, Secretary-Managers and CMAA-CMDA sponsor company leaders were examining the business environment that has put pressure on clubs and, consequently, the products and services providers.

Psychologist and popular CMDA educator Paul Lyons had the challenging role of "ringmaster" for the Day 3 morning sessions as he manoeuvred the issues and debate to a constructive and worthwhile investment in the time of these busy professionals.



Everyone's a winner at the CMAA Charity Race Day

Steve Condren might need a "House Full" sign next year for the annual Combined Zones - Gold Coast and Brisbane - Charity Race Day at Gold Coast Turf Club. More than 460 people from 40 clubs and CMAA sponsor companies packed into The Dome for the 2010 edition of the event that marks the end of the CMAA's annual Mid Year Executive Leadership Conference, staged at Jupiters Gold Coast from July 7 to 9. "I'm not sure we could fit another table in this place," Steve said with a smile as he surveyed the venue before heading off to start the formalities that included an auction and raffle that raised more than \$24,000 for the three local charities to benefit from the generosity of the people who make the Club Industry such a remarkable movement. David Brown from Bravehearts, Peter Duffy from PCYC Gold Coast and Charles Walker from Student Care Welfare Qld gratefully accepted the contribution of \$8,000 to each charity from the fundraising efforts. Danielle Peters chose the \$2,000

rather than the Melbourne Cup trip as first prize in the raffle that was sponsored by Rohrig Hospitality, who also took a table for the event. Company boss Glen Rohrig was in the spotlight when he topped the bidding at \$1,300 for a jersey autographed by the all-conquering Queensland State of Origin rugby league team after their win in Sydney a few nights earlier. Mark Hohn, the Queensland Manager for TJS Services and a Queensland Origin team manager, delivered the jersey and presented it to Glen. Both Rohrig Hospitality - previously Intero Hospitality Projects - and TJS Services are CMDA Career Development Sponsor companies. There was one sombre moment in an afternoon of celebrations when Rob Aldous announced that Peter LeGros from Tallebudgera Surf Club, who was to attend the event, had been badly injured in a cycling accident earlier in the day. CMAA members signed a bright yellow Tour de France cap, provided by Foster's Australia, to remind "Frog" that his friends were thinking of him.



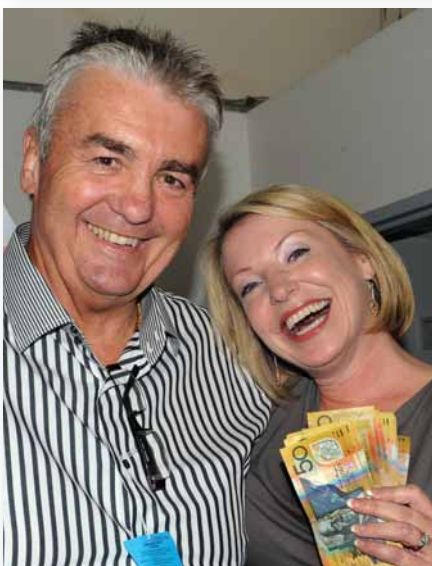
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Food & Beverage Summit 8th & 9th September



There are great opportunities for entrepreneurial Food & Beverage professionals, chefs and senior managers – are you keeping up with the latest trends?

Be inspired and challenged at the 2010 Food & Beverage Management Summit – you'll learn from the experts and from smart managers in clubs large and small. Cost control, menu trends, equipment, maintenance, legal issues and staff management: these are all major challenges for the club industry and a focus for this exciting event.

Wed 8 Sept

- 8:30-9:00 | ARRIVAL** Coffee & Registration
- 9:00-9:10** Welcome and Summit Opening
- 9:10-10:00 | Session 1** **Trends You Can Use** – discover the latest Food & Beverage Ideas from Europe and Australia. **Tom Rutherford**, Caterer and Foodservice Consultant
- 10:00-10:15** Morning Coffee and Refreshments
- 10:15-11:15 | Session 2** **Smart Operators, Smart Business:** two clubs share their recipes for success. **Peter O'Brien**, F&B Manager at Dee Why RSL and **Paul Bradbury**, Executive Chef at Brisbane's Greenbank RSL
- 11:20-12:20 | Session 3** **MASTER CLASS – with Industry Specialists**
Choose from the following topics – Master Classes are repeated in the afternoon
Fast Beverage Training – how to build a successful sales & service culture with your wine list. **Bill Shirley**, Hospitality Trainer
Kitchen & Bar Design Essentials – improve the layout, equipment selection, design and use of space in your F&B operation.
David Vokes, Intero Hospitality Projects
Danger Alert: Managing Duty of Care in F&B - How to Avoid the Common Traps.
Tony Johnston, Eastern Lawyers
- 12:30-1:30 | LUNCH** Lunch Break and Networking
- 1:35-2:35 | Session 4** **MASTER CLASS – with Industry Specialists**
Choose from the following topics
Fast Beverage Training – how to build a successful sales & service culture with your wine list. **Bill Shirley**, Hospitality Trainer
Kitchen & Bar Design Essentials – improve the layout, equipment selection, design and use of space in your F&B operation.
David Vokes, Intero Hospitality Projects
Danger Alert: Managing Duty of Care in F&B - How to Avoid the Common Traps.
Tony Johnston, Eastern Lawyers
- 2:35-2:55** Afternoon Tea and Coffee
- 3:00-4:00 | Session 5** **Cost Cutter: How to Reduce Energy Use & Improve Sustainability in the Kitchen** – practical strategies from one of Australia's leading design consultants. **Tim Smallwood**, FCA Foodservice Consultants
- 4:05-5:10 | Session 6** **Café Makeover** – renovating for popularity, speed and profit improvement. With **Paul DiMattina**, owner, operator and partner of the DiMattina Group Restaurants, and **Michael Foulkes**, Cabra-Vale Diggers Club
- 5:15-6:30 | Happy Hour** Join us for lively networking, wine, beer and gourmet platters. Share insights from the day, then team up with your colleagues for dinner afterwards.



Thurs 9 Sept

8.30 -9.00

9:00 -10:00 | Session 7

Coffee and Arrival

Creating Success in your Club Café. One of Sydney's leading café operators shares her formula for creating a great business. **Angela Vithoulkas**, café business consultant and director of VIVO Café Group

10:00 -10:15

10:15 -11:15 | Session 8

Morning Coffee and Refreshments

Local Heroes: Building Fame & Popularity – success strategies from two leading regional clubs. **Anne Stovin**, Currumbin RSL and **Christine Haynes**, Diggers @ the Entrance.

11:20 -12.20 | Session 9

MASTER CLASS – with Industry Specialists

Choose from the following topics – Master Classes are repeated in the afternoon

Taking the Knife to Food Costs – learn the strategies used by one of Australia's leading clubs. **Kim Chilcott** and **Gary Burgoyne**, Twin Towns Services Club.

Repair & Maintenance Planning for Commercial Kitchens – ensuring a long-term return from your equipment. **Geoff Hunter**, Hobart Foodservice

Regional Success – how to create a great food & beverage business in regional Australia. **Tony Moxey** and **James Gross**, Phillip Island RSL

12:25-1:25

1:30-2.30 | Session 10

Lunch Break and Networking

MASTER CLASS – with Industry Specialists

Choose from the following topics:

Taking the Knife to Food Costs – learn the strategies used by one of Australia's leading clubs. **Kim Chilcott** and **Gary Burgoyne**, Twin Towns Services Club.

Repair & Maintenance Planning for Commercial Kitchens – how to ensure a long term return from your equipment. **Geoff Hunter**, Hobart Foodservice.

Regional Success – how to create a great food & beverage business in regional Australia. **Tony Moxey** and **James Gross**, Phillip Island RSL.

2:35 -3:45 | Session 11

Controlling Fraud in Food & Beverage - practical Strategies to control pilfering and theft. **Jason Fullerton**, Barringtons Group

3.45 - 4.00pm

Close and Final Comments



WHEN: 8th and 9th September

WHERE: Bankstown Sports Club

HOW MUCH:

EARLYBIRD PACKAGE: \$490 plus GST per person includes two days of quality seminars, catering, happy hour and networking on Wednesday night.

Early Bird price only available until 15 July 2010.

NORMAL: \$590 plus GST per person includes two days of quality seminars, catering, happy hour and networking on Wednesday night.

Book Now at www.cmaa.asn.au Inquiries: phone 02-96432300

Activity Points: CMAA Members and CMDA Affiliates receive 20 Industry Activity Points for attending the Summit towards achievement or maintenance of the Active Club Manager Award (ACCM). For members who travel more than 100km from the radius of their club a further 5 Activity Points are awarded



CMDA Training Program: August - September 2010

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

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

COURSES... (Venue is CMAA Career Development Centre, Auburn unless otherwise noted)	AUGUST	SEPTEMBER
Provide Responsible Service of Alcohol SITHFAB009A (LAB approved) 1 Day (ACCM Unit)	W 18 (Mounties)	W 15 (Mounties)
Provide Responsible Gambling Services SITHGAM006A (LAB approved) 1 Day (ACCM Unit)	Th 19 (Mounties)	Th 16 (Mounties)
Supervisor Boot Camp - 2 x 2 day Sessions For potential & existing team leaders & supervisors. Includes: Identifying the responsibilities & characteristics of an effective supervisor, personal values & style, time mgmt skills, communication & motivational techniques, delegation & problem solving, supervising service excellence & coaching skills.		(S1) M 13 & T 14 (S2) M 20 & T 21
Train the Trainer 1 Day (Coach others in job skills SITXHRM001A) Ideal for supervisors & managers who are responsible for on-the-job training of other staff members.		M 20
Plan & Establish Systems & Procedures 1 Day (Non accredited) This course enables participants to identify, plan, develop, establish and review workplace systems and procedures assisting in operational requirements for their club.		T 21
Develop & Update Legal Knowledge Required for Business Compliance SITXGLE001A 3 x 2 Day Sessions (ACCM Unit) Covers the range of legislative compliance issues including; Trade Practices, OH&S, Privacy, RSA, RCG and more.		(S1) M 13 & T 14 (S2) M 27 & T 28 Continues October
Club Secretary Manager's Course 2 x 2 Day Sessions Ideal for aspiring and existing CEO's. Includes 35A Audit Checklist, Finance, Corporate Governance, How to run a Board Meeting, Role of Company Secretary and more...	(S1) W 4 & Th 5 (S2) W 11 & Th 12	
The Influential Communicator Program 12 x 1 Day sessions (Non accredited) This program is most suited to people who are in business roles that require the ability to successfully influence others to generate positive business outcomes. This program can change the life in your business and the business in your life!	(S1) T 17 (S2) T 24 (S3) T 31	(S4) T 14 (S5) T 21 (S6) T 28 Continues October
Analyse & Report on Gaming Machine Data SITHGAM004A 2 Days (ACCM Unit) (Prerequisite for Gaming Management Development Program) Deals with the collection, analysis, reporting of EGM data per statutory requirements & variances through cash flow analysis.		W 1 & Th 2
The Effective Operational Manager Program - 2 x 3 Day Sessions 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.	S1) M16, T17 & W18	S2) M13, T14 & W 16
Recruit, Select & Induct Staff SITXHRM002A 2 Days (ACCM Unit) Deals with the skills and knowledge required to recruit, select & induct staff within the framework of overall HR plans.	M 9 & T 10	
Effective Online Marketing 1 Day Workshop	Red Hill T3	
Food & Beverage Management Summit 2010 2 days This exciting event is the premium training opportunity for F&B managers, chefs, catering managers, kitchen managers, or for that matter, anyone in the operational side of food and beverage.		W8 & Th9 Bankstown

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

REGISTER ONLINE TODAY - www.cmaa.asn.au

Police slam Govt bid to relax restrictions

The NSW Police Association has criticised NSW Government moves to lift licensing restrictions on the Campbelltown Catholic Club and Club 209.

The Macarthur Chronicle reported that both Campbelltown clubs were named on a blacklist of the state's most violent premises but dropped from the top 100 after adhering to restrictions imposed by the Government last year.

Restrictions included alcohol time-outs and the use of plastic cups. The Government lifted its restrictions on the clubs during June after a report showed positive results at each venue.

But Camden Police Senior Constable Mark Ward, a Police Association Executive Member, said all restrictions should remain firmly in place. "But just because assaults have gone down, doesn't mean restrictions should be

lifted," he said. Campbelltown Catholic Club Chief Executive Officer Michael Lavorato said Senior Constable Ward's claims were ill-informed. "The club has worked hard - and will continue to work closely with the Government and Police - to ensure it remains a safe venue," he said. "The club has retained many voluntary restrictions, including a 2am lockout, four-drink limits after midnight and the engagement of responsible service of alcohol marshalls."



Club Secretary Manager Program

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

Ideal Candidate:

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

Content Includes:

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

Program Details:

Times	9.30am - 4.30pm all 4 (four) days
Fee	\$690 plus GST - CMA Member/CMDA Affiliate \$890 plus GST - Non Member
Award	Participants will receive a Certificate of Attendance
ACCM points:	Completion of this program entitles CMAA Members & CMDA Affiliates to 25 points toward ACCM activity

To Register:

Register online today at www.cmaa.asn.au

For more details contact **Estelle McDonald-Birch** at the CMDA

Phone: 02 9643 2300 or E: estelle@cmad.asn.au

50 CMAA Diary - 2010 Zone Meetings & Industry Functions

Day	Date	Meeting	Venue	Zone
AUGUST				
Monday	02/08/2010	07:30	The Grange Golf Club	Illawarra Shoalhaven Zone Charity Golf Day
Tuesday	03/08/2010	11:00	Coffs Harbour Catholic Club	Mid North Coast Zone Meeting
Tuesday	03/08/2010	11:00	Gympie RSL Club	Sunshine Coast Zone Meeting
Wednesday	04/08/2010	10:00	Forster Bowling Club	Great Lakes Zone AGM
Sunday - Tues	08-10/08/2010	09:30	Darling Harbour, Sydney	AGE 2008 www.austgamingexpo.com
Tues - Wed	17-18/08/2010	09:30	Inverell RSL Club	North West State Zone Dinner & Meeting
Tues - Wed	24-25/08/2010	09:00	Bermagui Country Club	Far South Coast Zone AGM & Dinner
Wednesday	25/08/2010	11:00	Wallsend Diggers Club	Hunter Zone Meeting
Thursday	26/08/2010	09:30	Auburn	CMAA Executive Meeting
Tuesday	31/08/2010	07:30	Fox Hills Golf Club	Nepean Zone Charity Golf Day
SEPTEMBER				
Wednesday	01/09/2010	11:00	Southern Cross Club, Woden	ACT Zone Meeting
Tuesday	02/09/2010	11:00	Broncos Leagues Club	Brisbane Zone Meeting
Tuesday	07/09/2010	11:00	Engadine RSL & Citizens Club	St George Cronulla Zone Meeting
Tuesday	07/09/2010	11:00	Burleigh Bears Club	Gold Coast Zone Meeting
Wed - Thurs	08-09/09/2010	09:00	CMAA Training Centre, Auburn	2010 Club F&B Management Summit
Tuesday	14/09/2010	14:30	Randwick Labor Club	City Eastern Suburbs Zone Cocktail Party
Wednesday	15/09/2010	11:00	Lismore Workers Club	Far North Coast Zone Meeting
Thursday	16/09/2010	11:00	Campbelltown Catholic Club	Nepean Zone Quarterly Meeting
Tuesday	21/09/2010	11:00	Dooleys Waterview, Silverwater	Inner West Zone Meeting
Wed - Thurs	22-23/09/2010	09:00	Koondah Waters Resort, Wyong	Central Coast Zone Meeting & Conference
Friday	24/09/2010	11:00	Bribie Sports Club	Sunshine Coast Zone Charity Bowls Day
Tuesday	28/09/2010	07:30	Kogarah Golf Club	St George Cronulla Zone Golf Day
Thursday	30/09/2010	09:30	Auburn	CMAA Executive Meeting
OCTOBER				
Monday	04/10/2010		Labor Day Public Holiday	Labor Day Public Holiday
Sat - Tuesday	09-12/10/2010		Gold Coast Convention Centre	ClubsNSW Annual Conference
Tues - Wed	19-20/10/2010		SCU Tweed Heads Campus	Corporate Governance Cohort 3 - Day 1 & 2
Sunday - Wed	24-27/10/2010		Grand Hyatt Hotel, Melbourne	RSL & Services Clubs Assn Annual Conference
Thursday	28/10/2010	09:30	Auburn	CMAA Executive Meeting
Friday	29/10/2010	11:00	Dapto Leagues Club	Illawarra Shoalhaven Zone AGM
NOVEMBER				
Thurs - Sunday	04-07/11/2010		Sheraton Mirage, Gold Coast	Leagues Club Association Annual Conference
Friday	05/11/2010	10:00	Foster's Brewhouse, Abbotsford	Victoria Zone Meeting & Workshops
Friday	05/11/2010	10:00	Kedron Wavell Services Club	Brisbane Zone Meeting & Qld Bursaries
Tues - Thursday	15-17/11/2010		Las Vegas Convention Centre	Global Gaming Expo - G2E
Tues - Wed	16-17/11/2010		SCU Tweed Heads Campus	Corporate Governance Cohort 3 - Day 3 & 4
Thursday	18/11/2010	11:00	Coffs Harbour Turf Club	Mid North Coast Zone Meeting
Friday	19/11/2010	11:00	Weston Creek Labor Club, Sterling	ACT Zone Meeting & Bowls Day
Wednesday	24/11/2010	11:00	Swansea RSL Club	Hunter Zone Meeting & Xmas Luncheon
Friday	26/11/2010	09:00	Brighton Le Sands	CMAA Executive Meeting
Friday	26/11/2010	10:30	Brighton Le Sands	CMAA Federal Council Meeting
Friday	26/11/2010	12:00	Brighton Le Sands	CMAA Sponsors Luncheon
Monday	29/11/2010	11:00	Sydney Rowers Club	Inner West Zone AGM & Xmas Luncheon
Tuesday	30/11/2010	11:00	Matraville RSL Club	City Eastern Suburbs Zone Meeting & Xmas Luncheon
DECEMBER				
Wednesday	01/12/2010	10:00	Castle Hill RSL Club	Manly Northern Suburbs Zone Xmas Meeting
Friday	03/12/2010	11:00	Doyalson RSL Club	Central Coast Zone AGM & Xmas Luncheon
Friday	03/12/2010	12:00	Collegians, Balgownie	Illawarra Shoalhaven Zone Xmas Luncheon
Tuesday	07/12/2010	11:00	St George Motor Boat Club	St George Cronulla Zone Meeting & Xmas Luncheon
Tuesday	07/12/2010	11:00	Maroochy RSL Club	Sunshine Coast Zone Xmas Meeting
Tues - Wed	07-08/12/2010	09:30	Tamworth Diggers Club	North West State Zone Meeting & Xmas Dinner
Tues - Wed	07-08/12/2010	09:00	Highlands Golf Club	Far South Coast Zone Meeting & Xmas Dinner
Wednesday	08/12/2010	10:00	Gloucester Soldiers Club	Great Lakes Zone Meeting & Charity Golf Day
Wednesday	08/12/2010	09:30	Yamba Bowling Club	Far North Coast Zone Meeting
Thursday	09/12/2010	12:00	Smithfield RSL Club	Nepean Zone Xmas Luncheon
Friday	10/12/2010	12:00	Club Helensvale	Brisbane-Gold Coast Zone Xmas Luncheon
Thursday	16/12/2010	09:30	Auburn	CMAA Executive Meeting

Mid State builds on education incentives

Mid State Zone is continuing its commitment to manager education and training by upgrading incentives to attend meetings under a new format. Zone President Cameron Provost, a CMDA Board of Management Studies member, welcomed 19 members, including CMAA Federal President Bill Clegg to the Meeting at Dubbo RSL Club on July 18. Before business started, Cameron presented Zone past President Chris Chapman with a gift to honour his contribution to the Zone and the CMAA. Cameron then tabled a proposal that drew enthusiastic debate from the members about changing Zone Meetings from weekend to mid-week and offering an "education dollars" incentive for members to attend meetings to qualify for education subsidies of up to \$500 per event. The rebate scheme will pay for education costs such as accommodation, travel expenses and meals and offers \$150 in "education dollars" for members attending meetings; \$200 for CMDA training courses, seminars and summits; \$300 towards the CMAA Conference and Hospitality Expo at Darling Harbour; \$500 towards the CMAA Mid Year Conference; \$500 towards an overseas bursary. "We have the resources to help make it cost-effective for managers to attend a meeting or overseas bursary and, because we are working in remote locations in sometimes relatively small clubs, it's important to do everything possible to offer these members access to education and professional development," Cameron said. In his report that covered aspects of the Mid Year Conference, including Industrial Relations and the CMAA Strategic Plan, Bill congratulated the Zone on its education initiatives. CMAA Communication Services Manager Peter Sharp also was in Dubbo to present the balance of the Head Office Report, focusing on the CMDA's new Online E-Learning program and upcoming training opportunities, the Federal Government's response to the Productivity Commission's Final Report on Gambling In Australia and the CMAA's move from Auburn to Sydney Olympic Park in October. Samantha Hockey, Geoffrey Holland and Zone Vice President Guy Chapman then offered an interesting report on their CMAA National Bursary trip to the Asian Club Managers' Conference in Singapore and Macau. Mid State Zone's next meeting is back at Dubbo RSL Club on Wednesday, October 20.

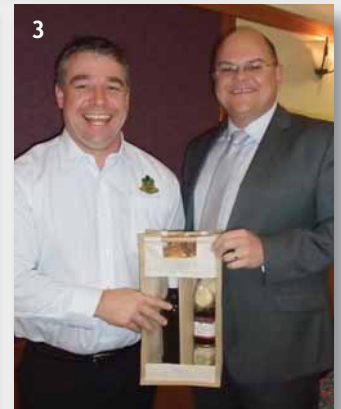
1 - Mid State Zone President Cameron Provost with CMAA Federal President Bill Clegg and Zone Secretary-Treasurer Owen Hughes.

2 - Bill Clegg with Dubbo RSL Club CEO and Mid State Zone Education Officer Geoffrey Holland, the Zone Meeting host club manager.

3 - Zone President Cameron Provost presents past President Chris Chapman with a gift to thank him for his contribution to the CMAA and the Zone.

4 - CMAA Bursary winners Guy Chapman, Geoffrey Holland and Samantha Hockley present their report on the 2010 Asian Club Managers' Conference.

In the article on Page 52 of the CMA Magazine July edition relating to Tricorp Gaming and Paladin Bases, the phone contact number was incorrect. The number is 02 - 9525 8333.



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Tassie tackles terrors

TASMANIA has been urged to force hotels and clubs to close earlier to tackle alcohol-fuelled violence. It comes as drunken louts face the real possibility of being banned from all of Hobart's pubs and clubs if they are caught doing the wrong thing. The State Government is understood to be preparing to fund the publican's version of Neighbourhood Watch, called Pubwatch, as part of its State Budget.

Wagga Wagga a magnet for Zone members

Riverina Murray Zone might have found the solution for ensuring a strong attendance at Zone Meetings ... stage them all in Wagga Wagga. A Cocktail Party at the club the previous night started the networking aspect of the full agenda of the following day that included the early meeting. Zone President Gus Lico welcomed 42 members, along with CMAA Federal President Bill Clegg and Assistant Executive Officer Ralph Kober to the The Commercial Club on July 19. Bill and Ralph, who presented the CMDA Report to the Mid Year Conference at Jupiters a few weeks earlier, spoke in detail about Industrial Relations and the Registered & Licensed Clubs Award 2010 coming in to full effect on July 1, the Federal Government's response to the Productivity Commission's Final Report on Gambling In Australia and the CMAA's move from Auburn to Sydney Olympic Park in October. Ralph also gave a comprehensive briefing on the CMDA's new Online E-Learning program and upcoming training opportunities that will benefit Association members in regional areas. Bill also was able to present Zone Secretary-Treasurer and Murray Downs Country Club CEO Greg Roberts with his ACCM Award. Following the Meeting, the Bob Powell, the National Sales Manager at Casella Wines - a family name and wine label well-known in the Riverina - offered members an insight into the company's foundation, development and future. One of Australia's most remarkable business success stories, Casella Wines with its globally-recognised [yellow tail] brand has blossomed from employing 25 staff to more than 550, producing more than 100 million bottles of wine annually to more than 100 countries from its production facility at Yenda, on the outskirts of Griffith. The Casella Wines story addresses the management issues of planning, organisation, leadership, control, monitoring and the massive leap in sales, staffing and the supply chain - comparable issues facing club managers.

1 - Greg Roberts accepts his ACCM Award from Bill Clegg.

2 - CMAA Federal President Bill Clegg delivers the Head Office Report to the Riverina Murray Zone Meeting at The Commercial Club at Wagga Wagga.



Musgrave Hill's transformation looks

By HENRI LACH

On a hill overlooking the Gold Coast suburb of Southport since the 1960s, the modest, medium-sized Musgrave Hill Bowls Club is undergoing a transformation that will soon elevate it to higher ranks among the tourist strip's licensed clubs.

Somewhere in excess of \$5 million will be spent by the time an eight-month extension program is finished at the end of next month.

There will be a new, attractive façade and entrance foyer, an extended gaming room, upgraded lounges, new administrative offices, a board room, toilets with all the latest fittings, and

new locker rooms and facilities for bowling members.

Outside, a new car park will increase the area to cater for 154 vehicles, with plans approved for expansion to three levels of parking space in the future.

Club Administration Officer Barbara Fisher says the major refurbishment is a response to members' and the local community's needs and expectations.

"People expect more from their club these days," he said. "They expect a level of quality not found in the local pub, or in the old country clubs."

The Musgrave Hill Bowls Club is well positioned to take on a multi-million

redevelopment. It is located on a prime parcel of freehold land that's the envy of local developers, with a value of many millions of dollars.

The club was debt free before embarking on the current project, even after spending \$1.2 million on an internal upgrade and \$250,000 on automatic folding shade cloths for two of its three bowling rinks in 2003.

With acute foresight, the club's successive boards moved to acquire three adjoining residential properties over the years - the most recent in 2005. Buildings on that land have been demolished to make way for the new car park.

In another fortunate move, application for an additional 20 gaming machines was approved only a fortnight before State Labor Premier Anna Bligh's shock announcement in November 2008 that the then-current two-year moratorium on additional poker machine allocations to clubs and hotels in Queensland would be permanent. Musgrave Hill's application beat the cap, so there will be a total of 100 modern machines in its new gaming room.

The club is determined to trade normally during the upgrade. Weekly



Building activity has meant a slight decline in patronage.

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to the future

“People expect more from their club these days ... They expect a level of quality not found in the local pub, or in the old country clubs ...

activities are being doggedly adhered to, with bingo five nights a week, poker machine promotions and membership draws. On Friday nights, a total of 80 meat trays are offered in raffles.

Understandably, patronage has dropped off slightly among social members and casual patrons while the work is in progress.

“People see all the building activity going on and don’t realise we’re still open. Gaming is down a little,” Barbara said.

The catered bistro continues to be well patronised however, offering all-you-can-eat Australian and Asian buffet meals at lunch and dinner for between \$9 and \$12. More than 100 meals are served on some nights. That’s not a bad result considering there’s a virtual food war being waged among clubs on the Gold Coast, with some offering meals for as little as \$3 or \$4.

The CMAA is well represented at Musgrave Hill. As well as Barbara, Duty Managers Robert Montgomery and Michael Moroney belong to the Association.

There are about 500 bowling members and 2,500 social members who pay \$5 a year for the privilege. A major membership drive is planned after the



An artist's impression of the Musgrave Hill Bowls Club's new-look.

upgrade is finished - 10,000 new members is a figure not out of the question.

A gala opening of the new-look club also is planned, with invitations to all local luminaries including State and local government representatives.

“It will be a great occasion for politicians to see how gaming machine revenue is spent,” Barbara said.

Given the opportunity, she will also tell all about the contributions her club makes to local organisations such as the nearby Kumbari Special School and the children’s ward at the Gold Coast Hospital.

The Musgrave Hill Bowls Club is looking forward to a bright future.



Barbara's stocks on the rise these days

The licensed club industry attracts people from many walks of life ... accountants, bankers and school teacher are among its ranks.

Barbara Fisher is a refugee from share broking, although she admits she didn’t jump - she was pushed. “I was one of the many victims of the 1987 stock market crash,” she said.

There are no regrets, however, because after a break from working life she found her accounting and organisational skills were in demand in the clubs’ arena.

She served stints at Helensvale Golf Club, Southport Sharks Club and Surfers Paradise Golf Club before taking on the Administration Officer’s job at Musgrave Hill.

That was 13 years ago.



Musgrave Hill Bowls Club Administration Officer Barbara Fisher at work in temporary quarters.

She’s settled into her role with enthusiasm and dedication - and no intention of moving on.

Barbara has more than one reason to look forward to the completion of the upgrade to her club ... she’s working out of a temporary office in a construction site hut next to the main building. “When the sun’s out, it’s hot ... in the mornings, it’s cold,” she says with a reconciled smile.

Barbara knows it’s a small price to pay.

It won’t be long before she’s enjoying the comforts of a plush new air-conditioned office, from which Barbara will look forward to a new era of service to the local community and future prosperity for this formerly modest club.

- HENRI LACH

Are you rolling out the red carpet for identity thieves?

By RUSSELL POTTS

Does the thought of having your identity stolen frighten you?

Identity theft is becoming more common and, if Australia follows the US trend, there is much to be concerned about.

Even if you have anti-virus, spyware protection and a firewall, you could still be a target for identity thieves, hackers and cyber criminals.

Unfortunately, many people give online criminals free access to their personal and financial information.

They think they have done all the right things ... installed a good firewall, keep their anti-virus up to date and have applied all the security patches.

They think that they are safe from identity thieves - but they are wrong.

According to a recent US study, 37% of electronic identity theft cases had one thing in common - they were caused by an action taken by the user.

That's right. More than one third of identity theft wasn't theft but "give-aways".

So, how do you avoid this happening to you and your club?

While none of us is 100% safe, the following three tips will stop you from accidentally giving online criminals access to your computer network and confidential information.

1. **Never** visit or download free music files, video or programs from file-sharing sites. Not only are you downloading stolen content, but these sites are sure-fire ways to introduce worms and viruses to your computer. It is good policy to set up web filtering software to prevent employees from downloading any unauthorised programs or files.
2. **Never** respond to any email from a bank, credit card company, freight company, PayPal or online store where items are purchased (such as eBay) asking you to verify your account, no matter how credible or legitimate it looks. These are phishing scams set up to access your account information and milk it.
3. **Never** tick the box to "retain your details". You are basically storing

your details in the ether and trusting that the company storing these details never to have a security breach. While it may be convenient, it is a dangerous practice to adopt.

Identity theft is on the rise and will continue to grow as more people use the internet for financial transactions and storing personal information online.

We are seeing the media picking up stories on the countless poor victims who, through lack of knowledge, have been exploited from these cunning and ruthless criminals.

By being careful with your online transactions and resisting the attraction of free downloads, you can prevent enormous stress and potential financial pain resulting from cyber crime.

➤ **RUSSELL POTTS is a Managing Director of Secom Technology which is a sponsor company of the CMAA 2010 National Bursary Program.**



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RSVP must be received no later than Thursday 26 August 2010

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Clubs still the home of live entertainment

Campbelltown Catholic Club's decision to build a \$16 million entertainment centre made it an obvious winner of "Best Club Entertainment" and "Best Club Function Venue" at the ClubsNSW Awards for Excellence in June.

The past year has proven a record for club entertainment with NSW clubs putting on more than 75,000 live shows. The Australian Bureau of Statistics (ABS) estimates that NSW clubs generate \$2 billion for the local music industry, which is 0.25% of Australia's total GDP.

Construction of the 1,200-seat capacity CUBE at Campbelltown Catholic Club has allowed big name acts such as Sneaky Sound System, The Living End and Natalie Bassingwaighte to perform in Sydney's south-west. The CUBE also recently hosted the world's biggest poker tournament and the largest State of Origin viewing.

Mounties Club in the Fairfield-Liverpool area has also dramatically raised its focus on entertainment - particularly live entertainment. The club last year spent \$1.6 million on

entertainment, with 90% on live entertainment.

The entertainment focus also is strong in regional areas with Mittagong RSL Club spending \$100,000 upgrading its auditorium with the latest lighting and sound technology to feature bigger name acts. Coffs Ex-Services Club has increased attendance at shows by 25% by focusing on lifting the quality of acts and introducing bi-monthly candlelight dinner show packages. Small clubs are also increasing their live music budgets. Cardiff RSL Club boosted its 2010 budget by 60%, producing a large increase in club numbers.

Club Old Bar, on the NSW mid-north coast last year spent \$3 million upgrading its auditorium, installing a state-of-the-art stage and sound system to attract larger, high-quality acts for the younger membership.

Large clubs spent more than \$50 million on live music last year and accounted for 68% of all live music shows in NSW.

ClubsNSW CEO Anthony Ball said the NSW Club Industry has long been the

backbone of the Australian music industry. "For years, clubs have been criticised for supposedly replacing live music with poker machines," he said. "That simply isn't true. I don't speak for the rest of the hospitality industry, but certainly at clubs we love live music and every year are investing more money into entertainment. I think people have assumed that because clubs have reduced the number of so-called 'pub rock' acts, that overall entertainment has been cut. The reality is that clubs are now putting on more acts but of differing music styles so to satisfy all the demographics that make up the 5.6 million club memberships in NSW. A club like Campbelltown Catholic Club has over the past year booked numerous acts for their younger members, but have also featured the Wiggles, John Williamson, Adam Harvey, Toni Childs and Tom Burlinson ... acts a teenager or 20-something wouldn't consider attending."

Clubs are proof that quality acts and reasonable ticket prices will attract members and guests for a great night.

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Len honoured as Ainsworth launches latest star

The gaming industry's elder statesman Len Ainsworth has received further recognition for his contribution to the industry at the G2E Asia Trade Show in Macau.

On June 9, the Ainsworth Game Technology Chairman accepted the prestigious G2E Asia Gaming Visionary Award, which recognises an individual who has made a significant and positive contribution to the overall success and expansion of the thriving Asian gaming entertainment industry.

Also at the G2E Asia Expo, another star appeared for the first time when the Ainsworth team had a world-wide release of the new A560.

Ainsworth's latest platform provides the ultimate in player comfort, enhanced game presentation through dual 22" LCD touch-screens providing brilliant, high-resolution graphics.

The A560 is powered by the fourth-generation QuadTronic dual-core processor, supporting up to 18 play buttons, state-of-the-art peripheral devices and a high-quality sound system.



While the technology boundaries have been expanded, Ainsworth's design experience has produced a cabinet with a classic look and feel.

By the end of the two-day trade show, everyone was convinced that Len Ainsworth still has the vision that started with Aristocrat, one of the industry's best-performing gaming companies.

Ainsworth CEO Danny Gladstone said the A560 was set to provide the ultimate gaming experience, offering amazing gaming content and imaginative themes that are

synonymous with the "GamePlus" range of games. "It is a very exciting time at Ainsworth to be launching such a highly advanced device," he added. "Our goal was to create a platform that further enhanced game entertainment and presentation, while providing additional comfort for players."

Ainsworth will release the A560 domestically at the 2010 Australasian Gaming Expo at Darling Harbour, from August 8 to 10.

[yellow tail] 'Joeys' - the perfect partner

It's a well known fact that good things come in small packages. During July, Casella Wines - under its [yellow tail] label - released a new range of 187ml mini-wine varieties to on-premise and off-premise establishments across Australia. Delegates to the CMAA's Mid Year Executive Leadership Conference at Jupiters Gold Coast got a first-hand look and feel of the new product. Casella Wines National Sales Manager Bob Powell and NSW/ACT Sales Manager David Begg attended the three-day event on the Gold Coast and provided samples of the range as delegates collected their paperwork for the event. "It's proving very popular already and the club managers are making very positive comment about the range and packaging options," David said. The [yellow tail] 187ml bottles - dubbed [yellow tail] Joeys - are perfect for

every-day occasions - a party, picnic or a quiet drink at home. The new size is not only more convenient, but means the wine can be kept fresh and ready to be enjoyed in moderation. Joeys also are ideal for



on-premise clubs and hotels wanting a popular product that is easy to serve and will reduce wastage. Five of Casella's best-selling [yellow tail] varieties - Semillon Sauvignon Blanc, Pinot Grigio, Chardonnay, Merlot and Shiraz are included in the new packaging. The 187ml [yellow tail] Pinot Grigio will be the first of that variety available in the new convenient size across Australia.

For more information on the [yellow tail] 187s and displays, go to www.yellowtailwine.com or contact your local sales representative ...

- NSW/ACT: David Begg - 0438 655 373
- Queensland: Brad Ipson - 0412 724 727
- Sth Aust/Nth Territory: Chris Lawson - 0427 696 103
- Victoria: Lino Blasi - 0418 356 545
- West Aust: Steve Leopold - 0418 941 547
- Tasmania: Stephen Ogilvie - 0418 101 779

For tasting notes on each wine, visit www.yellowtailwine.com

Vale Cec Poulos - The CMAA is mourning the passing of Cecil John "Cec" Pullos, 78, a champion of the Club Industry in Queensland. Cec, who was the second Queensland manager to achieve the FICA status, died on July 13. Cec had an air-conditioning and refrigeration business before he became Secretary Manager at Everton Park Bowling Club in 1971. A year later, he became Secretary Manager at the Masonic Club in Brisbane and served for 27 years. The day Cec retired in February 1999, the club closed. The AWU bought the property for administration offices. Cec was Queensland President of the Secretary Managers' Association before it became the CMAA and served as Queensland Zone President from the early 1980s to 1996. Cec lived at Sandstone Point on Bribie Island and was farewelled by family, friends and industry colleagues at Burpengary on July 16. He is survived by his wife Hester, their three children and four grandchildren.

Aristocrat reaching for the sky

Aristocrat launched the biggest thing in bonusing - "Hit The Heights" - at AGE 2009. The suite of "Hit The Heights" games have proven the sky is the limit. Encased in Aristocrat's stylish Viridian cabinets, the response has been fantastic. With four exclusive base games and all four games consistently performing at greater than 1.6 times the average daily turnover of 1cent machines, "Hit The Heights" is an industry pace-setter. With an eye-catching topper featuring 10 explosive bonus levels, "Hit The Heights" has a guaranteed stand-out floor presence.

At the CMAA's 2010 Hospitality Expo in March, Aristocrat also released the highly anticipated "FA FA FA", which features an Asian "fortune" theme



hyperlink supported by Aristocrat's best-performing games - "5 Dragons" and "50 Dragons" - derived from the popular "50 Lions" game. For the first time, the No.1 game in NSW - "5 Dragons" - is available under a hyperlink with stunning animations to ensure maximum player appeal. So it's no surprise

that "FA FA FA" is the No.1 link product in the Asia-Pacific region.

Since its inception, Aristocrat has released more than 90 titles for Viridian. At AGE 2010 - August 8 to 10 at Darling Harbour - Aristocrat will showcase several new innovative titles to suit the hotel market, including "Rose Tattoo", "Paws of Fortune", "Wild Tooth" and "Player's Choice Class Act".

David Scribner - Aristocrat's Marketing Director, Australia and New Zealand - said the company, a CMDA Career Development Sponsor and CMAA Conference sponsor in recent years, was constantly reviewing the market's demands and continually delivering gaming products to cater for all types of players. "We are dedicated to constantly bring new, innovative and exciting games to the market to satisfy player needs for a fresh, stimulating gaming experience," David added.

By the end of 2010, more than 110 game titles will be available in the Viridian cabinet, including highly-anticipated products showcasing new innovative concepts that break traditional boundaries and will redefine the meaning of entertainment on a gaming machine.

For more information on Aristocrat's latest products, contact your local Aristocrat Business Development Executive or call 1800 150 432.

A Smart new move for the industry

If business success is about the right connections, then Smart Exposure is on the right path as a highly networked new business with key markets, including Australia's club and casino industries.

Director Anissa Smart has just launched Smart Exposure, specialising in sales and business development, networking, marketing and events. Anissa's professional experience and connections, particularly with many Club Industry organisations, gives Smart Exposure an industry edge.

Anissa's career spans two decades and most facets of the Club Industry, providing an insight into what drives businesses to success. She is also an example of the career opportunities that exist in the industry for ambitious females.

Her entry to the Club Industry in the early '90s was as a 19-year-old casual employee at Blacktown RSL Club. During her career, Anissa has worked with an array of accomplished leaders, becoming a full-time Supervisor under Blacktown RSL Club CEO Alan Middleton. Determined to move to a management role, she joined Castle Hill RSL Club under Larry Collins and worked alongside Hugh Perrottet, now Group Gaming Manager at Norths, and Ross Siragusano, Group Gaming Manager at Blacktown Workers Club. This role inspired her move to more senior positions and F&B Manager at Balmain Leagues Club under former CMAA Federal Vice President Danny Munk and with Amy Conroy, Gaming Manager at City Tattersalls Club.

Anissa's career also was reinforced by working with CMAA Life Member and Mounties Group CEO Greg Pickering, Mounties General Manager Darren Marino, Workers Group CEO Neil Vaughan, Springwood Club CEO Sue Ball and Kylie Rogers at PALtronics.

Anissa made the move to IGT as a sales executive, then to

Stargames (now Shuffle Master Australasia) as Key Accounts Manager where she worked with Australia's leading casino operators.

Just two months since starting Smart Exposure, Anissa has contracted an impressive line-up of brands and organisations, including Robert Oatley Wines, Tic Technologies, Computertrans Security

Solutions, FCB, Russell Corporate Advisory, GSL Solutions, Daily Press/Citrus Projects, Rawsuga and WMS.

Anissa is planning innovative projects for the Richmond Club and to facilitate relationships with the CMAA, ClubsNSW, Leagues Clubs Association, RSL & Services Clubs Association and other marketing groups.

Anissa says companies who have already engaged Smart Exposure identified an opportunity to broaden their business network and strengthen their ties with other leading businesses in the club, casino and associated industries.

The companies will position themselves on the Smart Exposure stand at the upcoming Australasian Gaming Expo. In an industry-first initiative driven by Smart Exposure, a group of professional operators will unite on the one stand to deliver a suite of industry products and services.

"I am delighted to be representing these brands at AGE," Anissa said. "Like many in this industry, I have attended almost all AGEs, however, this year, with the show timed perfectly around the launch of Smart Exposure, I will focus on delivering a fresh and vibrant new business with quality partners."



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About your Facilitator

Karynne Courts, who is one of Australia's leading values specialists, actively coaches executives and designs and facilitates values-based processes for large groups and individuals.

Karynne has worked extensively in the values field and is well known for her fun workshops and her zealous approach to her work. Providing leadership development, executive coaching, and cultural change initiatives, she has presented and facilitated workshops around Australia and internationally, focusing on Change, Leadership and Technology issues for organisations including AGL, IBM, AMP, QBE, The Club Managers Association, Centrelink, Westfield, Westpac, The Benevolent Society, The Defence Materiel Organisation (DMO), and SMEs in a range of industries.

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

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

Where, When and How?

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

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

Time: 8:30am – 4:30pm

Venue: CMA Education Centre, NSW

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

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



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