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exciting opportunities



Chartered Secretaries
Australia Regional Director
(NSW, ACT & WA) PETER
DONGAS (middle) finalises
the professional
development program
partnership with CMAA
Executive Officer RALPH
KOBBER (left) and Industry
Professional Development
Manager GEOFF MESTON.
Full report - P15

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SUPERANNUATION

2012 CMAA Expo on your horizon

It's a busy business world out there, but planning and preparation separates the successful business from the battlers.

"2020 VISION", the theme of the CMAA's 2012 Conference & Hospitality Expo at the Sydney Convention & Exhibition Centre, Darling Harbour, underlines this essential business philosophy. Despite the short-term challenges facing all of Australian business - particularly the Club Industry - where we are headed, how we get there and what we need to prepare for now are essential mechanisms for clubs to survive now and prosper in the future. March 12 and 13 are the dates for the Club Industry's most important trade expo and most of the organisations forging ahead in business already have booked their places at Darling Harbour for the 2012 event. The CMAA has enhanced its online booking facility to assist companies in identifying, booking and paying for their space and place at the 2012 Hospitality Expo. It's a "one-stop shop" online service at www.cmaa.asn.au. However, if you prefer a conversation or consultation about your company's investment at the Expo, the Expo Co-ordinator Judy Rayner is available online or by phone to respond to questions or assist with the booking process ...

➤ E: rayner@bigpond.net.au and
P: 02 - 9360 6177 or 02 - 9332 2363.

Already, 29 companies from the CMAA's "family" of CMDA Career Development and National Bursary program sponsors have signed up for the 2012 Expo ...

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PAGE ADVERTISER / Editorial

Cover 1	CHARTERED SECRETARIES PROGRAM + POINTERS
Cover 2	KONAMI
1	CMAA Imprint & Administration
2	CMDA Career Development Sponsors
3	CLUB PLUS SUPERANNUATION
4	November Edition Contents
5	AINSWORTH
6	PAYNTER DIXON HOSPITALITY + November Edition Pointers
7	INDEPENDENT GAMING
8	MERIDIAN CONSTRUCTION + President's Perspective
9	ROBIN HUNT ORGANISATION
10	The Executive Officer's Desk
11	PLUS 5 MEDIA
12	CHD PARTNERS + The Business End
13	DATACARD GROUP
14	CHARTERED SECRETARIES ASSOCIATION PROGRAM
15	HARLEY RUSSELL DAY - Chartered Secretaries Courses
16	CMAA - 2012 CONFERENCE & EXPO
17	JAMES CLIFFORD CONSTRUCTION + CMAA 2012 Conference & Expo
18	CMAA - INDUSTRIAL RELATIONS UPDATE
19	THOMSONS LAWYERS + INDUSTRY UPDATE
20	2011 AUSTRALIAN CLUB ENTERTAINMENT AWARDS
21	RAYNER SALES & MARKETING + 2011 ACE Awards
22	CMDA - DIDASKO 1
23	CMDA - DIDASKO 2
24	CMDA - e-Courses + CMDA - RECOGNITION OF PRIOR LEARNING 1
25	CMDA - RECOGNITION OF PRIOR LEARNING 2
26	CMDA - VISIONARY LEADERSHIP PROGRAM 2011
	CMDA - QLD TRAINING 2012 +
27	CMDA - EDUCATION PROGRAM COURSES
28	INDUSTRY UPDATE - Hospitality Webinars 1
29	INDUSTRY UPDATE - Hospitality Webinars 2
30	CMAA ZONE EDUCATION OFFICERS + BOARD OF MANAGEMENT STUDIES
31	ITZ - Mid State Zone Meeting
32	CMAA 2011 DIARY + INDUSTRY UPDATE - RSA / RCG Accreditation
33	INDUSTRY ISSUES - Mandatory Pre-Commitment Update
34	CMAA BURSARY SPONSORS + SOUTHERN EXPOSURE 1 - Victorian Gaming Update
35	SOUTHERN EXPOSURE 2 - Victorian Gaming Update
36	INDUSTRY UPDATE
37	INDUSTRY UPDATE
38	KI-EA APARTMENTS + Northern Exposure 1 - Club Kurrawa
39	Northern Exposure 2 - Club Kurrawa
40	QLD TRAINING CALENDAR + MARKET FORCES

Cover 3 CMDA - QUEENSLAND DUTY MANAGER PROGRAM

Cover 4 SHUFFLEMASTER

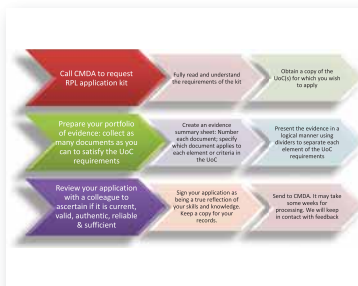
AINSWORTH'S GALAXY of OPTIONS





➤ Page 18

The CMAA has expanded its portfolio of Industrial Relations services that offers a new level of cooperation between the club and its managers. CMAA Federal Secretary ALLAN PETER, ACCM, said the Association, as a key plank of its Strategic Plan, was continually investigating ways to better service the needs of members. Mr Peter said the CMAA's latest initiative was a new service for clubs as employers where the Association can negotiate a new Collective Enterprise Agreement for a manager, or managers, where the contact with the Association is initiated by the club ...



➤ Pages 24-25

In a recent article, CMAA Industry Professional Development Manager GEOFF MESTON argued there are lots of people across many industries who have “been there, and done that” in the workplace, but get overlooked for promotions and new jobs because they don’t have a piece of paper from an educational institution to acknowledge their formal learning. Recognition of Prior Learning (RPL) is what the education system calls a “pathway” to formalise your skills and knowledge learned outside the traditional classroom ...



➤ Pages 28-29

A dynamic website and active social media presence is a priority for many clubs. In July, 60 delegates, representing 43 clubs from across Australia, took part in the 2011 Clubs+ Dynamic Online Marketing Workshop Seminar and Webinar series. The enthusiasm and initiative of the many participants already is bearing fruit. While this educational content was offered in two separate packages - as an either-or-option - a few clubs signed up for both, with multiple attendees. This was a serious commitment ...



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Harm minimisation 'inventory' an interesting summary

I'm sure it's the case for Directors and club managers who have come into the Club Industry in the past decade - that there is not a full appreciation of what

State Governments and the industry have achieved to provide safeguards for gambling in a safe manner.

A reasonable request from a Director of our club was to detail what we do to minimise the harm caused by our services.

The first task was to review where we were in the mid-'90s and detail the various legislated and industry initiatives that seem to have been forgotten in the current anti-poker machine campaign.

I clearly recall that the CMDA was central to the initiatives in implementing Responsible Conduct of Gaming (RCG) training and self-exclusion programs that subsequently became legislation.

The Club Industry has achieved much from the first harm minimisation legislation that mostly was initiated by knee-jerk reactions from Government and introduced more as a public relations exercise, than actually working on the issue.

The review identified some 50 specific requirements that are harm minimisation measures.

These cover ...

- RCG;
- the newly announced RSA Competency Cards and re-training requirement every five years;
- mandatory shut-down periods;
- capping of machine numbers;
- game technical standards;
- prohibitions on free liquor;
- promotional prizes not to be cash, indecent or offensive;
- clocks;
- self exclusion;
- ATM & EFTPOS, signage and credit card restrictions;
- cash advances or cashing cheques;
- gaming advertising;
- gaming prizes;
- Player Reward Scheme and promotional prizes limited to \$1000;
- Player Activity Statements and Accounts;
- compulsory signage, brochures, Help/Think:

Clearly, there will be more to come.

I expect that as most managers that have direct contact with problem gamblers and being responsible for ensuring, not only compliance with the legislation but also ensuring our own values as individuals and organisations are maintained, we often reflect on what more can be done.

As an Association, we often discuss the need for better education and what assistance we can provide to our Members to look after their members.

I have in the past used the analogy of the lifesavers on the beach who react immediately when someone puts up their hand.

There will always be tragedies. However, the sooner someone in trouble puts up their hand, the quicker the reaction and the greater the chance of survival.

One issue that has not been raised in the current fight and an area that no sector of the Club Industry has faced attack on is the support provided to problem gamblers when they do put their hands up.

I expect that the general community will turn to the industry eventually and say: "What are you doing and what more can you do to prevent problem gamblers?" ... similar to the club Director's question.

I also suspect the answer will have to include a direct intervention strategy by gambling providers.

Not that we don't do it now but, usually, it's intervention based on behavioural issues more associated with poor conduct than the manifestation of problem gambling.

An intervention policy will need to have a suite of initiatives.

A personal and voluntary pre-commitment may be one of those initiatives - and the best starting point for achieving an evidence-based outcome is a trial.

Management intervention is a requirement of many of the Acts we operate under, including OH&S, Discrimination and RSA legislation.

To not start developing intervention strategies and initiatives now would be to ignore the expectations of the wider community.

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

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Industry escalates MPC campaign

The fight against the Andrew Wilkie crusade for poker machine reform has escalated with the powerful casino group headed by James Packer, joining with Clubs Australia

and the Australian Hotels Association targeting Labor MPs in a seat-by-seat campaign to put pressure on the Gillard Government to back down.

That pressure will hope to see Government MPs lobby the Prime Minister to split with Mr Wilkie and reach a compromise over controls of poker machines; force MPs to vote against the proposed reforms if no compromise is reached; and, if that fails, to move to direct targeting of MPs at the next Federal Election in 2013.

To date, the PM has been resolute in her commitment to introducing Mr Wilkie's reforms and the draft legislation is expected by the end of this month.

The PM has a lot of bigger issues and challenges on the go than mandatory pre-commitment legislation, yet it may well be this one that sees the PM facing a hand-to-hand fight, seat-by-seat, for the survival of numerous marginal seats.

Andrew Wilkie is willing to gamble his own political future on the outcome.

I wonder if the Prime Minister is willing to gamble on the political future of her Government and MPs?

Club-Specific Corporate Governance Training

The CMAA is delighted to have entered into a partnership with the Chartered Secretaries Association (CSA), the independent leader in governance and risk management.

CSA is focused on improving organisational performance and transparency through delivering accredited education and practical and authoritative training and information.

From early in 2012, the CMAA will be offering all of our club managers and their boards the **Certificate in Governance for Not-for-Profits (Intensive)** and a range of short governance and risk management courses that can be taken either face-to-face in the classroom or online anywhere around Australia.

Why do you need to consider undertaking these courses?

Managers who act as the Company Secretary of their club have a role to:

- Drive and advise on best practice in governance of their club;
- Champion the compliance framework to safeguard the integrity of their club;



*Prime Minister
Julia Gillard.*



*Tasmanian Independent
MP Andrew Wilkie.*



*Casino and media
magnate James Packer.*

- Promote, and act as a sounding board on, the highest standards of ethical and corporate behaviour;
- Bridge the interests of the board, management and members;
- Ensure a high level and quality of the club's corporate governance and governance culture;
- Provide a pivotal role in assisting the board to achieve the club's vision and strategy.

Further course details and outlines, dates, locations and how to register can be found on the CMAA website - www.cmaa.asn.au or by contacting CMAA Industry Professional Development Manager Geoff Meston on 02 - 97464199.

RSA & RCG Re-Certification

I'm sure all of our NSW managers are aware of the OLGR requirements for RSA and RCG certificate holders and the impending cut-off date for re-certification - July 1, 2012 - for those who undertook the training courses prior to December 31, 2000.

Full details of the changes can be found on the OLGR website - <http://www.olgr.nsw.gov.au>

The CMDA has been an OLGR-approved training provider for RSA and RCG since 2000 and is ready to assist your club in training your staff and directors with these courses.

CMAA Events In 2012

The CMAA has three significant dates to diarise for the coming year and each will be an excellent opportunity for our managers to network and inform.

- The CMAA Conference, AGM and Trade Expo at Darling Harbour will run from Monday 12th to Tuesday 13th of March and will feature a quality education program and a comprehensive array of our industry trade suppliers' exhibits. The Expo is selling fast and the Conference Brochure will be released in early November.
- The CMAA Mid Year Executive Leadership Conference at Jupiters Gold Coast in Queensland will run from Wednesday 4th to Friday 6th of July and feature a program that ranges across leadership, technical and industry issues. It's a great break in the middle of what will, no doubt, be a challenging year.
- The CMAA's hospitality brand - HMDA - again will convene a Conference program as part of AGE 2012 - 21st to 23rd of August - that will be gaming-specific and build on this year's pleasing participation.

I urge you as members to support these important CMAA events.



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Let's continue to support those who support us

Having been in my role as CMAA Sponsorship & Marketing Manager

for almost eight weeks, I continue to be impressed by the commitment and passion of people involved with the Association to "raise the bar" for the Club Industry.

In the October edition, I stated my goal ... "to ensure the CMAA has on-going and increased support from sponsors, provide increased value for their partnership with the CMAA so we can continue to provide a consistently high level of training, industry services and events for members".

Having spent these weeks meeting Sponsors and attending Zone Meetings, it has become clear that our Sponsors are aware of what a challenging time our industry is facing.

Our Sponsors understand and share

our concerns for the potential impact of the mandatory pre-commitment legislation. They also feel the impact of tough economic conditions on household disposable income and spending habits and that impact on our businesses.

But, what has pleasantly surprised me is the staunch commitment of Sponsors to supporting our Association and Members in this tough time - even though they, too, are doing it tough.

They know we have faced similar challenges before ... random breath testing, increased gaming taxes, smoking legislation ... but the Club Industry always rises to the challenge.

As an Association and an industry, we have been able to overcome such challenges with this support of our Sponsors.

The Sponsor support as partners of our industry, partners of our Association and partners of our managers has been inspiring.

It's for this reason that we, as the peak management group for our industry, have a duty to reciprocate this support.

When times are tough it's time to look after those who support our industry - not only with sponsorship dollars, but with expertise and experience that has improved the quality of club businesses and managers.

As with everything, there are those who choose the easy option, not paying their dues and shirking responsibility. I'm sure we have all seen examples of businesses that see the Club Industry as a "cash cow" for business - without putting anything back.

Unfortunately, I have already even seen examples of this with companies who provide no support to the Association attending Zone Meetings to promote products and services to Members.

The CMAA has made a major commitment to our Sponsors by appointing me to source and service business partners, so I urge all



Members to refer any businesses seeking to operate within our Association to me.

There are numerous business platforms to support the Association ...

- Sponsor (Career Development Sponsor or Bursary Sponsor);
- Advertiser (CMA Magazine or CMAA Website);
- Exhibitor (CMAA Hospitality Expo).

The CMAA welcomes a conversation with any business interested in a sponsorship or partnership to ensure the Association continues to provide the highest levels of professional service and education to our Members.

The next time you make contact with a business working in the Club Industry and with the Association, ask yourself - or better still, ask them - if they genuinely want to become a business partner to you, your club, the industry and the Association.

If the answer is yes, and they are not yet a Sponsor, please offer my contact details (at the bottom of this article) and I will ensure they have the opportunity to become "real" partners.

If the answer is "no", then the option is simple.

Sponsorship and partnership is built on respect and support so, let's continue to support those who support us.

- SHANNON DONATO is the CMAA's Sponsorship & Marketing Manager
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\$405

The benefits of this program:

- ✓ Ability and confidence to implement risk management within your organisation, utilising practical methodologies
- ✓ Application of key tools and techniques used to identify, prioritise and manage risk
- ✓ Knowledge of utilising risk-avoidance opportunities and implementing appropriate risk-treatment options
- ✓ Recognition of which risks can be managed through risk transfer and which risks are acceptable.

Presenter

Costa Zakis - Principal with Marsh Risk Consulting, one of Australia's leading risk consulting and insurance broking companies.

www.cmaa.asn.au

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CHARTERED SECRETARIES
AUSTRALIA

Leaders in governance

CSA partnership offers new opportunities

The CMDA and the Chartered Secretaries Australia (CSA) have combined forces to offer a series of certified training programs specifically designed for club managers, or administrators within the clubs not-for-profit sector.

Peter Dongas, the CSA Regional Director (NSW, WA & ACT), visited the CMAA's administration and training facility at Sydney Olympic Park last month to meet with CMAA Executive Officer Ralph Kober and CMAA Industry Professional Development Manager Geoff Meston in formalising negotiations to offer this significant new professional development opportunity.

Mr Dongas said he had been impressed with the CMDA philosophy and structure in organising the joint venture and believed it was an exciting opportunity for both organisations. "There is an obvious and important benefit for the CSA and CMDA," he said. "I look forward to this program enhancing the skills base for industry professionals who will benefit from the learning and networking opportunities."

Mr Kober said the CMAA, through the CMDA, had placed significant emphasis on corporate governance through its own tertiary-level program and the association with the CSA would enhance those opportunities for club managers and board members. "Our own corporate governance program has been a significant and enlightening experience for everyone who has attended and I see the same benefits for managers who embrace this new learning experience," he added.

CSA is the independent leader in governance and risk management, and the peak professional body delivering accredited education and the most practical and authoritative training and information in the field. CSA's focus is on improving organisational performance and transparency and influencing governance thinking and behaviour.

The program commences with the Certificate in Governance for Not-for-Profits with training to be delivered in NSW, Queensland and Victoria.

Training programs

The typical format for these programs is a half-day (3.5 hours) session for each subject. After each program, participants are provided with access to an online assessment tool. Successful completion of the assessment for a total of six (6) programs entitles the participant to qualify for the CSA accredited Certificate in Governance for Not-For-Profits. The training program, Governance Essentials, is the only compulsory program for undertaking the Certificate qualification.

The certificate consists of four (4) compulsory and two (2) elective subjects ...

Compulsory Subjects	Plus two electives
Governance Essentials Not-For-Profit Officers, Directors & the Board Not-for-Profit Financial Management Assessing, Analysing & Treating Risk	Not-for-Profit Regulatory Compliance OHS Due Diligence Operation AGM Practical On-the-Job skills for Company Secretaries* Project Governance: Accountability & Risk Management Risk Management Frameworks <i>*Practical On-the-Job Skills for Company Secretaries is a one-day program and counts as two programs towards one of CSA's Certificates.</i>

The programs will be delivered in the three states by private group tutorial at CMDA-arranged venues and Zones, or public tutorial at CSA venues in each state.

On the successful completion of the online assessment, a co-branded Certificate in Governance for Not-For-Profits will be awarded to the participants.

Program Price

The 2011 non-member price per training program is \$405 (GST included).

Benefits for CMAA Members

Completing one of CSA's Certificate courses will provide you with ...

- A CSA/CMDA-accredited and co-branded qualification would be available to CMAA members;
- The qualification provides recognition of the skills and training of CMAA members in their role as governance professionals in the club sector;
- A CMAA-endorsed training program would set the governance and risk management standard for the profession of club managers, particularly for new entrants into the profession;
- With CSA technology, the Certificate training programs can be delivered nationally via tutorials and online, providing access for all states and regional club personnel;
- The gateway to Certificated membership;
- Practical knowledge and skills across a wide range of governance topics that can be applied readily in the workplace;
- A strong platform to consolidate your current position, or launch a new career in governance;
- An explicit demonstration to your employer and to others of your commitment to developing your governance knowledge and skills;
- The ability to make a substantial and valued contribution as a member of the governance team within your organisation;
- An insight into the importance of implementing good governance practices across the organisation and the importance of your personal contribution to this objective;
- The opportunity to network with presenters, other governance professionals and senior managers when students attend face-to-face tutorial programs;
- Certificate in governance practice.

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2020 VISION



what will
your club's
business model
look like in
a decade?

WATCH THIS SPACE

CMAA
Hospitality Expo

Monday 12th & Tuesday 13th of March - 2012
Sydney Convention & Exhibition Centre
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Is your club's business model ready for 2020?

The current economic and political environment is placing unexpected pressures on business around Australia and around the world.

The Global Financial Crisis forced businesses - including clubs - to reassess and restructure their business models and find new ways to run a tighter, more cost-effective and more productive business. Despite Australia's strong economic position, that same financial uncertainty hangs over business at all levels.

As renowned international demographer Bernard Salt told Conference delegates at AGE 2011 in Sydney in August, it's not all "doom and gloom". Business confidence will return and businesses will need to be ready to capitalise on the discretionary spending dollar as people return to lifestyle, recreation and relaxation spending. The numbers don't lie and the Club Industry, traditionally and successfully, has been a destination of choice for millions of Australians.

What will a club look and feel like in

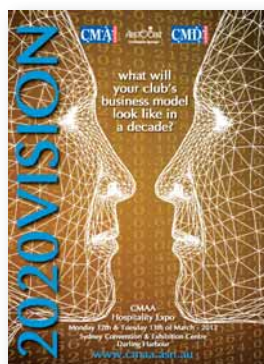
2020? Eight years sounds like a long time, but not if you want your club to be strong, vibrant and serving the needs of your communities.

A crystal ball and a look into that future would be a convenient option.

The best way to form an opinion and begin to formulate a strategy is to sit down with experts and industry colleagues to hear what's ahead and discuss how to embrace and capitalise on the opportunities.

The CMAA's 2012 Conference and Hospitality Expo at the Sydney Convention & Exhibition Centre at Darling Harbour - March 12 & 13 - is titled "2020 VISION" and tackles the theme "what will your club's business model look like in a decade?"

The best and brightest from the Club Industry and the business world - in presentations, workshops and panel sessions - will provide data and an



insight into what customers will expect, how organisations will be structured and what business model will provide the best platform to make the most of the environment.

The Conference brochure will be published in the December edition of

CMAA Magazine and available soon online at the CMAA website - www.cmaa.asn.au

Businesses interested in showcasing their products and services at the Club Industry's premier Hospitality Expo also can identify, book and pay for stands by going to the same website and click on the Expo icon at the bottom left of the home page.

For more information, contact **Judy Rayner** at **Rayner Sales & Marketing** E: rayner@bigpond.net.au and P: 02 - 9360 6177 or 02 - 9332 2383.



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CMAA builds on Industrial Relations services

The CMAA has expanded its portfolio of Industrial Relations services that offers a new level of cooperation between the club and its managers.

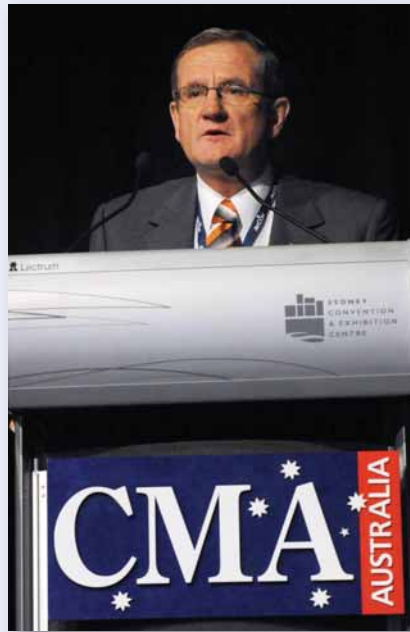
CMAA Federal Secretary Allan Peter, ACCM, said the Association, as a key plank of its Strategic Plan, was continually investigating ways to better service the needs of members.

Mr Peter said the CMAA's latest initiative was a new service for clubs as employers where the Association can negotiate a new Collective Enterprise Agreement for a manager, or managers, where the contact with the Association is initiated by the club.

"This is a new user-pays service that is an addition to the range of industrial services that the Association already provides to Members," Mr Peter said.

"The CMAA has a strong and positive reputation for its work in negotiating and drafting Collective Enterprise Agreements and we have had inquiries from club boards to carry out this work between the club and its manager or managers."

Mr Peter said the CMAA was proud of



CMAA Federal Secretary
ALLAN PETER, ACCM

its record and reputation for dealing with industrial matters in the Club Industry and this new service was an extension of that work.

"Previously, the Association provided Industrial Relations support only to our members, but this new service allows for club boards to contact the CMAA to request our assistance and expertise in negotiating Collective Enterprise Agreements," he added.

The CMAA has drafted a Schedule of Professional Fees for this new service, including ...

- Provision of Collective Agreements;
- Attendance at Industrial Court;
- Industrial Officer consultation;
- Attendance by phone;
- Examining/comparing documents;
- Writing/receiving ordinary letters (including between industrial parties or a solicitor).

Fees are calculated based on the time spent working on the club's matter.

For more information on this new service or to make an appointment, contact CMAA Federal Secretary Allan Peter or Senior Industrial Relations Advocate Peter Cooper

E: peter@cmaa.asn.au at the CMAA
P: 02 - 9746 4199.

Victoria tackles problem gambling its own way

A new foundation to tackle the harm caused by excessive gambling will be created under legislation introduced into the Victorian Parliament in mid-October.

The Age newspaper reported the Victorian Responsible Gambling Foundation will be modelled on VicHealth and focus on reducing the prevalence of problem gambling and the severity of harm caused by gambling.

The foundation, expected to be operating by next July, was a Baillieu Government election promise and its role will include commissioning research into problem gambling and co-ordinating support services for problem gamblers. The foundation will be funded from a \$150 million Government commitment over four years. The State Government expects to collect more than \$1.6 billion this financial year from gambling taxes.

"VicHealth has actually achieved significant community support and actually consensus in tackling some pretty difficult issues and that is the same sort of approach we are looking for in relation to problem gambling," Gaming Minister Michael O'Brien said. "This body will have control of communications, including advertising. If they decide they want to take a TAC-style approach, that would be a matter for them."

Mr O'Brien said the Victorian Competition and Efficiency Commission next year would conduct a public inquiry into the

social and economic costs of problem gambling in Victoria.

However, the Baillieu Government remained opposed to the introduction of a mandatory pre-commitment system for poker machines under consideration by the Commonwealth Government.



MICHAEL O'BRIEN

Mandatory pre-commitment requires gamblers to nominate how much they are prepared to lose before playing poker machines.

Twelve months ago, then-Opposition Leader Ted Baillieu championed pre-commitment arguing it had "proven value in reducing problem gambling".

"Pre-commitment respects the right of individuals to make their own decisions and directly tackle their gambling problem. The technology helps gamblers to stick to their limits they have set once they start playing pokies," Mr Baillieu said in November. "The implementation of pre-commitment is an essential means of seriously tackling problem gambling."

The Coalition went to the State Election with a policy for a voluntary pre-commitment system for Victoria's 30,000 poker machines.

Mr O'Brien said the Baillieu Government would consider a legal challenge if the Gillard Government went ahead with a mandatory pre-commitment system for poker machines.

Alternative is facts cheap, dollars expensive

The Australian Greens have weighed into the problem gambling debate.

Gaming Technologies Association (GTA) which represents the suppliers of gaming machines in Australasia and presents the annual Australasian Gaming Expo (AGE) has described the Greens "cheap alternative" policy that gaming machines would have a \$1 limit on bets as "fatally flawed". GTA CEO Ross Ferrar said that the concept of changing a machine to a \$1 bet limit requires a game change. "As everybody in the gaming industry knows, this concept will cost \$5,000 per machine - and more than that for machines older than three years," Mr Ferrar added. He said the Greens also were wrong in describing existing Australian gaming machines are fast or "intense". "Almost everywhere else in the world, the reel spin can be 'fast-forwarded' to tenths of a second, or even less," Mr Ferrar added. "And, in many cases, the maximum bet is unlimited, or much larger than in Australia. The Greens have never spoken with industry, so they appear to be ill-advised on this matter."

Pokies policy splits high-profile ALP couple

Carmel Tebbutt, the NSW Labor frontbencher and wife of Federal Government Minister Anthony Albanese, has broken ranks with her husband in opposing the Gillard Government's mandatory poker machine pre-commitment scheme.

The *Daily Telegraph* reported that Ms Tebbutt said a system of voluntary pre-commitment was preferable to a mandatory system.

A fortnight after Federal Treasurer Wayne Swan's brother, Ian Swan, a surf club Director said mandatory pre-commitment had "the potential to wreck everything", Mr Albanese's wife, the NSW Opposition Education Spokeswoman, has also broken family ranks.

The Club Industry said Ms Tebbutt's comments showed that Federal Labor did not believe in a mandatory pre-commitment system, but was agreeing to one because they relied on Tasmanian Independent MP Andrew Wilkie's support to hold Government.

Asked about the split with her husband, Ms Tebbutt said: "We are in different

jurisdictions, we have different constituencies. I have listened to the various views and come to the view voluntary pre-commitment would still address the problem gambler, but alleviate some of the concerns people have raised."

Mr Wilkie has staked his support for the minority Gillard Government on a mandatory pre-commitment system being in place for all poker machines by 2018, with legislation to be passed by May, 2012.

Under the scheme, all gamblers would be forced to nominate a maximum limit and obtain a betting card before using poker machines.

A voluntary pre-commitment system would involve only those who believed they had gambling problems nominating a limit. The Federal Coalition has expressed more support for voluntary pre-commitment.

"There seems to be concerns about mandatory pre-commitment and voluntary pre-commitment seems to be a way to still have measures to [combat problem gambling] but alleviate concerns," Ms Tebbutt said.

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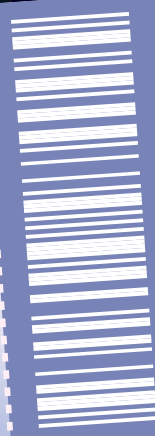


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Maria Pena from ClubsNSW on (W) 9268 3010 (E) mpena@clubsnsw.com.au

ACE Awards online voting starts

As they say on all of the latest TV lifestyle and talent shows ... "you'll have to go online to support your favourite act".

However, your favourite acts in this competition are Australia's top club entertainers and they are aiming for recognition in the 2011 Australian Club Entertainment (ACE) Awards.

The 14th annual ACE Awards Dinner Show will be held on Wednesday, March 21, 2012, at The Juniors - Kingsford.

The ACE Awards recognise excellence in entertainment within nominated categories for the 2011 calendar year.

Nominations for the ACE Awards traditionally have been a version of the "who's who" of Australian entertainment, including David Campbell, The Williams Brothers, Lisa Crouch, Guy Sebastian, Tom Burlinson, Mental As Anything, Liz Taylor, Shannon Noll and Melinda Schneider.

Voting for the first round of nominations for the 2011 ACE Awards starts on November 12.



Australian Club Entertainment Awards



To participate in the voting process, go the ACE Awards website - www.aceawards.com.au - and click on the **VOTING** tab at the top of the page.

While 12 of the previous 13 ACE Awards presentation dinners have been staged at the Canterbury Hurlstone Park RSL Club, the awards move to The Juniors - Kingsford next year.

There are new faces on the Committee with the CMAA's Marketing and Sponsorship Manager Shannon Donato and ClubsNSW Sponsorship and Events Coordinator Maria Penn coming aboard to enhance the planning and preparation for 2012 and beyond.

For information on ACE Awards 2011 Sponsorship Packages, contact **Shannon Donato** (CMAA)
P: 02 - 9746 4199 (W);
0434 185 414 (M);
E: shannon@cmaa.asn.au or
Maria Pena (ClubsNSW)
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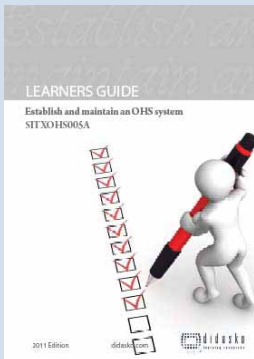
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CMD AUSTRALIA

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- An in depth help section
- Course content
- A report to show how your are tracking
- Assessments



Learner's Guide

Print out your Learner's Guide if you like the feel of paper.

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Simple interactive online course delivery & content

Click on icons and pictures to open up more information.

Establish and maintain an OHS system
Section 1: Establish and maintain a framework for health, safety and security

How do you define OHS responsibilities?

We have already looked at the legal responsibilities of employers and employees. In job descriptions and duty statements, you have the opportunity to define the responsibilities of employees and workplace procedures.

Click on the employee and manager to see just a few examples of responsibilities we have defined in job descriptions at the Sandstone Motel.

Managers

- Undertake regular workplace inspections.
- Regularly monitor work practices and identify and OHS training needs.
- Identify hazards, assess and control risks in compliance with OHS legislation and establishment procedures.
- Establish and maintain consultative arrangements regarding health, safety and security matters.
- Maintain up-to-date OHS training and consultation records.

Working at your own pace

Courses are in sections, allowing you to work at your own pace. Also shows your status so that you don't lose track of where you are up to.

Content

This unit describes the performance outcomes, skills and knowledge required to develop, implement and sustain effective, professional and contemporary OHS management practices. It focuses on the establishment and review of systems, policies and procedures designed to ensure a safe workplace.

Title	Status
<input type="checkbox"/> Section 1: Establish and maintain a framework for health, safety and security	
<input type="checkbox"/> Section 2: Establish and maintain consultative arrangements for the management of health, safety and security	
<input type="checkbox"/> Section 3: Establish and maintain practices for identifying hazards, and assessing and controlling risks	
<input type="checkbox"/> Section 4: Evaluate the organisation's health, safety and security system	

Notes

If you get stuck or confused, access the helpful notes link in the bottom right corner.

Establish and maintain an OHS system
Section 1: Establish and maintain a framework for health, safety and security

What are the employer's legal obligations?

Click on the icons to find out what employers are obliged, so far as is practicable, to do for their employees.

Should like an interesting responsibility about all workers with the right system in place, managing risk is not as difficult as it seems - especially if your employees are genuinely about safety and comply with their legal requirements.



Still want more information?
Use the few hyperlinks to access more information from these resources.

Quizzes, Tasks & Activities

Throughout the course there are quizzes, tasks and activities to complete, usually at the end of a section to test and refresh your memory. You can always flick back and forth in the manual if you feel you did not understand that section



Answer the question to ascertain if you understand the content

Assessments

Throughout the course you will complete multiple-choice questions and text-based questions. These will be submitted to the trainer to be marked and you will be issued with your certificate when you are assessed as competent. You can review your results online.

- 1** What is the name of the principal organisation responsible for developing national OHS legislation?
Marks: 1
- Choose one answer.
- ☐ a. Australian OHS Corporation.
 - ☐ b. Australian Workplace Safety.
 - ☐ c. National Occupational Health and Safety Committee.
 - ☐ d. Safe Work Australia.

Marks: -/1 **SECTION 1: ESTABLISH AND MAINTAIN A FRAMEWORK FOR HEALTH, SAFETY AND SECURITY**

Q1. What is meant by the term 'due diligence' and how does it relate to your role as a workplace manager?

Answer:

Rich text editor toolbar with options for Bold, Italic, Underline, Text Color, Background Color, Bulleted List, Numbered List, Indent, Outdent, Link, Unlink, Undo, Redo, and others.

Path:

Submit

My Results

Task	Result	Trainer Feedback
Content	Incomplete	
Validation	-	
Worksheet	-	
Overall Trainer Feedback		

To view all our online self paced courses please go to www.cmaa.asn.au
You can register online here

RPL (Recognition of Prior Learning)...What it

“we’re perplexed, but not confused”

(Corinthians 4:6)

In a recent article I argued there are lots of people across many industries who have ‘been there, and done that’ in the workplace but get overlooked for promotions and new jobs because they don’t have a piece of paper from an educational institution to acknowledge their formal learning. Recognition of Prior Learning (RPL) is what the education system calls a “pathway” to formalise your skills and knowledge learned outside the traditional classroom. This presents an option for people to ‘map’ their set of skills and knowledge against the national standards for competency so they too can get that hallowed piece of paper. RPL can also be known as “*recognition of current competence*” (RCC).

“One must learn by doing the thing, for though you think you know it, you have no certainty until you try.”

- Aristotle

Due to the vocational education subject component of our ACCM award, we get quite a lot of RPL requests at the CMDA because we are a Registered Training Organisation (RTO). RTOs are the only bodies who can issue nationally “accredited” qualifications. This article seeks to clarify the process to aid both the applicant and also CMDA staff who must ensure that the process meets all the legal requirements imposed on our license of registration.

Applications for RPL should be made initially by contacting CMDA to discuss the request, and CMDA will ask you to provide proof from your records or experience.

A fee will be applied to carry out the assessment.

By law, under a process called Mutual Recognition, we must also recognise and accept Australian Qualifications Framework (AQF) qualifications, and partial qualifications conferred by other Registered Training Organisations (RTOs). *Mutual recognition only applies to qualifications or units of competency which have the same national qualification title or national unit code as those for which the recognition is sought.*

RPL is a process that allows the competencies you already possess to be recognised, regardless of how you obtained them. These might include skills and knowledge you picked up on the job, work experience, or from other life experiences that do not necessarily include formal training. When you apply for recognition, you should compare the things you have learned with the performance criteria etc of the UNIT OF COMPETENCY in the QUALIFICATION. To clarify: A qualification is a prescribed set or group of individual accredited units of competency (UoC). A UoC is a detailed description of a work task. The UoC work task is made up of ELEMENTS and SPECIFIC PERFORMANCE CRITERIA. For example, the qualification “Certificate 4 in hospitality” is made up of 26 UoCs.

An applicant **MUST** provide proper, meaningful evidence of both their skills and knowledge competence in each UoCs that they apply for recognition.

RPL evidence you produce needs to be:

1. **Current:** the learning or ability is still current against the competency being assessed.
2. **Valid:** all evidence must have a direct relationship with the particular element or unit of competency which the evidence has been submitted.
3. **Reliable:** the evidence of the skills and competency must be able to be applied in a consistent manner.
4. **Authentic:** the evidence must be honest and accurate. This means that documentation of the applicant’s learning is genuine and that it represents learning by the applicant rather than someone else. When in doubt, the CMDA may conduct an interview or oral tests as a way of exploring the authenticity of an applicant’s evidence. RPL applicants will be required to sign a declaration when submitting their work to confirm its authenticity. In some cases, the CEO or Club President may be asked for a letter of verification.
5. **Sufficient:** evidence to enable CMDA to make a decision to approve or reject a claim for RPL. To ensure sufficiency, the RPL applicant may need to provide

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SITXHRM007A	Manage workplace diversity	660
SITXMGT002A	Develop and implement operational plans	550
SITXMGT006A	Establish and conduct business relationships	660

means for Members

additional evidence, different forms of evidence or undertake further assessment tasks.

You can supply evidence from a range of sources as specified below.

- **Accredited training:** Qualifications from colleges, private training providers, TAFE and universities who are Registered Training Organisations (RTO)
- **Non-accredited training:** In-house training; continuing education programs; adult education courses that the applicant may have undertaken through community colleges.
- **Work experiences:** Responsibility for specific organisational functions; experience in a particular work role; participation in professional development programs; on the job training; observation; and participation in professional associations.

Evidence types

Direct evidence is best described as anything that has been created by the applicant. These include any certified and authenticated reports, policies or other documentation such as:

Business plans, budget documents, discussion papers, proposals, training guides or training materials, written policies, forms.

Direct evidence will need to be verified by the

candidate's supervisor as their own work. The assessor may phone the supervisor to check verification.

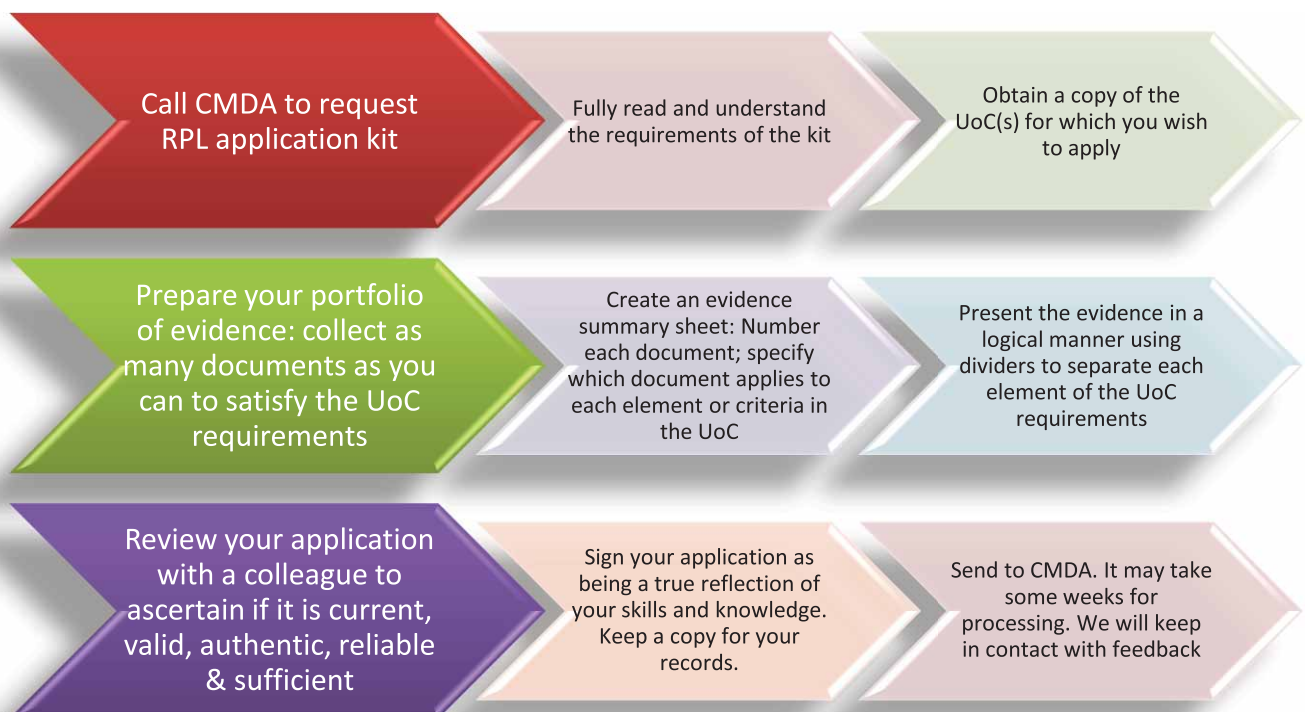
Indirect evidence

This is information about the candidate and might include:

- Certificates/statements of results completed
- Minutes of meetings that contain information that candidate has participated or performed duties
- Job description
- Performance reviews
- References from previous employers: relating specifically to the tasks in the UoC
- Workplace awards, prizes, certificates
- Witness testimony or third party reports
- Photographs/recordings of activities undertaken
- Statements from managers, supervisors, previous employers, customers and colleagues can be included in your evidence portfolio to support your claims. These are not references from previous employers but statements of information that are relevant to an element and performance criteria for the unit of competency.
- Reports from managers or supervisors who have witnessed specific activities undertaken that meet performance criteria/s.

Personal statements: may help highlight personal knowledge and understanding of a particular job/position and the actions required to carry out that role.

Nine steps to assembling your RPL application.



Call Geoff or Brad at CMDA if you require more information

References: Australian federation of Employers and Industries - www.afei.org.au

NSW Dept of Education and communities: www.training.nsw.gov.au/forms_documents/industry_programs/skillsonline/rpl_rto_guide.pdf

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5. You want a values-based plan for your business and life



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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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What will I learn?

- ♦ Increase self-awareness and your understanding of others with **proven assessment tools**
- ♦ Undertake a **comprehensive inventory** of your values and how they shape your life and leadership
- ♦ Learn to step back from the day-to-day details and **act at a strategic level**
- ♦ Develop strategies for **sustainable growth and change**
- ♦ Improve your **adaptability and flexibility** when moving into new situations
- ♦ 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 & 8/9 Dec 2011

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

Time: 9:30am – 5:30pm

Venue: CMA Education Centre, Sydney Olympic Park 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.

To reserve your place:

E: leadership@valuesconnection.com

T: ValuesConnection +61 2 9983 0755

M: 0414 755 455

"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

Professional Development Programs Calendar

Program Name	Date	Location	Member Investment
Big Dave Club Management Workshop 1: Secrets of a Great Team (morning)	8/11/2011 - 8/11/2011	CMDA Olympic Pk	\$99.00
Big Dave Club Management Workshop 2: Secrets of Supervising Staff (afternoon)	8/11/2011 - 8/11/2011	CMDA Olympic Pk	\$99.00
Analyse & Report on Gaming Data	9/11/2011 - 10/11/2011	CMDA Olympic Pk	\$480.00
Visionary Leadership	10/11/2011 - 9/12/2011	CMDA Olympic Pk	\$2,915.00
Corporate Governance Practice Seminar	15/11/2011 - 15/11/2011	CMDA Olympic Pk	\$462.00
Big Dave Club Management Workshop 3: Secrets of Local Marketing (morning)	16/11/2011 - 16/11/2011	CMDA Olympic Pk	\$99.00
Big Dave Club Management Workshop 4: Secrets of Online Marketing (afternoon)	16/11/2011 - 16/11/2011	CMDA Olympic Pk	\$99.00
Club Secretary Manager Course	16/11/2011 - 24/11/2011	CMDA Olympic Pk	\$690.00
Coaching Skills	22/11/2011 - 22/11/2011	CMDA Olympic Pk	\$220.00
Plan & Establish Systems & Procedures	29/11/2011 - 29/11/2011	CMDA Olympic Pk	\$240.00
Develop & Manage Marketing Strategies	30/11/2011 - 30/11/2011	Blended - Olympic Pk	\$690.00
Deal with Conflict	2/12/2011 - 3/12/2011	CMDA Olympic Pk	\$220.00
Chartered Secretaries Association Workshop: Assessing, Analysing & Treating Risk (morning)	12/12/2011 - 12/12/2011	CMDA Olympic Pk	\$405.00
Big Dave Setting Goals Workshop	17/01/2012 - 17/01/2012	CMDA Olympic Pk	\$99.00
RSA	30/01/2012 - 30/01/2012	CMDA Olympic Pk	\$135.00
RSA/RCG Combined	30/01/2012 - 31/01/2012	CMDA Olympic Pk	\$220.00
RCG	31/01/2012 - 31/01/2012	CMDA Olympic Pk	\$95.00
Analyse & Report on Gaming Data	6/02/2012 - 7/02/2012	CMDA Olympic Pk	\$480.00
Financial Fundamentals	7/02/2012 - 7/02/2012	Blended - Olympic Pk	\$480.00
Deal With Conflict	8/02/2012 - 9/02/2012	CMDA Olympic Pk	\$220.00
Effective Business & Report Writing	15/02/2012 - 15/02/2012	CMDA Olympic Pk	\$220.00
Duty Manager Development Program	20/02/2012 - 7/03/2012	CMDA Olympic Pk	\$1,560.00
Roster Staff	21/02/2012 - 21/02/2012	CMDA Olympic Pk	\$330.00
RSA	27/02/2012 - 27/02/2012	CMDA Olympic Pk	\$135.00
RSA/RCG Combined	27/02/2012 - 28/02/2012	CMDA Olympic Pk	\$220.00
RCG	28/02/2012 - 28/02/2012	CMDA Olympic Pk	\$95.00
Manage Quality Customer Service	5/03/2012 - 5/03/2012	CMDA Olympic Pk	\$330.00
Lead & Manage People	6/03/2012 - 7/03/2012	CMDA Olympic Pk	\$660.00
RSA	26/03/2012 - 26/03/2012	CMDA Olympic Pk	\$135.00
RSA/RCG Combined	26/03/2012 - 27/03/2012	CMDA Olympic Pk	\$220.00
RCG	27/03/2012 - 27/03/2012	CMDA Olympic Pk	\$95.00

Call Geoff, Brad, Tegan or Estelle on (02) 97464199 if you have any queries.

Full course details & registration available on our website - www.cmaa.asn.au



Dynamic online marketing for clubs

A dynamic website and an active social media presence is a top priority for many clubs.

In July, 60 delegates, representing 43 clubs from across Australia, took part in the 2011 Clubs+ Dynamic Online Marketing Workshop Seminar and Webinar series.

The enthusiasm and initiative of the many participants already is bearing fruit.

Hats off to the clubs so keen that they attended the one-day seminar - AND the five-week webinar series.

While this educational content was offered in two separate packages - as an either-or-option - a few clubs signed up for both, with multiple attendees. This was a serious commitment.

Hosted by Profitable Hospitality Managing Director Ken Burgin, who has transformed his own consulting and educational business to a hugely successful membership website, the content was easy to follow, even for the technically "illiterate".

Following each Webinar session, an online Masterclass session a few days later was open to participants of the one-day seminar and those attending the Webinars.

These were opportunities to discuss queries or issues that may have arisen as people implemented the previous session's teaching.

Ken also reviewed a number of participants' websites, which he recorded on video, and fielded a wide range of email questions from clubs wanting extra help.

It's rewarding to see a number of websites now reflecting the newly acquired skills of their in-house social media marketing experts.

The award-winning Epping Club, a leader in club events food and beverage and private functions, is an excellent example of a club that has generated outstanding outcomes through serious website investment.

Epping Club Marketing Manager Melissa Gillooly explained how this transition happened. "I attended the first Profitable Hospitality web seminar, organised by Ken Burgin for the CMAA in 2009. In 1995, when the Epping Club website was launched, it was one of the best in the industry. Since that time, our website had undergone three overhauls but was a little outdated when this training opportunity came up. While we were receiving a large amount of web traffic and online inquiries, I knew that to generate more business, and for our website to accurately reflect the Epping Club as an innovative venue, we needed to keep ahead of the latest technology and trends. I was very interested to learn as much as I could to add to our existing e-Marketing strategy."

Following this formal introduction to the world of social media, Melissa worked with her team to implement a complete revamp of the Epping Club website.

In fact, the decision was made to build two websites - one for the club and one for its events business.

After a successful Stage 1 of the strategy, marketing and graphics executive Adam Kruhak (who completes all the graphic design and artwork for the website) with Business Development & Marketing Coordinator Danielle Westcott (who manages the content management system in conjunction with some

administration support), along with the Operations Manager Stephen Anson, attended the Clubs+ Dynamic Online Marketing one-day seminar at Sydney Olympic Park, in July.

This allowed the people implementing the changes to hear first-hand the expert advice and to have full support of the e-Marketing strategy from senior management.

Following that stimulating event, the Epping Club team followed up with webinars and the Master Classes.

"Ken Burgin is a knowledgeable and thorough teacher," Melissa said. "A number of his strategies have been included in the Epping Club e-Marketing strategy. The seminars revealed the enormous potential of using our website and online communications much more effectively. We also learned hints and tips for doing so. Our website now is an even more successful marketing tool. There is nothing better than learning from someone who lives and breathes the subject and has so many creative marketing initiatives at his fingertips."

The Epping Club has a website that combines a wide range of useful information with a "look and feel" that accurately reflects the five-star high-quality design and fittings of the club - even the famous staircase that's featured in hundreds of bridal party photos.

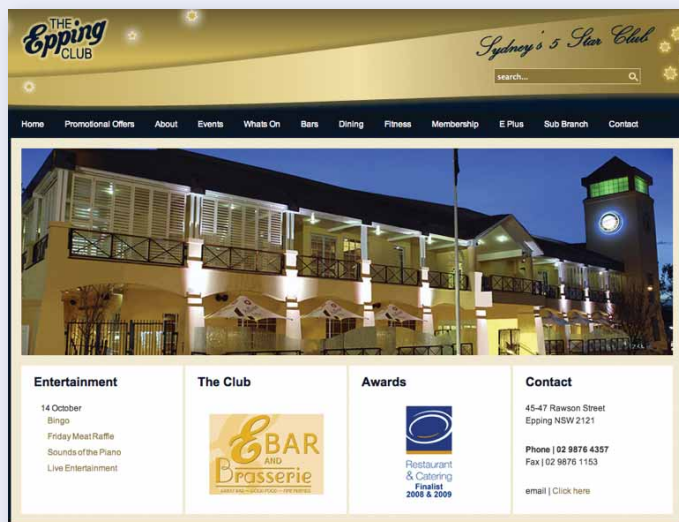
The website shows not just facilities, hours and directions, but also proudly highlights the staff, the CEO, sustainability, the health club, food and entertainment.

It has a very active Facebook Page for the popular E-Bar and a separate website for the award-winning Function & Events Facilities.

Over the 12 months since these sites have launched, there have been many positive results revealed through the careful study of site traffic and movement.

Website visitors are increasing the amount of time they stay on the site and the number of downloads has more than doubled.

The function packages have been redone in an attractive PDF format, clearly stating all the information and with photographs depicting the facilities in use.





To keep the site interactive and changing, the Epping Club sources new photographs from clients and does a photo shoot twice a year.

Melissa said a number of competitions had been developed on the site, allowing the club to collect a database of people interested in those products. "We use this database to regularly make offers targeted to the people who have expressed interest for each particular product," she added. "For example, we had a competition to give away a wedding, which gave us a database of people in the wedding market. We have invited them along to our bridal open days and given them an incentive for being a second-chance competition winner. We have also combined the website with other advertising media. For example, we ran a campaign on 2DAY FM radio to let people know they could win this wedding but they had to enter online. Hence main-stream media is pushing people to visit the website and while they are on there, they will be exposed to our other products."

Jaki Shipp from Raymond Terrace Bowling Club also was impressed. Her background is accounting and she had not seen the potential benefits to the club of an active online presence. "I thoroughly enjoyed the Online Marketing webinar series," Jaki said. "They have given me a totally different view of marketing. This webinar series has taught me that nothing is impossible in the world of social media marketing when you are shown the right tools to use. The webinar format was very easy to use and became second nature after the first week."

Jaki has enlisted the help of two colleagues and, together, their first initiative has been to take a more proactive role with Facebook.

"I even have some members coming

and asking me to take photos at events now," Jaki added.

Receiving an email from Roz Gray at the Culburra Bowling & Recreation Club was also a great reminder of value of the 2011 Clubs+ Dynamic Online Marketing Seminar and Webinar content and the follow-up support available to CMAA members.

Hi Ken, I am so, so pleased I did the Online Marketing Webinars. I really had no idea of the potential benefits to our club if I could simply make our website more informative, and optimised to be found by a Google search. It was a great experience and I am so grateful. And what can I say but WOW, about our website review! Your process of going step-by-step through each page with your suggestions for improvements was fantastic and very helpful. I had never seen a review done like that before - the video you made with your comments was so much more informative than I had expected and so easy to follow, along with what you were talking about. I think I watched it two or three times just to make sure I hadn't missed anything. I was actually very worried that my site wasn't up to standard, but now I am more relaxed as I now know exactly WHAT needs fixing and I can start enjoying it, rather than stressing about how can I make it better. Thank you again. I'm off to start my updates based on your review.

Roz Gray - Culburra Bowling & Recreation Club

The Culburra Facebook page, which was non-existent just a few weeks ago, already has attracted 100 "Likes" and Roz is looking forward to communicating in many new ways: updates on Facebook, announcements via Twitter, sharing the latest news via a blog and email, plus a constant stream of information on the website's entertainment, dining and community pages.

Ken Burgin says managing the website and online communication used to be regarded as one more task for the over-worked marketing person. "Now the website and social media takes centre-stage," he added. "It's more important than the traditional newsletter and requires a new set of skills and very regular attention. The old-way was to throw large amounts of money at print, yellow pages and posters each month, or so. The new way needs a constant flow of conversation, stories, feedback and photos; from the administration and from staff, members and guests. It's so much more interesting, relevant and informative."

In 2012, there will be more training opportunities, such as the Clubs+ Dynamic Online Marketing Workshop Seminar and Webinar series, including an advanced course for those who have completed the first program.

The Epping Club's Melissa Gillooly said this was "a brilliant opportunity for us to learn even more and add to our e-marketing strategy to enhance our social media presence and online marketing creatively, effectively and economically. I encourage anyone who is interested in raising their club profile and improving their knowledge and understanding of how social media can work for their club to sign up for Ken Burgin's next Clubs+ online series."

Social media is about two-way communication.

We welcome questions and suggestions about social media - hospitality@cmaa.asn.au - which will be answered by Ken Burgin each month in CMA Magazine.

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Neil puts work in perspective for all managers

The Club Managers' Association, like the Club Industry, is a movement and culture built on serving the needs of its communities and its members.

That same generosity of spirit was on show at the Mid State Zone Meeting and Dinner at Dubbo RSL Club on October 19 when members showed their support for a colleague feeling the pressure of the tough side of this business.

Cobar Bowling and Golf Club General Manager Neil Urquart, a regular at Mid State meetings and events, was the special guest and guest speaker following his life-threatening experience of an armed robbery at his club in late August.

Neil spoke candidly about the events leading up the incident when he was taken from his home at gun-point by three masked men, returned to club and the weekend takings stolen.

Two club staff members were bound with cable ties and locked in the office with Neil, who suffered minor injuries during the ordeal, while the club was ransacked.

Neil told the meeting that it was a terrible experience and one that underlined the importance of managers and staff having the appropriate armed robbery behaviour and response training.

Mid State Zone President Cameron Provost said Neil's presentation was both moving and a significant message for club managers, particularly executives in smaller, remote organisations.

In thanking Neil for his courage in passing on this important message, the Zone presented Neil with a gift that will allow him to take a well-earned break away from Cobar as he worked every day since the robbery to ensure his staff are safe and secure in their workplace and processes are back in place.

Cameron welcomed 18 members to the mid-October Meeting where CMAA Executive Officer Ralph Kober presented the Head Office Report and he introduced the Association's new Marketing & Sponsorship Manager Shannon Donato, who spoke about his role with the CMAA, his professional football and business career before the CMAA and his ambitions for assisting Zones such as Mid State Zone to grown membership and enhance its attraction for industry sponsors.

Ralph spoke about the success of the CMAA's annual Mid Year Executive Leadership Conference at Jupiters and the significance of the role of the CMDA and HMDA in planning and delivering the Conference component of the annual Australasian Gaming Expo (AGE) at Darling Harbour in August. Ralph also discussed the CMDA's philosophy to the new online e-Learning environment with Industry Professional Development Manager Geoff Meston driving a program that will benefit managers and members in regional NSW.

The Club Industry's ongoing campaign against the Gillard Government's deal with Tasmanian Independent MP Andrew Wilkie was on the agenda, along with the implications of the NSW Government's controversial "Three Strikes, You're Out" legislation and the focus on club managers.

During General Business, members discussed professional development options for the Zone with the one-day Corporate Governance Workshop, Zone bursaries and CMAA Conferences high on the list of topics. Cameron Provost spoke about significance of his club's experience with the CMAA's tertiary-level, four-day Corporate Governance program and



encouraged members to support the possibility of a workshop for the Zone as soon as possible.

Cameron also encouraged members to consider a role on the Zone Committee, meeting formats, along with improved member and industry involvement when members next meet for the 2012 Annual General Meeting in February.

Mid State Zone members decided on dates for 2012 dinner meetings with Dubbo RSL Club the venue for all three events...

- February 29 - Annual General Meeting
- June 27 - Meeting
- October 17 - Meeting

Host club General Manager and Zone Education Officer Geoffrey Holland welcomed 32 guests to dinner where CMDA Career Development and National Bursary Program sponsor company Russell Corporate Advisory's Managing Director Greg Russell entertained guests with his presentation on the new Personal Property security Act and the ramifications for club managers as a consequence of the Centro management case.

1 - CMAA Mid State Zone President Cameron Provost with Zone Member and Cobar Bowling and Golf Club General Manager Neil Urquart who was a guest speaker at the October 18 Zone Meeting at Dubbo RSL Club.

2 - CMAA Marketing and Sponsorship Manager Shannon Donato with Andrew McKay from Dubbo RSL Club.

3 - Greg Russell with Geoffrey Holland, Cameron Provost and Rachel Sharp.

4 - Gilgandra Services Club General Manager Chris Chapman with Neil Urquhart.

RSA & RCG conditions change

Club staff serving alcohol or attending to gaming machine related functions are legally required to have completed the NSW Responsible Service of Alcohol (RSA) course and/or the NSW Responsible Conduct of Gambling (RCG) course.

Under new regulations, which came into effect from August 22, 2011, a new RSA/RCG photo competency card will replace paper certificates for new graduates of approved courses.

Paper certificates will no longer be issued for courses completed on or after that date.

The immediate changes only apply to students graduating from August 22, 2011.

Existing paper RSA and RCG certificates will continue to be valid as evidence of competency until they are all phased out in stages over the next five years.

In addition, a new online environment linked to a central licensing database, has been introduced for registered training organisations approved to deliver RSA or RCG training.

The system will record details of courses and students and generate the certificates required to obtain the photo competency card.

Under the staged transition arrangements, people with paper certificates issued more than 10 years ago will be required to undertake training and obtain the card sooner than those who have obtained their certificates more recently.

As a result, RSA and RCG paper certificates issued before December 31, 2000, will not be valid from July 1, 2012.

Holders of these certificates who are still working in the industry need to complete an RSA or RCG course with an approved training organisation and obtain their photo competency card by 30 June 2012.

The CMDA, which is a nationally accredited Registered Training Organisation (RTO), has scheduled several RSA, RCG and combined RSA-RCG courses for the CMDA Career Development Centre at Sydney Olympic Park - **see page 27.**

Industry sees red on Greens gaming policy

The Hospitality Industry has roundly rejected an Australian Greens Party poker machine policy. Featuring elements of Andrew Wilkie's broad-brush solution, such as \$1 betting limits, the Greens policy sheds the move to mandatory pre-commitment, suggesting the majority of recreational gamblers will not notice the difference. Industry criticism of the policy has centred on the fact the solution would work out virtually as expensive for venues, while not guaranteeing any solution to problem gamblers, most of whom are already betting less than a dollar per spin. Clubs Australia Executive Director Anthony Ball said the problem gambling rate in the UK, which has low-intensity machines, was higher than any Australian jurisdiction. "Unlike Australia, where problem gambling rates are falling year on year, problem gambling in the UK is on the rise," Mr Ball added.

CMAA Diary - 2011 Zone Meetings & Industry Functions

Day	Date	Meeting	Venue	Zone
NOVEMBER				
Thurs - Sunday	03-06/11/2011		Sheraton Mirage, Gold Coast	Leagues Club Association Annual Conference
Friday	04/11/2011	14:00	Carlton Brewhouse, Abbotsford	Victoria Zone Meeting & Xmas Luncheon
Thursday	17/11/2011	11:00	Coffs Harbour Turf Club	Mid North Coast Zone Meeting & Luncheon
Friday	18/11/2011	11:00	Weston Creek Labor Club	ACT Zone Meeting, Luncheon & Bowls Day
Friday	18/11/2011	11:00	Logan Diggers Club	Brisbane Zone Bursaries & Xmas Luncheon
Friday	25/11/2011	09:00	Brighton Le Sands	CMAA Federal Executive Meeting
Friday	25/11/2011	10:30	Brighton Le Sands	CMAA Federal Council Meeting
Friday	25/11/2011	12:00	Brighton Le Sands	CMAA Sponsors Luncheon
Tuesday	29/11/2011	11:00	Matraville RSL Club	City Eastern Suburbs Zone Meeting & Xmas Luncheon
Tuesday	29/11/2011	11:00	Caloundra Power Boat Club	Sunshine Coast Zone Xmas Luncheon
Wednesday	30/11/2011	11:00	Cardiff RSL Club	Hunter Zone Meeting & Xmas Luncheon
DECEMBER				
Thursday	01/12/2011	11:00	The Epping Club	Manly Northern Suburbs Zone Meeting & Xmas Luncheon
Friday	02/12/2011	12:00	Club Helensvale	Brisbane-Gold Coast Zone Combined Xmas Luncheon
Friday	02/12/2011	11:00	Ettalong Memorial Bowling Club	Central Coast Zone Xmas Luncheon
Friday	02/12/2011	12:00	Collegians Balgownie Club	Illawarra Shoalhaven Zone Xmas Luncheon
Tuesday	06/12/2011	11:00	Georges River Sailing Club	St George Cronulla Zone Meeting & Xmas Luncheon
Tues - Wed	06/12/2011	09:30	West's Leagues Club, Tamworth	North West State Zone Xmas Dinner & Meeting
Tues- Wed	06-07/12/2011	09:00	Goulburn Workers Club	Far South Coast Zone Xmas Dinner & Meeting
Tuesday	06/12/2011	18:00	Story Hotel, Brisbane	Brisbane Zone Cocktail Party
Wednesday	07/12/2011	10:00	Taree West Bowling Club	Great Lakes Zone Meeting & Charity Golf Day
Wednesday	07/12/2011	11:00	Evans Head Bowling Club	Far North Coast Zone Meeting & Xmas Luncheon
Thursday	08/12/2011	12:00	Richmond Club	Nepean Zone Xmas Luncheon
Thursday	29/12/2011	08:00	Sydney Olympic Park	CMAA Federal Executive Meeting

CMAA stalwart calls on PM to broker gambling trial

Respected CMAA member Geoffrey Holland has called on Prime Minister Julia Gillard to broker a deal with Tasmanian Independent MP Andrew Wilkie that would allow for a trial of proposed poker machine reforms.

The Dubbo RSL Club General Manager and long-serving CMAA Mid State Zone Education Officer calls a trial of mandatory pre-commitment technology on poker machines a "reasonable solution" to the impasse between the Club industry and the Federal Government.

The Clubs Industry and its supporters has been waging a campaign against the reforms, convinced that mandatory pre-commitment technology will not succeed in reducing problem gambling.

Mr Holland said the reforms could "tear down the hospitality industry in Australia".

"It could put thousands of people out of work, cut community contributions ... and for what?" he asked.

Mr Wilkie has stated that he supports a trial, but for technical reasons only.

"Nothing has changed," he said.

"From the very start, I have supported the Productivity Commission's recommendation of a trial. This trial would, of course, be of specific technical solutions in light of the fact that the value of mandatory pre-commitment has been well established."

The campaign by clubs, hotels and the National Rugby League against the reforms appears to be finding traction at a grassroots level.

Polling released on October 18 by the



*Dubbo RSL Club General Manager
GEOFFREY HOLLAND.*

Sydney Morning Herald shows support for the reforms in NSW has fallen by 66% in April to 52% today.

Mr Holland believes the statistics reflect growing understanding of reform flaws, including the failure of mandatory pre-commitment technology to cap losses.

Problem gamblers in Australia, estimated to number less than 100,000, would still be able to set their own spending limits, he said.

Clubs Australia continues to argue that problem gamblers would not set "realistic" limits and would try to subvert the system or migrate to other forms of gambling, particularly internet gambling.

It claims the Norway experience of mandatory pre-commitment technology reveals it to be a failure and reason for the government to conduct a trial before proceeding with "expensive and unproven" reforms.

Clubs have been promoting their "education, assistance and information" initiatives aimed at helping to reduce problem gambling, considered an addiction.

"The Salvation Army and Lifeline have said ... this [the reforms] won't work," Mr Holland said.

Mr Wilkie has indicated that he will withdraw his support of the Gillard Government unless the reforms become law by May 31 next year.

The campaign against the reforms has entered marginal Labor seats, resulting in unrest in Government ranks.

"To me, they [the Government] are between a rock and a hard place," Mr Holland said. "Julia Gillard should say to Andrew Wilkie that a trial is a reasonable solution."

Clubs in the ACT have put up their hands to host the trial, on the condition that the Government covers costs.

The Commonwealth Productivity Commission has determined that problem gamblers experience a lack of control, impulsiveness and periodic regret, according to Mr Wilkie.

"Mandatory pre-commitment systems allow players to decide how much money they want to spend before they start playing and those feelings take over," he said.

The Club Industry is looking to the Federal Coalition to help revive an industry six-point plan - largely ignored by the Rudd Government more than three years ago - to help tackle problem gambling and end the impasse over poker machine reforms. Clubs Australia has picked up on news the Coalition was developing its own problem gambling policy to resurrect an industry blueprint calling for the establishment of a national gambling counselling and research centre. The plan recommends new rules requiring clubs to intervene with known gambling addicts on the request of concerned family members, improved training for staff, tighter gaming regulation and bans on credit betting. Clubs Australia says the Rudd Government brushed over its blueprint three years ago and it had been unable to hold a single

Coalition could revive clubs blueprint

meeting with Prime Minister Julia Gillard since the 2010 election campaign. "We think the time is right for us to re-socialise our six-point plan," Clubs Australia Executive Director Anthony Ball said. "We encourage the Coalition to consider our six-point plan, but equally, we would urge the Government, Mr [Andrew] Wilkie and the Greens to look at it." The Coalition policy review, being headed by Shadow Finance Minister Andrew Robb, has elevated the issue of poker machine reform, and Families Spokesman Kevin Andrews is fine-tuning an alternative policy and conducting meetings with industry, NGOs and church groups. The Coalition policy will incorporate two key planks, including a voluntary pre-commitment system and counselling services for problem gamblers.

Victoria - down, but not out

"The gem cannot be polished without friction, nor man perfected without trials." - Chinese proverb

By KATIE CINCOTTA

NSW Club Industry veteran Stephen Hodge, ACCM, migrated south two years ago to take the reins of Gippsland's Italian Australian Sporting & Social Club.

The CMAA Education Officer for Victoria and recently appointed State Councillor for ClubsVic admits that transition to regional Victoria has been a difficult one in the current climate of political uncertainty surrounding gaming.

"The industry down here is struggling," he said. "The only people who seem to be making money are venues with 40 machines or more in the venues ... and I have a large club with only 36 machines at this stage."

While Mr Hodge was hopeful of turning a profit the last financial year, he's disappointed that didn't eventuate, marking three years of financial loss for the Morwell club in the La Trobe Valley, which faced stiff competition since the reopening of three new function venues.

"We dropped in our functions department income and, with the Government voices calling on carbon

tax in January, the Valley, which has three power stations, started to become scared," he added.

Having invested \$2.5 million to run 42 machines from 2012, Stephen Hodge is keenly aware of the need to keep budgets tight with the looming threat of mandatory pre-commitment technology for all of Australia's poker machines.

He's joined a new gaming service group - Frontier Hospitality - which is predominantly made up of AFL clubs, including Collingwood and Richmond, that is set to provide a low-cost gaming service that doesn't involve the sale of poker machines.

Collingwood's Director of Gaming and Legal Counsel, Dale Curtis, heads up the co-op, with plans to pitch the new collective to the 13 AFL clubs with gaming venues and clubs and hotels yet to decide about their gaming operations.

"We're just a group of venues trying to get the best possible price for our service, and have the ability to market ourselves," Mr Curtis said. "We won't supply poker machines, but instead of paying \$26 or \$29 a machine, we'll be able to do it for under \$5 per machine per day. Venues are making the decision on their cash flow and what they can



Italian Australian Sporting & Social Club General Manager Stephen Hodge ... "we're moving to another stage".

afford ... you can't blame them for that."

With mandatory pre-commitment estimated to incur gaming losses of between 10% and 40%, Mr Hodge admits even at the lower end, a 10% to 20% loss of gaming revenue would put his club in trouble, with around 65% of revenue derived from his gaming room.

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"If gaming across Victoria dropped by 20%, I'd say that we'd see staff losses in the industry of between 30% and 40%. How many thousands of people will it hurt?" he asked.

Mr Hodge can't understand AFL CEO Andrew Demetriou's reluctance to weigh in on the mandatory pre-commitment debate, which he says will be a critical issue to AFL clubs with gaming licences.

"I think it was a bit rude of Andrew Demetriou to say 'I don't want to get involved in it'," Mr Hodge added.

"When you're the head of the AFL, and that money could prevent loss of player income or the club surviving, is he going to fork it out of his war chest? No.

"He should be scared because it may affect AFL clubs, and who is to say that those clubs who have invested heavily [in gaming] won't turn around and fall over?"

Mr Hodge says with Jeff Kennett's assertion that nine AFL clubs out of 18 are currently trading insolvent, the only reason for Mr Demetriou not to be openly against the "footy tax" (as Collingwood President Eddie McGuire described it) may be his impending retirement.

"The Government needs to be aware that this could start to affect our sporting bodies - and AFL is very strong," he said. "If some of those clubs roll over, what will happen? They'll go privatised and then what happens? All the benefits of what the AFL clubs do changes, and it will be all about the money."

Mr Hodge says he was surprised to discover that the Victorian Government awarded the 15-year Monitoring Licence to newcomer Intralot, especially with Tattersalls able to offer established infrastructure.

"I suppose they want a new 'player' on the scene who is independent

"If gaming across Victoria dropped by 20%, I'd say that we'd see staff losses in the industry of between 30% and 40%. How many thousands of people will it hurt? ...

from all, but I'm sorry to see Tatts bow out of it because I had a pretty good relationship with them," he added.

What Mr Hodge can't understand is the price disparity of poker machines from state to state, which has seen Victoria lag behind with older machines.

"Life expectancy of a poker machine should be five years, but I've got machines here that are 12 years old," he said. "I bought my floor from Tatts for \$180,000, which is about \$4,500 per second-hand machine, but I could pick up those same machines in NSW for about \$1,500."

Mr Hodge blames the lack of competition, born of a 20-year duopoly for the price inequity.

"It's Tatts, and it's their machines," he says. "If you didn't turn around and take those machines, they said they would pick the eyes out of those machines and replace it with whatever they wanted to."

In other state-based observations, Mr Hodge says Victorian club managers really need to focus on being self-directed now through training to overcome decades of "brainwashing" by the pokie lords.

"Some managers have this robotic style ... that it's the same old thing every day and they don't have to worry too much because Tatts or Tabcorp will take care of it," he added. "Well, it's moving to another stage."

The 54-year-old says owner-operated gaming requires everyone - including committee members - to be held responsible for the club's financial outcomes.

What's helping is the influx of club managers from NSW to Victoria - stalwarts such as Chris Byrne who is the new General Manager at the Yarraville Club, having previously run big Sydney hotels, including The Mean Fiddler.

Those NSW imports are advising Victorian clubs to be re-valued to secure bank loans.

"If you boost up what your asset is worth, then you can talk to the bank with no worries," he says.



Outgoing Hawthorn AFL Club President Jeff Kennett.

Mr Hodge has training on the agenda with planned courses for his staff through the CMDA and Franklyn Scholar training institute.

"I want to give my staff something to strive for, and at least if they leave the venue, they've gone away with a certificate," he added.

Mr Hodge believes Victoria's Club Industry will only start to shine when middle and lower management begin to seriously up-skill.

"You've got some smart people down here," he says, "but it's the people down the bottom that need to be trained up. That's where the CMDA and Franklyn Scholar can help - especially with middle management. Some will actually come to you, so, instead of sending your chef off to TAFE for the day, you can get your training on-site."

Ultimately, Mr Hodge is sceptical that controversial Tasmanian anti-pokies MP Andrew Wilkie's reforms will get up. Already there's a ruckus in the ranks with Labor MP Mike Kelly, Parliamentary Secretary and the member for Eden-Monaro, campaigning in his electorate against the proposed changes.

But, he reckons it's also time to get on with things and stop the guessing games.

"Over the next few months people have to focus on their gaming, and make sure their budgets are right," he said. "And, if they're not sure, talk to someone who is. Don't be scared. Speak to a financial advisor or your auditor to refinance and look to the future."



AFL boss Andrew Demetriou.

MoU Stage II introduced into NSW Parliament

The second tranche of legislation giving effect to the NSW Government's Memorandum of Understanding with the Club Industry has been tabled in Parliament.

As anticipated, the Clubs, Liquor and Gaming Machines Legislation Amendment Bill 2011 (NSW) contains provisions addressing club amalgamation and de-amalgamation, protecting clubs from private interests, defences for club managers and a repeal of section 41X of the Gaming Machines Act 2001 (NSW).

The legislation also contains several corporate governance reforms in accordance with the findings of the Independent Pricing and Regulatory Tribunal (IPART) review of the Registered Clubs Industry in NSW in June 2008.

The NSW Government says the legislation will secure the long-term financial viability of registered clubs in NSW.

Minister for Tourism, Major Events, Hospitality, Racing and the Arts, George Souris, said a range of measures was introduced as part of the MoU: "Strong Clubs, Stronger Communities", signed by the Liberal and National parties with ClubsNSW last year.

"The NSW Government has already introduced legislation to deliver tax cuts and establish a new ClubGRANTS scheme to increase financial support for community and sporting groups," Mr Souris said. "The next phase of reforms focuses on ensuring the long-term future of clubs through better corporate governance and management, protecting their community-owned status and removing barriers to clubs amalgamating or merged clubs separating."

The key reforms ...

- Facilitating club amalgamations and de-amalgamations by streamlining requirements relating to licences, property and poker machine entitlements;

- Introducing mandatory training for club directors and managers to strengthen their knowledge and skills in improving club operations and financial viability;
- Strengthening the structure and operation of club boards by addressing difficulties in attracting and electing skilled directors, introducing a maximum limit of nine directors, and enabling mandatory three-year terms if required;
- Preventing clubs and their assets from falling into the hands of private interests through Government scrutiny of management contracts between financially vulnerable clubs and private companies to protect the best interests of members;
- Allowing current serving and ex-service Australian Defence Force personnel to enter RSL and services clubs as honorary members without the need to sign in;
- Removing provisions for unnecessary Royal Commission-style investigations into clubs - a provision introduced by the previous government to deny a citizen's access to appeal to the courts.

Mr Souris said the Liberals and Nationals Government was committed to ensuring the sustainability of clubs and strengthening the already significant social and economic contribution they make to communities across the state.

"Clubs provide much-needed jobs, high-quality facilities and services and financial support for community and sporting organisations, particularly in regional NSW where the local club is often the backbone of the town," Mr Souris added. "The NSW Government will continue to work with the Club Industry to develop and implement reforms to ensure its long-term viability and protect the many benefits they deliver to our society and economy."

Gaming Tax and ClubGRANTS legislation becomes law

The NSW Parliament in late August passed the final legislative stage of the Gaming Machine Tax Amendment Bill 2011 to implement reduced tax rates totalling \$300 million over four years and a new ClubGRANTS scheme.

This Bill honours the first of the election promises by the Liberal-Nationals Coalition recorded in the Memorandum of Understanding, signed at the ClubsNSW Annual Conference in October 2010.

Gaming Tax

The following gaming tax rates came into effect on September 1:

Revenue Band	Existing	From 01.09.2011
0 - \$200k*	0%	0%
\$200k - \$1m (clubs w/revenue < \$1m)	9.09%	9.09%
\$200k - \$1m (clubs w/revenue > \$1m)	19.09%	19.09%
\$1m - \$5m#	30.09%	28.99%
\$5m - \$10m	35.09%	33.49%
\$10m - \$20m	38.09%	35.49%
\$20m plus	39.99%	37.49%

➤ Including ClubGRANTS (formerly CDSE) of 2.25% and GST of 9.09%*

* Assumes continuation of GST rebate on first \$200,000 of revenue

Smoothing mechanism applies to revenue in the \$1m to \$1.8m band

The new tax rates will benefit almost 500 clubs and their 3.5 million members and provide a much-needed financial boost to the Club Industry.

ClubGRANTS

The new ClubGRANTS (formerly CDSE) scheme will deliver benefits of around \$90 million over four years, allowing clubs to strengthen their community support.

The new scheme will increase the tax rebate for registered clubs from 1.5% to 2.25%.

The claimable rate for Category 1 remains unchanged with a minimum contribution of 0.75%, while Category 2 increases to a maximum of 1.1%.

Category 2 core activities also will be expanded to include contributions to professional sport, excluding player payments.

A new Category of expenditure has been created where a further 0.4% of a club's gaming profits over \$1 million that would otherwise be paid in tax will be paid into a new ClubGRANTS Fund.

The ClubGRANTS fund will pay for large-scale sport, health and community infrastructure projects across the state, amounting to an estimated \$10 million per year.

Govt stiffens 'Three Strikes' policy

The NSW Government has finalised its "Three Strikes and You're Out" policy to strip rogue licensees of their liquor licences.

Minister for Tourism, Major Events, Hospitality, Racing and the Arts, George Souris, said it followed consultation with the hospitality industry and key stakeholders over draft legislation introduced to Parliament earlier this year.

Mr Souris said the draft *Liquor Amendment (3 Strikes) Bill 2011* was introduced in June with the commitment that the industry - including the CMAA - would be consulted and have an opportunity to make submissions about this legislation.

"The Government has carefully considered submissions and representations to ensure this policy targets rogue operators and does not adversely impact on responsible licensees," Mr Souris added. "This policy delivers severe penalties so it's paramount the scheme operates fairly and effectively to deliver maximum benefits to communities where there are incidents of unacceptable alcohol-related behaviour. The scheme simplifies the policy and sends a clear message that there is no place for rogue licensees in the NSW liquor industry."

Key elements of the policy ...

- Strikes are incurred when a licensed venue is convicted of one of a range of serious offences under the Liquor Act;
- Offences include permitting intoxication, allowing violent behaviour on the premises, supplying alcohol to a minor or an intoxicated patron, selling alcohol outside authorised trading hours, allowing a substance on premises the licensee suspects is an illicit drug, failing to

comply with an official direction, non-compliance with a closure order and breaching key licence conditions;

- The first strike is automatically incurred upon conviction for an offence and is in force for three years. A second and third strike can be incurred upon further offence convictions within three years;
- The Director General of NSW Trade and Investment makes a decision that a venue incurs a second strike;
- The Casino, Liquor and Gaming Control Authority - the State's independent statutory body responsible for liquor licensing - will determine if a venue incurs a third strike and is subject to a review by the Administrative Decision Tribunal;
- Venue size and capacity, change of licensee and business practices, compliance and incident history, and crime statistics will be taken into account;
- A third strike can result in licence suspension for up to 12 months, licence cancellation and a moratorium on a new liquor licence being granted at the venue for the same business operators for up to 12 months or disqualification of a licensee for any period of time;
- In the case of a registered club, a third strike can result in disqualification of a club secretary, dismissal of any or all of the club directors or the appointment of an external administrator to manage the club;
- Conditions can be imposed on licensed venues in response to the behaviour that led to strikes being incurred. These include bans on glass and RSA marshals for venues with one strike, and reduced trading hours, lock-outs, drink restrictions and extra security measures for those subject to two strikes;

- Licensees also will be required to comply with any notice issued by the Director General restricting or prohibiting any activity that encourages misuse or abuse of alcohol such as drinking games;
- Decision reviews will be available by the Authority or the Administrative Decisions Tribunal;
- The Office of Liquor, Gaming and Racing will maintain a public registry of strikes;
- The "Three Strikes and You're Out" legislation will be reviewed after four years to ensure it is operating effectively.

Mr Souris said the policy could deliver the ultimate sanction - loss of licence and disqualification from the industry - to rogue licensees who repeatedly put the safety of patrons and the broader community at risk. "The community should not have to tolerate licensees repeatedly committing serious liquor offences that lead to violence, anti social behaviour and neighbourhood disturbance," Mr Souris added.

"This scheme forces venues to lift their game. If a pub or club is convicted of one serious offence, the first strike is automatically incurred. From this point on, the venue is effectively on a good behaviour bond for three years, forcing it to maintain the highest standards to avoid further offences and strikes. Ultimately, they will face severe penalties if they do not reduce intoxication and violence and improve management and compliance standards."

Mr Souris said this policy complemented other measures introduced by the NSW Coalition Government to tackle alcohol problems, including reinforcing the need for personal responsibility with expanded Police move-on powers and a new Intoxicated and Disorderly offence.

Aboriginal employment strategy

The Aboriginal Employment Strategy (AES) is a national not-for-profit recruitment organisation that seeks out career opportunities for indigenous people and provides candidates with the skills and abilities to succeed as valuable employees in the workplace. Being 100% indigenous managed, the AES has expert indigenous cultural knowledge and community experience that ensures the best possible retention rates for host employers. The AES training arm also is the national leader for Aboriginal full-time traineeships and school-based traineeships for host employers with retention rates around 80%, which is 50% greater than any other group training organisation in Australia. Interested club managers should contact their local AES office for more information.

AES NSW contacts ...

- **Sydney Central** (Glebe) - Jamie Hardy (02 8571 0900)
- **Western Sydney** (Blacktown) - Jodi Bracken (02 9852 2700)
- **South Western Sydney** (Campbelltown) - Barbara Dent (02 4621 5900)
- **West NSW** (Dubbo) - Belinda Pritchell (02 6882 8100)
- **North West NSW** (Moree) - Natalie Tighe (02 6752 3422)
- **New England** (Tamworth) - Earle Cleaver (02 6766 9388)
- **Hunter / Central Coast** (Maitland) - Tareka Whaleboat (02 4939 4500)
- **North Coast NSW** (Kempsey) - Tintinara Duroux (02 6566 3900)

Kurrawa Surf Club's future now assured



By HENRI LACH

The future of the iconic Kurrawa Surf Club is assured after the Gold Coast City Council finally approved plans for a multi-million dollar upgrade of the club building.

It has taken more than seven years and has been a frustrating battle to gain that approval, according to club General Manager Rob Aldus.

"Council forced changes upon us over a fairly long period of time," Rob said. "A major problem was with the changes in council's architects. They kept moving the goal posts."

He gave credit to former Gold Coast planner Jake Storey who has been working for the club as a consultant for the past 2½ years as a key figure in the success of the application.

Word of the approval came just weeks after news that a much-anticipated joint venture between the club and Jupiters Casino had been abandoned.

[Under the plan, Jupiters was to have funded a major upgrade of the Kurrawa club, reserving part of the building as a seascape nook for the casino's VIPs and high rollers. The proposal was cancelled by mutual consent without acrimony, according to a joint statement late in July.]

Now, it's all systems go for Kurrawa - but it's not going to happen overnight.

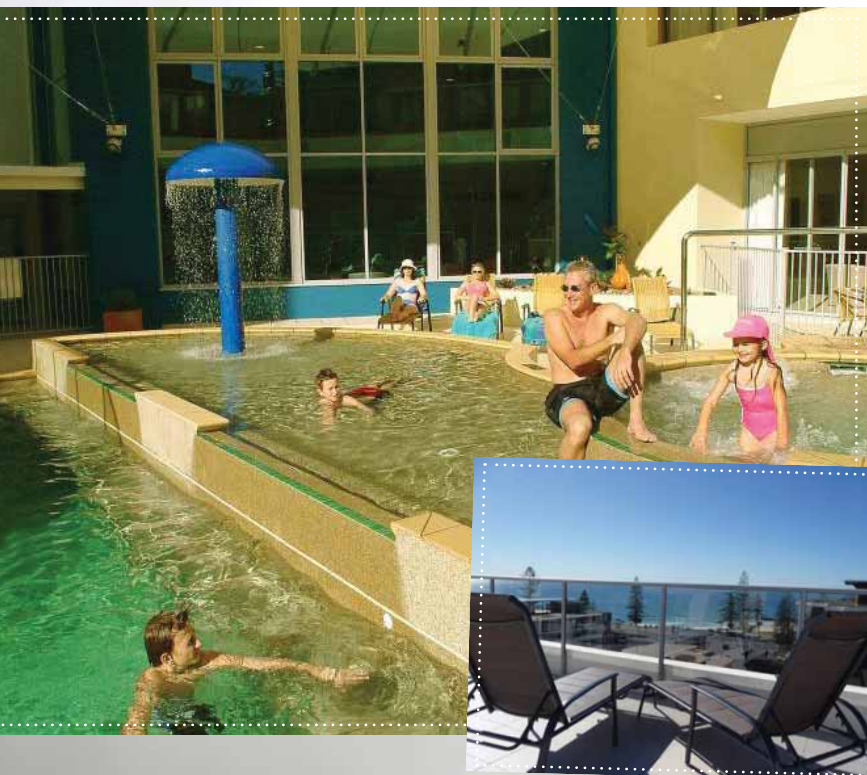
"The next part of the process is to complete our drawings," Rob said.

"By the time we go through the next lot of processes it could be more than 12 months before work begins.

"We'll be concentrating on the benefits for the surf lifesavers.

"Our footprint will increase by 8m to the north and 3m to the south.

"It will mean a big increase in



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facilities for the surf lifesavers.

"The whole ground floor area will be theirs

"They'll have more toilets, increased training facilities, gymnasium, and more craft storage space."

A function area now on the ground floor will be moved upstairs to clear the way.

The social membership and visitors won't be forgotten, with extra dining and bar areas overlooking the magnificent ocean views from the club's upper level.

Meanwhile, Kurrawa has joined the majority of surf clubs up and down the Gold Coast strip by taking over its food business.

The contract with Kurrawa's previous provider expired on March 15 this year.

The club launched a concerted recruitment campaign to put together an in-house team.

Rob believes he's found first-class chefs and staff who officially took over on April 1.

The significance of the date wasn't lost on them, but the move was no joke, as time has proved.

The club now caters for breakfast, lunch and dinner every day.

Breakfast is a \$16.90 buffet for members and \$19.90 for non-members.



The club's menu and the view are the big attractions.

"Close to 90% of the people who come through our doors come for the food and ambience," he said. "Food is the key now ...

Lunch and dinner menus are extensive and varied at competitive prices.

"It's been an outstanding success," a happy Rod said.

"It's added more than 50% to our operating profit and it's been a huge success in making us a one club."

Like every other club executive, Rob Aldous is concerned about the ramifications of the possible mandatory pre-commitment legislation.

He believes the revenue from his club's 63 gaming machines will drop by 40% if the law becomes a reality.

Rob's adopting a positive spin on the

expectations of his and other Gold Coast surf clubs, however.

"Close to 90% of the people who come through our doors come for the food and ambience," he said. "Food is the key now.

"We've worked hard to make sure that our food is attractive - reasonable prices and reasonable value, overlooking the ocean. It's working."

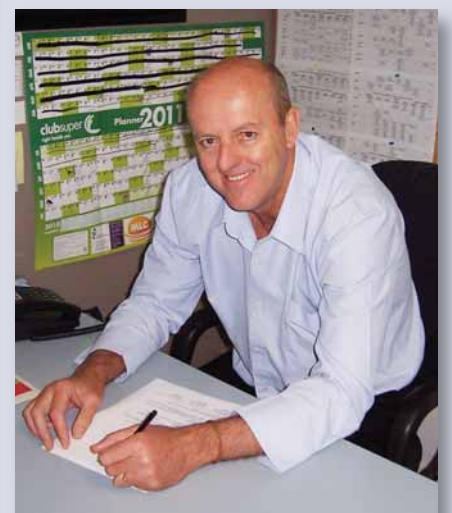
Rob believes surf clubs on the coast are successfully providing the service to which they are committed.

"Our profits are going to assist the community," he added. "Ultimately, we're set up to save lives on beaches ... that's what we do."

CMAA plays big role in Rob's change of direction

"Exciting" is how Rob Aldous describes his club's future. As CMAA Gold Coast Zone Vice President for the past five years, Rob also is enthusiastic about the Association's work. "I'm proud of the way we've grown here," he said. "At a recent Zone Meeting we had 72 people at the workshop and 84 people at the lunch at the Burleigh Bears Club. That many people at a workshop is fantastic. We're increasing our associate or affiliate memberships. It allows Duty Managers to join the Association at a reduced membership fee. We're trying to introduce meaningful speakers at the workshops - that's what's working for us. There's also been an increase in the number of members striving to achieve the Active Certified Club Manager (ACCM) award." Rob paid tribute to Queensland Membership Liaison Officer Justin McGurgan.

"He's doing a fantastic job increasing membership throughout the State," he said. Rob Aldous's CMAA membership dates back to 1988 when he gave up primary school teaching to accept an offer from CMAA Hall of Fame member and respected Sydney clubs manager Tony Lycakis to become his Assistant Manager at the St George Rowing Club. Five years later, concerns for his young daughter's health prompted a move north to the Gold Coast where Rob took up a post as Duty Manager of the then-Fishermen's Wharf Hotel. A stint as Operations Manager at the Palm Beach Surf Club followed before he was offered a similar position at Kurrawa. The sudden retirement for health reasons of the former General Manager in December 2000 propelled Rob into the top job, which he's held with distinction ever since. Rob



Kurrawa Surf Lifesaving Club General Manager Rob Aldous.

Aldous is now looking forward to guiding the popular Kurrawa Surf Club into its new era of growth and prosperity. - HENRI LACH

Crane capitalises on core brands at G2E

Crane Payment Solutions, manufacturers of the CashCode, NRI and Money Controls brands, promoted the theme Cash Handling Made Easy at G2E 2011. Crane offers a variety of bill validators and other payment solution options readily available for customers. Sim Bielak, Vice President Sales & Business Development Global Casino, said Crane was pleased to see the strong presence and diversity of its customers from many international destinations such as Latin America, South Africa and Australia. "G2E was also a good chance for our gaming team to present ourselves one united company - Crane Payment Solutions - rather than as separate brands," he said. Among the broad product range showcased this year, Crane demonstrated the oneCheck cash management system is now available with the "FutureLogic Gen 2 Universal" printer. Mr Bielak said the entire team was excited by this advancement and the system is available with all leading TITO printers. "We were also happy to release our updated oneCheck database with the new enhanced dashboard functionality," he added. Product highlights from the show included CashCode one and Money Controls Ardac Elite from the Bill Validation range; Coin Validation: GDS Supported NRI G-13.mft coin validators; oneCheck cash management system; and Product Extensions, including 2500 Note Cashbox for Redemption Kiosk and PayLink module to simplify integration process and reduces time-to-market. Incorporating the core brands of NRI, Money Controls and CashCode as a company, Crane Payment Solutions confirmed it has sold more than 2,000,000 banknote validators and more than 9,000,000 coin hoppers.

Increase your revenue

Food offers are a cost-effective way of attracting new visitors to your venue and increasing your revenue. Having a well-considered menu coupled with large portions, or a buffet option can be a very attractive offer for patrons. CMDA Career Development Sponsor company PKF worked with a venue that introduced an all-you-can-eat buffet for approximately \$15 to \$20 and experienced a significant up-take of the offer with between 6,000 and 11,000 additional people visiting the venue per week for the buffet. In order to increase your revenue as far as possible and get the maximum value from your promotion, it is important to cross sell to visitors once they are in your venue - i.e. ensure they spend money in addition to the expenditure on the food. Cross selling is easier with "high-end" visitors versus "low-end" visitors. This is why food offers work well. Food offers, which have an expected expenditure associated with them, tend to appeal to "high-end" visitors, rather than (e.g.) free prizes that have no associated expenditure that appeal to "lower-end" visitors. The venue mentioned earlier, experienced an increase in gaming revenue as a flow-on effect of the increase in visitors for the buffet, with 10% of people having the buffet visiting the gaming room. If your venue is established and adequately set up, you may have the opportunity to put an appropriate agreement in place with a contractor to negate your outlay (e.g.) the contractor may have two years rent-free residence. It is important to carefully identify what your venue is aiming to achieve and consider the possible outcomes before implementing a large change, or offering. To discuss options available to your venue, or if you would like more information, contact PKF Corporate Recovery Partner Peter Hodge P: 02 - 9240 9849 or M: 0410 544 125.

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This session is designed to give Managers, Supervisors and Team Leaders the ability to identify the source of conflict and put action plans in place to resolve or where necessary manage the situation. The workshop will also empower participants to take responsibility and find solutions for workplace conflict where they may be personally involved.

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Leadership Values Program

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The Leadership Values Program has been developed to improve the leadership and people management qualities of Managers and Supervisors at your venue. The program will have the flow-on effect of improving customer service and employee productivity. The overall aim of the program is to ensure that your venue is outstanding in terms of friendly and welcoming service and atmosphere.

FINANCE...

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MARKETING...

e-Develop and Manage Marketing Strategies. 1 day Classroom + online over 30 days

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One day in the classroom and the rest of the course online. Building on Marketing Fundamentals this high level strategic management course identifies the knowledge required to develop and manage marketing strategies including developing a marketing plan, implement and monitor marketing activities and conduct ongoing evaluation.



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Taking Charge: The Qld Duty Manager Program

The CMAA Queensland Academy introduces this new three-day Qld Duty Manager Program.

Fresh, Contemporary, Relevant, Honest ... for that critical tier of management that forms the vital link between customers, staff and senior management. In the venue, these are the team members you rely on to make things happen. However, with a lack of appropriate knowledge, skill and competence, everyday operations may sometimes feel like *"Mission Impossible"*. Create and develop an effective operational environment for business success - prepare and up-skill your Duty Managers to be functional and effective in their role.

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DAY 1

Financial Essentials

Basic Costing & Cost Control; Calculations; Financial KPIs

Risk Management

Understand Risk - Don't Fear It; Risk Management Process; Tools & Techniques; Application

DAY 2

Roster Staff

Staff & Business Records; Awards; Creating A Roster System; Roster Management & KPIs

Performance Management

Monitor Staff Performance; Provide Feedback; Address & Resolve Performance Problems; Disciplining Staff Correctly & Effectively

DAY 3

Superior Customer Service

Key Service Drivers; Providing Professional & Quality Service; How & Why It Goes 'Pear-Shaped'; Picking Up The Pieces

Lead, Manage and Inspire People

Self-Manage & Manage Others; Develop Team Commitment & Co-operation; Negatives Into Positives - People & Conflict; The Good, The Bad, The Ugly

The cost to CMAA Members and CMDA Affiliates is **\$750**(incl GST) per person or **\$900**(incl GST) for non-members

Participants who successfully complete additional workplace projects and assessment items for Roster Staff, Customer Service, and Leadership modules will receive Statements of Attainment for (SITXHRM003A - Roster Staff), (SITXCCS003A - Manage Quality Customer Service), and (SITXHRM005A - Lead and Manage People) in partial completion of the nationally recognised qualification SIT50307-Diploma of Hospitality.

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