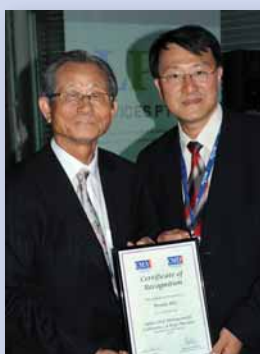
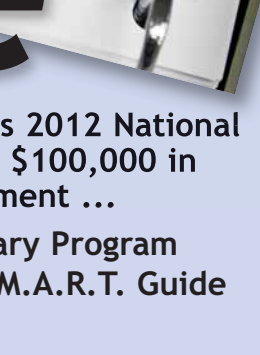
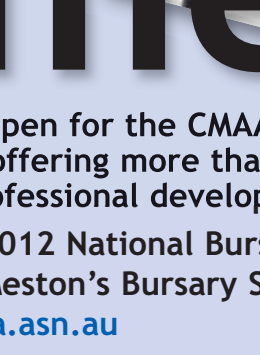
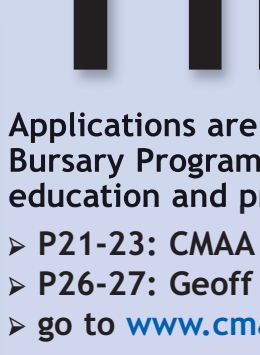


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October 2011
Vol 105, No 230



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AINSWORTH'S GALAXY of OPTIONS





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The fourth year of the **Clubs+: Food & Beverage Management Summit** - co-ordinated by **Profitable Hospitality Managing Director KEN BURGIN** and **CMAA Industry Professional Development Manager GEOFF MESTON** - the 2011 event was presented at ANZ Stadium in Sydney's Olympic Park. In addition to the educational training program, there were other exciting opportunities for learning - a Study Tour to Hurricanes Grill in Darling Harbour, to Fine Food Australia, and an ANZ Stadium back of house tour. It was a huge 48 hours for the "foodies" ...



➤ Pages 18-19

Former Victorian Premier **JEFF KENNETT** says mandatory pre-commitment could send most AFL clubs to the wall. As a passionate Hawks supporter and Hawthorn Football Club President for the past six years, Mr Kennett has been vocal in his opposition to **Tasmanian Independent MP ANDREW WILKIE's** push for mandatory pre-commitment on poker machines around Australia. "There are three aspects of what is happening that is of great concern to me and should be to all the AFL clubs that have poker machines"



➤ Pages 21-30

The goal of the **CMAA's NATIONAL BURSARY PROGRAM** is to provide access opportunities to Association members to improve themselves through education and professional development. The CMAA and its CMDA sponsors offer more than \$100,000 in bursaries annually for this reason and set some clear standards regarding the quality and thought required to construct a well-balanced application. The **CMAA's Industry Professional Development Manager GEOFF MESTON** this month defines the most effective methods to enhance your bursary chances ...

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Association argues its case against problems within '3 Strikes' legislation

As an Association, we have taken the opportunity to discuss with the NSW Government and the Opposition the "Three Strikes You're Out" legislation now before the NSW Parliament.

As advised previously, the CMAA participated in a Club Industry joint submission and provided its own submission to George Souris, the Minister for Tourism Major Events Hospitality and Racing, and Minister for the Arts.

The primary concern for the Association and club managers are "Unproven Offences", when a strike remains in force, even if charges that caused the strike are withdrawn or dismissed.

The main points of concern are ...

- the burden on club Secretary Managers who are disqualified after three strikes;
- Managers assuming the responsibilities of a club(s) on two strikes who are relying on the discretion of the Director-General;
- The liability of a CEO in charge of multiple-premises, even when there are authorised managers in place at associated venues.

We were able to raise concerns about the problems facing managers of premises that experience a significant increase in trade through significant sporting and cultural events spanning days and weeks.

The CMAA supported - in principle - the initiatives of the then-Opposition in the lead-up to the NSW Election and the "Three Strikes You're Out" policy, intended to eliminate rogue operators. This support continues within the spirit of the legislation - even if club managers prove to be among the "rogue element".

The unintended consequences of the Bill need to be amended promptly. Steve Whan MLC, the Shadow Minister for Tourism, Major Events, Hospitality and Racing, was well briefed on the issues raised with him. Mr Whan also recognised that the Government had a mandate to implement its election platform.

In his Media Release, Mr Whan acknowledged that it's wrong to take away someone's livelihood based on allegations.

Minister Souris reinforced the Government's commitment to

working with the Club Industry to ensure the Government's objectives of cleaning up sections of the liquor industry. I'm confident that the concerns of the CMAA and individual members raised with the Minister will be addressed.

As is appropriate, the CMAA Federal Executive took the opportunity with the Minister and Shadow Minister to reinforce why, from time to time, the CMAA has a differing view of hospitality industry issues when those issues impact on club managers.

Corporate governance, education, professional development and industry-specific training are all issues that will remain at the forefront of the Association's discussions with Government.

Most members would be aware the CMAA has taken an active role with organisational and administration support for the annual Australian Club Entertainment (ACE) Awards.

The ACE Awards was founded at Canterbury Hurlstone Park RSL Club and driven by past CMAA Vice President Craig Fantom with that support continuing with current CEO, Dean Thomas. Without their ongoing support, the ACE Awards would not be the success it is today.

The 14th annual Australian Entertainment Awards Dinner will be presented at The Juniors - Kingsford on Wednesday, March 21, 2012. The awards recognise excellence in club entertainment within nominated categories for the 2011 calendar year.

As Chairman of the Event Organising Committee, I am particularly pleased that ClubsNSW is providing additional support with Sponsorship and Events Coordinator Maria Pena joining the Organising Committee. The CMAA's new Marketing and Sponsorship Manager Shannon Donato also will participate in the planning and preparation for 2012 and beyond.

As managers, we recognise that entertainment and club entertainers remain one of the pillars upon which the Club Industry was built. It's important that the Club Industry - and clubs individually - support these talented entertainers and recognise their contribution.

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

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Plenty to tackle in first weeks behind the desk

Well it's happened! Terry has hung up his boots and left the

sheds to play in another league: the Masters International Travellers Championship. Seriously, Terry and his wife Helen are enjoying a well-deserved and extended European holiday and, no doubt, TC will return to the fray early next year, invigorated and keen to continue his contribution to the Club Industry. I'm excited and honoured to have had the baton of the CMAA's Executive Officer position handed to me and I will endeavour to provide the members of this great Association with the same level of passion and commitment Terry gave during his tenure. There are a number of exciting developments on the horizon with professional development activities, products and member services the CMAA hopes to offer in the coming months. These include the online offering of the Advanced Diploma of Hospitality qualification; the roll-out of the transition to the new NSW RSA and RCG certification requirements; an increased offering in Corporate Governance programs through Southern Cross University and the Chartered Secretaries Association in NSW, Queensland and Victoria; the collective enterprise agreement service for clubs through the CMAA's IR area, and more. All of these initiatives will be communicated in full to members and we hope members support the Association's efforts.

I welcome Shannon Donato to the CMAA team as Sponsorship and Marketing Manager. Shannon's role was created to provide our existing and potential CMDA and Bursary sponsors with a dedicated professional to service the Association's sponsorship arrangements. Shannon brings a wealth of expertise having spent more than six years at Penrith Panthers in the marketing and sponsorship team and more recently as Marketing Manager. Shannon will work closely with Zone Committees in maximising their marketing and member attraction capabilities and will welcome discussions with potential sponsors.

Looking towards the challenges facing the Club Industry, there seems to

constant and increasing pressure placed upon managers regarding club viability and capability to remain solvent in a dynamic economic environment. In NSW, it encompasses employment stability through the unintended consequences of the Government's "Three Strikes" legislation to stamp out rogue operators of licensed premises. Before Terry Condon finished, he, President Bill Clegg, Federal Secretary Allan Peter and I met with Minister George Souris to offer the CMAA's position regarding the legislation. We were all gratified that Mr Souris seemed to understand these concerns and that they would be taken on board as amendments. The CMAA has always supported, in principle, the intent of the Government's attempts to clean up the rogue elements within the hospitality industry - but not at the expense of our good manager operators in a broad-brush approach.

The "It's Un-Australian" campaign against the proposed Wilkie gambling deal with the Gillard Government ramps up to a new phase, "Will Hurt Won't Work". Travelling around the states presenting at Zone Meetings, it's interesting to see the differing levels of awareness and commitment to the campaign. There are pockets of well-informed and committed clubs organised and resolute in getting the message out, while others are apathetic and resigned to whatever happens. In terms of forcing a favourable outcome, it's incumbent on all of us working in the Club Industry to be determined and united in our collective stand, or the campaign runs the risk of fracturing and compromising the desired outcome. I urge all managers to hold the line and ensure the campaign is focussed on the issue, rather than changing Government, as this will be our undoing.

I want to acknowledge the fine work that Justin McGurgan, the CMAA's Queensland Liaison Officer, is doing in helping managers with their professional development and career growth as well recruiting new CMAA members. Justin is passionate about the CMAA and is available to meet with Queensland managers about how the CMAA can assist across all of its services.



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Voyager eXplores new horizons in gaming technology

After successfully launching its VX1 gaming platform and eXplorer gaming cabinet into the Queensland market in May 2010, Voyager Gaming Technologies has continued to explore new horizons in gaming technology.

The gaming industry in NSW can look forward to an exciting 2012 with Voyager releasing its innovative eXplorer cabinet and VX1 gaming platform at the 2011 Australian Gaming Expo at Darling Harbour.

Voyager also recently came on board as a CMAA National Bursary Program Sponsor.

Voyager's National Sales manager John Gould, who joined the CMAA Hall of Fame in 2010, has more than 33 years experience in hospitality and is well-known to the CMAA and the Club Industry through his extensive and high-profile career with Aristocrat.

John said Voyager Gaming Technologies, which already has created a strong impression in Queensland through its innovative

range of products and services was keen to show its commitment to the industry and club managers with the National Bursary Program sponsorship.

"We appreciate and support the work the CMA, CMDA and HMDA does for the Club Industry and club managers through education and professional development, so it's appropriate that we show our support through this sponsorship," John said.

Voyager Gaming Group CEO Scott Keddy said the company had enjoyed a "great first year in Queensland". "We are proud to have installed more than 190 EGMs and released 14 games into the Queensland market," Scott added. "We also achieved a significant milestone with the Queensland Office of Liquor and Gaming Regulation approving our server-assisted, downloadable gaming platform. This new technology has been well received in the Queensland market. Voyager plans to explore and, in turn hopefully, introduce this cutting-edge technology into other the gaming markets throughout Australia."

Following Voyager's success in Queensland, there has been strong interest from NSW venue operators. The initial roll-out in NSW of Voyager EGMs will be in a stand-alone configuration. Voyager plans to work closely with the NSW Government to explore introducing of this new technology.

Approval of this technology in NSW will see Voyager's eXplorer cabinet and VX1 gaming platform coupled with a server that will provide operators with benefits such as floor flexibility, instant game change, conversion changes on demand, real-time software updates, as well as the ability to install regulatory enhancements/requirements on demand. Voyager has planned to develop and release more than 16 games into NSW in its first year.



Voyager Gaming Technologies Executive Chairman Dennis Lever with BSG Sales Executive Steve Hardman and National Sales Manager John Gould at AGE 2011.

John Gould, believes that a compelling, extensive and diverse game library is paramount when entering new markets. "During the design process, we pro-actively sought and embraced industry feedback," John added. "We

listened to our customers and their patrons to create a product that embraces their feedback."

Established for more than 35 years and operating primarily as BSG (Bingo Sales Group) Australia, Voyager Gaming Group was established in 2007 and includes the amalgamation of four business divisions and brands...

- BSG Australia (bingo and fundraising);
- Voyager Gaming Technologies (gaming);
- Winprint International (secure promotions);
- Big Bucks Bingo Australia (themed, probability-based jackpot bingo games).

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Delegates get a 'BLAST', green and smart

When "I'll be back next year" sums up the feedback from the majority of delegates at the Clubs+: 2011 Food & Beverage Management Summit - and more than 30% of clubs attending have been represented at three or more previous Clubs+ events - the signs are good. This is clear recognition of the value of ongoing training ...

The fourth year of the Clubs+: Food & Beverage Management Summit - co-ordinated by Profitable Hospitality Managing Director Ken Burgin and CMAA Industry Professional Development Manager Geoff Meston - the 2011 event was presented at ANZ Stadium in Sydney Olympic Park.

In addition to the educational training program, there were other exciting opportunities for learning - a visit to Hurricanes Grill in Darling Harbour, to Fine Food Australia, and an ANZ Stadium back of house tour.

"It's most rewarding to see the growth in skills among chefs, catering managers, and even CEOs," Ken Burgin said of the 2011 Summit.

"There's a much more sophisticated and knowledgeable approach to food and beverage compared to five years ago. Purchasing, menu design, costing and equipment - good food and beverage sets the standard for a modern club's reputation.



F&B trainer Bill Shirley stepped up the pace with his "Super Fast Training Methods" Master Class.

Hi Ken. Just wanted to say thanks and let you know how energised and excited Jono and I were when we left the Summit yesterday afternoon. Six hours driving home isn't long when you have all that information to discuss. We have certainly come to work this morning with a zing in our step, and making plans to implement the ideas. We look forward to doing it all again next year.

Heather Rowlinson,
Bombala RSL Club

"Clubs are also coming into their own as 'catering employers of choice', and the volume opportunities are being grasped as serious money-making opportunities."

A lively, energetic presentation - "Managing By Magic" - by Jason Jay, a well-known consultant to the club and hotel industries, was pitched perfectly to energise and inspire. Here are two simple but powerful ideas Jason shared with Summit delegates.

1 - To keep your team engaged and productive, keep them in the "Flair Zone" ... the balancing point between their ability/skill-set and the challenge at hand. Gently, yet continuously, increase job responsibilities/challenges in line with the individual's rising skills. A tricky balance, so check in regularly to adjust levels of support and training.

2 - The "Progress Principle" states that one of our fundamental human needs is for advancement. To drive results powerfully, try setting up your department revenue/wage or other targets as a "game". Make sure the rules are explained clearly and tell the team how they can "win". Provide regular updates and make sure the "win" is celebrated, or a "loss" dissected and discussed fully.



Oak Flats Bowling Club General Manager Matt O'Hara.

Presentations exploring topics such as new technology, better F&B purchasing tips and techniques and how to control catering expenses were popular and stimulated lively conversation and an ideas sharing environment.

Seven individual Master Classes covered examples of ... What goes on behind closed doors in the ANZ Stadium kitchen? "Greening" club catering operations; developing wine lists with popular Robert Oatley wines; understanding the numbers/profitability of kitchens; profitable menus; and super-fast training. All informative experiences that offered much food - and beverage - for thought.

Patrick Crick and chef Kevin Jones from Armidale City Bowling Club discussed with Ken Burgin the ever-



Tim Schwilk (third from right) from the Sydney Wine Centre enjoys the benefits of the job with delegates for the "Developing A Successful Wine List For Clubs" Master Class.

experience at 2011 Summit



A senior chef discusses the issues of catering for 80,000 "guests" during the ANZ Stadium back-of-house tour.

important "Management of F&B Operations". Patrick, the club's Operations Manager, revealed how the club achieved a major breakthrough in cost reduction by sourcing supplies from further afield, including direct deliveries from Brisbane. While not without its critics, this initiative enabled the club to increase its direct employment, turn catering losses into profits, and develop a nearby homestead into a sophisticated functions venue. The kitchen can operate more efficiently now that the team has detailed, accurate forecasts and access to a group buying scheme - best practice for most large venues but an area that many clubs have been slow to embrace. A mid-size rural club is using methods that many large city "cousins" have not even considered.

The final session with well-known industry icon Paul Lyons was humorous, witty and offered great tips and techniques on "How to Create a Fantastic F&B Team". One of his most fundamental messages was the importance of staff handling of the dissatisfied client, using his "BLAST" formula. Here it is. Simple, hugely effective and for those who did not attend the Summit, a valuable reminder ...

B - BELIEVE the customer has a complaint

L - LISTEN to what the customer has to say

A - APOLOGISE to the customer

S - SOLVE the customer's complaint

T - THANK the customer for alerting you to the problem



CMAA Life Member and ANZ Stadium General Manager F&B Wayne Forrest hosted the back-of-house tour to start Day 2.

"How We Manage Food & Beverage" from the Armidale City Bowling Club was great value. Patrick Crick is interesting, informative and very knowledgeable. We can use many of these ideas in our club. The Paul Lyons "How to Create a Fantastic Food & Beverage Team" session was fantastic."

Don Ivory, Canterbury League Club

"This summit offered great variety. It was good to hear from smaller, successful clubs. "Managing By Magic" with Jason Jay was totally inspiring and offered good, easy and quirky tips how to get the most from your team."

Wendy Mills, Nambucca Heads RSL Club

Paul Lyons added some fire and fun to the Summit with his workshop on creating and motivating a fantastic F&B team.



"I loved the short, simple approach of the "Super Fast Training Master Class" and learned many helpful ways to address a number of issues in our club, with effective training."

Jenny Marshall, Glenden Town Club

"I thoroughly enjoyed the Summit. In particular, the excellent "Greening Your Club Catering Operations Master Class" made me want to 'green' our club."

Dianne Stranger, Canterbury Hurlstone Park RSL Club

"It was great to have a refresher on calculations in the "Number Crunching Master Class". This year, I brought two more of my team along as the ongoing training really works for our club."

Mark Gavelin, Canley Heights RSL Club

Added attractions an eye-opener

Good times! A special “happy hour” at Hurricane’s Grill & Bar, Darling Harbour ... a visit to Fine Food 2011 with behind-the-scenes “Chefs Only” Master Class ... and ANZ Stadium back-of-house tour were extra highlights at the 2011 Clubs+: Food & Beverage Summit.

Hurricane’s Grill showed how F&B there has become such a success story.

This restaurant has expanded to three venues - each packed every night with people enjoying their famous ribs, steak and barbecue specials.

Volumes like these can’t be sustained unless there are solid management systems ... at Hurricane’s, these are beyond impressive.

Staffing also is critical to their success and General Manager Steve Sidd impressed everyone with his description of the training all staff undertake (up to and including Certificate 4) and the wide range of benefits offered.

Here is a business that knows how to be the “employer of choice”.

After this visit, it was time to explore the floor at Fine Food Australia.

First call for most delegates was the kitchen and bar equipment - from the latest stoves and refrigeration, to scales, packaging, rack systems and coffee machines.

New products for food safety, displays, waste management, innovative furniture ... the show was full of surprises, like Aladdin’s Cave.

On Day 1 of the Summit, a special “Chefs Only” Master Class with ANZ Stadium Executive Chef John Deane was a highlight.

John took the enthusiastic group to the kitchen and food production areas, demonstrating the cost control software and purchasing systems.

It was interesting that all operations are managed to a formula and all purchases controlled by recipe.

On Day 2 ANZ Stadium’s General Manager, Food & Beverage Wayne Forrest hosted another tour of all facilities.

The Stadium does the entire year’s business in 300 hours, and as F&B contributes between \$22 million to 25 million annually, organisation and work flow co-ordination has to be first class.



Kitchen secrets a Summit bonus



John Stephen’s Commercial Kitchens & Bars Consultant Dorje Heavey (right) with 2011 F&B Management Summit delegates Toni Mansfield (left) and Wendy Mills.

Dorje Heavey’s illuminating “*Kitchen Equipment & Design*” presentation provided critically important, but little-known guidelines and essential “must dos”, relating to effective and trouble-free kitchen design. From council regulations, to work flow, to design accountability ... John Stephen’s Commercial Kitchens & Bars works on the proven theory that effective and thorough design saves serious dollars in the long term. Dorje reinforced the importance of knowing exactly what must be included in your kitchen design. The consequences of not applying the rules in the first place can be costly in labour and equipment. The kitchen is the “heart” of any hospitality business and should be treated accordingly. With more than 25 years experience in hospitality design, John Stephens Commercial Kitchens & Bars has a great track record when it comes to a “heart transplant” for hospitality organisations.



"It was an excellent opportunity to learn how good kitchen design can save time and money."

Darren Louie,
Ryde Eastwood Leagues Club

"The "Food Cost Knockdown" session was excellent and most appreciated."

Bryan Jones, Coolangatta Surf Club

"All the sessions I attended were most helpful. I could relate to and take something from each one."

Matt Gooder, Dapto Leagues Club

"The Back of House Tour at ANZ Stadium was very informative and provided us with serious insight into the management style of a market leader."

Simon Walshaw,
Mingara Recreation Club

"I appreciated the excellent Master Class with ANZ Stadium Executive Chef John Deane."

Harry Zantias,
Canley Heights RSL Club



Pre-commitment deal could send AFL

By KATIE CINCOTTA

Former Victorian Premier Jeff Kennett says mandatory pre-commitment could send most AFL clubs to the wall.

As a passionate Hawks supporter and Hawthorn Football Club President for the past six years, Mr Kennett has been vocal in his opposition to Tasmanian Independent MP Andrew Wilkie's push for mandatory pre-commitment on poker machines around Australia.

"There are three aspects of what is happening [with mandatory pre-commitment technology legislation] now that is of great concern to me and should be to all the AFL clubs that have poker machines," Mr Kennett declared.

His first objection is that gaming licences were bought in the Victorian Government auction in good faith - and should be honoured.

"The threat of the Wilkie amendment has come after we've bid for those licences and therefore these changes are retrospective.

"I am opposed to retrospective legislation in any shape or form.

"It's bad policy, whether it's a Liberal or Labor Government in office."

Like many AFL clubs who have invested heavily in gaming venues, Hawthorn has a lot to lose.

The Hawks run 75 machines at "Vegas" at Waverley Gardens.

Modelling by Clubs Australia, which was based on advice from IGT - the world's largest poker machine manufacturer - estimates upgrading those machines for pre-commitment would cost Hawthorn \$1.125 million. Fellow-AFL clubs The Western Bulldogs would need to spend about \$2.8 million on its 190 machines, while Carlton would cop a whopping bill of \$4 million to upgrade its 260 machines.

Analysis by Deutsche Bank confirms industry predictions of a financial wipe-out for clubs and hotels, with compulsory pre-commitment forecast to reduce gaming revenue by 30% to 40%, which translates to annual income losses of between \$4.9million and \$6.5 billion.

The Deutsche Bank report went on to say that installing pre-commitment technology across Australia's 200,000 poker machines and linking them to a national database, would cost up to \$5 billion to set up.

The feisty Liberal Premier, who held office in Victoria between 1992 and 1999, also objects to mandatory pre-commitment on the grounds that is unfair to impose a capital cost on every club that will only help reduce their margins by up to 40%.

He believes the licence to punt, which Mr Wilkie has demanded Prime Minister Julia Gillard's Government legislates on before May 2012 or he'll withdraw his support for her Labor Government, not only punishes recreational poker machine players, but could destroy financially-strapped AFL clubs.

Mr Kennett says with nine clubs out of 18 that are currently insolvent, or desperately seeking subsidy, the AFL has a serious issue of sustainability.

"This will not only worsen those clubs' position but, after the Wilkie amendment is introduced, it may mean that there are only two or three clubs in the league that are financially independent of the AFL and that is not a good basis on which to run a competition," he said.

Clubs Australia Media Manager Jeremy Bath says that without gaming revenue many AFL clubs might not survive.

"Mandatory pre-commitment technology will be a noose around the necks of many AFL clubs," Mr Bath said.

"In an age where national sporting teams are increasingly looking to alternative income streams to remain competitive, poker machine revenue has literally helped keep many teams alive."

He says the Federal Government's mandatory pre-commitment scheme will cost the 13 AFL clubs running gaming venues some \$28 million to install, which is not only prohibitively expensive, but will not achieve its stated aim of helping problem gamblers.

"How can it [work] when it relies on problem gamblers using a gambling card which allows them to set their own bet limit?" Mr Bath queried.

"The reality is the technology's only effect will be to substantially widen the sporting gap between the haves and have-nots."

Mr Kennett agrees pre-commitment won't reduce problem gambling as evidenced by its failure in Norway.

"This is bad policy, it is done on the basis of trying to help those who have difficulty with gaming but this will in no way help them," Mr Kennett added.

"This is absolute stupidity designed to hurt and destroy many clubs and put a lot of people out of work," says the former Victorian Premier, who will step down at the end of the season as the Hawthorn President.

In 2012, Richmond Football Club will operate 70 machines at its Wantirna Club.

"There are three aspects of what is happening now [with mandatory pre-commitment] that is of great concern to me and should be to all the AFL clubs that have poker machines."



The game is on...
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Karo

COMFORT AT PLAY

clubs broke

As one of the six clubs that spent less than the AFL's football department average of \$16.4 million in 2010, budgeting for an extra \$1 million for mandatory pre-commitment would put the Tigers in even poorer shape.

Club Manager Kevin McMaster, who's managed the Wantirna Club for seven years, believes casual pokies players will turn away from smart card enforcements, especially the 55+ demographic which makes up the majority of his club's 1000 members.

"I think voluntary pre-commitment would work, but I don't think the patrons are going to be overly happy with mandatory pre-commitment," Mr McMaster added.

"People shy clear when they have to fill out stuff and give their details."

He's concerned compulsory pre-commitment would be devastating for AFL clubs that rely on gaming revenue, especially if there was the predicted 40% drop in gaming revenue.

"That would be pretty horrific," he said.

"We'd struggle a lot - as would most clubs.

"Business is hard enough as it is without these unknowns hanging over your head."

But Mr McMaster isn't losing his sense of humour - even after he "put his foot in it" at a recent Board Meeting with Richmond Football Club.

"I said: 'It's terrific that the red and black are doing so well'. Oops," he said with a laugh.

"Then I had to tell them I barrack for Essendon.

"It wasn't a choice in my family ... so that got me off the hook."

Prime Minister Julia Gillard's team, The Western Bulldogs, is another AFL club banking on gaming revenue, recently bailing out the Dromana Red Hill RSL Club, which it has renovated and rebranded as the Peninsula Club at a cost of \$1 million.

Bulldogs' COO Robert Stubbs wouldn't weigh in on the mandatory pre-commitment argument, except to say that the club was "active in monitoring the debate".

Mr Stubbs said the club was still committed to opening its community club Edgewater in late 2012/early 2013, which would be serve as a "state-of-the-art function facility, bistro, members bar, accommodation and gaming for our 35,000 members, supporters and their guests".

The Bulldogs currently are fighting objections from local group, Residents Against Inappropriate Development (RAID) in Maribyrnong at VCAT for approval on the 70-machine venue.

Fellow AFL big gun Geelong Football Club - Premiers in 2007 and 2009 - refused to let Peter Phibbs, its club manager at the Brook on Sneydes, comment on pre-commitment.

The Cats opened the Brook in Point Cook two years ago, adding an extra 80 machines to take its tally of pokies entitlements to 180.

David Thompson, who manages Club Laverton, which operates 60 machines for Carlton, also wouldn't be drawn on pre-commitment, referring me to Carlton's media department, which failed to return calls or email.



Hawthorn Football Club President JEFF KENNETT ... most AFL clubs face ruin with mandatory pre-commitment.

"It is what it is," Mr Thompson said.

"Our hands are tied.

"I don't have a comment either way," But if you believe Labor heavyweight Graham Richardson, this might all be a storm in teacup.

The former Minister under Prime Ministers Bob Hawke and Paul Keating says mandatory pre-commitment will never see the light of day, spelling the end for the Gillard Government.

"I can't imagine Wilkie keeping them going beyond the middle of next year because I can't see how they're going to get that poker machine legislation up," Mr Richardson told Melbourne's *The Age* newspaper.

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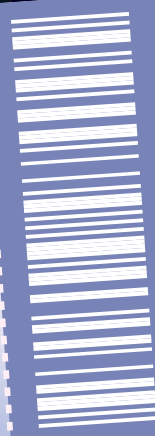


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(W) 9746 4199 (M) 0434 185 414 (E) shannon@cmaa.asn.au or
Maria Pena from ClubsNSW on (W) 9268 3010 (E) mpena@clubsnsw.com.au



For full bursary details and eligibility go to the next page

CMAA National Bursary Program 2012

* Bursary applications are judged in November each year. The program title reflects the year in which the awards are actually taken up and presented, in this instance 2012, at the next CMAA Annual Conference in March 2012. Bursary winners are required under the Rules & Conditions of the Bursary Awards 2012 Program to take up their bursary at the time and to the destination stipulated within the bursary, and to be financial members of the CMAA at the time of taking up their bursary.

Gaming Bursary

PETER CLAREBROUGH MEMORIAL GAMING BURSARY*

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

TWO (2) bursaries to attend the **Global Gaming Congress in Las Vegas**, tours of IGT's Reno plant/facilities, casino tours and 1 week of paid tuition with the **University of Las Vegas** in October 2012. Includes all travel (economy class), twin share accommodation, conference registration, and paid tuition at UNLV. Includes US \$1,000 in spending money.

ACTIVITY A minimum of 40 industry activity points required within the last 12 months.

**Recipients of an overseas tour award in the last 3 years (2009-2011) at any CMAA level are ineligible as are previous winners of this bursary*

Club Management Bursary

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

ASIAN CLUB MANAGEMENT CONFERENCE & EXPO BURSARY*

(6) bursaries for a study tour to the **Singapore CMAA Club Manager's Conference & Food & Hotel Asia Expo in Singapore** 14 -20 April 2012. Bursary includes travel (economy class), twin share accommodation, conference registration costs, hospitality dinner and shows. Includes US \$500 in spending money.

ACTIVITY A minimum of 30 industry activity points required within the last 12 months

**Recipients of an overseas tour award in the last 3 years (2009-2011) at any CMAA level are ineligible.*

CMAA Divisional Zone Bursary

Members of each CMAA Divisional Zone can apply for one of the Asian Club Management Conference & Expo Bursaries offered in their Division. Applicants must ensure they make CLEAR in their application which Divisional Bursary they are applying for.

ASIAN CLUB MANAGEMENT CONFERENCE & EXPO BURSARY*

EIGHT (8) bursaries for all levels of management for a study tour to the **Singapore CMAA Club Manager's Conference & Food & Hotel Asia Expo in Singapore** 14 -20 April 2012. Bursary includes travel (economy class), twin share accommodation, conference registration costs, hospitality dinner and shows. Includes US \$500 in spending money.

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

ACTIVITY A minimum of 30 industry activity points required within the last 12 months

**Recipients of an overseas tour award in the last 3 years (2009-2011) at any CMAA level are ineligible.*

Food & Beverage Bursary

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

MELBOURNE RESTAURANT STUDY TOUR BURSARY*

The **TWO (2)** bursary winners will join Ken Burgin on the *The Profitable Hospitality Food & Wine Tour*. This tour is a unique opportunity for passionate Club hospitality professionals to experience Back of House tours, visits to leading restaurants, clubs and food precincts in Melbourne. The tour coincides with one of Australia's leading food & beverage tourist events, the Melbourne Food and Wine Festival. From Thursday evening 8 March through to Sunday afternoon 11 March.

ACTIVITY A minimum of 20 industry activity points required within the last 12 months.

**Previous winners of this award in the last 3 years (2009-2011) are ineligible to apply.*

CMAA National Bursary Program 2012

Southern Cross University Bursary

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

BACHELOR OF BUSINESS IN CLUB & GAMING MANAGEMENT BURSARY*

TWO (2) bursaries to the value of \$3,000 each to undertake studies in the Southern Cross University Bachelor of Business in Club & Gaming Management degree.

ACTIVITY A minimum of 20 industry activity points required within the last 12 months.

**Previous winners of this award in the last 3 years (2009-2011) are ineligible to apply.*

Leadership Bursary

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

CMAA VISIONARY LEADERSHIP PROGRAM BURSARY*

TWO (2) bursaries to attend the CMAA's Executive Leadership Development Program presented by Values exponent Karynne Courts. This four day program includes travel, accommodation, meals and registration fees.

ACTIVITY A minimum of 20 industry activity points within the last 12 months.

**Previous winners of this award in the last 3 years (2009-2011) are ineligible to apply.*

Conference Bursary

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

CMAA MID YEAR EXECUTIVE LEADERSHIP CONFERENCE BURSARY*

TWO (2) bursaries to attend the CMAA Mid Year Executive Leadership Conference at Conrad Jupiter's, Gold Coast in July 2011. Includes travel, accommodation, conference registration, and \$500 spending money.

ACTIVITY A minimum of 20 industry activity points required within the last 12 months.

**Previous winners of this award in the last 3 years (2009-2011) are ineligible to apply.*

Education Bursary

Ideal for Duty & Trainee Managers and other management roles

PROFESSIONAL DEVELOPMENT EDUCATION BURSARY*

TWO (2) bursaries valued at \$2,000 each to attend CMDA courses, seminars or conferences offered across Australia. Bursary covers registration fees only however regional bursary winners can use part of their bursary money allocation towards travel and accommodation in attending CMDA courses, seminars or conferences outside their local zone.

ACTIVITY A minimum of 10 industry activity points required within the last 12 months.

**Previous winners of this award in the last 3 years (2009-2011) are ineligible to apply. This bursary cannot be substituted for any other product, service, or prize.*

Bursaries offered by CMDA Bursary Sponsors



CMAA National Bursary Program 2012

Submitting your Application

Applications for bursaries **are to be submitted no later than Friday 4 NOVEMBER 2011**

Applications should be marked: Private and Confidential and forwarded to:

Attention: Geoff Meston, Manager -Industry Professional Development

Club Managers Association Australia

Locked Bag 4317, Sydney Olympic Park 2127 NSW

Telephone: (02) 97464199 Facsimile: (02) 974645199 Email: geoff@cmaa.asn.au

Winners are required under the Rules & Conditions of the Bursary Awards 2012 Program to take up their bursary at the time and to the destination stipulated within the bursary and to be financial members of the CMAA at the time of taking up the bursary. Applicants must meet the eligibility criteria and complete the application requirements.

Rules and Conditions

An independent Selection Panel will assess an application on the basis of how successfully it meets the application criteria. The selection of award winners will be based on the merit of the application. The decision of the Selection Panel will be final and NO further correspondence or communication will be entered into. The awards are **NOT** transferable. The CMDA Board of Management Studies reserves the right to cancel or re-issue any bursary that cannot be undertaken by an award recipient. Other conditions may apply. Contact the CMDA for further clarification on any of these matters on (02) 97464199. Details of bursaries are accurate at the time of printing, but may change without notice.

Successful applicants are required to be present for the Award Ceremony at Darling Harbour during the CMAA Annual Conference in March 2012.

Application Criteria

For current CMAA financial members only who have been a financial member since 1 September 2010.

Applicants can apply for a maximum of two (2) awards of which only one (1) can be an Overseas Bursary.

Provide the following information in this sequence

Note that applications will be deemed incomplete if any of the criteria are not addressed as required.*

*Refer to the Sample Bursary Application Layout

CRITERIA - SECTION 1 - NOMINATION

Include a letter from your General Manager / Secretary Manager or President indicating that the information submitted is correct. The letter should also indicate the level of support undertaken by the club i.e. that **the club will assist you** initially as an award winner **with the financial costs and time from work to attend the CMAA Annual Conference Award Presentation Ceremony at Darling Harbour in March 2012 to receive the award**, and importantly with the financial support and time from your workplace to undertake the bursary.

CRITERIA - SECTION 2 - APPLICATION STATEMENT

Overseas Bursaries

1. Applicants can apply for **1 overseas bursary** only
2. A **separate application statement** must accompany any overseas bursary applied for (clearly identify the Bursary)
3. **Describe** in up to 500 words:
 - i) How winning the bursary will assist you and your role within the club; and
 - ii) The implications of your winning the bursary to your club operation and its future.

Non Overseas Bursaries

1. If you are applying for more than **1 non-overseas bursary**, indicate your bursary order of preference on your non-overseas bursary application statement
2. You can use the same application statement for more than **1 non-overseas bursary** applied for.
3. **Describe** in up to 500 words:
 - i) How winning the bursary will assist you and your role within the club; and
 - ii) The implications of your winning the bursary to your club operation and its future.

CRITERIA - SECTION 3 - EMPLOYMENT

1. **Describe** briefly your current role and attach your job description to all applications. List in chronological order from present to past your employment history - include titles, name of clubs, positions, levels, tenure, dot point summary of your duties and responsibilities; and
2. **Insert** a current organisation chart of your club's management structure and **highlight your position** on it.

CRITERIA - SECTION 4 - INDUSTRY and EDUCATION ACTIVITY

List and **provide evidence** of your professional development activities over the last three years with regard to:

1. Industry activities - e.g. conferences, seminars, CMAA meetings, industry consultation meetings; and
2. Education activities - e.g. attendance on CMAA approved accredited and non-accredited courses.

CMAA National Bursary Program 2012

Sample Bursary Application Layout

In order for you to submit a complete application that meets all the CMAA 2012 Bursary Awards criteria, you are encouraged to format your application similar to the layout summarised below.

Note that each Criterion - Section should be addressed on a separate page.

REFER TO THE FULL APPLICATION CRITERIA

Note: You Can Apply for a **Maximum of TWO** Bursaries only.

If you are applying for an Overseas Study Bursary as well as a Non Overseas Bursary you will need to write and submit a **separate** application statement to support each application.

Page 1	Page 2	Page 3	Page 4
NOMINATION	APPLICATION STATEMENT	EMPLOYMENT	INDUSTRY & EDUCATION ACTIVITY
<p>Ensure that you have, on club letterhead, a signed statement from your General Manager or President verifying the information within your application is correct.</p> <p>Ensure that the letter has clearly highlighted the level of support* your club will provide you as an award winner as per the full nomination criteria.</p>	<p>NON OVERSEAS BURSARIES: Rank in order of preference the awards you want to apply for if you are applying for two non overseas bursaries e.g.:</p> <ol style="list-style-type: none"> 1. Professional Development Education Bursary. 2. Visionary Leadership Bursary. <p>OVERSEAS BURSARIES: You must submit a separate application statement supporting your application for the overseas bursary. Remember you can only apply for one overseas bursary. Any application statement you submit must meet the following criteria: Describe, in no more than 500 words, how winning the bursary will assist you and your role within the club AND be specific* as to what are the implications i.e. the results of your winning a bursary to your club's operations and its' future.</p>	<p>Describe your current role briefly and verify it by supplying your job description. If you do not have a formal job description to hand you will be required to create one.</p> <p>List, underneath your description of your current job role, in order from present to past, your employment history as per the full employment criteria.</p> <p>Attach your club's current management or organisational chart structure and ensure you highlight with a marker pen YOUR position within that Management structure.*</p>	<p>Create two headings; one: 'Industry Activities' the other: 'Education Activities'.</p> <p>Under each heading list your attendance at these activities. Ensure you include dates, activity descriptor, and provider name. List the activities in order, most recent to past.</p> <p>Examples of 'Industry Activities'* include CMAA Zone meetings, industry consultation meetings, CMAA office bearer e.g. Zone President & Zone Education Officer. Examples of 'Education Activities'* include training with CMAA or other accredited providers such as TAFE, attendance at industry conferences, seminars and workshops.</p>
<p>*TIP - make sure the level of support is clearly defined otherwise you could find that you may not be able to take up the award without the club's support, financially or otherwise.</p>	<p>*TIP - be very specific in your explanation.</p>	<p>*TIP - you <u>can draw</u> your management structure if you do not have access to a computer generated organisation chart.</p>	<p>*TIP - to work out your Industry/Education activity points for eligibility for any of bursaries; refer to page 3 of the CMAA 2012 Bursary Awards.</p> <p>Ensure that the CMAA is advised of any activities that are undertaken for entry onto your file to ensure you have enough activity points.</p> <p>Contact Evonne Bosnich at the CMAA (02) 97464199 if you are unsure of how many activity points you have accumulated.</p>

5 reasons to attend:

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4. You'd prefer practical tools and tips to academic theories
5. You want a values-based plan for your business and life



About your Facilitator

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

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

www.valuesconnection.com

What is the VLP?

This program provides you with **practical steps** to be a **values-based, Visionary Leader** and enables you to **develop powerful growth strategies** to **achieve extraordinary results** for **yourself** and your **organisation**.

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- ♦ 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

Bursary Applications - the S.M.A.R.T. way to make it work for you

In a recent e-letter, I defined a bursary as a grant provided by an organisation for educational reasons.

Bursaries, historically, are based on financial needs, whereas a scholarship is based on academic success.

Either way, the outcome is to provide access opportunities to individuals to improve themselves through education and professional development.

The CMAA and its CMDA sponsors offer annual bursaries for this reason and set some clear standards regarding the quality and thought required to construct a well-balanced application.

Over the years, the CMAA National Bursary Program has attracted a variety of comment from members.

I used to help assess the annual applications while I was a Board of Management Studies member (1997-2001) and I clearly recall the lengths that Ralph Kober took to ensure procedural fairness and integrity, with transparency paramount to the judges.

Many applications did not even make it to the Assessment Panel because they did not address the components specified; or they had not accrued sufficient education or industry activity points.

Other entries did not proceed past the assessment first



round because the applicant did not clearly and logically state what they hoped to accomplish with the prize, and what benefits were expected for the applicant and his/her club.

These circumstances substantially reduced the pool of potential winners, leaving those applicants who fully addressed every criteria with a much greater chance of success.

This remains a constant source of frustration for the judging panel and leads to the variety of member perceptions.

Two key issues ... we have two key drivers of application success that

underpin every winning entry.

➤ To get your entry to the judging panel stage ...

Fully address every component of the FOUR (4) clearly stated application criteria thoroughly. (Nomination; Application Statement; Employment; Industry & Education Activity).

➤ To impress the panel ...

Be specific with what you intend to do with the prize. Then be specific about what you anticipate will be the improvement you gain and the benefits for your workplace.

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

CMAA 2012 National Bursary Program Sponsors

Support the companies that support your Association



Criteria	Explanation and hints to enhance your application
Section 1 The nomination	This letter is to ensure the Board or your club Secretary Manager will allow you the time to participate in ALL the activities involved if you win a bursary; as well as providing necessary financial support for peripheral expenses involved in attending those activities. The required wording is prescribed in the instruction sheet. If you are a Secretary Manager, or CEO, your Club President must sign the letter. If you are at any other management level, your Secretary Manager or CEO must sign the letter.
Section 2 - Application statement	Examples of statements that won't engender an enthusiastic reception from the judging panel: 1) <i>"Winning this bursary will help me improve service at the club";</i> 2) <i>"I believe my experiences on the xyz tour will improve my abilities as an Operations Manager";</i> 3) <i>"I am applying for the education bursary because I have a strong belief in formal training";</i> 4) <i>"The overseas tour to xyz will round off my development as a club manager and enable me to take the next step up the ladder";</i> 5) <i>"I am a duty manager and I think a trip to xyz will help me handle staff better";</i> 6) <i>Seeing the bars and trying the eastern food flavours in Macau will enable me to improve Food & Beverage operations at my club";</i> 7) <i>Winning this prestigious bursary will enhance my resume for when I am next applying for a new job or promotion.</i>
Hints	Some hints on what the judging panel look forward to reading about ... please note the following key words: specific; measurable; attainable; realistic; timely (or tangible): S.M.A.R.T. - yes, you've probably seen it before and it's the secret to convincing people (and yourself) that you have done some homework; set a goal; and know why you want it. The higher you climb in management, the greater the requirement for a S.M.A.R.T. approach to goal setting.
S	SPECIFIC goals require you to address ALL six (6) of the following criteria 1. Who: Who is involved? 4. When: Establish a timeframe. 2. What: What do I want to accomplish? 5. Which: Identify requirements and constraints. 3. Where: Identify a location. 6. Why: Specific reasons, purpose or benefits of accomplishing the goal.
M	MEASURABLE? To determine if your goal is measurable, ask questions such as ... How much? How many? How will I know when it is accomplished?
A	A goal needs to stretch you slightly so you feel you can do it and it will need a real commitment from you. An ATTAINABLE goal will usually answer the question: How ... How can the goal be accomplished? You can also swap out this word for "agreed upon"; "accepted".
R	To be REALISTIC , a goal must represent an objective toward which you are both <i>willing and able</i> to work. A goal can be both high and realistic; you are the only one who can decide just how high your goal should be. But be sure that every goal represents substantial progress.
T	TIMELY ... A goal should be grounded within a timeframe, i.e. set a date. With no timeframe tied to it, there's no sense of urgency. Additional ways to know if your goal is realistic is to determine if you have accomplished anything similar in the past, or ask yourself what conditions would have to exist to accomplish this goal. TANGIBLE ... A goal is tangible when you can experience it with one of the senses, i.e. taste, touch, smell, see or hear. When your goal is tangible, you have a better chance of making it specific and measurable - and attainable. <i>Source: http://topachievement.com/smart.html</i>
A statement using the S.M.A.R.T. approach (a judicious use of bullet points is welcomed)	I am a HR manager who does rosters in my club and I am applying for the XYZ Bursary to Macau. We have a base of 150 staff, but this needs to rise to approximately 220 from October to February every year. I have trouble scheduling everyone according to the availabilities, as well as providing good fast customer service - plus keep my boss satisfied with labour cost. I also have problems planning the build-up to the October staffing peak. I want to speak to managers in similar positions in the Macau market to look at their rostering systems; how they cost their labour; and how they manage staffing peaks and troughs. Before I go on the trip, I will make contact with the HR manager of the hotel we are staying at, plus several of the other casinos, and arrange opportunities to meet and discuss the way they do things over there. I will send a list of specific rostering concepts and technologies that I wish to explore with them. Specifically, I want to look at Rostering software; how they train large volumes of new staff to meet peak trading periods; and how they measure their labour costs every day. I realise I may have to do quite a bit of investigation to get the right contacts, but I will approach the bursary providers, if necessary, to see if they have any contacts to help me. Additionally, I have contacted our Zone ZEO for some advice. On my return, I will provide a full and detailed report to the club with my recommendations. I expect to be able to improve immediately in the area of staff recruitment planning so I can reduce our training cost by 25%. As I also intend to purchase new rostering software, I will use the information gained from Macau investigations in determining the functionality requirements of any new system we review. The Board and my boss support my goal, as can be witnessed by their letter in this application. I will also provide the CMDA and the bursary provider with a detailed report of my trip (minimum 500 words) and investigations within four weeks of my return. Hopefully, other managers will read my report which will help them too.
Section 3 Employment	Your current job role: bullet points - short and specific is best. What you do; what you are responsible for; how many staff report to you; how long you've been in the position etc. Employment history: same as above (plus location) - most recent goes first. Organisational chart: draw it, or use and adapt MS Word Smart Art (hierarchy) ... or similar product.
Section 4 Industry Activities	See our article - <i>"The Puzzle of the Points"</i> on page 30.



View and select from ANY of our courses and delivery options



View and select from our timetable of CLASSROOM based courses



View and select from our List of SELF PACED ONLINE courses



View and select from our list of BLENDED courses (COMBINATION classroom and Internet delivery)



View and select from our Professional Development seminars and events

You can move between the options at any time.



Have a look
at our new
Course
website!

Simple multi course type menu

Easier to navigate

Easier to book

More individual course delivery choices

Choose and purchase multiple courses in one transaction.

Multiple course information options to help you choose.

Subject area tabs.

Course description links take you to full details of course content,

overview and calendar

Choose multiple delivery methods

All courses

Corporate Governance	Finance	Food & Beverage	Gaming	Human Resources
Management	Promotions & Marketing	RSA and RCG Programs		
Course	Description	Class	Self paced online	Class & self paced online
Club Secretary Manager's Course		<input type="checkbox"/>		
Coach Others in Job Skills (SITXHRM001A)	Certificate III in Hospitality Core Unit	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Corporate Governance Practice Seminar		<input type="checkbox"/>		
Deal With Conflict Situations (SITXCOM003A)	Certificate IV in Hospitality Core Unit		<input type="checkbox"/>	<input checked="" type="checkbox"/>
Develop & Implement a Business Plan (SITXMGTO04A)	Advanced Diploma in Hospitality Core Unit		<input type="checkbox"/>	
Develop & Implement Operational Plans (SITXMGTO02A)	Diploma in Hospitality Core Unit	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
<div>Submit and continue</div>				

Currently Selected for Registration

Course	Location	Dates
Coach Others in Job Skills (Self paced online)	HOME BUSH BAY	Self paced
Deal With Conflict Situations (Class & self paced online)		30/09/2011 - 1/10/2011
Develop & Implement Operational Plans (Self paced online)	HOME BUSH BAY	1/12/2011

Coach Others in Job Skills

Certificate III in Hospitality Core Unit. To customize a blended course contact Brad (02) 9746-...

[Download Course Brochure](#)

Investment

	Class	Self paced online	Class & self paced online
CMAA Members	\$220.00	\$220.00	\$220.00
Public	\$240.00	\$240.00	\$240.00

Overview

At some stage in your life you have probably known someone who could do something better than you. Whether it is hitting a golf ball, driving a car or learning a maths solution, we all have different skills and abilities. This can be due to experience, practice or natural ability. In the workplace, each person needs certain skills and abilities to perform their job acceptably. In cases where these skills fall below an acceptable standard, 'coaching' is often used to bridge the gap. Coaching is a style of learning in which a more experienced person guides and directs someone less experienced through a skill or practice. It can apply to coaching a baseball team or demonstrating the art of making a café latte. Many coaching or instructing techniques involve common sense but some are more complicated. This unit will focus on how coaching best takes place.

- In this unit you will learn how to:
- Prepare for on-the-job coaching
 - Coach colleagues on the job
 - Follow up coaching.

Need more information on each course??

Individual descriptions, dates, content accessible via easy to navigate tabs

Step 2: verify the courses you have selected

Develop & Implement Operational Plans (Class)

Location	Session Dates
HOME BUSH BAY	Thursday, 1 December 2011

Deal With Conflict Situations (Class & self paced online)

Location	Session Dates
	Friday, 30 September 2011 Saturday, 1 October 2011

Coach Others in Job Skills (Self paced online)

Location	Session Dates
HOME BUSH BAY	Self paced online

[Back to courses](#) [Register student names](#)

Verify all your course choices

Save time!

Easy registration process

Register yourself

Register yourself and others

Register others

Step 4: who are you enrolling

- ☐ I wish to attend the course myself
- ☐ I wish to attend the course myself plus register other attendees
- ☐ I am registering other attendees only

[Back](#)

[Next](#)

Step 6: Enrol students in your selected courses

Select which attendees will be attending the selected courses.

Develop & Implement Operational Plans (Class)

HOME BUSH BAY - Thursday, 1 December 2011

- ☐ Geoff Meston
- ☒ Bradley Jones
- ☐ Suzy Smith

Deal With Conflict Situations (Self paced online)

- ☒ Geoff Meston
- ☐ Bradley Jones
- ☐ Suzy Smith

Coach Others in Job Skills (Class)

HOME BUSH BAY - Tuesday, 22 November 2011

- ☒ Geoff Meston
- ☒ Bradley Jones
- ☒ Suzy Smith

[Select more attendees](#) [Proceed with payment](#)

Deadly simple!

Allocate your registrants to the courses you have chosen

Payments and financial records.

Detailed transaction records! Proceed to payment and get a fully itemised invoice receipt with all names, dates courses and costs.

Membership Activity - The Puzzle of the Points

As an association, the CMAA offers a Membership Activity acknowledgement structure to recognise and reflect the efforts that a member puts into any process or activity that adds value to their management capabilities through improvements in the knowledge, skills and personal attributes necessary for the appropriate performance of their duties in the Registered Club Industry.

Okay, so what is the CMAA concerned with from a Member's point of view?

Formalised Knowledge & Skills

While some managers have been lucky to have great mentors and teachers in their early careers, many others have not had that opportunity, so proper management education is one of our major priorities.

Up-To-Date Knowledge & Skills

Attendance at seminars, Zone presentations and conferences helps to keep managers aware of current issues to retain their effectiveness in the workplace.

Self Sufficiency

Developing a network of your Club Industry peers is one of the most positive steps a manager can take to equip themselves with the necessary tools to get the job done. You may not know everything that needs to be achieved, but a wide network of fellow club managers provides a strong and deep pool of experience, great ideas, commonsense and support. Zone Meetings, CMAA office bearer roles in Zones, participation in industry management development and education all help to build that support group.

These three goals tie in with CMAA's ACCM (Active Certified Club Manager) Award that entails education and current industry participation along with the CMAA's National Bursary Program offering development opportunities to members who participate in CMAA activities.

These recognition structures are purely CMAA, so while we recognise other industry body events in some ways, we don't acknowledge everything that a club manager may be involved in.

Unravelling The Puzzle Of The Points

How Do You Get CMAA Points?

Attending CMDA courses; seminars; conferences; Zone Meetings and information presentations; a formal study component on an overseas tour e.g. University of Las Vegas gaming course. We also give points where you have had to travel at least 100km to get to and from one of these activities.

Things That Won't Get You CMAA Points ...

Golf days; corporate lunches & boat cruises; Zone Christmas parties (with no recognised formal development component notified to CMAA); education qualifications from other institutions (we recognise them, but don't issue points for them); overseas tours, unless there is a formal study component.

Why Didn't I Get Activity Points From A Meeting I Attended 12 Months Ago?

1. You may have forgotten to sign your name on the Registration Sheet, which is at every Zone Meeting.
2. You may have signed the Registration Sheet, but we couldn't read it.
3. You signed the Registration Sheet, but the Zone office bearer may not have sent it to us.
4. The activity does not attract points, e.g. golf days

How To Ensure You Get Your Points ...

1. Sign the Registration Sheet at every CMAA function in a clear, legible fashion.
2. Check your Member points regularly (but give us some time to update the database), and contact Carol Quirk or Tegan Cain if there is a discrepancy.

Our first stage of self paced e-Courses now available

Price

SITHIND001A	Develop and update hospitality industry knowledge	275
SITXCOM001A	Work with colleagues and customers	275
SITXCOM002A	Work in a socially diverse environment	220
SITHFAB001C	Clean and tidy bar areas	110
SITXCCS002A	Provide quality customer service	440
SITXCOM003A	Deal with conflict situations	220
SITXFIN001A	Process financial transactions	275
SITXINV001A	Receive and store stock	110
SITXINV002A	Control and order stock	275
SITXHRM007A	Manage workplace diversity	660
SITXMGT002A	Develop and implement operational plans	550
SITXMGT006A	Establish and conduct business relationships	660

Brisbane headed for busy end to 2012

The CMAA's Brisbane Zone is headed towards a very busy end to 2012. More than 45 members attended the Zone Meeting, free Education Workshop and lunch at Redcliffe RSL Club on September 15.

CMAA Federal Executive Member and Gold Coast Zone President Steve Condren presented the CMA Head Office Report, concentrating on issues affecting Queensland clubs and club managers, including the Gillard Government's commitment to Tasmanian Independent MP Andrew Wilkie's crusade for federal legislation covering mandatory pre-commitment technology on all of Australia's gaming machines, the CMAA's Queensland-specific education and professional development opportunities and the role of Queensland Membership Liaison Officer Justin McGurgan.

Following the Zone Meeting, three gaming industry experts - consultant Peter Fraser, Frank Balzary from Jacaranda Advisory and CMDA Career Development sponsor company Aruze Gaming representative Tony Beier - tackled the thorny issue of future directions for the industry sector with their free Education Workshop, "Looking Into The Future - What's New ... What's Working" with 75 members, directors and Club Industry trade executives in the audience. The format was a panel discussion, with Zone President John Limbrick facilitating



Comedian BEN PRICE.

the conversation and inviting comment from the floor. The consensus over lunch was that it was the best workshop presented at the Zone for many years.

Following the hour-long Workshop, it was time for networking, drinks and canapés before more than 130 guests sat down to lunch at 12.30 with TV talent show "Australia's Got Talent" grand finalist, comedian Ben Price, providing the entertainment, including a remarkable version of Prime Minister Julia Gillard, along with raffles, auctions and business card draw. Former Australian Test representative, Queensland Origin and Brisbane Broncos winger Michael Hancock

joined Radio 4BC sports presenter Peter Psaltis Michael to preview the business end of the NRL premiership and grand final preview.

It's a very busy social schedule to end the year for Brisbane Zone members ...

- Christmas Lunch at Logan Diggers on Friday, November 18;
- the annual Combined Lunch with Gold Coast Zone at Club Helensvale on Friday, December 2;
- Brisbane Zone Sponsors Cocktail Party at the Story Bridge Hotel at Kangaroo Point in Brisbane on Tuesday, December 6.

ThomsonsLawyers

Proud supporter of
Club Management
Development Australia



The clubs, hospitality & gaming legal specialists.



Our team (L to R): Brett Boon, Partner, Sherif Mouakkassa, Senior Associate, Vivienne Young, Senior Associate, David Brand, Special Counsel & Phillip Wade, Special Counsel.

Thomsons Lawyers works with more than 60 major clubs and industry associations across Australia, with our legal specialists consistently delivering innovative and practical solutions to give you the commercial edge.

We can assist with all your legal needs including registered clubs, liquor & gaming law, corporate governance, dispute resolution, all aspects of property development, conveyancing, leases, licences and commercial projects, amalgamations and workplace relations and anti-discrimination law.

www.thomsonslawyers.com.au

Nepean's new faces at Ingleburn RSL Club

Nepean Zone - the biggest among the CMAA's 23 Zones - added another three new members at the September Meeting at Ingleburn RSL Club. With Zone Treasurer David Marsh having recently made the move from Ingleburn RSL Club to St Johns Park Bowling Club, new General Manager Glenn Cushion welcomed 45 members for the free Education Workshop that opened the day's events.

Following the Workshop, President John Turnbull welcomed 58 members to the Zone Meeting, including managers attending their first Nepean Zone Meeting ...

- Terry Whitin - St Marys RSL Club
- Serge Stutz - Richmond Club;
- Louise Donnison-House - Ingleburn RSL Club.

CMAA Executive Officer Ralph Kober presented the Head Office Report and introduced the CMAA's new Marketing & Sponsorship Manager Shannon Donato.

In his Report, Ralph discussed the appointment of Gold Coast Zone President Steve Condren to the Federal Executive and Division B Federal Councillor and St George Cronulla Sutherland Zone President Ian Todd as NSW State Executive Member. Ralph then spoke about Shannon's appointment along with Industry Professional Development Manager Geoff Meston and their roles in delivering a new level of products and services to CMAA members through education and professional development to Career Development and National Bursary Program sponsors and potential sponsors.



CMAA Executive Officer
RALPH KOBER.



Nepean Zone President
JOHN TURNBULL.



CMAA Marketing & Sponsorship Manager
SHANNON DONATO.

Shannon also spoke about his role as Marketing Manager with the Penrith Panthers NRL Club before joining the CMAA and his ambition for the Association and the membership.

Ralph also addressed the "big-ticket" issues facing the club managers and the Club Industry ...

- Education and professional development opportunities available to all members through the National Bursary Program, with sponsors providing more than \$100,000 in education opportunities annually;
- The Club Industry's ongoing battle with The Gillard Government and Tasmanian Independent MP Andrew Wilkie over mandatory pre-commitment technology for poker machines around Australia;
- The NSW Government's controversial "Three Strikes You're Out" legislation to deal with alcohol-related violence and the implications of the strategy for clubs and club managers.

Following the Zone Meeting, Glenn welcomed 114 guests to lunch in the club's auditorium.

Nepean Zone's next event will be the annual Christmas Lunch at the Richmond Club on Thursday, December 8.

QLD TRAINING Course Dates & Fees

					MEMBER	NON MEMBER	ZONE INHOUSE
COURSE DESCRIPTION	DAYS	OCT	NOV	DEC	COST	COST	COST
SUPERVISION... Knowledge Transfer in the Workplace	1	BRIS 11			250	300	2500
Conflict Solutions	1	BRIS 4			250	300	2500
MANAGEMENT... Taking Charge: QLD Duty Manager Program	3	BRIS 17-19			750	900	7500
Leadership Values Program	3		BRIS 8-10		750	900	7500
FINANCE... Financial Fundamentals (E-Learn) TWO Nationally Accredited courses SITXFIN003A & SITXFIN004A	1+				480	580	4400
MARKETING... Develop and Manage Marketing Strategies (E-Learn) Nationally Accredited course SITXMPR005A	1+				690	790	6800

All fees GST Inclusive where applicable

Gaming, F&B top the menu at Burleigh Bears

The important issues for any club - gaming, food and beverage - were on top of the agenda at the Gold Coast Zone Meeting, Education Workshop and Lunch at Burleigh Bears Leagues Club on September 20.

Zone President Steve Condren, now on the CMAA Federal Executive, welcomed 27 members to the Zone Meeting where CMAA Federal Secretary Allan Peter presented the Head Office Report, with a focus on industrial relations issues in Queensland and across the Association in NSW and Victoria.

With Queensland Membership Liaison Officer Justin McGurgan also in the room, there was plenty of conversation about the CMAA's National Bursary Program.

Other matters discussed in the meeting included the gaming machine trial and university study being conducted at surf clubs on the Gold Coast and RSL sub-branch management issues.

Gold Coast Zone also decided on meeting dates for 2012...

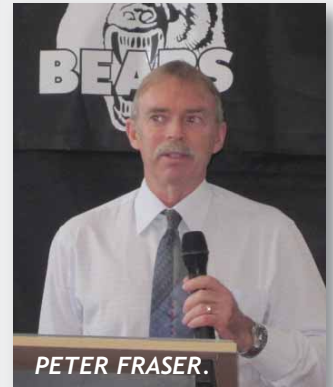
- Tuesday, February 14 - AGM & Breakfast at Coolangatta Surf Club;
- Tuesday, June 26 - Meeting, Workshop & Lunch at Currumbin RSL Club;
- Tuesday, September 11 - Meeting, Workshop & Lunch at Burleigh Bears RLF Club;
- Friday, December 7 - Meeting & Combined Zones Lunch at - Club Helensvale

The Combined Zones - Gold Coast and Brisbane - Charity Race Day will be at the Gold Coast Turf Club on Saturday, July 7, 2012, to coincide with the CMAA's Mid Year Conference at Jupiters Gold Coast.

Following the Meeting, Steve introduced Tom Rutherford,



TOM RUTHERFORD.



PETER FRASER.

a chef and Creative Director of *fnb*. Tom is recognised internationally for his innovation, business acumen, avant-garde cuisine and major events. More than 70 guests heard Tom speak about the "food explosion" around the world with shows such as "Master Chef" and the Food Channel taking food and beverage to new levels in Australia.

There was networking drinks and canapés following the 90-minute workshop before host club manager Ian Amos welcomed more than 90 guests to lunch where former Treasury Casino executive Peter Fraser, now managing director of his own consultancy, 6th Reel Metrics, delivered some fascinating insights on gaming with a focus on gaming trends and formulas for working out machine occupancy in venues at all levels.

Gold Coast Zone's next event will be the annual Combined - Gold Coast and Brisbane - Zones Lunch at Club Helensvale on Friday, December 2.

QLD TRAINING CALENDAR 2011

SUPERVISION...

Knowledge Transfer in the Workplace

Days

1

There are many different ways to transfer knowledge in the workplace. There are also many different ways of learning in the workplace. Often the key to successful workplace learning depends on the training ability of the Team Leader who has been given the responsibility of implementing a new system or process.

Conflict Solutions

1

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.

MANAGEMENT...

Taking Charge: QLD Duty Manager Program

3

Looking for a high impact development program to up-skill your Supervisors & Duty Managers? This three-day course covers financial fundamentals, customer service, rostering staff, OHS/compliance, human resource management, and much more.

Leadership Values Program

3

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...

e-Financial Fundamentals 1 day Classroom + online over 30 days

1+

One day in the classroom and the rest of the course online. How to interpret the types of financial information used by operational supervisors and managers in their day-to-day work activities, and the knowledge required to take responsibility for budget management where others may have developed the budget.

MARKETING...

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

1+

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.

Diary day at St George Masonic Club

It was a day for members' diaries at the St George Cronulla Zone Meeting at St George Masonic Club on September 6.

Zone President Ian Todd - also the CMAA NSW Executive Member and CMAA Division B Federal Councillor - welcomed 28 members, including new Executive Officer Ralph Kober for the free Education Workshop, Meeting and Lunch.

Barrington Group Security Consultant Jason Fullerton, a former Sydney detective, opened the day's activities with the hour-long workshop dealing with the increased negative media relating to alcohol-related violence and what this mean for the Club Industry and future regulations. Jason discussed the existing regulations and why club security management program need to be vigilant to avoid the increased attention by licensing regulators.

Following the Workshop, Ian Todd welcomed new member Grant Amer, an Assistant Manager at Kogarah RSL Club, to his first Zone Meeting where Ralph Kober presented the Head Office Report, including ...

- the new faces on the CMAA Federal and NSW State Executives;
- new members of the CMAA Administration team - Marketing and Sponsorship Manager Shannon Donato and Industry Professional Development Manager Geoff Meston;
- education and professional development opportunities available to all members through the annual National Bursary Program, with sponsors providing more than \$100,000 in education opportunities annually;
- the Club Industry's ongoing battle with The Gillard Government and Tasmanian Independent MP Andrew Wilkie over mandatory pre-commitment technology for poker machines around Australia;



St George Cronulla Zone President IAN TODD



Barrington Group Security Consultant JASON FULLERTON

- the NSW Government's controversial "Three Strikes You're Out" legislation to deal with alcohol-related violence and the implications of the strategy for clubs and club managers.

During the meeting, members were able to finalise meeting dates for 2012 ...

- March 27 - TBA
- June 5 - Arncliffe Scotts Club
- September 4 - Oatley RSL Club
- December 4 - St George Motor Boat Club

Ian Todd also announced that the Zone's annual Charity Golf Day - a four-person Ambrose event with sausage sizzle breakfast before an 8.30am shotgun start and presentation lunch - would be staged at Kogarah Golf Club on Friday, October 14. Anyone interested in sponsoring or playing this event should contact Ian at Kingsgrove RSL Club on P: 9150 6822 or E: ian@kingsrsl.com.au

Following the Meeting, host club General Manager Paul O'Connor welcomed more than 80 guests for lunch in the club's auditorium.

The Zone Christmas Meeting and Lunch will be at the Georges River Sailing Club on Tuesday, December 6.

CMAA Diary - 2011 Zone Meetings & Industry Functions

Day	Date	Meeting	Venue	Zone
OCTOBER				
Monday	03/10/2011		LABOR DAY PUBLIC HOLIDAY	LABOR DAY PUBLIC HOLIDAY
Tues - Thursday	04-06/10/2011		Sands Expo & Convention Centre	Global Gaming Expo - G2E
Sunday - Tuesday	08-11/10/2011		Gold Coast Convention Centre	ClubsNSW Annual Conference & Trade Expo
Friday	11/10/2011	10:00	Landsborough Big Cart Track	Sunshine Coast Zone Charity Cart Day
Wednesday	19/10/2011	17:00	Dubbo RSL Club	Mid State Zone Meeting & Dinner
Thursday	27/10/2011	08:00	Sydney Olympic Park	CMAA Federal Executive Meeting
Friday	28/10/2011	11:00	Dapto Leagues Club	Illawarra Shoalhaven Zone AGM & Luncheon
NOVEMBER				
Thurs - Sunday	03-06/11/2011		Sheraton Mirage, Gold Coast	Leagues Club Association Annual Conference
Friday	04/11/2011	14:00	Carlton Brewhouse, Abbotsford	Victoria Zone Meeting & Xmas Luncheon
Thursday	17/11/2011	11:00	Coffs Harbour Turf Club	Mid North Coast Zone Meeting & Luncheon
Friday	18/11/2011	11:00	Weston Creek Labor Club	ACT Zone Meeting, Luncheon & Bowls Day
Friday	18/11/2011	11:00	Logan Diggers Club	Brisbane Zone Bursaries & Xmas Luncheon
Friday	25/11/2011	09:00	Brighton Le Sands	CMAA Federal Executive Meeting
Friday	25/11/2011	10:30	Brighton Le Sands	CMAA Federal Council Meeting
Friday	25/11/2011	12:00	Brighton Le Sands	CMAA Sponsors Luncheon
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

Conference tackles industry challenges

By IAN WILLIS

Far North Coast Zone Publicity Officer

Far North Coast Zone held its Mini-Conference at Lismore Workers Club on October 13-14. The Conference theme, *"Strategies for the Future"*, was appropriate given the current uncertainty. The Zone Committee arranged an excellent program of speakers, providing valuable information over the two days.

Day 1 started with President Phil Kelly opening the Zone Meeting where CMAA Executive Officer Ralph Kober updated members on the Club Industry's latest issues. It was an opportunity for members to meet Ralph and hear his vision for the CMAA. Ralph said providing face-to-face and online education to members would continue to be a primary goal through the CMDA. Ralph said his underlying vision was to improve and enhance services to members, while always acting in the best interests of club managers. There was some discussion regarding the benefits of Zone "mini-conferences" with Ralph suggesting these events should focus on local issues, rather than trying to replicate CMAA-sponsored events. The value of networking for regional managers at the event was not an issue.

Greg Russell from CMDA Career Development and National Bursary Program sponsor company Russell Corporate Advisory was the first guest speaker, providing information relating to planning and analysis. Greg's comment that clubs must not only be concerned about financial aspects of their business, but be mindful of their core objects and social commitments, was especially relevant.

Day 1 wrapped up with a whirlwind visit from ClubsNSW CEO Anthony Ball who updated members on the MPC campaign and advised ClubsNSW was focusing on marginal electorates and seats held by independents. Anthony revealed the new ClubsNSW campaign, *"Won't Work, Will Hurt"*, supplementing the *"Licence to Punt"* strategy.

Members then enjoyed the hospitality of Steve Bortolin's team at Lismore Workers Club with the meal outstanding and the many trade representatives providing great company and networking opportunities. The Zone thanks CMAA supporters including Lion Pty Ltd, Aristocrat, Russell Corporate Advisory, Robert Oatley Vineyards, Casella Wines, Feltex Carpets and supporting clubs. The Zone raffle and auction raised \$7,500 for club manager education and professional development. In place of the advertised entertainment, auctioneer Phil Mallon (Casino RSM Club) produced a memorable performance.

Day 2 opened with Voyager Gaming Technologies National Sales Manager John Gould discussing the benefits of utilising "occupancy analysis" when examining gaming machine performance. John's philosophy of "coldest beer, hottest pokies and warmest service" was a neat way to sum up what matters most to many club members.

The final speaker Ken Burgin from ProfitableHospitality.com focussed on the challenges of modern social media networks, discussing ways to maximise a club's online Facebook presence and provided delegates with other useful online tools.

Far North Coast Zone's next event is the Christmas Meeting and Lunch at Evans Head Bowling Club on Wednesday, December 14.



1 - Far North Coast Zone President Phil Kelly with Zone Secretary Roger Hong.

2 - GREG RUSSELL from Russell Corporate Advisory.

3 - JOHN GOULD from Voyager Gaming.

4 - CRAIG O'LOUGHLIN from Club Plus Superannuation.

5 - GREG SAWTELL from Pottsville Beach Sports Club enjoying dinner.

6 - PHIL MALLON auctions an Aristocrat conversion with Zone Treasurer MARK BANNERMAN and Aristocrat sales executive MARK BADGER.

7 - ANTHONY BALL from ClubsNSW

Hunter Committee sets busy agenda for members

The new-look Hunter Zone hosted a successful Breakfast Meeting at Cardiff Panthers Club on August 31.

Zone President Paul Cousins welcomed more than 50 members at 7.30 where CMAA Federal Secretary Allan Peter presented the Head Office Report with a focus on the Wilkie-Gillard Government deal on mandatory pre-commitment technology legislation; the NSW O'Farrell Government's controversial "Three Strikes You're Out" legislation and the implications for club managers; the CMAA's National Bursary Program and various industrial matters.

The Hunter Zone Committee is ...

- President: Paul Cousins - Cessnock Supporters Club
- Vice President: Arthur Kyreakou - Newcastle Panthers
- Secretary: Andrew Walker - Pelican Flat RSL Club
- Treasurer: Lynette Harrison - The Adamstown Club
- Education Officer: Catherine Handcock - Toronto Diggers Club
- Publicity Officer: Dane Seymour - Lemon Tree Passage Bowling Club

Committee: John Hume - Wallsend Diggers; Ian Martin - Maitland City Bowls Club; Ian Frame, ACCM - Beresfield Bowling Club; Phillip Ticehurst, ACCM - Wangi Workers Club.

With the Zone having provided bursaries for four members - Marie Goff (Belmont Golf Club), Arthur Kyreakou (Newcastle Panthers Club), Matt Johnson (Redhead



Shuffle Master Australasia's Danny Walker congratulates Singleton RSM Club General Manager Gerard McMillian on his winning bid for the Shuffle Master conversion at the Hunter Zone Meeting at Cardiff Panthers Club.

Bowling Club) and Peter Fairbairn (Belmont 16ft Sailing Club) - to attend the CMAA's Mid Year Executive Leadership Conference at Jupiters Gold Coast, it fell to Marie Goff to deliver the Study Tour Report to the Meeting.

Zone Education Officer Catherine Handcock has been busy in organising two Food Safety Supervisor courses at her club with courses planned for RSA-RCG update courses planned for Zone members in the coming months.

Before the Meeting concluded, CMDA Career Development Sponsor Shuffle Master Australasia's company executive Danny Walker congratulated Singleton RSM Club General Manager Gerard McMillian on his winning bid in the Silent Auction for the Shuffle Master gaming machine conversion.

Numbers grew to 75 for breakfast and Guest Speaker Cameron Louis's presentation on technical, logistical and financial aspects of the Gillard Federal Government's deal with Tasmanian Independent MP Andrew Wilkie to deliver mandatory pre-commitment legislation covering all gaming machines in Australia.

Cameron is the State Sales Manager NSW/ACT for CMDA Career Development Sponsor company IGT, the world's biggest maker of gaming machines. The experienced industry professional believes the Government can't - and won't be able to - deliver on its deal with the controversial MP due to cost and logistical consequences.

The Hunter Zone's next event will be the annual Christmas Meeting and Lunch at Wangi Workers on Wednesday, November 30 at 11am.

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Club managers at the Hunter Zone Meeting (from left) Ken Williams from Cardiff RSL Club, with Mitchell Reece from Toronto Workers, Graham Wood from Kotara Bowling Club and Bill Dixon

Committee re-elected unopposed at Macksville

Mid North Coast Zone members have returned their hard-working Committee unopposed for another year following the Annual General Meeting at Macksville Ex-Services Club on September 20. President Glenn Buckley, Secretary-Treasurer Daphne Parker and Education Officer Wendy Mills are back at the controls for another year.

With a hectic CMAA Zone Meeting schedule at this time of year, Glenn delivered the CMA Head Office Report and spoke to the Zone Newsletter. Issues included the NSW Government's "Three Strikes, You're Out" legislation to address alcohol-related violence issues and the campaign against the Andrew Wilkie-Gillard Government deal to legislate for mandatory pre-commitment technology on Australia's gaming machines.

Zone Education Officer Wendy Mills provided a comprehensive report on the 2011 Clubs Food & Beverage Management Summit at ANZ Stadium and encouraged other clubs to send F&B managers and staff to the 2012 event. Wendy praised all of the Summit speakers and workshops, particularly the Study Tour to Hurricane's Grill & Bar at Darling Harbour, Fine Food 2011 at the Sydney Convention & Exhibition Centre and the back-of-house tours at ANZ Stadium. Zone Secretary-Treasurer Daphne Parker said the Zone was keen to invite Paul Lyons, a workshop presenter at the F&B Summit to speak at the next Zone Meeting. Following the Meeting, Kylie Ellis from Coffs Harbour-based accounting firm WHK discussed the issue of local clubs benchmarking. WHK is major sponsor of the Zone Golf Day and Kylie said the benchmarking process had been successful in regional and rural NSW. Zone members showed an interest in joining a benchmarking network for clubs in the Zone with host club Secretary Manager Judy Ward saying it would be good to work with similar-size clubs in the Zone, rather than going to clubs outside the region. Mid North Coast Zone's next event is the Christmas Meeting and Lunch at Coffs Harbour Turf Club on Friday, November 17.

1 - The Mid North Coast Zone Committee (from left) Daphne Parker, Glenn Buckley and Wendy Mills.

2 - Kylie Ellis from WHK with Glenn Buckley.



ACE Awards moves to March and The Juniors

The 14th Annual Australian Club Entertainment (ACE) Awards Night 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. 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. Event Organising Committee Chairman and Club Managers' Association Australia (CMAA) Federal President Bill Clegg said Canterbury Hurlstone Park RSL Club's support has seen the ACE Awards grow to become



the most prestigious level of success for Club Industry entertainers. "We will always be indebted to the Board of Directors the management teams and the staff at the club for their generous and loyal support and for

their major contribution to first starting, then building the ACE Awards to the status they enjoy today," Mr Clegg added. 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. Voting for the first round of nominations for the 2012 ACE Awards starts on November 12, 2011. For information on ACE Awards 2012 Sponsorship Packages, contact **Shannon Donato (CMAA) P: 02 - 9746 4199 (W); 0434 185 414 (M); E: shannon@cmaa.asn.au** or **Maria Pena (ClubsNSW) P: 02 - 9268 3010 (W); E: mpena@clubsnsw.com.au**

38 CMDA RSA and RCG Training Update

RSA and RCG Programs	Days	Oct	Nov	Dec
RCG(SITHGAM006A)	1	HOMEBUSH BAY T 11		
RSA(SITHFAB009A)	1	HOMEBUSH BAY M 10		
RSA/RCG Combined	2	HOMEBUSH BAY M 10-T 11		
Corporate Governance	Days	Oct	Nov	Dec
Corporate Governance Practice Seminar	1		HOMEBUSH BAY T 15	
Duty Management Development	Days	Oct	Nov	Dec
Supervisor Boot Camp <i>SITXMGT001A Monitor work operations</i> <i>SITXHRM001A Coach others in job skills</i>	4	HOMEBUSH BAY T 25	HOMEBUSH BAY T 8 HOMEBUSH BAY T 22 HOMEBUSH BAY T 29	
Management	Days	Oct	Nov	Dec
Club Secretary Managers Course Non accredited	4		HOMEBUSH BAY W 16-T 17 HOMEBUSH BAY W 23-T 24	
Coach Others in Job Skills(SITXHRM001A)	1		HOMEBUSH BAY T 22	
Gaming	Days	Oct	Nov	Dec
Analyse & Report on Gaming Machine Data (Pre-Requisites apply) (SITHGAM004A) <i>Pre-Requisites Attend Gaming Machines and Process Financial Transactions</i>	2		HOMEBUSH BAY W 9-T 10	
Finance	Days	Oct	Nov	Dec
Financial Management (Pre-Requisites apply) <i>SITXFIN005A Prepare and monitor budgets</i> <i>SITXFIN008A Manage financial operations</i> <i>Pre-Requisite Financial Fundamentals</i>	5	HOMEBUSH BAY T 18-W 19	HOMEBUSH BAY T 15-T 17	
Seminars	Days	Oct	Nov	Dec
Big Dave - Secrets of Supervising Staff Workshop 2(Afternoon) Afternoon Only 1PM-4.30PM	1		HOMEBUSH BAY T 8	
Big Dave - The Secrets of a Great Team Workshop 1(Morning) Morning Only 9AM-12 Noon	1		HOMEBUSH BAY T 8	

Conference kicks off with busy AGM

Central Coast Zone kicked off its two-day Conference at Kooindah Waters with its Annual General Meeting on September 21.

CMAA Executive Officer Ralph Kober made the trip to Wyong for the AGM where he presented the Head Office Report, conducted the Election of Office Bearers and presented an ACCM Award.

There is one new face on the Zone Committee with Josh Collins (Woy Woy Leagues Club) replacing Craig Ellis (Shelly Beach Golf Club) as the Zone Education Officer.

The rest of the Committee was re-elected unopposed ...

- President: Boris Beleuski, ACCM - Ettalong Memorial Bowling Club
- Vice President: Catherine Dougherty - diggers@theentrance
- Christine Haynes - diggers@theentrance
- Secretary: James Smith - Mingara Recreation Club
- Treasurer: Michael Kowaliw - diggers@theentrance
- Education Officer: Josh Collins - Woy Woy Leagues Club
- Publicity Officer: Troy Sheary - Mingara Recreation Club

Boris Beleuski also welcomed two new members to their first Central Coast Zone Meeting ...

- Guy Hogan - diggers@theentrance
- Richard Crocker - Norah Head Sports Club

During the Meeting, Ralph presented Doyalson Wyee RSL Club Manager Brett Elliss with his Active Certified Club Manager (ACCM) Award.

In his Head Office Report, Ralph focused on the CMAA's 2012 National Bursary Program that is open for applications with more than \$100,000 in education and professional development opportunities for Association members; the Club Industry's campaign against the Andrew Wilkie-Gillard Government deal to enact legislation for mandatory pre-commitment technology being installed on all gaming machines around Australia; and the CMAA's meeting with NSW Gaming Minister George Souris regarding anomalies directly affecting clubs and club managers within the O'Farrell Government's controversial "Three Strikes, You're Out" legislation.

Following the Meeting, Rooty Hill RSL Club CEO Richard Errington entertained members with his presentation on his journey into the Club Industry and his experiences along the way, including his high-profile campaign for Rooty Hill RSL Club to have its own postcode.

Conference speakers included CMDA Career Development and National Bursary Program sponsor company IGT executive Michael Cheers and, with the Rugby World Cup in full swing across the Tasman, former Australian Wallabies captain Nick Farr Jones.

Day 1 started with 8am registration before the Meeting and included an opportunity for delegates to enjoy a round of golf on the Kooindah Waters golf course.

Central Coast Zone's next event will be its Christmas Meeting and Lunch at President Boris Beleuski's Ettalong Memorial Bowling Club on Friday, December 2.



CMAA Executive Officer Ralph Kober presents Brett Elliss with his ACCM Award at the Central Coast Zone AGM.



As part of the Central Coast Zone Conference, delegates enjoyed a round of golf on the Kooindah Waters course.

Rocky's safe hands take the helm

There's a familiar face at the helm of the CMAA's City Eastern Suburbs Zone with Rocky Massaria taking over from Lary Dorman. Lary retired as General Manager at Paddington RSL Club in July and has headed to retirement at Lennox Head with his wife Sandra, the former CEO at Club Bondi Junction. With the AGM a few months away, the Zone decided not to fill the President's role until the Meeting at Club Rose Bay on September 20. Members voted for long-serving Zone Vice President Rocky Massaria to take over from Lary, with Brett Gibson, who moved to the Zone and Malabar RSL Club from Port Kembla Golf Club last year, replacing Rocky as Vice President.

The rest of the Committee was re-elected unopposed.

The City Eastern Suburbs Zone Committee for 2011-2012

- President: Rocky Massaria - Bowlers Club of NSW
- Vice President: Brett Gibson - Malabar RSL Club
- Secretary & Publicity Officer: Rosy Dever - Randwick Labor Club
- Treasurer: Greg Hadley - Matraville RSL Club
- Education Officer: Graeme Tonks - Paddington RSL Club

CMAA Executive Officer Ralph Kober attended the AGM to conduct the Election of Office Bearers and present the CMAA Head Office Report, inviting CMAA Federal President Bill Clegg, the Randwick Labor Club CEO, to add his comments to the Report. Ralph also introduced the CMAA's new Marketing & Sponsorship Manager Shannon Donato to members with the former South Sydney, Cronulla Sharks and Penrith Panthers first grade hooker outlining his business career as Marketing Manager for Panthers NRL club and his ambition for the Association and the membership in his new role. During the Meeting, Ralph Kober presented Brett Bolton, Operations Manager at Club Bondi Junction, with his Active Certified Club Manager (ACCM) Award. Following the Meeting, host club manager Paul Hardiman welcomed more than 60 members, directors and Club Industry trade executives to lunch overlooking Rose Bay and Sydney Harbour.

City Eastern Suburbs Zone's next event will be the annual Christmas Meeting and Lunch at Greg Hadley's Matraville RSL Club on Tuesday, November 29.

The Zone Meeting dates for 2012 are ...

- March 27 at Paddington RSL Club;
- June 26 at Randwick Labor Club - Networking Event;
- September 25 - Annual General Meeting - at Club Rose Bay;
- November 27 at Matraville RSL Club.

1 - CMAA Executive Officer Ralph Kober presents Brett Bolton with his ACCM Award at the City Eastern Suburbs Zone Meeting at Club Rose Bay last month.

2 - The incoming City Eastern Suburbs Zone Committee (from left) Rosy Dever, Greg Hadley, Rocky Massaria, Brett Gibson and Graeme Tonks.

3 - Ross Lamb with Brett Bolton and the CMAA's new Marketing & Sponsorship Manager Shannon Donato at the City Eastern Suburbs Zone Meeting.



'Grey Man' donations

The CMAA and Barringtons - a CMDA Career Development and National Bursary Program sponsor company - have joined forces to assist in identifying and closing down child sex rings through rescue missions abroad, mainly in Asia. "The Grey Man" organisation is dedicated to abolishing abuse by westerners and in-country paedophiles. Barringtons Director Blayne Webb said his company had created an account for donations to support this project ...

- BSB: 062-347
- Account: 10352766
- NAME: Barrington Corporate Risk Pty Ltd
- Branch: Commonwealth Bank, Castle Towers, Castle Hill

Please ensure the description "Grey Man Donation" is on the payment as and forward an email advice to blayne@barringtongroup.com.au

For more information, contact Blayne Webb at Barringtons P: 02 - 9899 0691.

CMAA, clubs give wheelchair juniors big push

Jim O'Brien is a man who knows his audience well.

The Wheelchair Sports NSW CEO put a big challenge in front of his guests at the annual fund-raising luncheon at the Four Seasons Hotel at Circular Quay on August 31.

It was Terry Condon's last day on the job as CMAA Executive Officer and the Association was the major sponsor of the event for the second year with Federal President Bill Clegg and new Executive Officer Ralph Kober heading a guest list the included several CMDA Career Development and National Bursary sponsor executives.

Jim and his team set a target of 50 sports wheelchairs - at \$1,000 per chair - for athletes in a range of disciplines covered by the junior program.

With Master of Ceremonies Ben Coles, from Fox Sports, encouraging the generosity, more than 180 guests took up challenge, quickly reaching the initial target and extending the total to \$56,000 - with proceeds from raffles, heads'n'tails and a silent auction boosting to be added.

"It was a great day and we are grateful to the CMAA for its generous sponsorship of our organisation and this dinner," a beaming Jim O'Brien said as he farewelled the CMAA guests. "It's always a challenge to raise money but in the current economic climate, we had fewer

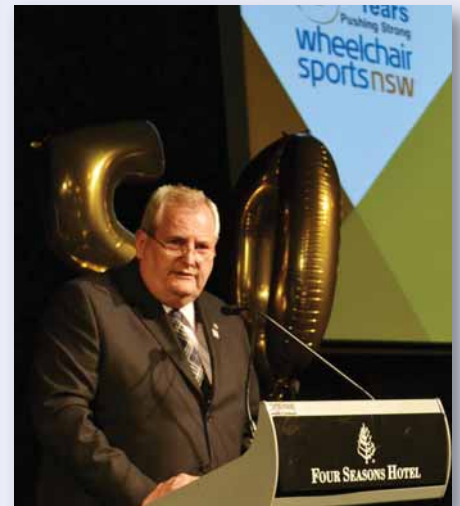
guests but raised more money than previously so we are extremely grateful to this generous group of people and their companies."

The CMAA's family of sponsors led the way in supporting the wheelchair bidding, with Danny Gladstone (Ainsworth Game Technology), Greg Russell (Russell Corporate Advisory), Larry Warren (Customers ATM), Brett Boon (Thomsons Lawyers), Judy Rayner (Rayner Sales & Marketing) and Cathy Mancuso (CCM Travel) chipping in.

Gaming Technologies Australasia CEO Ross Ferrar joined in the spirit of the event, while Tracey Van Rossum (Moorebank Sports Club), Wests Ashfield and Revesby Workers Club supported the event.

The CMAA sponsored five chairs, while ClubsNSW also sponsored three chairs. Ralph Kober also was the winning bidder for a Corporate Event with Guest Speaker Grant Mizens.

Terry Condon's last act as CMAA Executive Officer was to encourage more clubs to back Wheelchair Sports NSW through ClubGRANTS (formerly CDSE) funding. "These young people are more than remarkable ... they live the ethic of achieving everything that's possible in their lives and they deserve the support of the Club Industry," Terry said. "I'm proud that the CMAA has taken the lead in supporting Jim O'Brien and his team with their work."



CMAA Federal President Bill Clegg welcomes guests to the annual Wheelchair Sports NSW Junior Program Lunch at the Four Seasons Hotel, Sydney.



Wheelchair Sports NSW CEO Jim O'Brien with outgoing CMAA Executive Officer Terry Condon (right) and wheelchair sports junior tennis champion Stephan Rouchecoste.



Master of Ceremonies Ben Coles speaks to three wheelchair sports junior athletes and their parents during the lunch.



Guest Speaker Grant Mizens, OAM, spoke about his wheelchair sports and business careers.

CMAA's new Far North Coast President a

By HENRI LACH

His mates call him "Ned", with good reason. CMAA Far North Coast Zone's new President, Phil Kelly, displays the positive qualities of the legendary outlaw. He's tough, he's determined, he's a man with vision, and he's a man on a crusade.

His vision is to lead his charge, the already attractive Kingscliff Beach Bowls Club, with its 5,000-membership and 94 gaming machines, to new levels of excellence and financial stability.

His crusade is to galvanise the population at large against the Gillard-Wilkie mandatory pre-commitment legislation.

Phil took over as General Manager at the Kingscliff club in 2008, and faced what he describes whimsically as "a challenge".

"The club had been losing around \$500,000 a year," he said.

"When I got here late that year, they



Phil Kelly is on a crusade to beat the anti-pokies legislation.

were already \$440,000 in the red for the first part of the financial year.

"I had to make drastic changes.

"We ended up losing \$650,000 for that year.

"The second year, I got it down to \$257,000.

"And this year, we're already showing a profit of \$240,000."

It was not a boast ... it was a statement of fact.

"It's been a lot of hard work ... a lot of long hours," he added. "My day starts at 5 and ends late.

"Now, I've a vision of big balconies, overlooking the beach, with al fresco dining."

He admits there will be a lot of bureaucratic hurdles to clear, because the club is on leasehold land.

"It's not impossible," he says.

"It will make this club ... it will set it up."

He also sees a very bright light ahead.

That beacon is a development plan that's been stagnating for some years.

Two property owners were playing hardball, holding out for more money because they knew the club wanted their land.

In 2009, Phil Kelly found himself in the

'Ned' proud of his old school education

Phil Kelly is of the old school. He came up through the ranks the hard way.

His mentor was his father Les, a club manager at the former Lismore RSL Club for 40 years.

"Dad rang me one Friday afternoon in 1986," Phil recalled. "He was short staffed going into Christmas. "Dad said: 'Phil, I need some help, I need you to come and pick up

glasses'. I was 18 at the time. I didn't want to be embarrassed. I went out and bought some black pants and a white shirt so I would look the part."

He'd found his vocation, under his dad's guidance.

"I didn't complete high school," Phil said.

"Everything I've done I've learned on the run.

"Dad was a hard task master.

"He expected more out of me than anybody else ... I copped a lot of kicks in the bum.

"If he saw me just standing around I was in trouble.

"I learned right from the early days that there was always something to do.

"A rag was my best friend in the early days, there was always something to wipe," he said with a reminiscent smile.

Phil's passage through the Club Industry includes diversions into the union arena, and into management.

In the late 1990s, he was an industrial advocate and local organiser for the Liquor Trades Union.

He also accepted nomination to the Board of the Lismore RSL Club, first as Treasurer, then as President.

When he took up his current role, he spent the first 12 months commuting between Lismore and his club, until he resettled in Kingscliff.

"I used to leave home at 3 o'clock in the morning, and not be back until late at night," he said.

"It was hard on the family. I couldn't have done it without their support."

The marriage to Maryann has happily survived the test.

The couple has three children, Rebecca, Jacob and Jessica.

Rebecca is married and has delivered the family's first grandson, Isaac, now almost four.

As to that "Ned" tag, Phil admits he admires the outlaw Kelly, who may or may not be a distant relative.

He also has a secret. "I've got his image tattooed on my left shoulder," he said with a grin.



Kingscliff Beach Bowls Club General Manager Phil "Ned" Kelly

man of action

role of a clandestine developer.

"They didn't know me from a bar of soap, so I bought the houses in my name, then transferred them to the club," he explained.

But, he was quick to point out there was nothing untoward in the deal. It was a purely commercial transaction. Since then, the club has obtained development approval for a 140-unit retirement village.

The project cost is expected to be between \$46 million and \$56 million.

The rewards, however, will be substantial.

"This will be a good on-going cash flow for the club," Phil explained. "We'll be debt free.

"We're carrying a \$4 million debt now because of the renovations in 2006."

Phil Kelly joined the CMAA in 1999, but this is his first year on a committee.

He believes that the most important part of his job now is to tackle the forces intent on bringing the licensed Club Industry to its knees.

"It's going to cost our club between \$1.8 million and \$2.2 million to set up



The sports bar was part of renovations at Kingscliff Beach Bowls Club in 2006.

the pre-commitment system," he said.

"We'll survive, but many others won't.

It's going to be hard ... it's going to hurt a lot of people.

"Many will lose their job if this goes ahead.

And the sad, hard fact is that this will do nothing to solve problem gambling."

Phil's is determined to heat up the public campaign against the proposed legislation.

Meetings are planned to explain to club members and the community how the proposal will hurt them.

"It's up to the individual clubs to take the campaign on board and run with it ... and I'm telling them to do just that," he said.

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[yellow tail] introduces new Pink Moscato!

Family-owned Casella Wines, makers of Australia's iconic wine brand [yellow tail] has introduced a Pink Moscato! The new product joins the multi-award-winning white Moscato in clubs, hotels, restaurants and bottleshops this month. [yellow tail] Moscato is slightly lower in alcohol and best served chilled, so this variety is a refreshing mid-afternoon wine to enjoy with friends. [yellow tail]'s founder, John Casella, is of Italian descent and has embraced the varietal originally from the homeland of his father and grandfather. "We always keep a close eye on wine trends and when the sweeter Moscato styles were proving to be popular, I was delighted to add the variety to our product range," John said. "The wine is easy to drink and has a festive edge that is appealing

to people at social events. We always aim to provide a great-tasting wine at an affordable price-point and we have achieved that with these wines." The new Pink

Moscato adds a touch of colour to the already colourful [yellow tail] range. Flavours of fairy floss, sherbet and delicate floral notes fill the mouth and the wine has a fine fizz. [yellow tail] white Moscato was introduced to the [yellow tail] range at the end of 2007 and proved popular as the No.2 Moscato in the \$10 price category (AC Neilson, March 2011). It is full of summer fruit flavours such as peach and pear and crushed green grapes. Some of the wine industry's most respected experts are impressed by the quality of [yellow tail] white Moscato, awarding it *Best Muscat in Show* and a *Double Gold Medal* at the 2011 San Francisco International Wine Competition - arguably America's most influential wine show. [yellow tail] Moscato and [yellow tail] Pink Moscato are available for \$9.99(rrp) at retail outlets.



'Movie Mania' hits ATMs

ATM got more than they expected when using an ATM last month with Australia's largest ATM provider launching a new initiative. Customers ATM, which operates more than 5,500 ATMs nationwide, kicked off "Movie Mania", a large-scale promotion that provided movie tickets and other prizes to everyone who used a

participating ATM - as long as they requested a receipt. Customers ATM Marketing Manager Rohan Martin

said the promotion was an exciting development for cardholders and the Australian ATM industry. "We understand this is the first of its kind in Australia," Rohan said. "While our ATM network has been used by major brands such as McDonald's and Nivea for advertising campaigns for some time, we're leading the way in large-scale promotional

activity, providing cardholders with instant rewards from our ATMs." The Movie Mania voucher printed out on the ATM receipt. Customers then visited the Movie Mania website - www.atm-moviemania.com.au - for the prize that was emailed or posted immediately. Prizes included flat screen TVs, a year's worth of movie tickets,



double Gold Class passes, double movie passes, single movie tickets and buy-one-

get-one-free movie ticket vouchers. "As well as providing safe, convenient access to cash, our ATMs offered that little bit extra," Rohan added. "This is a fun way to add value to the convenience ATM experience." The Movie Mania promotion, across more than 1,600 ATMs nationwide finished at midnight on October 2.

ABN withholding: A trap for the unwary

The ABN withholding regime operates by assuming that all businesses will have an ABN and will be required to issue invoices for GST input credit purposes.



Under this regime, the recipient of any supply (the payer) is generally required to withhold 46.5% of any payment to a supplier if the supplier is carrying on a business and does not quote an ABN on an invoice.

Practicalities - How Do I Withhold The Additional Amount?

As soon as a club knows that it needs to withhold an amount in respect of a supply, it needs to inform the ATO.

This is a simple process and can be done over the internet, or over the phone.

CMDA Career Development sponsor company PKF is able to assist clubs with this process if necessary.

A club should withhold 46.5% of the total cost of the supply and pay the supplier the remaining 53.5%.

A club should give the supplier an original and a copy of a payment summary.

The supplier will need to attach the copy of the payment summary to its tax return.

In the hospitality industry, most ABN withholding errors occur in the entertainment, cleaning and maintenance areas.

It is in these areas where a great many of the suppliers are individuals.



CMAA Academy



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.

This short, sharp three (3) day program is designed to develop and enhance existing skills to ensure progressive and professional management empowerment.

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.

Inquiries and bookings through the Queensland CMAA Academy office:

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- F: 07 - 3801 4134
- E: admin@acats.com.au
- W: www.acats.com.au

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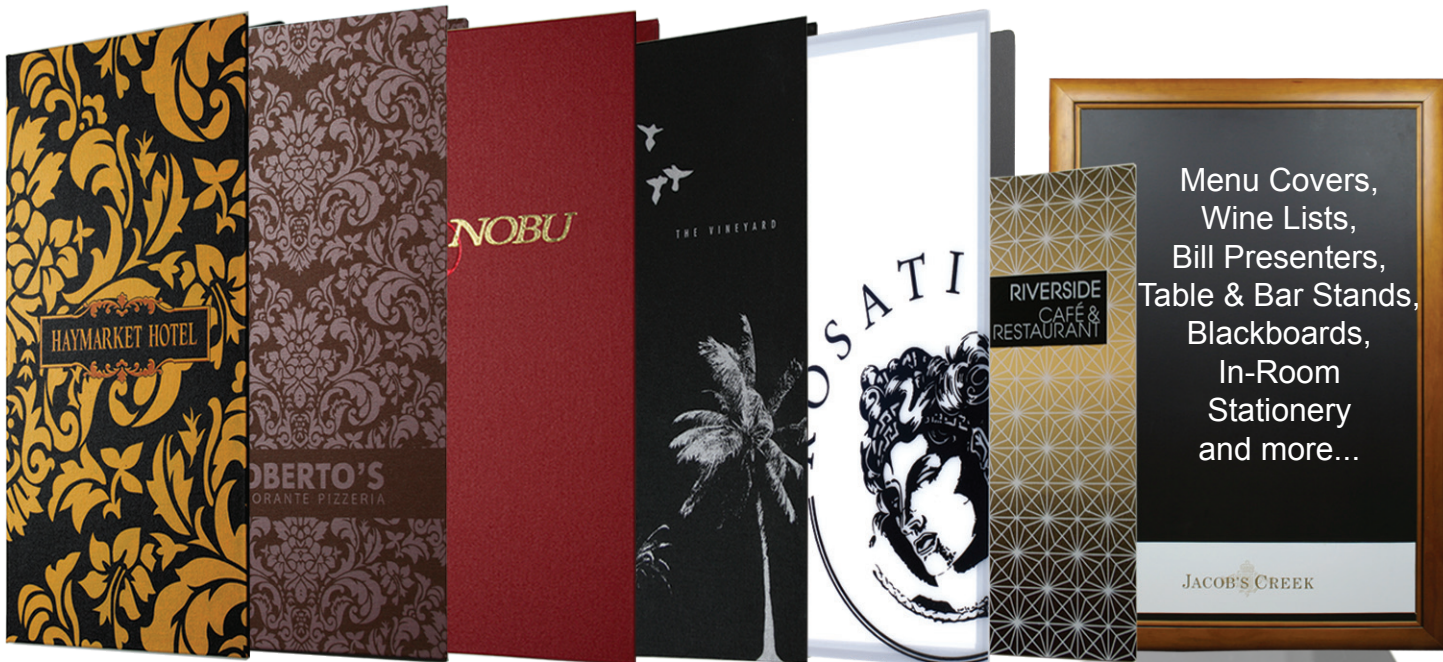
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