

# Club Management

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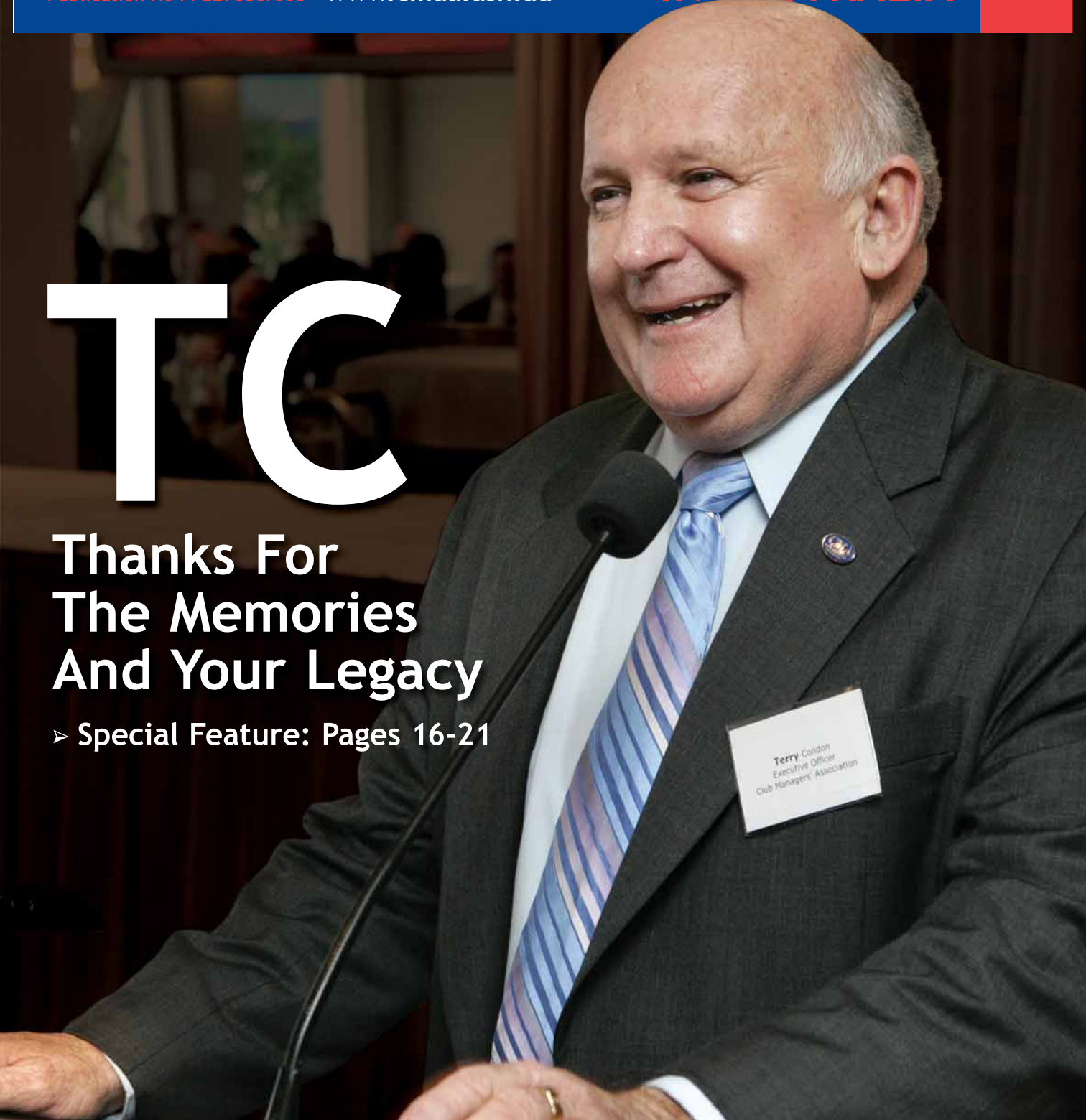
IN AUSTRALIA

September 2011  
Vol 104, No 229

# TC

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➤ Special Feature: Pages 16-21



➤ **INSIDE: AGE 2011 Conference & Expo Special Feature**

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*Paul Crowley*  
General Manager

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## September 2011 Magazine Contents

### PAGE ADVERTISER / Editorial

Cover 1	COVER - Terry Condon - 'The End of an Era'
Cover 2	KONAMI
Page 1	CMAA Imprint & Administration
P 2	CMDA Career Development Sponsors
P 3	CLUB PLUS SUPERANNUATION
P 4	PUBSCLUBS + September Edition Contents
P 5	AINSWORTH
P 6	PAYNTER DIXON HOSPITALITY + September Edition Pointers
P 7	INDEPENDENT GAMING
P 8	I SECURITY + President's Perspective - Bill Clegg
P 9	IGT
P 10	MERIDIAN CONSTRUCTION + Executive Officer's Desk - Terry Condon
P 11	SHUFFLEMASTER
P 12	NUFURN + Executive Officer's Desk - Ralph Kober
P 13	JAMES CLIFFORD CONSTRUCTION
P 14	CHD PARTNERS + INDUSTRY ISSUES 1 - '3 Strikes' Legislation
P 15	TRANSCITY GROUP
P 16	TERRY CONDON - 'The End of an Era' 1
P 17	GJW CONSULTANCY + TERRY CONDON - 'The End of an Era' 2
P 18	TERRY CONDON - 'The End of an Era' 3
P 19	BEPOZ + TERRY CONDON - 'The End of an Era' 4
P 20	TERRY CONDON - 'Tribute Dinner' 1
P 21	TERRY CONDON - 'Tribute Dinner' 2
P 22	HARLEY RUSSELL DAY + AGE 2011 Expo & Conference 1
P 23	ROHRIG + AGE 2011 Expo & Conference 2
P 24	MONIT PTY LTD + AGE 2011 Expo & Conference 3
P 25	AGE 2011 Expo & Conference 4
P 26	AGE 2011 Expo & Conference 5
P 27	JBN SOUND SOLUTIONS + AGE 2011 Expo & Conference 6
P 28	AGE 2011 Expo & Conference 7
P 29	AGE 2011 Expo & Conference 8
P 30	OTEN TAFE NSW + INDUSTRY ISSUES 2 - NSW Gaming Tax Reform
P 31	CMAA UPDATE
P 32	NORTHERN EXPOSURE - Kurrawa Surf Club
P 33	TENROD + INDUSTRY UPDATE - Barringtons
P 34	NORTHERN EXPOSURE - Gillard-Wilkie Deal Protest 1
P 35	THOMSONS LAWYERS + Gillard-Wilkie Deal Protest 2
P 36	CMDA UPDATE 1
P 37	CMDA UPDATE 2
P 38	CMDA UPDATE 3
P 39	ITZ - North West State Zone Meeting & Dinner
P 40	ITZ - Illawarra Shoalhaven Zone Golf Day
P 41	ITZ Illawarra Shoalhaven Zone Meeting & Lunch
P 42	CMAA NATIONAL BURSARY + ITZ - Far South Coast Zone Meeting
P 43	CMDA - QLD TRAINING CALENDAR + ITZ - Sunshine Coast Zone Meeting
P 44	ITZ - Nepean Zone Golf Day
P 45	CMDA - QLD TRAINING COURSES + ITZ - Great Lakes Zone Meeting
P 46	ITZ - Brisbane Zone Golf Day
P 47	INDUSTRY UPDATE - 'Online Security Tips'
P 48	SOUTHERN EXPOSURE 1 - Box Hill RSL Club Stands Alone
P 49	RAYNER SALES & MARKETING + SOUTHERN EXPOSURE 2
P 50	INDUSTRY UPDATE - 'A Treat at Toronto RSL Club' 1
P 51	INDUSTRY UPDATE - 'A Treat at Toronto RSL Club' 2
P 52	MARKET FORCES
Cover 3	CMDA - QUEENSLAND DUTY MANAGER PROGRAM
Cover 4	BALLY

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## ➤ Pages 22-29

If you thought that Andrew Wilkie's crusade for mandatory pre-commitment on all gaming machines in Australia is an issue confined solely to the Club Industry, then think again. The Conference component returned to the annual **Australasian Gaming Expo**, staged at the Sydney Convention and Exhibition Centre on August 21 to 23 and the topic of "a licence to punt" was on top of the workshops and panel session agenda. *CMA Magazine* presents and 8-page special feature on AGE2011 ...

## ➤ Page 31

With the retirement of Executive Officer Terry Condon and Ralph Kober's move from Education Manager to Assistant Executive Officer and to the top administration role, comes a rethink of the management structure and its relevance serving the needs of the Association's membership and sponsorship business partners. The CMAA has announced the appointment of two new managers - **Geoff Meston** as Industry Professional Development Manager for the CMDA and HMDA, while Former NRL premiership player **Shannon Donato** takes on a new role as Marketing and Sponsorship Manager...

## ➤ Pages 36-38

Without some form of formal education, many current and future players in the labour market may suffer in their attempts to climb the corporate ladder. The need for "legitimate" qualifications is becoming an expected attribute among employers when assessing applications from internal and external job or promotion seekers. So, be careful not to take too narrow a view of what it takes to perform a particular role, because the people controlling the final selection may have a totally different perception of what knowledge, skills, and tools they want the successful applicant to bring to their operation ...

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# Terry's wonderful farewell a tribute to his dedication and commitment

When I started out in my working life, I recall a senior telling me on my first day - after I had said how welcoming everyone had been to me ... "It's how

you finish ... if you are farewelled as well as you are received, then you have achieved something in your time."

The farewell Terry Condon received from a grateful Club Industry recognises that he achieved much.

From Thursday, March 17, at the Nepean Zone Meeting, club managers and trade supporters came together to farewell Terry. The process continued at every Zone event Terry was physically able to get to, with the last meeting - and a brilliant review of Terry's family and working life presented - at Lightning Ridge Bowling Club on August 9 and 10 by the North West State Zone.

The finishing line for TC's "lap of honour" was held on Sunday, August 21, in the Parkside Ballroom at the Sydney Conference & Exhibition Centre, Darling Harbour, when more than 300 friends of Terry and Helen gathered to express their appreciation. Terry and Helen have set off on a well-deserved trip of a lifetime.

As a CMAA Life Member and friend to all, Terry will always be welcomed at Club Industry events around the world and will continue to be a part of the CMAA.

Terry's departure completes a strategic objective of the CMAA Federal Executive ... not that we planned to get rid of him ... but it completed the plan for what we need to do when he decided to retire.

Planning for generational change is challenging.

The process identified the need to ensure the Association's capability during the transition process was not diminished but had the potential to increase and to provide the Executive Officer with the appropriate framework to ensure the CMAA's strategic objectives are achieved.

As Assistant Executive Officer Ralph Kober makes the transition to Executive Officer and finalises the structure of his team, top of mind are the skills required to address the issues that will impact on the Club Industry and the Association.

We have already seen the strengthening of the education capability with Geoff Meston signing on as Education Manager and the ongoing renewal of the Board of Management Studies with young dynamic club managers charged with the responsibility of identifying the skills and training needs of managers.

This process of identifying the training needs within the Club Industry is unique.

First identified in 1969 and relying on TAFE for nearly 20 years to deliver our vocational training, the real process of peer-determined education became a reality with the relationship forged with Southern Cross University. Soon after, from 1992, Club Management Development Australia and the Career Development Centre was a reality.

There are too many other providers who profess to have training solutions for club managers, who claim industry partnership and then produce generic "one-size-fits-all" solutions that never have - and never will - capture the specific and unique training needs of club managers.

The CMDA is integral to the ongoing educational needs within the Club Industry.

The values that drove the first peer training for club managers are as relevant today as it was in 1969 when the commitment to training was made.

All members have access to the Zone Education Officers who are in constant communication with Ralph and Geoff.

Through this process, the Board of Management Studies considers all comments on training and directs the development of the programs that are available in-house, in-zone and through the Career Development Centre.

It's your career and your future ... we encourage your active participation in contributing to the needs of your peers by way of identifying training needs, participating in training or mentoring a manager undertaking training.

That way we will continue to grow and properly serve the professional needs of all members.

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

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## Lismore boy calls time on remarkable career

When I left my home town of Lismore more 50 years ago to come to Sydney to become a telephone technician, I would never have envisaged that my life would turn out this way.

I had a farewell dinner at Darling Harbour on August 21 that will stay with me until the day I die. There are so many people to thank for this wonderful send-off ... Paul Martell, Bill Clegg and the Federal Executive, along with the CMAA membership, my "team" at the CMAA, my friends and wonderful family - especially my wife Helen, who has been the reason that I was able to follow my dreams at Kellyville Country Club where I was Secretary Manager for 22 years and the CMAA. Helen is a remarkable person and, despite being blessed with so many great people whom I love and call my friends, she is my best friend. Thanks to President Bill for his words of support and presentation from all CMAA Members. That thanks extends to Allan Peter and David Costello for their generous words, along with the video wishes from our international friends - Mike Leemhuis, Kathy Driggs and Jim Singerling from the USA. I wish Ralph Kober every success as CMAA Executive Officer. With the support of his wife, Jane, his family and the CMAA team at Sydney Olympic Park he will do an excellent job. Ralph's dinner speech showed he is his own man, more than ready to take on this new opportunity.

I'm very proud of my family and the speeches from my grandchildren, Danielle Payne and Tom 'tc' Condon, on behalf of the Condon Family will stay with me forever. My family has made it possible for me to enjoy what I have done for the past 37 years. I am forever grateful to them for their love and support.

To the CMAA Executive - each person that I have worked with during the past 15 years - you have my respect and thanks, particularly Jim Henry who was the Federal President when I came to this job.

To my present staff at Sydney Olympic Park, and those good people I have worked with over the years ... each of you are

part of my success and the CMAA's success.

To the many CMAA Zones who have so generously welcomed me during my "Johnny Farnham Farewell Tour" during the past six months, I am humbled by the kind words and the presentations. More than this, I appreciated the opportunity to say farewell to country members who have been such a big part of my working life. It has been a labour of love to serve the CMAA membership and my life has been enriched by knowing each and everyone of you.

To the members of the Club Industry trade ... thank you for your support and friendship.

Along this journey there has been many highlights ... CMAA Life Membership; the CMAA raising more than \$3 million for the Ted Noffs Foundation; the "infamous" CMAA Fairstar Cruise; achieving sponsorship of more than \$1 million annually for club manager education; relocating the CMAA offices from Botany to Auburn and Sydney Olympic Park; the many management conferences around Australia; the wonderful keynote speakers, including many of our

Paralympians, Olympians and personalities; CMAA trade expos; educational tours to America and Asia with the associated life-long friendships; the NSW Poker Machine Tax street marches against the Carr-Egan Government.

There are many challenges facing our great Club Industry. I know our industry is in good hands, that these issues will be tackled head-on, and the right results will be achieved.

When I entered the Club Industry, the "experts" told me the first

thing I would lose would be my marriage and my family. The "experts" obviously hadn't met Helen Condon. Our marriage has remained strong for 47 years and I thank Helen and my family for that ... although our biggest challenge starts in September when I'm home for good.

I wish everyone associated with the club industry continued success.

Thank you for your friendship and support.

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



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## A privilege to have been on TC's team

It's with much pleasure and a tinge of sadness that I pay tribute to my friend and mentor Terry

Condon on his retirement from the CMAA after 15 years as Executive Officer. I want to acknowledge Helen, Terry's wife, and their family for supporting him in his role and sharing him with the Club Industry.

In preparing for this article, I have played out in my mind the many experiences of working with Terry over the past 12 years and my thoughts return to the first time that I met him and the lasting impression it has had on me.

Anyone who knows Terry Condon, knows he is no fool. For a Lismore boy, whose academic claim to fame (he will tell you) is that he could spell "corrugated iron" by the end of his Year 9 education (and that's all he needed to know), Terry is a living example of what it is to be truly professional, highly principled and values driven. These highly developed

attributes come from within. Terry has an innate ability to "read" and sum up a person's character and connect with them, regardless of their station in life.

In 1999, I was looking to leave Star City Casino when I applied for the position of CMAA Education Manager. I got an interview and was asked to meet with the panel at Balmain Leagues Club. I was welcomed by then CMDA Chairman Wayne Forrest, Jeremy McNamarra, a training consultant to the CMDA, and Terry Condon.

After some pleasantries and a raft of intensive questions about my experience, qualifications and employment - asked exclusively by Wayne and Jeremy - the interview drew to a close. It was then I realised that Terry hadn't asked a single question. In fact, he just stared at me with steely blue eyes throughout the interview saying little, or nothing. Interview over, we said farewell.

Six weeks later, I received a call from Terry asking if I was still interested in the job. He suggested we meet on a Saturday at the CMAA's new offices at Auburn. I was surprised when he suggested I not wear a suit, but come as if I was "going to the TAB on a normal Saturday for a few bets". I arrived at Auburn to a warm greeting from the previously steely-eyed Terry. We sat and talked ... not about my suitability for the job, but about me, my family, my thoughts on life and non-work-related topics. By the end of that chat, I felt comfortable, at ease and impressed that here was someone I could work for who was interested in people.

Leaving that meeting, I felt optimistic I had the job in the bag. But Terry called me the following week to say that, while he has no issue with my ability to do the job and despite following the Roosters (almost as bad as following Manly), it really was up to the "ladies in the office" to determine my fate. That meant morning tea with the "real decision-makers" in any organisation. I felt more nervous about that meeting than the ones with Terry and the panel. I had to go through that process because Terry knew I had the technical skills for the job, but he



wanted to determine if I would "fit in" to the CMAA team and demonstrate the values he believed important in people.

In the past 12 years working with Terry, I have learnt much about life, business, relationships and people. When asked how I feel taking over from Terry and whether I will strive to be like him, I reply that I can only be myself because I am not Terry Condon - nor would I ever pretend to be Terry Condon. What I can do to "being" Terry Condon is to be as passionate and focused on people, work tirelessly for the betterment and professional standing of our club managers and be true to myself.

Working and being with Terry has been a lot like playing footy. Playing outside of Terry at five-eighths has always been exciting. He would fire out a pass and expect me to catch it - regardless of where I was. There were many inside passes, the occasional Tigers forward pass, a couple of knock-ons, one or two hospital passes, a few draws and losses. Overall, the statistics do not lie. We have shared plenty of great wins for the CMAA and our for-and-against record is the envy of the Club Industry.

It has been an honour and privilege to have worked under Terry's captaincy. Thanks for all of the memories, TC ... I am proud to call you my friend.

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# Govt hits '3 strike' legislation hurdle

NSW Premier Barry O'Farrell might be forced to completely re-draft the "three strikes and you're out" club and hotel legislation amid concerns the laws will not stand up against a court challenge.

Club Industry sources say Hospitality and Tourism Minister George Souris's office conceded the Bill would need to be fundamentally rewritten after the CMAA and Australian Hotels Association (AHA) pointed out a number of flaws.

These issues included that a club or hotel could be shut down on the basis of an "alleged offence" - as opposed to a proven offence.

A recent AHA briefing document on the laws - distributed to MPs - pointed to the fact that "alleged offences" could result in a licensee or club manager being "charged" under the legislation.

The memo claimed that under the proposed laws a hotel could be closed for up to six months on the basis of a minor offence, such as "a glass



BARRY O'FARRELL

holding straws being located in a venue after midnight", or "a security officer not wearing his vest".

"This is as disproportionate as executing someone for a parking offence," the memo said.

The industry also complained that after two strikes, a six-month ban on the sale and supply of liquor may be imposed, effectively closing venues anyway.

It complains the Bill gives "unfettered powers" to the Department of Trade

and Investment Director General to shut venues down.

"A ruthless Director-General, or one accepting of a vengeful bureaucratic recommendation, will be permitted to determine all outcomes behind closed doors, based solely on written submissions," it said.

The Bill allows for ...

- one strike after three prescribed offences in a 12-month period, or one serious offence;
- two strikes after a further two offences in the next 12 months;
- a third strike after another offence within a venue in another 12 months.

The O'Farrell Government and Police sources have made it clear that Kings Cross nightclub owner John Ibrahim is set to be one of the first targets of the law.

Mr Ibrahim hit back, saying: "If the NSW Government would identify and pursue a private citizen, it would be disturbing, to say the least."

A spokesman for Mr Souris said: "Our legal advice is that the Bill is lawful."



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## Clubs push to abolish violent venues list

The Club Industry wants the NSW Government to dump the "violent venues" list when it proceeds with a new "three strikes" policy for reducing alcohol-related violence.

The *Sydney Morning Herald* reported that the request was delivered in a Club Industry submission to NSW Hospitality and Gaming Minister George Souris following the release of the Government's controversial "three strikes you're out" legislation.

The submission calls on the Government to alter the proposed laws so that a "strike" is automatically removed from a venue if a club is found not guilty of an offence.

It also requests that venues be given the right to ask for reasons when the Director-General issues a strike.

Mr Souris is considering the clubs' submission, as well as one from the NSW branch of the Australian Hotels Association (AHA), before the Bill is introduced to Parliament.

In the submission, the Club Industry argues that the three strikes policy will remove the need for the violent venues list.

The list, which the Coalition inherited from the Labor Government, "names and shames" the state's most violent venues and imposes licensing restrictions based on the number of incidents linked to their premises every six months.

Under the proposed three strikes policy, venues would be issued with a "strike" following three alleged breaches of the Liquor Act in a year.

Hotels and other venues, but not clubs, face potential cancellation of their licence after three strikes.

"In light of the introduction of the three strikes scheme, and the difficulties faced by clubs in complying with [the violent venues law], it is our view that there is no need for the Declared Premises List to continue," ClubsNSW CEO Anthony Ball said.



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# TC signs off on final chapter of a great

By PETER SHARP

It has been quite a journey.

So many great stories of success and achievement start with the words ... from humble beginnings.

From leaving his Lismore family home at 16 for Sydney to be a trainee telephone technician to CMAA Executive Officer, Terry Condon has seen and done a lot in the past 50 years.

Terry has been "on the road" for most of 2011, saying goodbye to members and Club Industry trade friends in all of the CMAA's 21 Zones across NSW, Queensland, Victoria and the ACT.

Gifts of appreciation have ranged from fine wine to a hand-made stock whip, an iPad and framed photo of TC's favourite thoroughbred Grizz going over the hurdles and victory at Sandown in April.

This "farewell tour" culminated in TC's Tribute Dinner when more than 300 family, friends, colleagues and industry associates gathered at Darling Harbour on August 21 for a night of tributes, fun and friendship.

"This has been a labour of love," Terry has told gatherings of friends during his "tour".

Terry's journey from the Post Master General's Department to club Secretary Manager and on to the CMAA is a story of passion and determination, which has characterised his attitude to family, life and work.

He says he is fortunate to have experienced that advice author Jim Fox's father offered: "Find a job you love and you'll never have to work a day in your life."

TC was Kellyville Country Club's first Secretary Manager and the original Mungerie Park golf course.

As with a lot of club career stories in those days, Terry had no connection to club management, except for the fact that he was running the quickly growing Australian Postal Institute (API) Rugby League Competition and it was looking for a permanent venue, rather than compete for grounds in the city.

The API paid farmers Ian and Robert Scharkie \$31,060 for the land in May, 1969. It was everything they were looking for.

Terry's workload increased as the league comp went from strength to strength. Despite his lack of club management experience, Terry's API bosses recognised his organisational and inter-personal talents and, in 1974, decided he was the man to run the new club.

"I was spending so much time organising the football that the API bosses reckoned I could run the club and the sports side of things at the same time," Terry said. "I had no idea what I was getting myself into, but I loved every minute of it and getting into clubs was the best thing that ever happened to me."

Long days and long weeks working on the course, in the office and the club were Terry's introduction to the club "game". "If I wasn't behind the bar, or in the office, I was on the course helping the boys cutting grass and developing the course ... it was busy, but I loved it," he added.

The API Club was registered on June 1, 1970, and Terry opened the doors of Kellyville Country Club in September 1974, with William Spratt as its first President.

The club was developed as a sporting and recreational complex with plans for a swimming pool, tennis and squash courts, bowling greens and, of course, football fields.

Mungerie Park Golf Club was next door to Kellyville and Terry, ever the entrepreneur, welcomed the golfers to his club after



*A proud day ... Terry beside the CMAA Life Members Honour Board.*

their rounds - even hosted their presentation nights.

In 1981, Lucas and Tait sold Mungerie Park to the NSW Government, which called a tender to lease and operate the course.

The API Club won that tender.

TC, now, was in the golf business as well as running the API Club and the league competition.

Soon, there was more land for the course and Mungerie Park Golf Club became part of Kellyville Country Club.

There was a course redesign in 1983 to take advantage of the extra land and bring the golf course operation closer to the main clubhouse.

The "new course" opened in 1984.

The API club's 25 acres was playing fields for various football activities,



*Addressing the Members General Meeting at the 2010 Mid Year Conference.*

*Terry Condon in the office as Secretary Manager at Kellyville Country Club.*





# club story

but teams moved to Hills District venues, so the API club Board quickly saw this new direction was directly linked to golf.

The Board initiated another expansion for the golfers to start and finish at the clubhouse, with the league fields converted to add an extra nine holes for a 27-hole layout.

The final Mungerie Park layout came into play in late 1989 and membership growth accelerated further.

The API relinquished its interest in the club in 1991.

Five years later, Kellyville Country Club paid \$1.75 million for the API's 25 acres, including the clubhouse, car park and four holes.

It was about that time that Terry, who had been an active CMAA member since September 16, 1974, including



*CMAA Life Members at Jim Henry's farewell as Federal President in 2006.*

Federal Vice President from 1992 to 1996, accepted the Federal President Jim Henry's invitation to become the Association's Executive Officer on August 12, 1996. He was just two weeks short of serving 22 years as Kellyville's Secretary Manager.

Terry's CMAA contribution had already been so significant that he was honoured with Life Membership in March 1996.

"I had a great appreciation of how important the CMAA was in the working and personal lives of club managers and, after 22 years at Kellyville, it was a good time and a great opportunity for me to take a new career direction," Terry added.

A plaque, presented at his Tribute Dinner, recorded Terry's 37 years as a CMAA member, 15 years as Executive Officer and his personal and professional contribution to developing the professional standing of club managers. Terry ranks his CMAA Life Membership atop his list of milestones that includes ...

- the CMAA raising more than \$3 million for the Ted Noffs Foundation;
- the "infamous" CMAA Fairstar Cruise;
- achieving sponsorship of more than \$1 million annually for club manager education;
- relocating the CMAA offices from Botany to Auburn and Sydney Olympic Park;
- educational tours to America and Asia with the associated life-long friendships;
- the NSW Poker Machine Tax street marches against the Carr-Egan Government.



## TERRY CONDON, CCM

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➤ CMAA Life Member - March, 1996

➤ CMAA Executive Officer - August 12, 1996

- BILL CLEGG, ACCM,  
CMAA Federal President  
August 21, 2011

"There are many challenges facing our great Club Industry but I know our industry is in good hands, will face them head on and the right results will be achieved," Terry said.

Terry Condon leaves the CMAA and the Club Industry better for him having been a member and administrator.

He has constantly raised the standard of ethics and performance for himself, his staff and the organisation he has represented with pride and distinction. He has lived up to the immortal words of US civil rights leader Martin Luther King Jr: "The ultimate measure of a man is not where he stands in moments of comfort, but where he stands at times of challenge and controversy."

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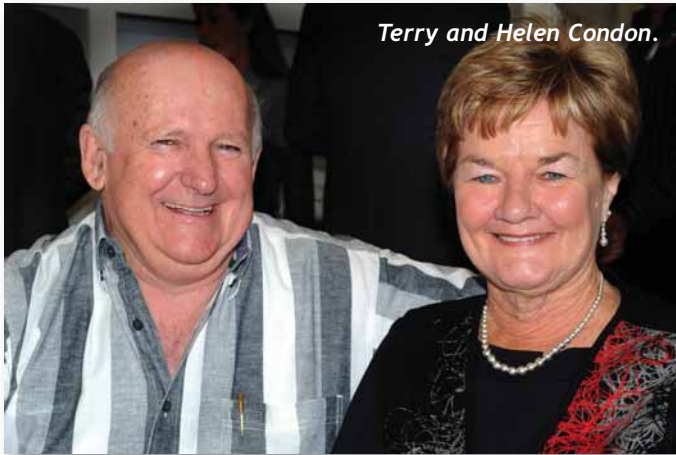
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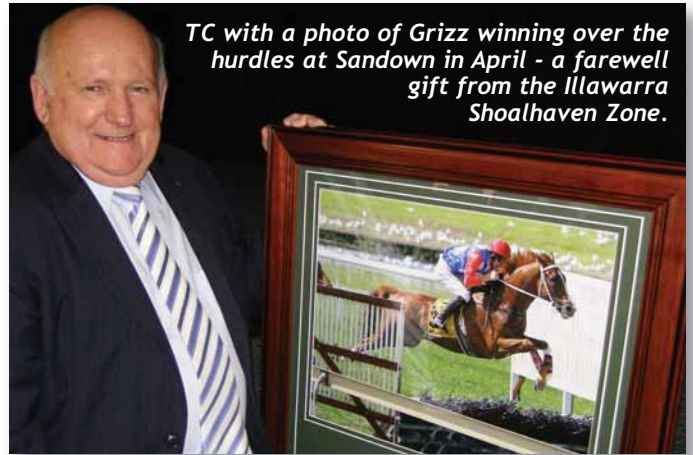
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Terry and Helen Condon.



TC with a photo of Grizz winning over the hurdles at Sandown in April - a farewell gift from the Illawarra Shoalhaven Zone.

By PETER SHARP

Terry Condon might not know of the proverb, but he has lived the ethic during more than 37 years working in the Club Industry ... "Treat your family like friends and your friends like family."

The line between family, friends, colleagues and staff has been blurred almost all of his working life. There are few people that Terry has met in the more than 51 years since he left Lismore for Sydney to become a telephone technician who have not become part of his "extended family".

Members of CMAA Federal Executives, Federal Councils, thousands of CMAA members and his office staff have found a place in a heart as big as his smile and his passion for life.

During speeches at his Testimonial Dinner last month, almost every speaker referred to Terry's family values, love and respect for his wife Helen and his joy and pride in his children David, Deborah and their families. His generous smile broadens even further when he recalls the speeches of his grandchildren, Danielle Payne and Tom Condon. An overarching sentiment in the words of both impressive young people was their anticipation of having "pop" at home and all to themselves, once Terry arrives on the 7pm flight out of Sydney on September 1.

For more than 15 years,

## Family values the cornerstone of an impressive career

Terry has commuted from the family home at Tweed Heads to CMAA offices at Botany, then Auburn and now Sydney Olympic Park, flying out Sunday night or Monday's first flight, returning each Friday night.

Occasionally, he has stayed an extra night in Sydney to watch one of his thoroughbreds go around at Randwick, Rosehill or Warwick Farm.

His favourite galloper, Grizz, which won the Grand Nation Hurdle in April this year, is the most successful of the horses he has been involved with over the years, although Mossanay

and Caesars' Princess will keep his eye on the form and trainer's reports in retirement.

Although the Balmain, now Wests Tigers, are his rugby league passion, Terry shares the love with South Sydney,

Parramatta and his most recent acquisition as a season ticket holder with the Gold Coast Titans.

In his own speech, Terry thanked his family - especially Helen - for their love and support in allowing him to follow his dreams. "I am very proud of how our daughter Deborah and her husband Jeff have raised Danielle and Emily and, likewise, how our son David and his wife Jenelle have raised Lauren, Tom and Sarah," he told an audience of more than 300 guests at his Tribute Dinner. "One reason that I am so proud to have my family here this evening is so they could get to know my other family, the Club Industry."

"I thank my family for their support and inspiration over the last 37 years during my time in the Club Industry. Without them, I would not be standing before you this evening. To Helen, who at times had to be both mother and father to Deborah and David as I pursued my club career, my sincere thanks for allowing me to follow my dreams."

Author Anthony Brandt perhaps best summed Terry Condon's philosophy for everything in his life ... "Other things may change us, but we start and end with family."



The Condon Family at TC's Tribute Dinner last month.

# Generosity extends to last day on the job

By PETER SHARP

It was appropriate that Terry Condon spent his last day at the CMAA helping people make a success of their lives. Rather than a half-day behind the desk taking phone calls of farewell and throwing out old paperwork, the outgoing Executive Officer was in the middle of the action at the Sporting Wheelchairs NSW Luncheon in Sydney.

The sporting "wheelies" are people close to TC's heart.

In his speech at a farewell dinner at Darling Harbour on August 21, he described our Paralympians as Australia's finest and most-inspiring athletes.

That admiration extends to his role in the CMAA becoming the main sponsor of the annual luncheon where he signed off from the Association on August 31.

His passion and respect for the courageous men and women who make their lives and careers from a wheelchair started when he encountered the remarkable John McLean more than 20 years ago.

Since that encounter, wheelchair athletes have been regular guests as Keynote Speakers at the CMAA's Mid Year Conference at Jupiters on the Gold Coast.

The recent list includes Paralympics wheelchair gold medallist Louise Sauvage, world wheelchair tennis champion David Hall, Australia's women's Beijing Paralympics basketball captain Liesl Tesch and Australia's wheelchair rugby captain Ryan Scott.

"These people are an inspiration,"



*Terry Condon (far right) with CMAA Federal Executive members and Beijing Paralympics basketball captain Liesl Tesch at the 2009 Mid Year Conference.*

Terry said. "They refuse to be defeated by their circumstances and find a way to be successful through courage and determination."

During his "Andrew Denton" interview at the North West State Zone farewell at Lightning Ridge Bowling Club, Paul Gordon asked Terry about the people who inspired him when things went "pear shape". Without hesitation, he named wheelchair athlete John McLean, OAM, who Terry has known all his life, particularly before the accident that left him paralysed from the waist down. "I am in awe of what he has achieved during his remarkable life, from being the first wheelchair athlete to successfully swim the English Channel, competing in the Sydney-to-Hobart Yacht Race, the first wheelchair athlete to compete all

able-bodied cut-off times in the Hawaiian Ironman Triathlon, to wheelchair racing at the Sydney Olympics or being narrowly beaten in the two-person Adaptive Rowing at the Beijing Olympics. Imagine what the world would be like if we could all find that same level of courage."

Terry's famous generosity also extends to charities, having done tireless work on behalf of the CMAA over many years supporting the Ted Noffs Foundation.

Through its co-ordination of CDSE funding from clubs across the Association's network, the CMAA has donated more than \$3 million to the Ted Noffs Foundation.

"Ted Noffs was a good man and a truly great Australian humanitarian who made it his life's work to help less fortunate people," Terry said. "When the CMAA decided to form a partnership with a charity for its fundraising efforts, the work of Ted Noffs and his team for young people was a perfect match."

With the CMAA's ongoing support, The Ted Noffs Foundation continues his legacy, providing services for young people and their families experiencing drug and alcohol problems and related trauma.

Another man and organisation doing work that attracted Terry's attention and support was Father Chris Riley's "Youth Off The Streets" project.

"When you take a look at the work these people are doing for Australia's young people, it's easy to make time to give them a hand," Terry concluded.

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# 300 friends drop in for dinner with TC

By PETER SHARP

They came from near and far to send Terry Condon out with a fitting Tribute Dinner. More than 300 family, friends, colleagues and Club Industry supporters were at the Parkside Ballroom at the Sydney Convention and Exhibition Centre on August 21 to farewell one of the true stalwarts of the Club Industry and The CMAA. Although he was 10 days away from his last day at the CMAA's Olympic Park offices, the eve of the Australasian Gaming Expo was the right time for TC's farewell. With accomplished Master of Ceremonies Paul Martell at the microphone, the evening moved smoothly with CMAA Federal President Bill Clegg welcoming guests and beginning the tributes to Terry for his more than 37 years as a CMAA member and 15 years as the Association's Executive Officer. CMAA Federal Secretary Allan Peter was next with Terry's successor, Ralph Kober, adding his stories about starting out with Terry and The CMAA. "First mate" David Costello, the past ClubsNSW CEO and long-time friend pointed out a few of TC's more-interesting personal adventures before Terry's grandchildren - Danielle Payne and Tom 'tc' Condon - stole the show with amusing insights into what's ahead for "Pop" when he finally settles in to retirement on the Gold Coast. Queensland's first CMAA Federal Executive Member Steve Condren headed the presentations with a surprise gift from Queensland members before Bill Clegg and Allan Peter joined Terry on stage with a plaque to mark Terry's CMAA service record. Paul Martell kept the laughs flowing before *CMA Magazine* Editor Peter Sharp presented an "editorial exclusive" on TC's life beyond the CMAA. "I thank you all for joining me and my family for dinner and I can assure you this is a night I will remember always as one of the most special events in my life," Terry said before leaving the stage to a standing ovation.









# Conference returns to tackle gaming industry's

If you thought that Andrew Wilkie's crusade for mandatory pre-commitment on all gaming machines in Australia is an issue confined solely to the Club Industry, then think again.

The Conference component returned to the annual Australasian Gaming Expo, staged at the Sydney Convention and Exhibition Centre on August 21 to 23 and the topic of "a licence to punt" was on top of the workshops and panel session agenda.

Gaming Technologies Association (GTA) has staged the trade expo without Conference sessions in recent years but CEO Ross Ferrar welcomed the return of the education component to AGE 2011. "The quality of the sessions and the speakers showed that the Conference will gain prominence in the scheme of the event," Mr Ferrar added.

CMAA Executive Officer Terry Condon and his successor, Ralph Kober, worked with Ross Ferrar since the conclusion of AGE 2010 to deliver a world-class event over two days - August 22 and 23.

The Conference, packaged in four sessions over two mornings, was presented under the CMAA's Hospitality Management Development Australia (HMDA) banner and was framed to embrace the needs of hospitality venues at all levels of hotels, clubs, casinos and restaurants.

World-class speakers and presenters, including ABC Insiders host and award-winning journalist Barrie Cassidy, internationally acclaimed demographer Bernard Salt and SKYCITY Entertainment Group CEO Nigel Morrison "headlined" the workshop speakers and panel members who looked at the Australasian gaming landscape, the Asian Rim and the geography of gaming between Australia and New Zealand.

CMAA Executive Officer Ralph Kober said almost 100 delegates registered for the Conference and he expected the popularity of professional development component of

the AGE would increase steadily on the strength of the 2011 program.

"These people are leaders in their respective fields and, having spoken to Ross, we are confident that the Conference will go from strength to strength as executives, managers and venue owners seek greater and up-to-date insight into their businesses through these panel sessions and workshops," Ralph added. "Although 2011 was a relatively humble return for the AGE Conference, the standard of our speakers and topics is bound to stir the interest of increasing numbers of hospitality decision-makers."

Ross Ferrar said there were impressive signals from AGE2011 with increased participation from exhibitors and a significant increase in floor space across three halls of the Sydney Convention and Exhibition Centre. "There are very encouraging signs that gaming companies, associated businesses and the hospitality industry have decided to push ahead with plans that have been on hold due to a level of financial and legislative uncertainty," he said. "Expo exhibitors I have spoken to are very happy with the look and feel of AGE 2011 and we anticipate that momentum will continue to build."

Long-time media commentator Barrie Cassidy pulls no punches about his thoughts on Andrew Wilkie's position of power and influence in the framework of the minority Gillard Government: "What Andrew wants ... Andrew gets" was his summary of the Tasmanian Independent MP's crusade to enact national legislation for mandatory pre-commitment technology installed on Australia's 200,000 gaming machines.

Mr Cassidy led a seven-member panel, including Ross Ferrar, Clubs Australia executive Josh Landis and Gilgandra Services Club Secretary Manager Chris Chapman, who spoke the sporting, social and community consequences of the legislation for country club with virtually "saturation" membership of its population.

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CMAA Executive Officer Ralph Kober (left) with AGE 2011 Conference moderator Barrie Cassidy (second from left) and members of the session panel.

# biggest issues

The workshop topic was "Future Directions: The Uncertainty Of The

*Australasian Gaming Landscape*".

Mr Cassidy used video clips from the Clubs Australia campaign "Who Voted For A Licence To Punt", including The Minister for School Education and the Local Member for Kingsford Smith Peter Garrett's appearance at Souths Juniors Club, a broadcast by high-profile Sydney radio commentator Allan Jones to another clubs rally and an ABC-TV 7.30 report, ironically presented by Mr Cassidy's wife Heather Ewart, on the issue of problem gambling in Australia.

The panel included ...

- Dr Sally Gainsbury, from the Centre for Gambling Studies at Southern Cross University
- John Whelan, the Director of Problem Gambling for the Australian Hotels Association NSW
- Chris Chapman, the Secretary Manager at Gilgandra Services Club
- Simon Schrapel, the President of ACOSS, CEO Uniting Care Wesley Adelaide
- Josh Landis, the ClubsNSW Executive Manager, Policy & Government
- Ross Ferrar, the CEO of Gaming Technologies Association
- Mark Ferry, The Ted Noffs Foundation

Following Mr Cassidy's introduction, Dr Sally Gainsbury, a clinical psychologist, "opened the batting" with a profile of problem gamblers and some survey information about



Moderator Barrie Cassidy used video clips to illustrate both sides of the debate and the Clubs Australia campaign against mandatory pre-commitment technology.

Continued on page 24

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From page 23

the effectiveness and psychology behind the pre-commitment philosophy.

Simon Schrapel said that while a pre-commitment program - mandatory or voluntary - might not be the solution to the problem gambling issues outlined in the Productivity Commission's Report on Gambling In Australia, it was important that something was done to address this issue affecting families in communities across Australia.

Josh Landis emphasised the concept that for problem gamblers, any level of gambling is unacceptable. "Just because you give someone who is a problem gambler a pre-commitment card, it doesn't address their problem ... their addiction," he said. "The Gillard Government's support of Andrew Wilkie's campaign won't help people with a compulsion to gamble. That's a simple fact."

Ross Ferrar pointed to the exaggeration and misrepresentation of the statistics involved in gaming machines in casinos, hotels and clubs around Australia, the spin-rate and maximum bet options for machines in Australian and New Zealand. He presented up-to-date statistics showing that of the 7.25 million gaming machines world-wide with 2.65 million in a category comparable to poker machines, 200,000 of those machines are operating in Australia at highly regulated and policed levels of play. Mr Ferrar summed up the gaming industry's position on the Gillard-Wilkie deal on mandatory pre-commitment technology when he said: "This discussion has gone away from problem gambling and has become more about politics."



*Dr Sally Gainsbury from Southern Cross University Centre for Gambling Studies addresses the issue of problem gambling and mandatory pre-commitment technology.*



*Bernard Salt is passionate about the numbers and analysis of the factors influencing business and development in Australia and New Zealand.*

Day 2 opened with demographer Bernard Salt investigating the topic, "The Asian Rim: What Do The Demographics Tell Us?" Mr Salt, who has presented previously at the CMAA's 2009 Mid Year Executive Leadership Conference on the Gold Coast, presented his statistical analysis and projections on what the future holds for the Australasian gaming industry by market segment in terms of population growth, lifestyle and leisure choices, discretionary spending power, attitudes, technological opportunities and consumer utilisation.

SKYCITY Entertainment Group CEO Nigel Morrison rounded out the Conference with his session, "Gaming In Australasia And The Diminishing Importance Of Geography".

While his group is based in New Zealand, it manages a diverse business spread out across Australasia Mr Morrison examined the challenges of doing business in jurisdictions that have different legislation, different regulators and different cultural "norms" requiring astute business acumen and decision making. Mr Morrison shared his vision and insights into how modern gaming business in Australasia can break down the barriers of distance through effective communication processes and planning.



*CMAA Executive Officer Terry Condon with President Bill Clegg, demographer Bernard Salt, CMDA Industry Professional Development Manager Geoff Meston and Executive Officer Ralph Kober.*

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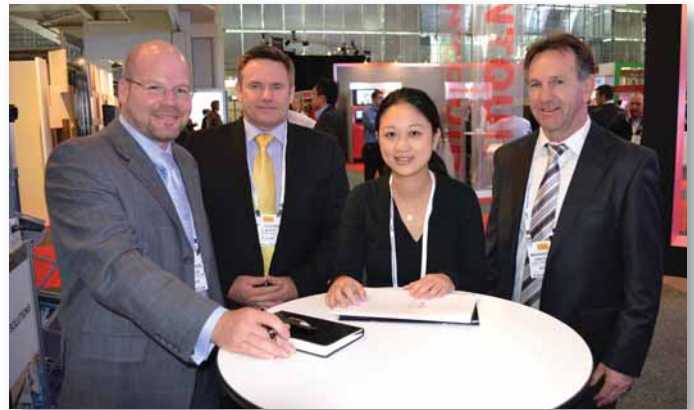
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# People at the Conference and Expo

Networking is always an important aspect of the Australasian Gaming Expo and Conference staged annually at the Sydney Conference & Exhibition Centre at Darling Harbour.

The three-day 2011 event attracted club managers, directors, hospitality executives and gaming industry trade representatives from across Australia and New Zealand.





## 26 CMDA Sponsors at the Expo

The 2011 Australasian Gaming Expo was back - bigger and better - at the Sydney Conference & Exhibition Centre at Darling Harbour on August 21 to 23. Many of the world's top product and service providers in the gaming and hospitality industries were on show with their latest and most innovative products. The list of 186 companies who showcased their products and services included 22 CMDA Career Development sponsors and CMAA National Bursary Program sponsors ...

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## 28 CMDA Sponsors at the Expo







## Tai Ping stands out

With more than 180 companies showcasing their products and services at AGE 2011, it takes a lot to stand out from the crowd. From the big gaming companies and their spectacular showcase displays to small, industry-related product and service providers, the Expo was a resounding success, presented across three halls at the Sydney Convention & Exhibition Centre at Darling Harbour. An innovation this year was assessing the businesses on show through their stands and, while it was a huge challenge for the judging panel, there can only be one winner. Tai Ping Carpets arrived at the Expo with a new product - Axminster OEM integral carpet tiles - and walked away with the Best Stand award. Tai Ping Carpets Managing Director Richard Morris and Russell Pascoe, Managing Director of Aboveleft Distributors - Tai Ping's agent distributor - accepted the award at an AGA-sponsored presentation at the end of Expo Day 2.



*Aboveleft Distributors Managing Director Russell Pascoe (left) and Tai Ping Carpets Managing Director Richard Morris celebrate their AGE 2011 Best Stand award.*



# NSW Govt introduces Gaming Tax reform

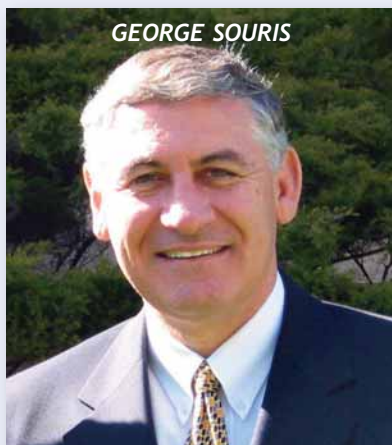
The NSW Government introduced legislation to Parliament to deliver a \$285 million boost for registered clubs and community programs and services across the State.

Minister for Tourism, Major Events, Hospitality and Racing, George Souris, said the *Gaming Machine Tax Amendment Bill* reduces tax paid by registered clubs and introduces changes to the Club Community Support Scheme.

"Registered clubs make a major social and economic contribution to NSW by providing high-quality facilities and services, jobs and financial and in-kind support for community organisations across the State," Mr Souris said.

"The Liberals and Nationals made a key election commitment to help ensure the sustainability of the club industry to maintain and enhance their unique role in local communities in metropolitan, regional and rural NSW.

"This legislation delivers on that commitment by reducing the gaming machine tax payable by NSW clubs and



GEORGE SOURIS

introducing a new ClubGRANTS scheme.

"This is not a tax cut to poker machine operators, but a lifeline to the struggling registered club movement and its 3.5 million members in NSW.

"Since the previous Labor regime's tax increases, about 100 clubs, many in regional areas, have had to shut their doors and more than 60 clubs amalgamate.

"Changes to gaming machine tax will return an estimated \$200 million over the next four years to the club movement and save many clubs from extinction.

"From September 1, reduced gaming machine tax rates will be introduced, benefiting almost 500 clubs of all different sizes across the State.

"And a new ClubGRANTS Scheme will provide an estimated \$85 million in additional community support from registered clubs over the next four years.

"ClubGRANTS builds on the existing Community Development and Support Expenditure (CDSE) Scheme which provides gaming machine tax rebates to registered clubs if they spend an equivalent amount on approved community development and support."

Community support reforms in this Bill include:

- Renaming and expanding the CDSE Scheme as ClubGRANTS;
- Ensuring 2.25% of registered clubs' profits over \$1 million in a tax year are available as community support expenditure through the ClubGRANTS scheme;

- Increasing the tax rebate for registered clubs from 1.5% to 1.85% of gaming machine profits over \$1 million for community support expenditure;
- Providing for a further 0.4% of a club's gaming machine profits over \$1 million that would otherwise be paid in tax to instead be paid into a new ClubGRANTS Fund on behalf of clubs;
- Allowing clubs to claim contributions to professional sport (including leagues club contributions to the NRL) that are not player or coach payments;
- Enabling funds to be directed towards a club's core activities such as sport, golf courses, bowling green maintenance and RSL and veterans' welfare;
- Establishing the new ClubGRANTS Fund as a State-wide funding pool for large-scale projects associated with sport, health and community infrastructure. It is estimated that the fund would amount to \$10.2 million annually.

"Not only does this Bill confirm our support for the club movement, it demonstrates our belief that registered clubs deserve real action that delivers tangible benefits," Mr Souris said.

"This legislation forms part of a wider package of reforms under the Memorandum of Understanding (MOU) between the NSW Liberals and Nationals and ClubsNSW signed in October last year.

"Further reforms outlined in the MOU will be announced shortly."

The Allen Consulting Group and the Independent Pricing and Regulatory Tribunal (IPART) found NSW clubs employ 44,000 people and spend more than \$1.2 billion on wages.

It found that clubs mobilise 44,000 volunteers in support of their core purposes and provide 1,550 bowling greens, 366 golf courses, 163 playing fields, 80 gymnasiums and 66 swimming pools.

"This Bill will add a further 2,000 jobs over four years, save numerous regional clubs and make available millions of extra dollars to community organisations," Mr Souris said.

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# CMAA team welcomes new 'players'

The CMAA, like all businesses, is in the midst of important personnel and organisational change.

With the retirement of Executive Officer Terry Condon and Ralph Kober's moves from Education Manager to Assistant Executive Officer and on to the top administration role, comes a rethink of the management structure and its relevance in serving the needs of the Association's membership and sponsorship business partners.

Aligned to this are changes within the administration team and the appointment of two new managers - Geoff Meston as Industry Professional Development Manager for the CMDA and HMDA, while Former NRL premiership player Shannon Donato takes on a new role as Marketing and Sponsorship Manager.

"I'm very pleased that Geoff and Shannon have joined us at a time of significant change for the Association," Ralph said.

"I'm confident their talents will better serve the education and professional development needs of our members and enhance the relationships with our Career Development and National Bursary sponsors."

Ralph recruited Geoff on contract after Education Co-ordinator Narell Harrison left the CMAA last last year and he has been working to develop an updated CMDA education and professional development program for members along with an innovative HMDA agenda for members and the wider hospitality audience of hotels and restaurants.

Geoff spent about 15 years working in clubs in Sydney, mainly at NSW Leagues Club and the Bowlers Club of NSW. Mid-way through his club time, Geoff was co-opted to the role of City Eastern Suburbs Zone Education Officer and later the Zone Secretary. His CMAA connection also resulted in an invitation to join the CMDA Board of Management Studies. "This, pretty much, led to my next career in management training," Geoff said.

Before clubs, Geoff worked for McDonald's in Brisbane and Sydney and took a look-in at the Singapore and Hong Kong McDonald's operations. For the past decade, Geoff has run his own business and been involved in training and course design, helped set up businesses for investors, and did some contract work in Queensland hotels.

Geoff did a Bachelor of Business at UTS where he "learned the joys of accounting, finance and lots of law subjects", among others. He went back a few years later and completed a Master of Commerce, specialising in Information Systems and Management at the University of NSW. Geoff also is a qualified trainer and has delivered courses across gaming, HR, financial management, RSA and RCG.

Geoff says his goals for the CMDA and HMDA are to engage with the junior to mid-level management tiers to find out



GEOFF MESTON.



SHANNON DONATO.

what switches them on. "I also want to set up multiple course delivery and accessibility platforms like short webinars, more e-learning, and getting back out to the Zones," he said. "We also intend to find out what tools managers need to do a better job and design very specific and practical

training courses to meet those requirements. The Club [and hospitality] Industry generates huge revenues and more should be done with management development to maximise revenues, and improve strategic flexibility and capacity for change in the future. I'm determined to succeed ... even if it kills me."

Shannon Donato has used the focus and discipline required of an elite athlete to build a successful career in marketing and sponsorship.

He has worked in the Australian sponsorship industry for more than six years and successfully developed and implemented an impressive array of sponsorship programs for numerous national and multi-national brands to help them successfully achieve their marketing objectives.

In his previous role as Marketing Manager of the Penrith Panthers (DRLFC), Shannon managed the club's marketing and sponsorship departments, incorporating the club's communications and commercial strategies and operations.

He was the club's Business Development Manager, responsible for the clubs entire sponsorship department from before becoming the Marketing Manager.

He played NRL for Panthers from 2002-2004 and was employed with the NRL's first Community Development Foundation, "Panthers on the Prowl", as the Healthy Lifestyle Program Manager. "I'm proud to say that 'Panthers on the Prowl' is still operating and is now considered one of the premier CSR programs in the Australian Clubs and sports industries," Shannon said.

From 1994-2004, he was a professional NRL player with the Cronulla Sharks (1998-2001) and South Sydney Rabbitohs (1994-1998). During this time, he completed a Sports Management Degree from the Australian Catholic University and undertook a Postgraduate Diploma at Charles Sturt University.

Before university, Shannon completed his Higher School Certificate at Marist College, Pagewood, through a scholarship from the Souths Juniors Club.

"My vision and goals for the new role are simple. I want to ensure the CMAA has on-going and increased support from sponsors to continue to provide a consistently high level of training, industry services and events for members," he said. "As Marketing and Sponsorship Manager, I feel it is equally important for the Association to continue its fine work in supporting and communicating with the Zones and members about the quality services and benefits the Association provides."





Kurrawa Surf Club.



Jupiters Gold Coast.

# Jupiters-Kurrawa ‘wedding’ cancelled

By HENRI LACH

It was to be a marriage made in tourist and economy heaven. The Gold Coast’s renowned hotel-casino Jupiters, and the iconic Kurrawa Surf Club barely a kilometre away, were engaged in plans for a multi-million dollar joint venture.

Land-locked Jupiters wanted a venue on the beach to entertain its VIPs and high rollers. Surfside Kurrawa members and executives were only too happy to go along for a “wedding” with the casino as senior partner to re-develop its club building into a five-star complex with an upper-storey area for that purpose.

Publicity stalked the proposed venture late in 2010, attracting local paparazzi attention to equal a royal engagement.



Jupiters’ new boss Frederic Luvisutto ... the hotel casino remains his priority.

The Gold Coast media hailed the proposed union as a bonus - not only for the two entities - but to the economy of the tourist strip.

A figure of \$15 million was quoted.

Elaborate plans of a magnificent structure were drawn up and published.

The benefits to both parties were to be enormous.

Kurrawa - popular with tourists and locals, alike - was to retain control of its licensed operations with a huge injection of capital to enhance the club’s facilities.

Much-needed improvements to amenities and equipment for its lifesavers were part of the program.

Then the ghost of Robert Burns’s much-quoted poem, “To a Mouse”, intervened: “The best laid schemes of mice and men go oft awry.”

Go awry they did.

The two parties, in a joint statement, announced late in July that the deal was off.

Both emphasised that there was no acrimony in this parting of the ways.

The new Jupiters Managing Director, French-born Frederic Luvisutto, took up the post in April, fresh from success as head of the Monte Carlo Resort and Casino in Las Vegas. When appointed, he was enthusiastic about the Kurrawa deal.

Clearly, the casino-hotel is his overriding priority, although he was at pains to wish Kurrawa well for the future. “It is essential that we get the redevelopment of Jupiters right and, at this point in time, our focus needs to be on this property,” he said.

Kurrawa Supporters Club President Paul Taylor blamed bureaucratic hurdles partly responsible for the joint project being dropped.

“The development approval process, particularly if extending beyond the existing club site, is very challenging, lengthy and uncertain,” he said.

“Kurrawa will push ahead with its own redevelopment plans which were lodged with Gold Coast City Council some months ago.”

Those plans have a price tag of more than \$6 million.

Questions about the possible effects of the Gillard-Wilkie mandatory pre-commitment legislation on the operations of either, or both, parties remain unanswered.

Kurrawa Surf Club General Manager and CMAA Gold Coast Zone Vice President Rob Aldous took his well-earned annual leave soon after the announcement that the much-vaunted deal with Jupiters was off. He’ll undoubtedly return from his holiday refreshed and ready to tackle the challenges that the go-it-alone re-development of his club will bring.

**Kurrawa Supporters Club President Paul Taylor blamed bureaucratic hurdles partly responsible for the joint project being dropped ...**

# Barringtons launches workplace bullying courses

## Every Club Manager Should Know About Workplace Bullying & How to Deal With It

On May 31, 2011, Victoria introduced new laws (Brodie's Law) to deal with workplace bullying under the Crimes Amendment (Bullying) Bill 2011. Brodie Panlock, a 19-year-old waitress committed suicide in September 2006 after relentless workplace bullying. Five years later, her parents have achieved a form of enduring justice with this law that provides for up to 10-year jail terms for bullying. Other states and territories are investigating workplace bullying laws but, regardless of specific legislation, employers may be liable for workplace bullying under other pieces of legislation - OH&S, discrimination, worker's compensation and common law.

It has been estimated that workplace bullying affects around 3.5% of workers, with the *Beyond Bullying Association* estimating between 2.5 million and 5 million will experience workplace harassment. A US report to the Massachusetts Senate by State Senator Katherine Clark said that close to one-third of all workers have suffered some type of workplace bullying. Additionally, workplace bullying is four times more likely than sexual harassment. Left unaddressed, the financial cost of workplace bullying to an employer is indirect and direct. Workcover ACT places the financial cost of bullying at \$6 billion to \$13 billion annually to Australian businesses. This includes indirect costs such as absenteeism, labour turnover, lost productivity and legal costs. In the workplace bullying

case of *Naidu v Group 4 Securitas Pty Ltd* [2005] NSWSC 618, record damages of \$1.9 million and \$150,000 exemplary damages were awarded against the employer.

CMDA Career Development sponsor company Barringtons has introduced a unique Workplace Bullying online training solution, designed to ensure employees have the skills to identify and manage the wide spectrum of bullying behaviour. The 30-minute online course teaches employees to ...

- identify bullying and its varied forms, including cyber bullying;
- be aware of the symptoms of bullying in an individual;
- be aware of the effects on the workplace environment and culture;
- what victims can do about it;
- other sources of help outside the workplace;
- understand what actions can be taken with formal complaints and reporting.

Barringtons also offers a face-to-face training course to accompany the online training course.

For more information on how Barringtons can protect your club from potential claims through this vital training,

contact **Peter Jeffries P: 0418 266 185** or

E: [peterjeffries@barringtongroup.com.au](mailto:peterjeffries@barringtongroup.com.au);

**Aron Power P: 0439 643 157** or

E: [aron.power@barringtongroup.com.au](mailto:aron.power@barringtongroup.com.au); **Jason Fullerton**

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# Queensland intensifies opposition to

By HENRI LACH

The campaign in Queensland against proposed mandatory pre-commitment legislation is in top gear as the Club Industry strives to win the hearts and minds of members and the general public to its cause.

There's already been welcome support from the National Rugby League (NRL), the lifesaving movement and organisations that realise they'll be seriously affected by the loss of revenue if the legislation goes ahead.

Josh Landis, Executive Manager of Clubs Australia, who is co-ordinating the national campaign against the Gillard Government-Andrew Wilkie proposal, is optimistic about the outcome, while admitting that it's an expensive exercise. A figure of \$20 million was suggested during a recent ABC debate between the warring parties, but this amount was not verified in response to subsequent questions put by *CMA Magazine*.

"The figures are not for publication, but it [the cost] goes up every week. Clubs Australia is committed to spending whatever it takes to ensure that this battle is won. We'll get there," he promised.

Clubs Queensland CEO Doug Flockhart also is positive about the effects of the campaign in his state.

"It has been overwhelmingly supported by Queensland clubs striving to raise awareness among



*CMAA Brisbane Zone President John Limbrick.*

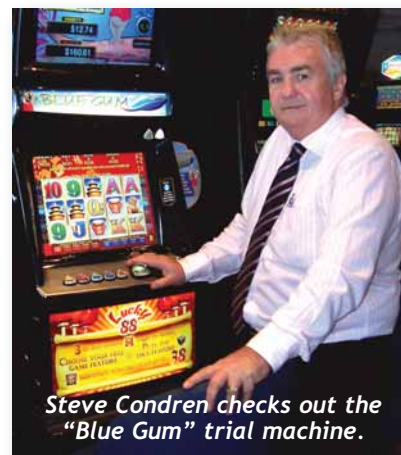
their membership on this matter," he said.

CMAA Brisbane Zone President John Limbrick, who heads the massive Greenbank RSL Club with its membership of just under 100,000 and a full complement of 280 gaming machines, is hopeful but reserved in his judgment.

He said membership response to the campaign in his area appeared to be muted, with a slow return of the bar coasters containing the anti-legislation petition.

"People tend to be reluctant to put their name to anything," John said. "We'll just have to keep chipping away and hope that commonsense prevails."

John has echoed the frustration and concern among club executives in a letter to *CMA Magazine*, in which he says in part: *"The main issue from my perspective in relation to mandatory pre-commitment proposals is that the whole industry, almost without exception, understands that this direction will in absolutely no way have any remote impact on problem gambling. Clearly, the irony is that these people are the sole targets of the legislation in the first place. It becomes increasingly difficult to even comprehend why our country's political leaders simply fail to understand the futility of the whole exercise."*



*Steve Condren checks out the "Blue Gum" trial machine.*

*"The issue of problem gambling, like so many other social problems, needs to be one of education and awareness, not grossly flawed, misguided and misinformed government ideology. "No-one that I am overly familiar with is an expert on everything. Why do our politicians believe they are the exception?"*

The key slogan of the campaign, *"It's un-Australian"*, has struck a chord with a majority of Queensland club goers who feel their privacy and freedom would be invaded by the proposed law, according to Southport Surf Lifesaving Club General Manager and CMAA Gold Coast Zone President Steve Condren.

"I believe 90% of our members are dead against the proposed legislation," he said. "They realise that if our revenue drops we won't be able to provide the sort of support we do now for our lifesavers."

"The problem is that there are many among the general public who couldn't care less, one way or the other.

"The fact is that there'll be up to 40% drop in revenue if this legislation goes ahead.

"Some of the smaller clubs will only need a 10% drop to go to the wall.

"If a club like ours, with only 45 machines, has a 40% drop in gaming revenue our support to the lifesavers will be halved.

**"The fact is that there'll be up to 40% drop in revenue if this legislation goes ahead. Some of the smaller clubs will only need a 10% drop to go to the wall ...**



*Clubs Australia's Josh Landis ... "We'll get there".*

# Gillard- Wilkie deal

"Who is going to take up the shortfall to keep the beaches safe?"

In the meantime, while the non-Labor governments of Victoria and NSW already have signaled a High Court challenge if the mandatory pre-commitment legislation passes, there is some evidence that Queensland's Labor Government may be shying away from the Gillard-Wilkie hard line on pokies.

Queensland's Deputy Premier Paul Lucas in mid-July enthusiastically announced the trial of a machine tagged "Blue Gum", developed by CMDA Career Development Sponsor company, Aristocrat.

The machine includes special messages that encourage players to gamble responsibly, a meter that allows players to "bank" any wins, an alarm clock that allows players to set the length of time they wish to play, and an option to donate winnings to a charity. That certainly is a far cry from the mandatory pre-commitment idea. In his official launch of the trial,

Deputy Premier Lucas avoided any reference to the proposed Federal legislation.

"This trial is expected to contribute valuable insights and increase the evidence base available to all stakeholders around the effectiveness of various game features," he said.

Southport, Coolangatta, Kurrawa, Northcliffe and Tallebudgera surf clubs are venues for the trial, which is being monitored by the University of Sydney's Special Research Unit Into Gambling.

At Southport Surf Club, Steve Condren, Queensland's first CMAA Federal Executive Member explained the choice of the surf clubs for the exercise.

"They were chosen for the trial because the money goes directly to



the surf lifesavers," Steve said. "It's an iconic industry that deserves to be supported, because they're all volunteers. Surf clubs are not big gaming areas, they are mostly food and beverage venues."

The trial concluded at the end of August. The Queensland

Government expects to receive the Sydney University report in the next couple of months, with copies going to the participating clubs. Steve Condren had a positive word for the State Government.

"This is an example of them being pro-active by putting out this trial and having it properly researched, as against the Gillard-Wilkie deal which is totally un-researched," he added.

"Aristocrat has said that this machine was four years in the making. The Government wouldn't have undertaken the trial unless they could see some benefit in it."

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# Learning ... To 'e', or not to 'e'; that is



In last month's magazine, I offered an opinion that without some form of formal education, many current and future players in the labour market may suffer the slings and arrows of outrageous fortune\* in their attempts to climb the corporate ladder.

The need for "legitimate" qualifications of some kind is becoming an expected, rather than hoped for, attribute among employers when assessing applications from both internal and external job or promotion seekers.

Therefore, we should be careful not to take too narrow a view of what it takes to perform a particular role, because the people controlling the final selection may have a totally different perception of what knowledge, skills, and tools they want the successful applicant to bring to their operation.

*\* Soliloquy from Hamlet Act 3 (1) by William Shakespeare.*

Okay, so let's say you're on your way up the organisational hierarchy (or already at the top of the pile and like the view enough to want to stay there) and have decided to look into "broadening your intellectual horizons" with some off-the-job education.

There are a lot more quality learning options than ever before, so the plausible excuses to not upgrade your education are dwindling.

There are three broad options to contemplate - and they have different characteristics with regard to that triumvirate of training tyranny...

- time away from work and family;
- cost of attendance;
- accessibility.

## Face to face

Sit in a classroom with a lecturer: if you get stimulated by group discussion; meeting people; harassing the teacher face to face; and love to talk, this is your "go".

It's not for everybody, as some will attest from their schoolyard days, but some course subjects just have to be done in a classroom to get skills and knowledge across.

Plus, it doesn't really address any of the triumvirate of tyranny.

## Try an e-course

Sit in your lounge room and sidle up close to your favourite laptop.

If you are a self-starter who loves to get "in the zone", and switch off from the rest of the world while your cerebral cortex happily processes gigabytes of your newly acquired skills and know-how, this is for you.

Once again, the e-course may not be for everybody, and can be somewhat solitary but, ultimately, it is a very rewarding time of discovery.

You will generally have about six months to get through the subject.

## Can't make your mind up?

Well, you can try a little of both by attending the classroom for a short

visit, then study at your leisure from the couch at home.

Your trainer is in regular contact with you to help; and you get to personally meet the other people doing the course with you, which is good for collaborating during the rest of the course.

Our blended courses normally run for about one month.

So, assuming you are lean on time and can't afford the peripheral on-costs of training - accommodation, transport, cost of replacement, family issues etc; you wake up one morning and say to yourself: "Dang it! I feel an urge to stick my toe in the CMDA's sparkling pool of e-knowledge. So, what are the pros and cons of my investment?"

## e-Advantages

- Class work can be scheduled around work and family.
- Just-in-time learning - more opportunities to study the most current material available.
- Flexibility for those with irregular work schedules.
- Reduces travel time and travel costs for off-campus students.
- In most group-based courses, the trainer attempts to present the



# the question\*

information to the typical or average learner. The more capable learners may become bored or frustrated, while the less capable learners may feel lost or overwhelmed. By contrast, a self-paced approach allows the learner to make many of the decisions about when, where, what and how quickly to learn. The trainer functions as a guide and facilitator of learning.

- Learners can learn information and skills when they need them.
- Learners are not as dependent on the structure and pace established by the trainer.
- Assuming control of the learning process is highly motivating for many learners.
- Self-paced learning provides trainers with the time to focus more attention on participants who need assistance. Although participants who are not having difficulties certainly should not be neglected, this approach allows the trainer to spend time with participants who do require assistance.
- The world is your classroom. All you need is a basic broadband internet connection (wired or wireless) and you can happily be conducting your financial ratio analysis in any place except maybe the bath.
- Flexibility to join discussions in the bulletin board threaded discussion areas at any hour, or visit with classmates and instructors remotely in chat rooms.
- e-Learning can accommodate different learning styles and facilitate learning through a variety of activities.
- Successfully completing online or computer-based courses builds self-knowledge and self-confidence and encourages students to take responsibility for their learning.
- Learners can test out or skim over materials already mastered and concentrate efforts in mastering areas containing new information and/or skills.

<http://www.reproline.jhu.edu/english/6read/6issues/6jtn/v4/tn110lrngmthds.htm>

Continued on page 38



CMDA Courses Calendar (NSW)					
Thursday, 1 September 2011 – Monday, 31 October 2011					
Time zone: (GMT+10:00) Canberra, Melbourne, Sydney					
▲	F&B summit	Tue, 6 Sep	to	Wed, 7 Sep	8:00 AM – 5:00 PM
▲	RSA Yanco (in-house)	Wed, 7 Sep	to	Thu, 8 Sep	9:00 AM – 3:30 PM
▲	Food Safety Supervisor	Tue, 13 Sep			9:00 AM – 4:30 PM
▲	In-House Sec Managers Course Day 1-4. Club Old Bar	Wed, 14 Sep	to	Thu, 15 Sep	8:30 AM – 3:30 PM
		Wed, 21 Sep	to	Thu, 22 Sep	8:30 AM – 3:30 PM
▲	Legal Knowledge Day 3&4	Mon, 19 Sep	to	Tue, 20 Sep	9:00 AM – 4:30 PM
▲	In-House RSA D1 & RCG D2 Moama	Mon, 26 Sep	to	Tue, 27 Sep	9:00 AM – 4:30 PM
▲	Food Safety Supervisor	Tue, 27 Sep			9:00 AM – 4:30 PM
▲	e-Monitor Staff Performance	Wed, 28 Sep			9:00 AM – 4:30 PM
▲	conf. e-Marketing	Wed, 5 Oct			9:00 AM – 4:30 PM
▲	Fin Mgt D1 & D2	Tue, 18 Oct	to	Wed, 19 Oct	9:00 AM – 4:30 PM
▲	Supie Boot camp D1	Tue, 25 Oct			9:00 AM – 4:30 PM
Our self paced e-course curriculum will commence this month, call Geoff, Brad or Estelle for more details. Geoff will be releasing					



From page 37

### As with any approach to learning, there are also e-limitations to consider

- You MUST have self discipline and good time management skills.
- Most participants have not learned this way before, so they may feel uncomfortable with learning on their own.
- Participants may lack the necessary motivation to work independently.
- Participants may possess poor time management skills. Procrastination may make the self-paced learning process less effective than it can be.
- Learners with low motivation or bad study habits may fall behind.
- Without the routine structures of a traditional class, students may get lost or confused about course activities and deadlines.
- Students may feel isolated from the instructor and classmates.
- The trainer may not always be available when students are studying or need help.
- Slow internet connections or older computers may make accessing course materials frustrating.

<http://new.dso.iastate.edu/asc/academic/elearner/advantage.html>;  
<http://www.usjournal.com/en/students/help/distancelearning.html>

From mid-September the CMDA will offer more than 40 self-paced online courses that can also be delivered in a blended environment.

So, why not try a course out? You never know ... you'll probably love it!

Call Geoff Meston or Brad Jones (02 - 9746 4199) to discuss your own needs. We also can design custom courses using our vast portfolio of industry experts to deliver very specialised knowledge and skills to you and your employees. We are at your service.



#### e-Courses coming to a PC or Laptop near you in September!

SITHIND001A	Develop and update hospitality industry knowledge
SITXCOM001A	Work with colleagues and customers
SITXCOM002A	Work in a socially diverse environment
SITXOHS001B	Follow health, safety and security procedures
SITXOHS002A	Follow workplace hygiene procedures
SITHIND002A	Apply hospitality skills in the workplace
SITHIND003A	Provide and coordinate hospitality service
SITHFAB001C	Clean and tidy bar areas
SITHFAB002C	Operate a bar
SITHFAB003A	Serve food and beverage to customers (Includes SITHFAB020A Apply food and beverage skills in the workplace)
SITHFAB004A	Provide food and beverage service (Includes SITHFAB021A Provide and coordinate food and beverage service)
SITHFAB010C	Prepare and serve non-alcoholic beverages
SITHFAB011A	Develop and update food and beverage knowledge
SITXHRM001A	Coach others in job skills
SITXCCS002A	Provide quality customer service
SITXCOM003A	Deal with conflict situations
SITXCOM004A	Communicate on the telephone
SITXFIN001A	Process financial transactions
SITXEVT005A	Organise in-house events or functions
SITXINV001A	Receive and store stock
SITXINV002A	Control and order stock
SITXMGTO01A	Monitor work operations
SITXFIN003A	Interpret financial information
SITXOHS004B	Implement and monitor workplace health, safety and security practices
SITXENV001A	Participate in environmentally sustainable work practices
SITXHRM002A	Recruit, select and induct staff
SITXFIN007A	Manage physical assets
SITXHRM006A	Monitor staff performance
SITXMGTO04A	Develop and implement a business plan
SITXMPRO05A	Develop and manage marketing strategies
SITHCCC025A	Monitor catering revenue and costs
SITHCCC016A	Develop cost-effective menus
SITXFSA001A	Implement food safety procedures
SITXHRM003A	Roster staff
SITXHRM007A	Manage workplace diversity
SITXMGTO02A	Develop and implement operational plans
SITXMGTO06A	Establish and conduct business relationships
SITXFIN004A	Manage finances within a budget
SITXCCS003A	Manage quality customer service
SITXOHS005A	Establish and maintain an OHS system

# TC will remember Ridge ‘bush bash’

When we say that North West State North West State members went out of their way to make Terry Condon's last Zone Meeting and Dinner a special occasion, we mean it.

In fact, they went all the way to Lightning Ridge on August 9 and 10 where Bowling Club Secretary Manager Ray Brown had been working with Zone President Phil Wheaton, his Zone Committee and members to ensure the CMAA Executive Officer's last official visit to the region was something he would remember and cherish in his retirement.

The Mayor of Walgett Shire Council even turned up to add a sense of government formality and significance to the occasion. Long-time Ridge Bowling Club boss Ian "Woody" Woodcock, who retired a few years back has returned to his Local Government "job" and was one of the main players in organising TC's "bush bash".

Zone Secretary-Treasurer Margaret McGrath, the Secretary Manager at Quirindi RSL Club was on the six-day "Drover's Run" 4WD trek with her husband Terry and co-ordinated their off-road adventure to be in the Ridge for the Dinner. Other Zone members travelled up to six hours to be there but, as has been the case all along, a few hours in the car wasn't going to stop this group from bidding farewell to a good mate.

"TC has a special place in our hearts and we wanted to make his last meeting something he would remember," Phil Wheaton said. "Despite his busy schedule running the CMAA, Terry has always made time to come to North West State Zone for meetings, events and to be with people who needed a hand. This has been a special relationship and we will miss his support and guidance, but we wish him well in a well-earned retirement."

Around 100 people - CMAA Federal President Bill Clegg, Zone members, club directors and industry trade representatives - many of whom had travelled from Sydney and major western NSW regional areas for the two-day gathering packed the club for the traditional dinner.

Zone Vice President Paul Gordon, the General Manager at Narrabri RSL Club, was "at the helm" of formalities and in his element as he added his special touch in a few minutes sharing the microphone with TC, recounting some of the more memorable moments in his life and during his 15 years as CMAA Executive Officer.

The highlight of the night was when Phil Wheaton presented Terry with the Zone's retirement gift - a hand-made, opal encrusted stock whip, made by Warialda saddler John McMaster. The whip, which stunned Terry, is made of kangaroo leather in a 12-plat configuration. Woody provided the spectacular opal that is mounted in the handle of the whip.

While TC impressed with his attempt to crack his latest acquisition, Zone Publicity Officer and Inverell RSM Club Secretary Manager Tim Palmer left everyone's ears ringing with a memorable effort.

In his response, Terry acknowledged the special bond with the Zone and its members. "The bush is a special place and these good people will always have a special place in my heart," he said.

The Dinner Auction raised more than \$25,000 for education and professional development for Zone members.

Earlier in the day, Reverend Chester Carter - Co-ordinator of the CMAA CARE welfare program - delivered a 2½-hour seminar and workshop. It was Chester's second visit to the Zone in two years and Phil Wheaton emphasised the importance of support for club managers in remote and regional areas.

More than 30 members "backed up" the following morning for the Zone Meeting where Bill and Terry combined to deliver a comprehensive Head Office Report.

North West State Zone's next event will be the Christmas Dinner and Meeting at Wests Leagues Club, Tamworth, on December 6.



1 - Bill Clegg with Phil Wheaton, Terry Condon, Paul Gordon and Ian "Woody" Woodcock inspect the impressive stock whip presented to TC at the North West State Zone Dinner at Lightning Ridge Bowling Club last month.

2 - Terry Condon joins in the fun and entertainment with Samantha Brady during his Farewell Dinner.



# Local knowledge gives Dave the edge

Some of the South Coast's finest golfers completed the second leg of the annual Illawarra Shoalhaven Zone Charity Golf Tournament. Staged at The Grange Golf Club - part of the Dapto Leagues Club Group - on August 1, it was a case of a perfect day and some healthy local knowledge for the event winners. Illawarra Shoalhaven Zone President David Hiscox is the General Manager at Dapto Leagues Club and his busy schedule usually delivers him to the course in a suit and tie to welcome the finishers and assist with the presentation of prizes. This year, David made it onto the course and with his team - Michael Brennan, Brett Gooden and Jake Jones - took out the 4-person Countdown event with an impressive 94 points. The Ainsworth team - Phil Lee, Troy Primmer and Brad Harding - took second place with 90 points on a countback from the South Coast Gaming team of Paul Primmer, Tod Oxborough, Ty Barton, Darren Humphries. Many of the companies from the family of CMDA Career Development and CMAA National Bursary sponsors supported the event, along with several local industry product and service providers. The Grange Golf Club Club Operations Manager Mick Villa reported the course was in near-perfect condition for the event.







## Zone on a winner with Grizz in full flight

As one career ends, another begins. So it was at the Illawarra Shoalhaven Zone Meeting at Bomaderry Club in late July. More than 30 members attended the Zone Education Workshop before the General Meeting on July 29 when Zone President, Division H Federal Councillor and CMDA Board of Management Studies Chairman David Hiscox led the tributes to outgoing CMAA Executive Officer Terry Condon. During the Meeting, Joanne Theile and Leanne Vaughan presented a comprehensive report on their Zone Bursary to the Asian Club Management Conference and Study Tour to Macau and Hong Kong. David also welcomed Warilla Bowling Club Operations Manager Ben Morris, who was attending his first Illawarra Shoalhaven Zone Meeting. The day opened with the Education Workshop presented by Barrington Group Consultant Bob McDougall who tackled the important issue, "What You Don't See". Bob spoke about his experiences with more than 150 clubs, his time in the NSW Police and the unseen issues surrounding and affecting clubs. Bomaderry Bowling Club General Manager Gary Wilbraham welcomed more than 70 guests, including directors and industry trade representatives to the lunch where a retirement presentation to Terry Condon was the highlight of the day. TC loves his racehorses and Grizz is his favourite, so the Illawarra Shoalhaven members presented him with an action shot of Grizz going over the hurdles on his way to victory at Sandown on April 6. "You have really touched a 'soft spot' with this beautiful gift and I can assure you it will take pride of place in my home," Terry said in his acceptance speech. "I'm so happy that it will remind of the good people and the good times we have enjoyed together over the years here in this area." The Illawarra Shoalhaven Zone AGM will be at Dapto Leagues Club on October 28 with the annual Christmas Lunch at Collegians Balgownie on December 2.

1 - David Hiscox, Phil Ryan and Terry Condon with the presentation photograph of champion jumps horse Grizz.

2 - Terry Condon proudly inspects the Zone retirement gift of a commemorative action photo of his favourite horse, Grizz.

3 - The Illawarra Shoalhaven Zone Meeting at Bomaderry Bowling Club.

4 - Fellow tourists ... Joanne Theile, Terry Condon and Leanne Vaughan.

5 - Michael Brennan with Terry Condon and Mat O'Hara.



6 - Host club manager Gary Wilbraham with Terry Condon and recently retired Albion Park Bowling Club General Manager Bruce Dunn.

7 - Leanne Vaughan with Bob McDougall from the Barrington Group who presented the Zone Education Workshop.

8 - Warilla Bowling Club Operations Manager Ben Morris attended his first Zone Meeting at Bomaderry Bowling Club.





CRAIG CLARK



CALEB ROSE


DARRYL  
BOZICEVIC


TONY CASU



JOHN WEIR


RUSSELL  
BANKS

BARRY  
CLYNCH


DAVID FENNER

## Growth and change for Far South Coast

Far South Coast Zone has two new faces on its Committee and one new member following the AGM at Merimbula RSL Club on August 3. Zone President Craig Clark welcomed 25 members to the AGM, including CMAA Federal Executive Member Michael O'Sullivan (Ulladulla Bowling Club) and CMAA Executive Officer Ralph Kober who delivered the Head Office report and conducted the Election of Office Bearers for 2011-2012. Craig also welcomed Ben Sadav from Queanbeyan RSL Bowling Club to his first Zone Meeting. Zone Committee members Barry Clynych (Tuross Lakes Country Club) and David Fenner (Highlands Golf Club) did not seek re-election and their places were taken by Michael Mutsch from Merimbula RSL Club and Russell Banks from Milton-Ulladulla Ex-Services Club. The balance of the Committee was re-elected unopposed. The Far South Coast Zone Committee ...

- **PRESIDENT:** Craig Clark - Moruya Golf Club
- **SECRETARY/TREASURER:** Caleb Rose - Bermagui Country Club
- **EDUCATION OFFICER:** Darryl Bozicevic - Milton-Ulladulla Ex-Services Club

### ➤ COMMITTEE:

- Tony Casu - Narooma Sporting & Services Club
- John Weir - Yass Soldiers Club
- Michael Mutsch - Merimbula RSL Club
- Russell Banks - Milton-Ulladulla Ex-Services Club

In the Head Office Report, Ralph spoke in detail about the Conference aspect of the Australasian Gaming Expo (AGE2011) at Darling Harbour last month; the success of the CMAA's Mid Year Executive Leadership Conference at Jupiters Gold Coast in early July; the NSW Government's controversial new proposed "3 Strikes You're Out" legislation to combat alcohol-related violence in hospitality venues and the Club Industry's efforts to address aspects of the Bill that impact directly and drastically on club managers; the ClubsNSW campaign against the Gillard Government maintaining its position to support Tasmanian Independent MP Andrew Wilkie's ongoing efforts to introduce mandatory pre-commitment technology on all gaming machines in Australia. More than 70 guests attended the CMAA ClubsNSW Dinner the previous night at Merimbula RSL Club. Far South Coast Zone's next event is the Christmas Dinner and Meeting at Goulburn Workers Club on December 6 and 7.

## CMAA 2011 National Bursary Program Sponsors

*Support the companies that support your Association*



# Rowdy, Kerrod shine at Coast event

It was a full and interesting schedule for Sunshine Coast Zone members for the free Education Workshop, Zone Meeting and Luncheon with guest speaker at Maroochy RSL Club on August 9. The day opened with popular CMAA Mid Year Executive Leadership Conference presenter Ron "Rowdy" McLean brining his "Play A Bigger Game" workshop to the Sunshine Coast. The workshop was evaluated by delegates as being one of the best at the three-day 2011 Jupiters Conference. An international speaker, entrepreneur and author, Ron tackled the challenge to achieve more, do more and have more in a world that gets faster and faster. Ron spoke about get from where you are, to where you want to be; understanding the three laws of reality; exploring the one critical element of making this happen; and the importance to focus on outcomes rather than circumstances. Following this hour-long session, CMAA Executive Officer Ralph Kober spoke to members about the important issues facing the Club Industry and club managers, including the Gillard



*Laurie Williams with Ron McLean who presented his "Play A Bigger Game" Workshop to club managers at Maroochy RSL Club last month.*

Governments' ongoing support of Tasmanian Independent MP Andrew Wilkie's campaign to impose mandatory pre-commitment technology on all gaming machines in Australia. The CMAA's Queensland Membership Liaison Officer Justin McGurgan joined Ralph to discuss professional development opportunities for managers through the CMDA's Queensland-specific education and training program. Ralph also spoke about the success and increase in support for the Mid Year Executive Leadership Conference in July. Following the Workshop

and Meeting, former Brisbane Broncos, Queensland Origin and Australian rugby league star Kerrod Walters entertained guests over lunch with stories from his career, observations about the modern game and an assessment of the Broncos' changes of winning the 2011 NRL title. Sunshine Coast Zone's next event will be a Charity Carting Day at the Big Cart Track at Landsborough on October 11, followed by a Zone Meeting and Christmas Lunch at the Caloundra Power Boat Club on November 29.



## 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.





## All pleasure, no pain at Fox Hills golf day

A few years back, Joe Bayssari and David Marsh decided to take the pain and pressure out of their annual Nepean Zone Golf Day and make it a fun event for everyone. So, it doesn't matter whether you have 18 birdies, or 18 bogies in the four-person Ambrose event, at the end of the day the winners come out of the hat - and everyone goes home happy, thanks to the event's generous sponsors. More than 100 players nominated for the Fox Hills Golf Club celebration of golf and friendship. Zone President John Turnbull again led the Liverpool Catholic Club "assault" and said he was happy with the result of the day. The only person singled out for a special award was Lisa Russell from DeBortoli Wines who was the only woman playing the field.



# Jupiters tour success inspires Macau plans

Having returned from a successful Zone Study Tour that included the CMAA's Mid Year Executive Leadership Conference, Great Lakes Zone has set its sights on the Asian Club Management Conference. Zone Secretary Damian Clements said the five-day trip north with 19 managers and the same number of Club Industry trade representatives had been such a success that the Zone was looking to make Macau its next destination and professional development experience. "It turned out to be an opportunity that so many people wanted to be a part of," Damian said. The Study Tour concept was back on the agenda at the Great Lakes AGM at Tuncurry Bowling Club on August, 10 where Zone President Larry Collins welcomed 29 members - including CMAA Federal Secretary Allan Peter, who presented the Head Office Report and conducted the Election of Office Bearers. The election was something of a formality with all Committee members re-elected unopposed ...

- **PRESIDENT:** Larry Collins - Port Macquarie City Bowling Club
- **VICE PRESIDENT:** Kim White - Club Old Bar
- **SECRETARY:** Damian Clements, ACCM - Forster Bowling Club
- **TREASURER:** Allan Hudson - Kendall Services & Citizens Club
- **EDUCATION OFFICER:** Jason Stone - Port Macquarie Panthers
- **PUBLICITY OFFICER:** Trevor Haynes, ACCM - Port Macquarie Golf Club

In his Report, Allan spoke in detail about the Gillard Government maintaining its position to support Tasmanian Independent MP Andrew Wilkie's ongoing efforts to introduce mandatory pre-commitment technology on all gaming machines in Australia, the ClubsNSW campaign against the legislation and the NSW Government's



*Great Lakes Zone Committee members Kim White, Larry Collins, Damian Clements and Allan Hudson.*

controversial new proposed "3 Strikes You're Out" legislation to combat alcohol-related violence in hospitality venues and the Club Industry's efforts to address aspects of the Bill that impact directly and drastically on club managers. The day opened with a free education session, "Registered Clubs Compliance Workshop", presented by OLGR NSW Senior Compliance Officer Simon Munt who took 27 club managers and directors through the most significant issues for clubs and their responsibility to the legislation. "Simon impressed everyone with his information, detail and advice for clubs and it was agreed that we would invite him back again next year for an update on all aspects of club compliance," Damian added. Following the workshop and AGM, 45 guests sat down to lunch before taking to the Tuncurry greens for a few hours of social bowls and networking with industry trade representatives. The next event for Great Lakes Zone members will be a Meeting, golf day and Christmas Lunch at Taree West Bowling Club on Wednesday, December 7.

## QLD TRAINING Course Dates & Fees

						MEMBER	NON MEMBER	ZONE INHOUSE
COURSE DESCRIPTION	DAYS	SEP	OCT	NOV	DEC	COST	COST	COST
<b>SUPERVISION...</b> Knowledge Transfer in the Workplace	1		BRIS 11			250	300	2500
Conflict Solutions	1		BRIS 4			250	300	2500
<b>MANAGEMENT...</b> Taking Charge: QLD Duty Manager Program	3		BRIS 17-19			750	900	7500
Leadership Values Program	3			BRIS 8-10		750	900	7500
<b>FINANCE...</b> Financial Fundamentals (E-Learn) TWO Nationally Accredited courses SITXFIN003A & SITXFIN004A	1+	BRIS 13				480	580	4400
<b>MARKETING...</b> Develop and Manage Marketing Strategies (E-Learn) Nationally Accredited course SITXMPR005A	1+	BRIS 27				690	790	6800

*All fees GST Inclusive where applicable*





## Moffatt's men leaders in fashion stakes

Wayne Moffatt's Club Pine Rivers team set the standard in the golf and the fashion stakes at the annual Brisbane Zone Golf Day on August 4. Wayne's team played in matching boxer shorts and romped home with a score of  $48\frac{3}{8}$  in the 4-person Ambrose event at Nudgee Golf Club, sponsored by XXXX (Lion Nathan), Diageo and Schweppes. No-one in the field of 128 starters picked up the pallet of wine from Samuel Smith & Sons for a hole-in-one, but Easts Leagues Club boss Sharna McLean collected the "Super Putt" prize, while Peter Harrison from Redlands RSL Club outclassed the field in the "Club Chucker" prize with an effort of more than 40 metres. The event raised funds for the Zone Education program and \$1,500 for local charities.





# Internet Security - protecting your identity online

You protect your club's physical presence with highly tuned companies such as Gold Crest Security, but are you protecting yourself against the dark forces online? Media consultant **TONI FITZGERALD** takes a look at some simple, effective and vital tips to help keep you safe in this new world we live in and how you can ensure internet safety and security for you, your members and guests.

## Online Security Tips

- Use a current web browser - perhaps your's needs updating. Did you know that Internet Explorer is now version 9 (10 is being tested); Firefox is version 5, and Google's Chrome is racing in popularity. Stay up to date if you want not just a better online experience, but a safer and secure one.
- Avoid downloading programs from unknown sources.
- Do not use your Medicare or Tax File number as a username or password. Change your usernames and passwords regularly and use combinations of letters, numbers, and "special characters" such as "pound" (£), hash (#) and "at" (@) signs. Do not use your online banking password as a password for other online accounts.
- Protect your online passwords. Don't write them down or share them. And don't email them to anyone.
- Select security questions and provide answers that are easy for you to remember, but hard for anyone else to guess. They don't have to be true answers. Do not write them down or share them. This can be a nuisance, but clever planning with your access codes can help make this easier for you - and harder for online identity thieves.
- Use secure websites for transactions and shopping. Shop where you see the "secure transaction" symbols like a lock symbol in the lower right-hand corner of your web browser window, or "https://..." in the address bar of the website. The "s" indicates "secured" and means the web page uses encryption to ensure your credit card is safe.
- Always log off from any website after making a purchase with your credit or debit card, or shut down your browser to prevent

unauthorised access to your account information.

## Mobile Banking Security Tips

When you use a mobile smartphone (e.g. iPhone, iPod touch, Android, BlackBerry, Palm, etc) for browser or text-based account access, keep these tips in mind:

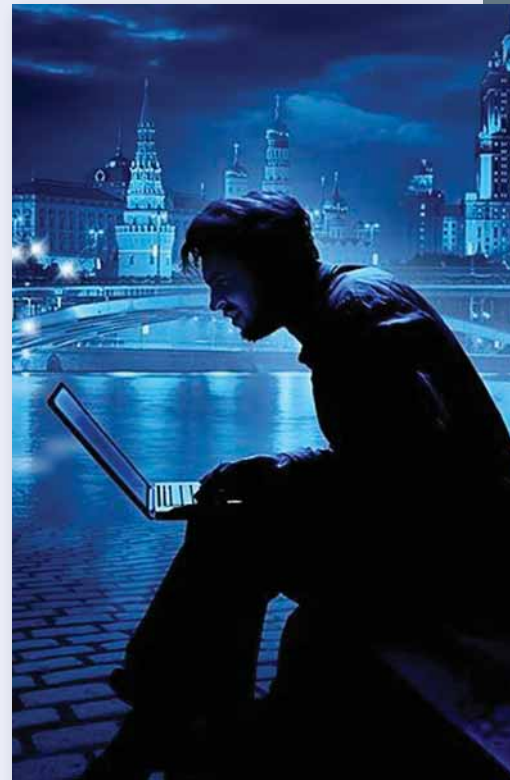
- Use the keypad lock, or phone lock, function on your mobile when it is not in use so that nobody else can use it or view your information.
- Frequently delete text messages from financial institutions, especially before discarding, or selling your mobile device.
- Never disclose via text message any personal information such as account numbers, passwords, or any combination of sensitive information like your birth date that could be used in ID theft.
- If you lose your mobile device or change your mobile phone number, remove the old number from your mobile banking profile.

Becoming increasingly popular are mobile banking applications, "apps" you can download to your smartphone that let you monitor your finances and conduct certain transactions.

- To ensure the safety of your personal and account information, download mobile apps from reputable sources only. No matter how good the app might sound, don't download it from a "specialist boutique" website.
- For your security, sign off when you finish using a financial app rather than just closing it.

## Computer Security Tips

- Keep your computer operating system up to date to ensure the highest level of protection. Both Microsoft and Apple are continually updating their security and protection for us.
- Install a personal firewall on your computer.



- Install, run, and keep anti-virus software updated.
- Shut down your browser, or better, turn off your computer when you are finished using it. Don't leave it in sleep mode. While you are sleeping, the "monsters" may be sneaking in.
- Conduct online banking activities on secure computers only. Public computers (computers at internet cafes, your club, airports etc) should be used with caution, due to shared use. Online banking activities and viewing or downloading documents such as your bank statements should only be conducted on a computer you know to be safe and secure.

## Email Security Tips

- Be wary of suspicious emails. Never open attachments, click on links, or respond to emails from suspicious looking senders.
- Watch out for emails that appear to be from your bank, but if you click you are going to a very clever duplicate site ... it looks like the bank website but is not.
- Add words such as "viagra" and "single Russian women" to your Junk list.



# Box Hill RSL Club goes it alone in gaming's brave

By KATIE CINCOTTA

Denis Lambrou-Fernando is one of those rare club managers who has had the good fortune and strategic vision to work across most areas of the hospitality industry - gaming, restaurants, hotels and now clubs.

So, it's no surprise that when the Victorian RSL network announced a state-wide deal with TGS (Tabcorp Gaming Solutions) for its sub-branches, this manager and his Board declined to sign up.

Having worked in senior roles for Tattersall's and the ALH Group of hotels under Bruce Mathieson, Mr Lambrou-Fernando is confident he's got the right experience to run gaming independently, - and avoid "divvying up" his profits with a third party supplier.

As one of the most profitable RSL clubs in the state, which has taken a decade to resurrect itself from bankruptcy, Mr Lambrou-Fernando says there was too much money at stake to gamble on a long-term contract with anyone.

"Our view going forward is that we want to control capital," he said. "A poker machine is not like a case of Yellowglen champagne. You can make

a mistake on the Yellowglen champagne, but a poker machine is worth \$25,000 retail - and we've got 95 of them - so you can't afford to make too many mistakes with gaming."

In the licence process, the club purchased 40 machine entitlements in the pre-offer for \$50,000 each, and then picked up the next 55 machines for the reserve price of \$5,500.

"There's a saint that looks after Box Hill," jokes the Burgher Sri-Lankan, who lives in Beaumaris with his wife and two children.

Mr Lambrou-Fernando, who recently joined the CMAA, admits going it alone was controversial and caused some strain, but that he was guided first and foremost by his commitment to members, which requires shoring up the club's finances.

"We are a significant club," he said. "We would have the biggest footprint in terms of our size and car park, and we're probably one of the most profitable RSLs in the network."

He says he wasn't willing to risk handing over his gaming floor to an outsider ... not after the club had worked its way back from insolvency in 1997.

"In this club's history, they've been at the bottom of the barrel and it's been hard work over the years to get to this point," Denis added. "In their journey, they always reviewed, and if they didn't understand something, they got the best experience to work out what was right for them going forward. They made some big changes under the current president, who appointed a new committee, and today they have a \$23 million asset."

Two years ago the former gaming executive joined the club as it spent \$4.5 million to add a new wing that extended to two al fresco terraces, a plush members lounge, full service a la carte restaurant/function room and a multi-level 370-space car park. That glamorous renovation and a strong focus on food, beverage and entertainment drove membership up by 41% in 2010.

Set opposite two hospitals and overlooking the picturesque Box Hill Gardens, the long-serving sub-branch is keen to expand its offering to include hotel accommodation and six-storey car park to service the medical facilities.

"We're trying to find a way to lead, rather than follow," Denis says.

Of course that expansion depends totally on gaming's evolution in the "brave new world" of 2012, which Mr Lambrou-Fernando believes may not see growth on pokies.

"In the last seven years since the smoking legislation came in, and the media has beaten it up, with people imposing their values on poker machines, gaming sales have been declining," he added.

Under those circumstances, with 40% of the club's revenue derived from gaming, this manager thought it wise to control costs in-house.

"So, if gaming isn't growing - and it's a big part of your revenue - what do you do?" he queried. "You manage the costs. The issue with the models from TGS and PVS is that you're guaranteeing them income for the next 10 years - and it's a lot of money.

"For us, at around \$30 a machine, it would be cost around \$1 million a year to pay somebody to look after that room. I couldn't sign a 10-year contract - not with anyone -

**The bottom line message from this intrepid operator is to run an independent show if you can, because only those clubs doing that will truly be able to steer their ship home against the choppy waters ahead ...**

*Box Hill RSL Club Secretary Manager Denis Lambrou-Fernando is happy with his club's decision to go it alone in the new era of gaming in Victoria.*



# new frontier

especially with a volatile product like gaming in light of what's happening with [Tasmanian Independent MP Andrew] Wilkie, [South Australian Independent Senator Nick] Xenophon and [Prime Minister Julia] Gillard."

Box Hill RSL Club will pay \$2.3 million for its gaming licences to the Government quarterly over the next 4½ years. On top of that, the club has just purchased 95 of its machines from Tattersall's in an "ownership" model.

"The price wasn't negotiable," Denis said. "It was a set price, a transparent price. Some of our machines are eight years old, while some are as new as four months."

Mr Lambrou-Fernando has engaged the Momentum group, run by two former members of Tabcorp, including mathematician Don McLeod, as a consultant to advise them on machine and game choices. The short, three-year consulting contract begins in 2012.

"They meet with the manufacturers, put a business case to me every year for what's coming up and what's suitable for my venue, and organise

*Denis Lambrou-Fernando says there's too much money at stake to gamble on a long-term contract with a third-party provider for managing gaming at his club.*



all my deployment," he added.

Mr Lambrou-Fernando believes there's a place for operators like TGS and PVS simply because there are venues who can't afford the outlay on machines.

"The easy way out is to go with someone, because you don't have to worry about paying for the floor," he said. "Sometimes, you're in a position where you're up against the

wall. But I've advised one owner of two clubs to try to find the money if they can, because over 10 years, they're going to be \$9 million better off if they do."

The bottom line message from this intrepid operator is to run an independent show if you can, because only those clubs doing that will truly be able to steer their ship home against the choppy waters ahead.

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# CMAA Bursary experience inspires Toronto

Based on a culinary tour to Melbourne earlier this year, when he experienced some of the best on offer from Melbourne's restaurant scene, Chef Greg Wilson recently designed a superb Digger's Degustation Dinner at the Toronto Diggers Club, in the Hunter Valley.

In March, Ken Burgin, of Profitable Hospitality, sponsored the CMAA's Restaurant Study Tour Bursary that offered winners Cathy Handcock, Secretary Manager at Toronto Diggers Club, and John Wiley, General Manager at the Combined Services Club in Sydney, three special days as part of the Profitable Hospitality Melbourne Food and Wine Tour.

Supported by a forward-thinking club Board, Cathy Handcock also recognised the value of the Toronto Diggers Chef Greg Wilson and Operations Manager Kylie Steel joining the tour, with Ken. It is a unique experience, meeting with

leading chefs, dining in stand-out restaurants, seeing behind the scenes and discovering what makes Melbourne such a unique food and beverage destination.

The result, three months later, was an outstanding and celebratory dining experience in the Toronto Diggers Club dining room. Greg designed a special Diggers Degustation Dinner based on some of the dishes he had enjoyed during the very full Profitable Hospitality tour in Melbourne. It was a fitting vote of thanks to the Board for making this opportunity possible for him and Kylie. Ken Burgin also was a special guest at this event, managed so well by Kylie Steel and her team.

From the outset, Cathy Handcock and Kylie Steel led the Digger's team in extending the ultimate in gracious hospitality. A warm welcome, drinks on arrival, prompt and courteous table service were all part of the experience before the "real event".

And what an "event" it was. Each of the eight dishes was a triumph, starting with "Carrot and Maple Soup" served in a shot glass, which was first tasted by Greg at Malvern's The Living Room Restaurant, where chef Darren Daley changes the menu daily - depending on market specialities, availability and costing.

Next, a mouth-watering delicacy inspired by the culinary skill of John McLeay, of Red Spice Road. "Watermelon topped with Sticky Pork & Prawn Relish" introduced us to a



taste of Asia, first enjoyed at the "Siam in the Laneway" during the Melbourne Food&Wine (MF&W) event. This delectable offering was followed by a delicate pasta dish "Strangozzi Con Gamberi" (pasta with tiger prawns, zucchini, mint and olive oil) - a speciality of Italian Giuseppe Uva, guest chef for the special MF&W events at the iconic Society Restaurant.

The fourth dish on Greg's menu was based on another succulent dish from the Living Room Restaurant ...

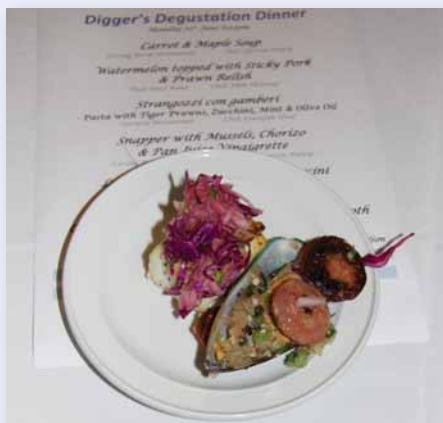
"Snapper with Mussels, Chorizo and Pan Juice Vinaigrette" was a magnificent blend of textures and tastes.

Finally we moved on to two special gastronomic treats prepared at Crown Casino's No.8 Restaurant by Chef Chris Salans from Bali. Greg's interpretation of "Lamb Rack with a Coco Jus, Porcini & Field Mushrooms" was a rich blend of flavours permeating the most-tender of meat that simply melted in the mouth.

Last - but far from least - was a delicate "Chocolate Ricotta Mousse with Espresso Froth" ... light and subtle in flavour that rounded off the meal to perfection.

Chef Chris Salans was a guest chef for Crown Casino's 'Stars of Spice', a special MF&W event that features five of the world's hottest chefs showcasing an array of international flavours.

The impressive Diggers Degustation Dinner, designed by Greg in the Toronto Digger's kitchen, was a fitting tribute of thanks to the Diggers Club Board. "Melbourne is a whole new world for food and beverage," Greg said. "The restaurant scene is well ahead of either Sydney or Newcastle in regards to freshness, variety and culture. The opportunity to see



# Diggers dinner

behind the scenes in some of Melbourne's leading restaurants and clubs, to speak with some very creative chefs, as well as tasting and reviewing some extraordinary dishes, has inspired me to make some exciting changes in my own kitchen. I am most appreciative to the Board for enabling me to join this outstanding tour, which has been one of the best experiences of my professional life."

Cathy Handcock said her experience on the Profitable Hospitality Tour was an eye-opener in so many ways. The most important being that it is the small things that make such a huge difference "I realise the importance of identifying what is OUR point of difference, to ensure we become the dining venue of choice," Cathy added. "Many clubs do things the same way and are really quite predictable. In Melbourne, we saw so many restaurants all vying for the same, or similar, target market. The thing I was so impressed to see was the little things each did to make them stand out from the crowd."

Kylie observed the "domino effect" on the three Toronto Diggers Club team members as a result of participating in the tour. "We all came back to the club absolutely inspired and revitalised, ready to take on the world," she said. "Just seeing the passion that our hosts have for the business of food and beverage was contagious. Add to this the experience of working with Cathy and Greg, who can both see such



*The Toronto Diggers Club team (from left) Chef Greg Wilson, Secretary Manager Catherine Handcock and Operations Manager Kylie Steel with Profitable Hospitality Director Ken Burgin at the recent degustation dinner.*

possibility and are making such positive changes, is phenomenal. We are on fire and are already seeing some great results from our renewed passion and enthusiasm."

Ken Burgin has the last word. "Food and Beverage is fast becoming one of the most important opportunities to generate serious revenue for clubs, quite independently of any other incentives to attract patrons," he said. "For many years, my passion has been to create opportunities for people in hospitality to learn, experience different ways of creating highly successful and profitable F&B offerings - and really extend

themselves. Greg's enthusiasm on the tour and since, shows what is possible when senior club management see potential, which is then supported by the Board of Directors to optimise this. Most people assume clubs only serve roasts and schnitzels, but the hidden talent in club kitchens is increasingly finding an audience and I love to see what can be achieved by passionate people."

Ken Burgin, one of Australia's best-known industry personalities and the driving force behind Australia's most popular hospitality membership websites -

[www.profitablehospitality.com](http://www.profitablehospitality.com), has a reputation for creating events and opportunities that offer value, education and inspiration. His websites, workshops, tours and products are invaluable for people who want to learn, expand and fully immerse themselves in a food and beverage learning experience.

In March 2012, Ken again will host the Profitable Hospitality Melbourne Food & Wine Tour where participants will experience the best on offer.

Based on the success of opening it to Greg and Kylie and, in addition to the CMAA National Bursary winners in 2011, there will be a maximum of eight places available for passionate and enthusiastic hospitality professionals to join the fun.

- MERILYN NEWNHAM





## PKF sits on ATO Clubs Consultative Forum

CMDA Career Development Sponsor company PKF has a seat on the Australian Taxation Office (ATO) Clubs Consultative Forum. PKF's representative is Paul Lyon, who also heads up the not-for-profit (NFP) area of PKF's Tax Consulting Group. This is an important forum for clubs because it provides an interface between the Club Industry and the ATO. In simple terms, PKF has direct access to the ATO's specialists in the clubs and NFP arena, which can be invaluable when there are industry-specific or client-specific issues that require resolution. Recent issues of interest from the Clubs Consultative Forum...

- The ATO does not believe that the Co-operative Bulk Handling case has any impact on the NFP status of clubs. This is good news as the full federal case had suggested that any benefits provided to members (because of their membership) could affect a club's NFP status.
- The ATO has just released a handbook on

determining a club's eligibility for the sporting exemption in the Tax Act. This booklet deals with all the case law and issues facing such clubs. PKF has suggested that the ATO put a property development scenario in the booklet, i.e. tax issues for clubs that develop part of their land in a joint venture scenario.

- Recoupment of tax losses - the ATO will be considering this. Clubs will need to keep good member records to allow for loss recoupment testing.
- GST - the ATO advised it is working with PKF on the GST Link Jackpot treatment and that they are still considering the voucher position.
- There are currently 125 ATO reviews on clubs to take place - 120 of them on Keno Commission treatment. Clubs should ensure all Keno receipts are treated appropriately. There are also some Sports Club status reviews in process.

For further information, contact a PKF business advisor on **1300 753 222**.



## Foster's raises a glass to friendship

Foster's Group has relaunched its iconic beer business with a new name and brand identity as part of its renewed focus as a dedicated, world-class brewer and to celebrate beer's meaning to Australians. Carlton & United Breweries, the business formed in 1907 through the unification of Foster's Brewing Company, the Victoria Brewery, the Carlton Brewery and three other Melbourne breweries, has been renamed Carlton United Brewers. With history stretching back to the beginnings of the industry in Australia, the relaunch aims to mesh more than 150 years of heritage with a new and uncomplicated passion for making and selling the finest quality beers. The new name is paired with the slogan "Raised in Friendship", the theme of CUB's central belief: if more people raised a beer in friendship, the world would be a better place. "Breweries" has been updated to "Brewers" to better reflect CUB's people who underpin the success of the business, as distinct from the buildings in which they work. Refreshed logos for both Foster's and CUB

complement the new name and beliefs. The key element of the new CUB logo is a raised 'U', to emphasise the word "united" and symbolise a glass raised as a gesture of friendship. Foster's Group CEO John Pollaers said the company's reinvigoration of CUB as a great beer brand - one of a number of key initiatives post demerger - involved a search for why people should love beer and the role beer has in our community. "Over a number of months in each of our major locations we instigated

in-depth discussions with our people about what this brand could, and indeed should, be for Australians," Mr Pollaers said. "What this name

change reflects is our belief in community, in people, in the occasions where beer helps bring people together. Beer is at the heart of so many significant occasions in Australian life - from when we spend time with mates after work, to watching footy with our dad, to a barbeque with the family. We believe - with a passion - that if more people raised a beer in friendship the world would be a better place."



## Saddling up for next 12 years

Investors have given a ringing endorsement to Tabcorp's deal with the State Government to retain control of Victoria's off-course wagering and betting licence for a \$410 million fee. Melbourne's *Herald Sun* newspaper reported that Tabcorp shares surged more than 5% after the company defeated rival Tatts Group to win the 12-year licence. Analysts said the deal ensured Tabcorp would retain a key revenue stream and was a consolation for the group that will suffer a \$220 million hit to annual earnings when it loses its pokies franchise next year. British bookmaking firm Ladbrokes also had been chasing the licence but withdrew last November. Tabcorp CEO David Attenborough said the deal would bring security to the group and give Tabcorp the right to extend its simulated computer racing business - the "Trackside" game run in TAB outlets - and take on Betfair in running a betting exchange. Industry insiders said it was unlikely Tabcorp would take up the opportunity to go head-to-head with Betfair as betting exchanges were expensive and cumbersome. "Investors are pleased because the licence uncertainty is now gone and they believe Tabcorp has not overpaid, it has done a good deal with the Government and industry," an analyst said. He regarded the \$410 million upfront payment as "excellent", given the return provided by the licence of about \$120 million annually. Tabcorp must pay the Victorian racing industry at least \$337 million in 2013, \$342 million in 2014 and about \$330 million per year later under the deal. But the lucrative percentage profit share Tabcorp had with the industry - split 75:25 in Tabcorp's favour - has been cut to 50:50.

## 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 and cost control, calculations, financial KPIs*

#### **Risk Management**

*Understand risk - don't fear it, risk management process, tools and techniques, application*

### DAY 2

#### **Roster Staff**

*Staff and business records, awards, creating a roster system, roster management and KPIs*

#### **Performance Management**

*Monitor staff performance, provide feedback, address and resolve performance problems, disciplining staff correctly and effectively*

### DAY 3

#### **Superior Customer Service**

*Key service drivers, providing professional and quality service, how and why it goes 'pear' shaped and picking up the pieces*

#### **Lead, Manage and Inspire People**

*Self-manage and manage others, develop team commitment and co-operation, negatives into positives - people and 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.

Enquiries and bookings can be made through the QLD CMAA Academy office:

- **P: 07 3801 4131**
- **F: 07 3801 4134**
- **E: [admin@acats.com.au](mailto:admin@acats.com.au)**
- **W: [www.acats.com.au](http://www.acats.com.au)**





# Prevention of Workplace Bullying

## Online Workplace Bullying

**Ensure your staff have the skills to identify and manage situations involving bullying**

Regardless of the industry in which you work, chances are, from time to time you will have observed acts of bullying towards others or have been a victim of bullying yourself. Bullying can involve patrons, clients, customers, contractors or staff. It's a fact of life, bullying is not limited to the school yard. You cannot ignore bullying behavior. It is debilitating to the victim and can lead to serious health and psychological issues – even suicide. BUT there is something you can do.

Bullying in the Workplace is a unique online training solution, designed to ensure your employees have the skills to identify and manage the wide spectrum of bullying behaviour. Bullying can be direct and obvious or indirect, even subtle or masked with humour. On completion of the course employees will be able to:

- Identify bullying and its varied forms –including cyber bullying
- Be aware of the symptoms of bullying in an individual
- Be aware of the effects on the work place environment and culture
- Understand what actions can be taken – formal complaints, reporting
- What victims can do about it themselves and other sources of help

Bullying in the Workplace is essential training for ALL staff!  
What's more, its 20 minute duration means it will cause minimal disruptions to the workplace

*\*Training provided by RTO Barrington Training Services Pty Ltd, National Provider No: 91397*

**BARRINGTONS**

For more information, contact Barringtons on 02 9899 0600 or via e: [enquiries@barringtongroup.com.au](mailto:enquiries@barringtongroup.com.au)

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