

Winds of Change



New faces join Executive as CMAA prepares for life after Terry Condon - Full report: P12

- 2011 Mid Year Conference Special Feature - Reports & Pictures: P14-31
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As the Club Industry battles major issues at state and national levels, CMAA members, their club Directors and industry trade supporters have strongly supported the annual **2011 Mid Year Executive Leadership Conference** at Jupiters on the Gold Coast. Delegate registration for the education and professional development program, again sponsored by Aristocrat, was up by almost 20% on the 2010 event with more than 260 delegates, CMDA Career Development and CMAA National Bursary Program sponsor company representatives supporting networking and social opportunities ...



➤ Pages 52-53

Why should you spend your own time and money, or ask your employer to invest in your education and training? Industry and commerce throughout history is packed with great stories of individuals who started at the bottom and rose to the top of the executive pile. They have done this with just their wits, talent and intelligence and - ultimately - hard work and perseverance. Our Club Industry has plenty of people like that. Sadly, the chances of this occurring today are diminishing. Not because of a lack of talent, but because this door of opportunity is closing ...



➤ Pages 60-61

A well-patronised and popular Food & Beverage operation is regarded as an integral part of a club's "core business". Many venues are reaping the rewards. When there are more Food & Beverage customers, there are increased function sales, and a big boost to other club activities. For the fourth year - next month - the CMAA, with **KEN BURGIN** from **Profitable Hospitality**, presents the highly popular **Clubs+ Food & Beverage Management Summit - WITH A DIFFERENCE!**

➤ Brochure: pages 34-36



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Association moves to another exciting and challenging period of change

The following is Bill Clegg's President's Report to the Members General Meeting at the CMAA's Mid Year Executive Leadership Conference at Jupiters Gold Coast ...

Members, as you would be aware, the greatest task facing the CMAA Federal Executive since the AGM in March has been the replacement process for the Executive Officer position.

I have detailed the actual process that took place to ensure that there was transparency and the Association's search found the most suitable candidate for this all-important role.

You would all be aware by now that Assistant Executive Officer Ralph Kober has been appointed to the position and will assume the role on September 1 with Terry Conon finishing on August 31.

Ralph has played an integral role in the development and execution of the Association's Strategic Plan over the past six years, on top of the CMDA education portfolio, and was considered the best person to assume the role.

I speak on behalf of all members when I wish Ralph all the best in his new role and look forward to the contribution he will make to develop the CMAA for the betterment of the members.

Members also would be aware that David O'Neil tendered his resignation from the Executive of both the Federal and State bodies and his positions as Vice President. David has made invaluable contributions at Zone, Board of Management Studies and Executive level. I'm sure that when time permits he will again contribute to the CMAA.

The Executive has made the following appointment to replace David.

Debbie Feening has been appointed Vice President of both the CMAA Federal and NSW bodies.

Steve Condren has been appointed as a Federal Executive Member.

Ian Todd has been appointed a NSW State Executive member. Both Steve and Ian have served with distinction on the Federal Council and both are active at Zone level as President of their respective zones.

Steve's appointment also is a sign of the Federal Executive's commitment to the Association's ongoing development in Queensland.

With the expanded role of the Federal Secretary, the Association has made a significant investment in Victoria.

I want to acknowledge that Allan Peter's involvement is having an impact on the direction the Club Industry in Victoria will take leading up to 2014 and beyond.

For the benefit of the CMAA as a whole, this involvement will need to see an increase in membership as a direct result. I'm sure this is acknowledged by our active members in Victoria. It's hoped that others, too, acknowledge it.

Politically, the Gillard-Wilkie "deal" has consumed the industry's attention since the Federal Election last August. While there are optimistic signs that this mandatory pre-commitment deal will be seen - and dealt with - for what it is, we all must shoulder the responsibility of pursuing the matter with vigour to ensure the parties that would ruin our Club Industry are dealt such a blow that they will resist

further attacks on the industry.

The clubs and managers that have been putting the case to the NSW Independents are to be congratulated.

Some of the high-profile issues that club and managers face in the coming days include ...

In NSW, the "3 Strikes" amendment to the Liquor Act has fired the Club Industry's attention.

Of particular concern with this legislation is the legislated termination of employment for managers who accumulate the "3 strikes".

Unproven offences could be used as a "strike" with the bureaucracy determining "strikes" and the transparency with which decisions are made will be a major issue.

The protection of managers who assume the manager role of a club on two "strikes".

Restrictions on the Administrative Review process that could limit clubs and managers being given full reasons behind the "strikes" - again the matter of transparency.

All managers and their clubs are urged to look at the detail of the new legislation.

The Bill now before the Parliament is typical of what happens when there is no consultation with the industry as a whole, or with those that are specifically affected.

Another issue that will be pursued in the short term is fragmentation of the training being provided to the Club Industry, which will necessitate a review of conferencing and industry expos.

Too many RTOs view the hospitality sector as an easy source of Government-funded revenue for training.

Finally, this will be the last of these forums that we have the opportunity to acknowledge the contribution that Terry Condon has made to the CMAA.

"TC" joined the Association in 1974 - the same year that he commenced work at Kellyville Country Club after being seconded from the PMG (Post Master General's Department) to establish that club. He was Association Vice President in 1972 and appointed the CMAA's first Executive Officer on August 12, 1996. The CMAA also honoured Terry with Life Membership in 1996.

Terry's vast list of achievements included the drafting and introduction of education programs and initiatives that led to FICA and ACCM studies and status for club executives; an examination panel; union amalgamation; creation of the CMDA and Career Development Centre; the CMAA's bursary-scholarship programs.

But above all, it is the support and compassion that Terry has shown to so many people - family, friends and colleagues - over all these years that we will remember most about his time in clubs and the Association.

The CMAA today is a product and reflection of TC's efforts, particularly over the past 15 years.

On behalf of everyone at the CMAA, the Club Industry and our impressive array of friends and business partners, I wish Terry and Helen the very best of health and happiness in your well-earned retirement.

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



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Managers face 'devil in the detail' of 3 Strikes legislation

These days, with the volatility of the political landscape in our country at federal and state levels, we hear people from all sides warning the population that the "devil is in the detail" of policy and legislation. These words were never better applied than to the NSW Government's latest "3 Strikes You're Out" legislation - and its consequences for club managers. At first glance, it looks good for the Club Industry with Minister George Souris announcing that, despite the Government's determination to crack down on repeat and serious offenders, clubs - because of their significant community contribution - won't lose their liquor licences under the new framework. The industry appreciates that support, but closer inspection of the proposed legislation - due to be finalised by the end of August and presented to Parliament during September - shows managers will bear the full consequences of the "3 Strikes" penalty system. While the policy penalises venues for serious and repeated breaches of liquor laws and fulfils the Coalition's 100-day election promise to target alcohol-related violence, it also directly targets and punishes club managers for everything that happens in their venues - whether warranted, or unwarranted. The policy might have been framed to identify, penalise and - if necessary - drive out the troublesome element, but the real casualties of this misplaced process will be club managers doing their best to deliver what the Minister describes as a major contribution to their communities. Don't misunderstand me ... club managers who do the wrong thing, run bad businesses, don't properly train and supervise staff and ignore these responsibilities deserve to face the full force of the law - whether under this legislation, or existing powers that can deliver the same outcome. However, I will take some convincing that because of the law and order agenda being waged at federal and state levels, that this legislation is not open to mismanagement - even abuse - to the detriment of the club and, ultimately, the manager. While the CMAA fully supports all measures to stamp out alcohol-related violence and bad management practice in all venues, I am not satisfied that this legislation - and how it targets managers as scapegoats - will deliver that outcome. The "Catch 22" clause in the "3 Strikes" legislation is that if a club records three strikes for

serious breaches, *the club secretary(manager) may be permanently disqualified from the industry.* While the proposed legislation goes on to say that if the club secretary (manager) is not responsible for all incidents leading to the three strikes, then the disqualification will be temporary. Who makes those massive decisions that impact so decisively on managers? How can club managers be guaranteed they won't be made responsible for every incident that occurs in their clubs? What Board is going to hire a club manager who has worked at a club that has incurred three, two or one strikes - even if those strike-incurring incidents it had nothing to do with managing the club? What club manager would take the job managing a club with three, two or one strikes on its record - with the prospect of having his/her licence suspended (perhaps permanently) - if it incurred additional strikes? When this legislation was first published, I wrote that the Association gave **in principle** support to the concept. Since then, the Association has sought legal advice on the legislation and, at each reading, more dramatic and more extensive scenarios crop up for consideration - and each time, it has pointed to inappropriate and extensive consequences for club managers. This "3 Strikes" legislation may be well-intentioned and offer the Coalition Government some sense of justification in its battle against alcohol-related violent behaviour, but this is not good law-making when it comes to punishing the right people, and the unfettered power given to the Director General is un-Australian. I may be in the last month of my term as CMAA Executive Officer, but I will be fighting this matter every day until it is amended, put right and managers can do their jobs without fear of being made solely responsible for the myriad of events that fall under the penalty conditions of this "3 Strikes You're Out" legislation. I encourage all club managers and their directors to closely examine the proposed legislation, seek legal advice if possible and contact your local member of the NSW Parliament to voice your opposition to this matter. While it appears to be good for the Club Industry, it's career-threatening for managers. And it's hard to run a club without a professional manager.

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

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Change brings exciting opportunities

"It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change." Although the author is unknown, the philosophy says so much about life and business in the 21st Century.

As the CMAA prepares to embark on a new era - life without long-serving Executive Officer Terry Condon - there has also been significant change at the Executive level of the Association's Federal and NSW State branches. On the eve of the CMAA's annual Mid Year Conference at Jupiters on the Gold Coast - July 6 to 8 - the CMAA Executives and Federal Council met to assess the Association's Strategic Plan and fill vacancies on the Federal Executive and NSW State Executive.

During his President's Report to the Members General Meeting, President Bill Clegg advised that Assistant Executive Officer Ralph Kober would take over from Terry Condon when he retires on August 31. Bill also advised the Meeting that two vacancies on the Association's Executives, caused by the resignation of previous Vice President David O'Neil, had been filled during the Federal Executive Meeting. The Executive, at the time of David's resignation, endorsed Deborah Feening to move from her NSW State Executive Member role to Federal Executive Member. This then created vacancies at the federal and state levels. At the July 5 Federal Executive Meeting, Deborah was elected Federal and NSW State Vice President.

At that same meeting, CMAA Division



G - Brisbane Zone, Gold Coast Zone, Sunshine Coast Zone, Ipswich Darling Downs Zone, Central & Northern Queensland Zone - Federal Councillor and Gold Coast Zone President Steve Condren was elected as a Member of the CMAA Federal Executive.

CMAA Division B - St George Cronulla Sutherland Zone, Inner West Zone - Federal Councillor and St George Cronulla Sutherland Zone President Ian Todd, ACCM, was elected a NSW State Executive Member.

Ian Todd was awarded the prestigious CMAA Peter Cameron Award in 2010 and elected to his 12th term as President of the St George Cronulla Sutherland Zone on June 28. The General Manager at Kingsgrove RSL Club, Ian has served on the Zone Committee in various capacities since 1991. "I have a great belief in and enthusiasm for the CMAA in the lives and professional development of club managers around Australia," Ian said. "My goals in accepting this honour are to work towards maintaining the CMAA's relevance in the lives of club managers and strengthening the importance of the CMDA and the

ethic of ongoing training in our industry. No manager can afford for his education and professional development to stagnate while the industry and the business world demands change and improvement."

Steve Condren, who has served as a Federal Councillor for more than five years and Zone President for more than a decade, said he was proud to be the first Queensland representative on the Federal Executive. "It's an honour for me to represent Queensland club managers at this federal level," he said. "The Association has invested time and energy in its Queensland managers by appointing Justin McGurgan as its Membership Liaison Officer and my new role endorses that commitment. As the Association goes through change, I believe it's important that a new tier of club managers are identified and encouraged to join the Association and advance their education through CMDA training opportunities. Finding a way to engage younger managers is a challenge that I am looking forward to."

Bill Clegg said he was pleased with the changes and new faces. "Steve and Ian have shown their commitment to the ideals and work of the Association over many years and they will bring that passion to these new roles," Bill added. "I am also pleased that Debbie Feening moves into a new area of responsibility and opportunity with her election as Vice President. These are exciting and important times for the CMAA."

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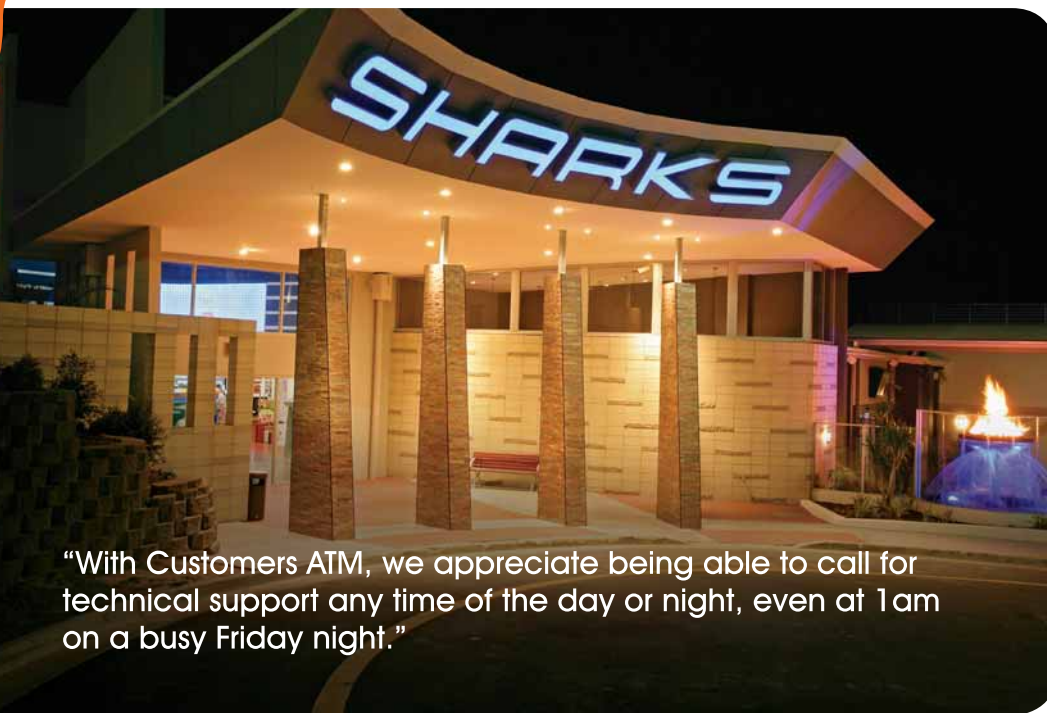
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Renewed support for world-class event

As the Club Industry battles major issues at state and national levels, CMAA members, their club Directors and industry trade supporters have strongly supported the annual 2011 Mid Year Executive Leadership Conference at Jupiters on the Gold Coast.

Delegate registration for the education and professional development program, again sponsored by Aristocrat, was up by almost 20% on the 2010 event with more than 260 delegates, CMDA Career Development and CMAA National Bursary Program sponsor company representatives supporting networking and social opportunities during the three days from July 6 to 8.

CMAA President Bill Clegg said the increased support for the Conference reflected the Association's determination to maintain a world-class standard of topics, issues and presenters. "No-one can say that the Club Industry has not been under constant political and economic pressures in recent times, but the CMAA and CMDA has remained committed to offering the best possible

standard at all of our education and professional development events at Darling Harbour and at Jupiters," Bill said. "The industry will have another opportunity for more world-class education when the HMDA facilitates the 2011 Australasian Gaming Expo Conference program at Darling Harbour in August."

CMAA Executive Officer Terry Condon said the response to the Jupiters Conference reflected the philosophy that the CMAA has maintained since its inception which is to put the personal and professional interests of the membership first. "It's tough in the marketplace for everyone involved in the Club Industry, but this Conference shows that club managers and their directors are not prepared to stand still and sacrifice the viability of their organisations by not advancing their understanding of industry trends and working to offer their members the best in facilities and services," he said. "Enhancing management skills and understanding what's happening in the industry at all levels will always be the most effective resources for managers and clubs as they battle inappropriate legislation and poor policy from legislators at all levels. The ability to sit down with other managers and club executives to discuss the issues and challenges facing clubs is invaluable to everyone who attended the Conference."

The 2011 program opened with the General Meeting of Members where Bill Clegg advised that the Federal Executive



had endorsed Deborah Feening as the new Federal and NSW State Vice President. At that same meeting, CMAA Division G - Brisbane Zone, Gold Coast Zone, Sunshine Coast Zone, Ipswich Darling Downs Zone, Central & Northern Queensland Zone - Federal Councillor and Gold Coast Zone President Steve Condren was elected as a Member of the CMAA Federal Executive.

CMAA Division B - St George Cronulla Sutherland Zone, Inner West Zone - Federal Councillor and St George Cronulla Sutherland Zone President Ian Todd, ACCM, was elected a NSW State Executive Member.

Social events during the Conference included the annual "Footy Fever" telecast of Game III of the Queensland v NSW State of Origin rugby league series, the CMAA Sponsors Dinner at the Australian Outback Spectacular and the Combined Zones - Brisbane and Gold Coast - Charity Race Day at the Gold Coast Turf Club that attracted more than 450 guests and raised more than \$20,000 for three local charities.



ACCM occasion means everything to Bob

Achieving the Active Certified Club Manager (ACCM) Award is an occasion that club managers remember for the rest of their working lives.

They recall precisely who presented the ACCM and where and when it happened. Gunnedah Services & Bowling Club Secretary Manager Bob Weston might be in the home stretch of his professional career and it might have taken 35 years to achieve his goal but the who, when and where of the occasion will never be lost on the industry veteran.

CMAA Federal President Bill Clegg presented Bob with his prized achievement in front of more than 120 fellow managers at the Members

General Meeting at the CMAA's Mid Year Conference at Jupiters on July 6. "I have seen a lot of changes in the trade over the past 35 years and I have met some great people," Bob said. "The challenges we are faced with at present are the most threatening to the industry that I have seen." Bob's journey to his ACCM started at the Florida Hotel in Terrigal in the mid-1970s before owning and operating two hotels himself. He started in the Club Industry 20 years later at Mungindi. He went on to jobs at Wauchope RSL Club, Swan Hill Club, Bellambi Bowling Club and Hay Bowling and Golf Club before landing at Gunnedah.



Bob Weston accepts his ACCM Award from CMAA Federal President Bill Clegg.



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Association enters new era

CMAA Federal President Bill Clegg welcomed 125 members to the CMAA General Meeting that opened the Mid Year Executive Leadership Conference at Jupiters Gold Coast on July 6.

Some of those members included two new members of the CMAA Federal Executive and NSW State Executive. CMAA Division G Federal Councillor and Gold Coast Zone President Steve Condren was elected as the Federal Executive member, joining Bill Clegg, Federal Secretary Allan Peter, newly-elected Vice President Deborah Feening and fellow-member Michael O'Sullivan.



CMAA Division B Federal Councillor and St George Cronulla Zone President Ian Todd was elected to the role of NSW State Executive Member - **full report: page 12**

CMAA Assistant Executive Officer Ralph Kober delivered the Financial Report to the Mid Year Conference Members General Meeting ...

Thank you members, it's with pleasure I report on the major financial dealings of the Association for the first quarter of 2011, January 1 to March 31. Fees from the CMAA's annual Hospitality Expo at Darling Harbour this year were down by \$29,758 as compared to the same period in 2010. Conference fees were down \$12,000 and total income came in at \$703,486 which was \$56,306 down on 2010. Thanks to all managers who supported the Conference and Expo. I urge you to continue that support in 2012 as this event is the Association's major fund-raising activity. Income from the Association's *CMA Magazine* for the period was \$92,705, which was \$9,005 down on 2010. CMDA course income was \$308,817, which was down \$7,169 on 2010. Administration income was \$308,817, which was up \$16,768 on the same period in 2010. Zone income was \$82,862, which was down \$20,956 on 2010. These areas gave the Association a total income of \$1,524,859, compared to \$1,601,689 in 2010 - a decrease of \$76,830. The Association's total



CMAA Assistant Executive Officer Ralph Kober delivers the Financial Report to the Mid Year Conference Members General Meeting.

expenses for the period were \$1,394,639. This has resulted in an operating profit of \$125,816, compared to an operating profit of \$183,691 for the same period in 2010. Overall, while there has been a profit decrease of \$57,875 when compared to last year, this has been an acceptable result given the present economic and political environment within in which our members and their clubs are operating. The Association is holding very close to the results of 2009 in most areas. Pleasingly, CMAA membership is experiencing steady growth, particularly in Queensland thanks to the Association's efforts in having a Membership Liaison Officer on the ground. I am also pleased to report that this 2011 Mid Year Conference at Jupiters has experienced a bounce back of almost 20% in delegate registration on 2010. Needless to say, the Executive and I encourage you and your clubs to continue to support all of your Association's activities and events over others. I want to conclude by reminding members of the valuable contribution that the Association's Career Development and National Bursary Program sponsors make through their combined contribution of up to \$1,000,000 to member education and development.

➤ **CMDA Report: Page 18**



CMAA Executive Officer Terry Condon addresses the Members Meeting.

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CMDA maintains diversity of products and services

David Hiscox - the Division F Federal Councillor and Illawarra Shoalhaven Zone President - took over as Chairman of the CMDA Board of Management Studies late last year when David O'Neil stood down from that role and his roles as Vice President of the CMAA Federal and State Executives. David Hiscox and his BMS team did a lot of work in the planning and presentation of the CMAA Mid Year Conference at Jupiters last month and he presented the CMDA Report to members at the General Meeting ...

I am pleased to report to members that since the last Jupiters Conference 12 months ago, the CMDA has continued its commitment to the membership in terms of the diversity of products and services on offer.

As in past years, the Club Industry again has been challenged by many external pressures - no more so than the possibility of a mandatory pre-commitment regime hanging over the heads of clubs. This, and other significant issues, have impacted on how clubs do business and how they prioritise their efforts and dollar spend.

In this report, rather than as in past years where we have regaled our previous 12 month efforts, I want to focus on the future and what that

holds for many of our members.

1. The Association was approached by the Gaming Manufacturers Association (GMA) to convene the Australasian Gaming Expo (AGE) Conference in August. This opportunity has enabled the Association to formally launch its hospitality education brand - HMDA - to a wider hospitality management market with the intent to attract more non-club sector managers to engage with the training activities offered. I urge all members to sign up for the AGE Conference to support your Association and be part of a quality education event. ACCM points will apply to the AGE Conference for members.

2. The Association is negotiating with a national industry body to develop a partnership addressing corporate governance and risk management training. This is an exciting development and one that will enhance to professional development of all senior managers with a suite of high-level education and information resources. It will also be a cost-effective approach to ensuring all members from all levels of clubs can participate.

3. A new series of Management Summits will be developed and scheduled across the states over the next 12 months, taking in a range of topics such as HR, Finance, F&B, Gaming and other significant industry matters. These summits have proven popular and will continue to offer our members quality contemporary education.

4. There will be a continued emphasis on quality executive management-level conferencing at our Darling Harbour and Jupiters conferences.

5. The Association will undertake a review of the ACCM award program to



encompass changes to contemporary management, industry developments and reflect contemporary management requirements and knowledge.

6. There will be a review of our existing Recognition of Prior Learning (RPL) guidelines where a fee for service will be considered to offset the high administration costs that the CMDA has borne for more than a decade.

Finally, the Association will undertake a fresh approach to our existing range of online learning options through a new initiative that Geoff Meston from the CMDA will discuss.

I urge you to support the Association's training activities and thank the Board of Management Studies who give up their time voluntarily to assist in the education area and the CMDA staff who work to assist managers in our career aspirations.



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Sam inspires with passion for life

From a few tables back in the Pavilion Conference Centre at Jupiters, Sam Cawthorn appears to be another tall, slim, good-looking young man making his mark in the world.

As a Keynote Speaker at the CMAA's Mid Year Conference, it was obvious to everyone in that room Sam, was there with a message.

A few minutes into his presentation, he removed his right hand ... then most of his right arm. He told his story about shaking hands with then-Prime Minister Kevin Rudd the day he received his Young Australian of the Year (Tasmania) Award in 2009 when the PM actually pulled the hand away from his prosthetic arm ... and how that went down with the VIPs that day. Later, he played the guitar with that same damaged and amputated arm.

Sam Cawthorn is quite a man ... and CMAA Conference delegates got a first-hand experience of what can be achieved through the power of the human spirit.

It was an uplifting, confronting and introspective hour for the more than 200 guests.

In October 2006, Sam's life changed instantly and forever when he was involved in a major car accident. He was pronounced dead at the accident scene, but resuscitated and left with an amputated right arm and a permanent disability in his right leg.

Hospitalised for more than five months, doctors first told Sam he might not survive, then his best case was he would never walk again. A year later, he took his first steps into a new life where his story inspires and changes lives.

Sam's story is simple but his message highlights the power and strength in the human spirit when faced with living as the victim of a tragic accident, or seizing the opportunity of life.

Sam is a thought leader and CEO of his own company, Empowering Enterprises. Sam's remarkable story and passion for his "Bounce Forward"



Sam Cawthorn captured the delegates at the CMAA Mid Year Conference.

philosophy have seen him featured in *USA Today* and *The New York Times*.

It was an hour few people in that room will forget.

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22 2011 Mid Year Conference

The CMAA's annual Conferences - at Darling Harbour in Sydney each March and at Jupiters on the Gold Coast each July - offer significant opportunities for education and professional development. However, an aspect of these events that is sometimes over-looked and too-often underestimated is the professional networking opportunity. Managers and Directors from around Australia, running clubs of all styles and sizes

get the chance to engage in collegial discussion about the issues facing the Club Industry in general and their club in particular. These exchanges almost inevitably produce long-term friendships and professional experience that help each other address and solve problems through this network. The 2011 Mid Year Conference with another shining example of that networking opportunity.





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Conference sessions tackle sustainability issues

As an industry facing ever-changing taxation regimes, the threat of mandatory pre-commitment technology legislation affecting its most significant revenue stream and the NSW Government set to impose its controversial “3 Strikes” behaviour management strategy, the CMAA’s Mid Year Conference could not have come at a better time for managers, directors and their clubs.

With the theme, “*Leading Modern Business in the 21st Century*” and sponsored by Aristocrat, the Association’s CMDA Administration team and Board of Management Studies, led by new Chairman David Hiscox, formulated a course curriculum factoring two streams - “*Business Sustainability*” and “*People Sustainability*” - with delegates signing on for one, or a combination, of the topics over the three days of workshops, seminars and forums.

Following the successful Members General Meeting, the professional development program opened with the two-hour “*Risky Business*” forum where Mike Burgess from Scott & Broad Insurers joined Eastern Commercial Lawyers Partners Tony Johnston and John Murray to investigate the issue of a manager’s personal liability when the Board apportions blame for the club’s financial woes.

Day 2 opened with the remarkable Sam Cawthorn injecting a healthy dose of motivation and positive attitude with his “*Bounce!*” presentation, focusing on the concept of bouncing “forward to a new beginning, rather than back

to where it all started”.

The Conference then moved into the Business/People streams with Tim Howells from Aristocrat, Simon Wright from Simply Sustainable and Sonja Duncan from the NSW Government’s Department of Environment focusing on the Business aspect.

ANZ Stadium General Manager and CMAA Life Member Wayne Forrest, a former club manager, joined Greg Lourey from The Leadership Circle for the balance of the day in the People Stream to work on the concept of “*Creating and Organisational Culture for Sustainability*”.

Bob McDougall from Barringtons (“*Maximising Security Audits & Planning*”), Russell Potts from Secom Technology (“*IT Disaster Recovery*”) and Matthew Greene from Paynter Dixon with Justin Chambers from TJS Services looked at “*Building Management Systems Sustainability*” on Day 2 of the Business Stream. In the People Stream, Ron “Rowdy” McLean from Creating Synergy had the room buzzing with his Marshmallow Challenge as part of his “*Play a Bigger Game*” session before Gretchen Lumsden got down to the personal and health aspects of being a modern manager in pressure situations that can affect every manager in her “*Health Is Wealth*” session that focused on several personal case studies.

David Hiscox said reaction and feedback from the Conference had been positive during the sessions and in the response documents.



1 - Greg Lourey with Wayne Forrest.

2 - Simon Wright.

3 - Ron McLean.

4 - Bob McDougall.

5 - Gretchen Lumsden.

6 - David Hiscox with Mike Burgess, Tony Johnston and John Murray.

7 - Ralph Kober with Tim Howells from Conference Sponsor company Aristocrat.

8 - The Marshmallow Challenge during Ron McLean’s “Play a Bigger Game” Workshop.

Great Lakes backs Conference through Study Tour

The Zone that travels and studies together, grows together. This might be the philosophy that inspired the CMAA's Great Lakes Zone to bring 19 members to the Mid Year Conference at Jupiters.

The Great Lakes Zone Committee, led by President Larry Collins, decided to support the 2011 event by offering members the opportunity to apply for Zone Bursaries to attend the Conference.

It proved such a popular chance to take in the three-day event that the Committee decided to open the professional development opportunity further. When Zone Secretary Damian Clements signed off on the venture, the Bursary program had evolved into a five-day Study Tour involving 19 managers and 19 Club Industry trade representatives from the region.

"It turned out to be an opportunity that so many people wanted to be a part of," Damian said.

The Study Tour left from Forster on July 5 and, apart from the three days of Conference at Jupiters - July 6 to

8, tour members attended Game III of the State of Origin Series at Suncorp Stadium and took in site visits at Ballina Ex-Services Club, the refurbished Currumbin RSL Club, Caloundra RSL Club on the Sunshine Coast, the XXXX Brewery at Milton in Brisbane, Broncos Leagues Club and The Surf Club at Kurrawa.

The group stayed at Mantra Bel Air, Broadbeach, close to Jupiters.

"It was a great concept to travel together and get the most out of this opportunity," Larry said.

"This is not only a great way to support the CMAA, but also a remarkable networking experience.

"It has been such a success that we will go back and investigate the opportunity to perhaps take a group to the Asian Club Managers' Conference in a few years."

For Zones interested in the Great Lakes Study Tour, contact

Damian Clements -

E: damianc@forsterbowl.com.au or
P: 02 - 6554 6155.



CMAA Great Lakes Zone members who attended the Mid Year Conference at Jupiters last month.

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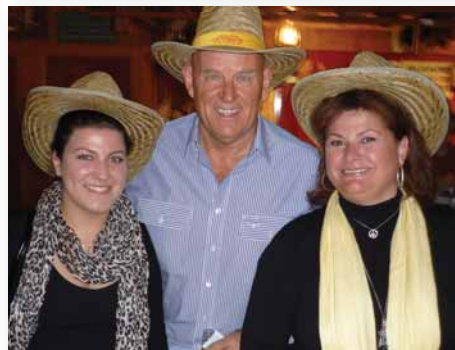
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Guests ride high at Outback Spectacular

The Australian Outback Spectacular lived up to its billing as one of the truly memorable entertainment experiences in the nation.

The CMAA hosted its annual Sponsors Dinner at the Gold Coast themed attraction on July 7 as part of the Mid Year Conference entertainment program.

More than 100 guests, including executives from Career Development and National Bursary Program sponsor companies joined Association Life Members, CMAA Hall Of Fame inductees, Federal Executive and Federal Council members, enjoyed the show, featuring the "Heroes of the Light Horse" tribute.



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MYSTERY MADNESS IS PENDING APPROVAL IN NSW

No stopping the Queenslanders

The silence was deafening - except for the bloke down the back calling "Queenslander" during the second half of the State of Origin Game III telecast. For NSW Blues supporters, it was supposed to be the perfect end to Day 1 of the CMAA's annual Mid Year Conference at Jupiters. The Gold Coast Room was alive with expectation and more than 200 passionate supporters - Queenslanders, including former Maroons Origin forward Lew Platz, outnumbered at least 5 to 1 - as Conference guests enjoyed the traditional "Footy Fever" fare of pies, sausage rolls, chips and hotdogs with a few drinks before kick-off.

Having squared the series in Game II at Wayne Forrest's ANZ Stadium in Sydney, Blues fans believed Rick Stuart's men would break the five-series Queensland stranglehold and ruin Darren Lockyer's much-publicised Origin farewell. The game, the result and the series was virtually wrapped up within 30 minutes. It was a vastly different atmosphere to the expectation at kick-off. Two NSW tries before half-time offered a glimmer of hope. But, like the pies and sausage rolls, that hope was consumed by Queensland's second-half superiority. It was another great series and another great night at Jupiters for Conference delegates.



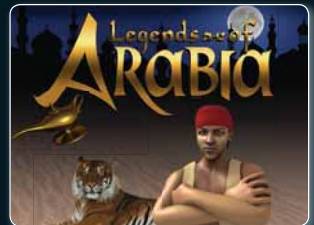


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Charity Race Day always a big winner

As Steve Condren walked out of the Gold Coast Turf Club on July 9, he was already taking bookings for the 2012 event. The Combined Gold Coast Zone and Brisbane Zone Charity Race Day was another sell-out success on a perfect Gold Coast winter Saturday afternoon as more than 460 supporters packed The Dome reception centre to raise funds for local charities and enjoy a celebration of the Club Industry in South-East Queensland. The event marks the end of the CMAA's annual Mid Year Conference, staged at

Jupiters. Clubs from both Zones supported the event ... booking tables, donating auction and raffle prizes and supporting the three charities - Gold Coast PCYC, Noah's Ark and RSPCA Brisbane - who shared the \$20,000 raised on the day. "It was another fantastic day and highlighted the generosity of the people involved in the Club Industry at all levels - Directors, managers, members and trade suppliers," Steve said. "At the end of the day it's pleasing to be able to support these worthy charities."



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Hans bids farewell to *norths* in style



NSW Health Minister and Member for North Shore Jillian Skinner (centre) with Hans and Gerry Sarlemyn.



Hans Sarlemyn with the North Sydney Bears jersey presented by Greg Florimo.



Hans with David Macintosh.



Hans enjoys a song with the Rat Pack.

When it was decided that a “roast” was the right way to farewell Club Industry stalwart Hans Sarlemyn, the line-up of enthusiastic “roasters” was almost as long as the impressive guest list.

The retiring - but not shy - *norths* Group CEO, a CMAA Life Member who served on the CMAA Federal Executive for nine years, joined a “small”, but impressive group of more than 200 family, friends and industry associates at North Sydney Leagues Club for a black-tie affair on July 13.

With a James Bond - golf club replacing the secret agent’s Walther PP handgun - “Casino Royale” theme, Hans, with his wife Geraldine and closest acquaintances, enjoyed an evening of first-class fun, stories and entertainment.

The Rat Pack - Dale Burrridge, David Malek, Brydon Stace and Michael Falzon - famous for their renditions of some of the world’s best-loved songs from Frank Sinatra, Dean Martin and Sammy Davis Jnr - set the scene with a “Bond Medley” before the “roast” moved into full swing with MC and Sean Connery impersonator Chris De Havilland at the helm.

Following a welcome from *norths* Group President, Mark Holman, the “roasters” selected in the run-on squad included *norths* Group Director Tony Salier; CMAA Life Member and Mounties Group CEO Greg Pickering; Service With A Smile Managing Director Mary O’Neill; Paynter Dixon Managing Director David Macintosh; Clubs Australia President Peter Newell and ClubsNSW past-CEO David Costello.

Before his speech, Hans also accepted a North Sydney Bears Rugby League Club jersey from former first grade and club captain Greg Florimo.

Despite the high quality of the “roast” that had been prepared, Hans cheerfully paid tribute to his “roasters” and thanked the many people who had supported him into the Club Industry and in his journey through the ranks from The Jondaryan Club in 1983 to his start at *norths* in 2005.

➤ CMA Magazine will publish a feature on **Hans Sarlemyn** in the September edition.



CMAA Federal President Bill Clegg with his wife Val.



ClubsAustralia President Peter Newell with his wife Judy.



NSW Transport Minister and Member for Willoughby Gladys Berejiklian.



Doug May from Tooheys with Donna White.



norths Group new CEO Luke Simmons with Melinda Madigan.

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Tuesday 6th & Wednesday 7th September 2011

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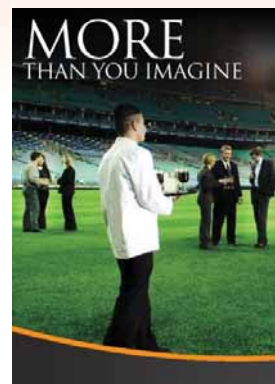
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Day 1: Tuesday 6th September 2011

- 8:30-9:00 | ARRIVAL** Coffee & Registration
- 9:00-9:05** Welcome from Ralph Kober and Ken Burgin
- 9:05-10:00 | Session 1** **Managing by Magic** - Essential Skills for the Modern Management Team
Jason Jay is one of Australia's leading speakers in the areas of people & performance. With a strong background in hospitality, Jason combines proven 'corporate-world' techniques with 'club-world' realities.
- 10:00-10:15** **The GOOD side of Food** – supporting the work of OzHarvest.org
- 10:15-12:30 | Session 2** **Special Masterclass for CHEFS ONLY** at ANZ Stadium, one of Australia's largest and best catering venues.
- 10:15-11:15 | Session 2** **New Technology for Smart Managers** - the latest tools, systems and training techniques for clubs large and small. **Ken Burgin** with **Brad Whittaker**, Executive Chef – Tweed Heads Bowls Club, **Patrick Crick**, Operations Manager – Armidale City Bowling Club and **Jason Jay**
- 11:20-12:30 | Session 3** **Masterclasses with Industry Specialists**
Classes are repeated in the afternoon - choose from the following sessions:
Greening your club and catering operations – practical solutions. How one small club is making a big difference. **Matt O'Hara** – Oak Flats Bowling Club
Developing a Successful Wine List for Clubs – how to create a popular and profitable wine culture for members and guests. **Tim Schwillk** – Sydney Wine Centre
Number Crunching: practical shortcuts for food costing and menu profit calculations. **Ken Burgin** from Profitable Hospitality
- 12:30-1:20** **LUNCH**
- 1:20-2:30 | Session 4** **Masterclasses with Industry Specialists**
Please choose from the following sessions:
Greening your club and catering operations – practical solutions. How one small club is making a big difference. **Matt O'Hara** – Oak Flats Bowling Club
Developing a Successful Wine List for Clubs – how to create a popular and profitable wine culture for members and guests. **Tim Schwillk** – Sydney Wine Centre
Number Crunching: practical shortcuts for food costing and menu profit calculations. **Ken Burgin** from Profitable Hospitality
- 2:30-3:30 | Session 5** **How to be a Smart Buyer** – better food & beverage purchasing at a time of soaring costs and rapid change. **Tony Carter**, former Food and Beverage Director, Accor Hotels.



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Special Treat For Food Lovers! - WIN a place on the 2012 Profitable Hospitality Melbourne Food & Wine Festival Tour.

The three-day tour organised for the Winners of the CMAA's National Bursary Program Melbourne Restaurant Study Tour by Ken Burgin. "This tour is a 'must' for anyone serious about wanting to learn or expand catering ideas and concepts," says last year's Winner, Combined Services Club General Manager, John Wiley.

Day 1 cont: Tuesday 6th September 2011

3:30-4:15

Coach to **Fine Food Australia** at Darling Harbour

4:15 -5:15 | Session 6

How to Create a Modern Grill Concept. Meet the team and hear the inspiring story of Hurricane's Grill at Darling Harbour, one of Sydney's most successful restaurants. Snacks and refreshments will be served to keep your hunger at bay, and prepare you for Fine Food Australia!

Fine Food Trends Briefing. What's hot and what's new at the Show. Delegates can then attend Fine Food until the coach collects us at 8.30pm for return to Sydney Olympic Park.

5:15

Fine Food Australia – see the show exhibits in your own time

8:30

Coaches return to Sydney Olympic Park



Day 2: Wednesday 7th September 2011

7:30

Optional - MUST be pre-booked

Back of House Tour – See first-hand the workings of this famous venue (production, storage and satellite kitchens that feed from 8 to 80,000) with **Wayne Forrest**, General Manager Food & Beverage, ANZ Stadium

8:30-9:00 | ARRIVAL

Coffee

9:00-10:00 | Session 7

Food Cost Knockdown – two catering leaders share their best tips and techniques for controlling expenses. **Simon McNamara**, Executive Chef – Canterbury League Club, **Helen Papadopoulos**, Caterer – Club Rivers

10:00-11:00 | Session 8

Kitchen Equipment & Design – latest designs and products for cooking, refrigeration, ventilation and foodservice fitouts.

With **Dorje Heavey**, Design Consultant – John Stephens Commercial Kitchens & Bars

11:00-11:15

MORNING TEA

11:20-12:30 | Session 9

Masterclasses with Industry Specialists

Classes are repeated in the afternoon - choose from the following sessions:

Club of the Year – How We Manage Food & Beverage – panel discussion with the team from NSW Small Club of the Year for the last four years! **Patrick Crick**, Operations Manager and **Kevin Jones**, Chef De Cuisine at Armidale City Bowling Club.

How to Create a More Profitable Menu – tested methods to improve the performance of your club's café, bistro or restaurant.

Paul Rifkin, Executive Chef – Campbelltown Catholic Club

Super Fast Training Methods. Learn quick, practical ways to build confidence and expertise in your food, bar and service staff.

Bill Shirley, Food & Beverage Trainer





Day 2 cont: Wednesday 7th September 2011

12:30-1:20

LUNCH

1:20-2:30 | Session 10 **Masterclasses with Industry Specialists**

Please choose from the following sessions:

Club of the Year – How We Manage Food & Beverage – panel discussion with the team from NSW Small Club of the Year for the last four years! **Patrick Crick**, Operations Manager and **Kevin Jones**, Chef De Cuisine at Armidale City Bowling Club.

How to Create a More Profitable Menu – tested methods to improve the performance of your club's café, bistro or restaurant.

Paul Rifkin, Executive Chef – Campbelltown Catholic Club

Super Fast Training Methods. Learn quick, practical ways to build confidence and expertise in your food, bar and service staff. **Bill Shirley**, Food & Beverage Trainer

2:30-3:45 | Session 11 **How to Create and Motivate a Fantastic Food & Beverage Team** – energise and motivate your staff to create an excellent experience throughout the club
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3:45-4:00

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SPECIAL EVENTS:

Fine Food Australia: Tuesday 6th September, 3:45pm – All inclusive, travel from Olympic Park to Fine Food Australia at Darling Harbour. Australia's largest food and hospitality industry event. Immerse yourself in top class solutions from the world's most innovative hospitality services and catering manufacturers.

ANZ Stadium – Back of House Kitchen Tour: Wednesday 7th September, 7:30am – See first-hand the workings of this famous venue (production, storage and satellite kitchens that feed from 8 to 80,000) with Wayne Forrest, General Manager Food & Beverage, ANZ Stadium. Participation **MUST** be pre booked. Numbers are limited to twenty tour participants, so **BOOK NOW!**

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ACCOMMODATION: available at The BankstownTravelodge, adjoining Bankstown Sports Club. For special rate, please quote 'CMAA Reservations' at the time of booking. Ph: 02-9793 0000. Formule 1 Motel – Olympic Park Ph: 02-96483862

PARKING: If you are bringing a car to the Summit, the best deal is to pre-pay for daily parking (\$20 per day) BEST TO GET IN EARLY!

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



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Circle of life rolls on at Kingsgrove RSL Meeting

St George Cronulla welcomed a few new faces and farewelled and familiar friend at its Annual General Meeting at Kingsgrove RSL Club in late June.

CMAA Life Members Les Evennett and Barry Stevenson were on hand to endorse the new Zone Committee and offer a few words of friendly advice as CMAA Executive Officer Terry Condon was honoured at a luncheon to mark his retirement on August 31.

CMAA Assistant Executive Officer Ralph Kober, who will take the reins when Terry retires, also was on hand for the lunch, to present the CMAA Head Office Report to members and conduct the Election of Office Bearers for 2011-2012.

There was three changes to the Committee roles, but only one new member - Jamie Neil from Club Rivers - joined as Committee member.

Gary Baudinette returned to the Vice President role after serving as Secretary when Shawn Morris left the industry last year. Alicia Upton has moved from Treasurer to Secretary with Debbie Harris moving from Publicity Officer to Treasurer. CMDA Board of Management Studies member Tracey Van Rossum retains the Education Officer portfolio.

The St George Cronulla Zone Committee for 2010-11 ...

- PRESIDENT: Ian Todd, ACCM - Kingsgrove RSL Club
- VICE PRESIDENT: Gary Baudinette - Engadine Bowling & Recreation Club
- SECRETARY: Alicia Upton - Kurnell Community Sports & Recreation Club
- TREASURER: Debbie Harris - Kingsgrove RSL Club
- EDUCATION OFFICER: Tracey Van Rossum, ACCM - Moorebank Sports Club
- COMMITTEE: Jamie Neil - Club Rivers

Before the election, Zone President and Division B Federal Councillor Ian Todd welcomed 40 members, including new member, Wayne Sly from Moorebank Sports Club.

The day opened at 10 o'clock with a free Education Workshop - "Managing Your IT Database Systems" - presented by CMDA Career Development and CMAA National Bursary Program sponsor company Russell Corporate Advisory's Managing Director Greg Russell. The second Workshop - "Train My Venue" - was presented by Jade Fitzgerald from another Career Development sponsor company, Foster's Group.

In recognition of Terry Condon's contribution to the Club Industry, more than 140 guests joined the Zone Members

for lunch when Ian Todd spoke of Terry's generosity and friendship during his time as CMAA Executive Officer. Ian also presented Terry with a gift to record the Zone's appreciation for his work and support during his years at the Association.

St George Cronulla Zone will meet again at St George Masonic Club on September 6, with the annual Zone Charity Golf Day at Kogarah Golf Club on September 22 and its Christmas Lunch and Meeting at Georges River Sailing Club on December 6.

1 - Assistant Executive Officer Ralph Kober (right) with CMAA Life Members and St George Cronulla Zone stalwarts Barry Stevenson (left) and Les Evennett.

2 - Terry Condon with St George Cronulla Zone Education Officer Tracey Van Rossum and her son, Hunter.

3 - CMAA Executive Officer Terry Condon accepts a retirement gift from St George Cronulla Zone President Ian Todd at Kingsgrove RSL Club.

4 - Terry Condon thanks the St George Cronulla Zone for the Farewell Lunch and gift.



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Olivia puts new slant on pre-commitment

The controversial topic of mandatory pre-commitment for poker machines was on top of the menu at the Inner West Zone Breakfast Meeting at Canada Bay Club. Zone President and host club manager Douglas Kirkham welcomed 12 managers and CMAA Assistant Executive Officer Ralph Kober to the June 27 Meeting that opened at 7.30am. Numbers swelled to 66 for the Breakfast where IGT Systems Sales Manager Michael Cheers and Member for Drummoyne John Sidoti engaged guests on the minefield that is the Gillard Government's deal with Tasmanian Independent MP Andrew Wilkie to introduce federal legislation imposing mandatory pre-commitment technology on all poker machines in Australia. Mr Sidoti, Chairman of the Standing Committee on Parliamentary Privilege and Ethics, said the Liberal-Nationals Coalition remained firm in its opposition to the Federal Government's policy in dealing with the issue of problem gamblers and poker machines. Michael Cheers pointed to the complex technical issues involved in the Government's ambitions, stating that 77 different gaming machine protocols (systems) were involved in implementing the national system. This fact clearly conflicts with Mr Wilkie and South Australian Independent MP Nick Xenophon's position that the installation of pre-commitment technology was a simple and cost-effective process that the Club Industry would afford comfortably. Following this session, Touched by Olivia Foundation founder and treasurer John Perkins spoke about the role that CDSE funding plays in assisting children born with vascular birthmarks, which claimed the life of John's eight-month-old daughter, Olivia. Canada Bay Club is one of the clubs that provides CDSE funding to the Foundation, which is using the financial support to construct playgrounds that are accessible to children in wheelchairs. Mr Perkins said that if the revenue of clubs such as Canada Bay Club was affected by the mandatory pre-commitment legislation, then the CDSE support would dry up and the foundation's work and ambitions would cease. Zone President Douglas Kirkham said Canada Bay Club, like others supporting the Touched by Olivia Foundation, was proud of the work its CDSE funding was delivering to children in communities around Australia. He said the Breakfast Meeting and workshops format appeared to be a popular format with Zone members and the industry's trade supporters. Inner West Zone's next event is a Zone Meeting on September 23, with the Zone AGM and Christmas Lunch on December 2.

1 - CMAA Assistant Executive Officer Ralph Kober (far right) with Inner West Zone Committee members (from left) Nick Blundell, Douglas Kirkham and Michelle Dennington.

2 - Inner West Zone President Douglas Kirkham addresses guests at the Zone Breakfast Meeting at his Canada Bay Club.

3 - IGT Systems Sales Manager Michael Cheers.

4 - Member for Drummoyne John Sidoti (left) speaks with Touched by Olivia Foundation founder John Perkins at the Inner West Zone Breakfast Meeting.



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Strong showing at Riverina Murray Conference

It was a packed agenda for the CMAA Riverina Murray Zone Meeting and Regional Conference at Rich River Golf Club last month. The three-day Conference - July 10 to 12 - incorporated an IGT-hosted Cocktail Party, workshops and the ClubsNSW Riverina & South West Region Half-Year Meeting.

President Gus Lico welcomed 38 members and CMAA Executive Officer Terry Condon to the Zone Meeting on July 11 where Gus spoke about the Club Industry's concern regarding the Gillard Government's deal with Tasmanian Independent MP Andrew Wilkie to draft legislation covering mandatory pre-commitment technology being installed in all of Australia's poker machines.

Zone Education Officer Karren Howe updated members on the training conducted recently and spoke about further opportunities within the region. Karren detailed the Zone Training Survey results and said the Committee would organise further training opportunities based on that feedback. During the dinner later that evening the winners of the six Zone bursaries, worth \$1,000 each were announced.

In his Head Office report, Terry Condon also spoke about the Gillard-Wilkie "deal" and the power consequences of the NSW Government's controversial "3 Strikes" legislation. Terry also touched on Anti-Money Laundering issues, the CMDA's Corporate Governance program, upcoming Food & Beverage Management Summit, AGE 2011 and the CMDA's Train my Venue partnership with Foster's Group. Terry acknowledged Paul Barnes for his contribution in raising awareness of the issue of stress for managers that helped in formulating the CMAA Care program and about Ralph Kober's appointment as the CMAA's new Executive Officer. Terry thanked Riverina Murray Zone Committee and members for many years of friendship and support.

Following General Business, Gus Lico invited Barringtons Senior Business Executive Aron Power provided a presentation on the company's range of services to close the Meeting.

There were three presentations with Gus Lico acknowledging the retirement of Col Alvey from the Wentworth Services Club and presenting him with a gift. Col said he had enjoyed his time in the industry and working with all the good people, particularly Ray Jones and other managers who had assisted him during difficult times.

Terry Condon presented Joe Lico with his CMAA 21 Year Service pin.

Gus then acknowledged the retirement of Terry Condon and thanked him for his contribution to the Club Industry and the Zone.



1 - Gus Lico with Terry Condon and Greg Roberts.

2 - Terry Condon with Joe Lico.

3 - Gus Lico with Joe Lico.

4 - Gus Lico with Col Alvey.

5 - Gerard Robinson with Terry Condon and Paul Barnes.

6 - Greg Roberts with Gus Lico and Cameron Louis from IGT.

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Industry 'stars' on show at GMDC course

Many of the Club Industry's up and coming "stars" were uncovered during the 12th Gaming Management Development Course (GMDC).

The graduation presentation, on June 30, hosted by Leagues Clubs Australia's Education Sponsor Aristocrat, was attended by Club Industry CEOs, Gaming Managers along with course presenters and participants.

Leagues Clubs Australia CEO Peter Turnbull thanked Aristocrat for its significant and ongoing sponsorship investment in the Club Industry through the GMDC.

In that time, almost 600 students have completed this highly regarded education program.

Aristocrat Managing Director - Australia & New Zealand Trevor Croker presented all 50 participants in the 2011 course with certificates and congratulated them on their dedication in completing the course. Mr Croker also announced the launch of two new strands to future GMDC

courses - continuation and improvement of the current format, plus a "Master Forum".

Tracey Watson from Panthers Newcastle & Cardiff took out first place and the GMDC David Costello Bursary to study at UNLV.

Tracey started with Newcastle Workers Club in 1996 as a casual team member and found her "niche" in 2000 working in Cash Control and has supervised this department since 2003.

She also has undertaken extra finance duties, studied accounting at TAFE and is studying commerce part-time at university. In 2010, she received her ACCM Award through the CMAA. Tracey said she hoped to continue to develop her current role and is working towards becoming the Accountant for the Cardiff and Newcastle Panthers sites as well as continuing her professional development as a Manager. The GMDC has allowed Tracey to broaden her gaming knowledge by touring sites, talking with managers from leading clubs in NSW and the opportunity to network with fellow students, guest speakers and course facilitators.

Karen Champion from Blacktown Workers Club was second, winning a three-day Study Tour bursary to Melbourne. Karen joined the Club Industry in 1983 at Auburn Soccer Sports Club, working in several different roles. After exploring other work opportunities outside the industry, Karen re-joined in 2001 at Blacktown Workers Club as an Assistant Accountant, progressing to Accountant and her current position as Financial Accountant. Karen's main goal is to learn as much as she can in the Club Industry and move into a senior management position. The GMDC provided Karen with a better understanding of the gaming side of the industry and, as an Accountant being mainly involved in the final monetary outcome of gaming each month, she has a broader scope and better understanding of its part in the business.



GMDC Bursary winners (from left) Karen Champion from Blacktown Workers Club with Leagues Clubs Australia CEO Peter Turnbull, Tracey Watson from Panthers Newcastle, Aristocrat Managing Director - Australia & New Zealand Trevor Croker and Deanna Calgaro from St Marys Leagues Club.

Deanna Calgaro from St Marys Leagues Club was third and joins Karen on the three-day Melbourne Study Tour. Deanna has been in the Hospitality Industry for 15 years, starting as a bar attendant and working up to the position of Hotel Licensee. She has been employed at St Marys Rugby Leagues Club for four years and is a Duty Manager. Although completing a number of courses referring to hospitality, Deanna found GMDC to be the most stressful, yet insightful, of them all and enjoyed learning different aspects of gaming. The knowledge gained from this course has provided Deanna the determination to continue in the gaming department and one day be promoted to Gaming Manager.

All participants acknowledged the generosity of their clubs in affording them the time and opportunity to undertake the course, along with the efforts of Aristocrat in producing the program. Other supporters of the GMDC program include Mounties, Canterbury Leagues Club, Wests Ashfield, Wests Campbelltown, Wests Newcastle and Bankstown District Sports Club.

Participants also heard from presenters such as CMAA Life Members and Mounties CEO Greg Pickering, Jonathan Brain, Toby Kennett, Scott Bennetts, Mary O'Neill and John Willis. Sessions covered as part of the course included the History of Gaming in Australia, Cashflow Analysis, Gaming Floor Layout & Design, Customer Service and Conflict Resolution.



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Zone Spotlight on industry champions

Manly Northern Suburbs Zone shone the spotlight on two of the Club Industry's most respected professionals during the Mid Year Meeting and Lunch at Ryde Eastwood Leagues Club on July 21.

The Zone decided to focus its attention on CMAA Executive Officer Terry Condon and *norths* Group CEO Hans Sarlemyn who are on the verge of retirement. Zone President Ray Agostino acclaimed both men and their contribution to the industry and the Association in front of more than 50 members during the Zone Meeting that preceded lunch in the Ryedale Room of the impressively renovated and presented northern Sydney club. Before presenting both men with gifts, Ray spoke about the Zone's golf day at Mona Vale and success of the CMAA's Mid Year Conference. In the combined Head Office Report, Terry spoke about the ongoing battle with the Gillard Government and Tasmanian Independent MP Andrew Wilkie over mandatory pre-commitment technology for all of Australia's poker machines before tackling the issues of the NSW Government's new "3 Strikes You're Out" legislation and its consequences for club executives. Terry said the Association would fight hard to have aspects of the legislation reviewed and changed before it becomes law. CMAA Assistant Executive Officer Ralph Kober, who had earlier convened a meeting of the CMAA Board of Management Studies at the club, spoke to members about professional development and corporate governance opportunities. Ralph also encouraged managers to attend the education component of the upcoming AGE 2011 Conference at the Sydney Convention and Exhibition Centre at Darling Harbour (August 21-23). Following the meeting, members joined more than 100 industry trade supporters for drinks and canapés before lunch and more tributes from CMAA Federal President Bill Clegg, Tooheys Director of Trade Relations Doug May and former Zone Education Officer Luke Simmons who will succeed Hans Sarlemyn as *norths* Group CEO. Both Terry and Hans responded to the tributes and thanked the Zone and friends in the room for their support and friendship over the years. Paul Wade, Australia's most-capped Socceroo international player then entertained and enlightened guests with stories of his football exploits and journey with epilepsy and major brain surgery to address his life-threatening condition.

1 - Manly Northern Suburbs Zone President Ray Agostino (middle) with Hans Sarlemyn and Terry Condon following presentations to both men at the Zone Mid Year Meeting at Ryde Eastwood Leagues Club.

2 - CMAA Executive Officer Terry Condon addresses Manly Northern Suburbs Zone members with Ralph Kober, Zone Secretary Brad Browne and President Ray Agostino.

3 - Tooheys Director of Trade Relations Doug May was one of the guest speakers at the Manly Northern Suburbs Zone lunch to farewell Hans Sarlemyn and Terry Condon.

4 - Australia's most capped Socceroo Paul Wade spoke about life, adversity and commitment during the Manly Northern Suburbs Zone lunch.

5 - CMAA Federal President Bill Clegg also paid tribute to the Association Life Members at the luncheon.

6 - Ray Agostino, Ralph Kober, Hans Sarlemyn, Bill Clegg, lunch special guest Paul Wade and Terry Condon.





Harry Morton, Ralph Kober, Peter Brewis, Bill Larkey and Glenn Buckley.

Nambucca farewells true gentleman

One of the true gentlemen of the Club Industry took his final bow at Nambucca RSL Club last month. Bill Larkey finished up as the club's General Manager earlier this year and has retired to the Gold Coast, but was back at Nambucca on July 19 when more than 60 family, friends and industry colleagues gathered to pay tribute to his generous contribution to the community, the industry and the CMAA. In his presentation speech, Assistant Executive Officer Ralph Kober acknowledged Bill's extensive and generous work as the President of the Far North Coast Zone, while Bill's Zone successor Glenn Buckley added his thanks and admiration for a first-class club executive, administrator and friend. Nambucca RSL Club President Brian Duncan and RSL Sub-Branch President Warren Gunder also paid tribute to Bill's commitment to the club over more than 26 years where he was honoured with Life Membership. In his response, Bill recounted some of the memorable and humorous moments from his time at the club. He also mentioned his long association with the CMAA and the value he got from the friendship and networking opportunities he had with so many fellow managers on the coast and beyond. Bill made special mention of his family, thanking his wife and children for their patience during the long hours and absences that go with being a club CEO. Bill finished by thanking his Board, the staff and club members. The formal proceedings concluded with the club's new CEO Peter Brewis thanking Bill and introducing a slide presentation of Bill and family, the club's evolution during Bill's tenure as CEO.



Glenn Buckley and Ralph Kober make presentations to Bill Larkey.



Bill Larkey with Judy Ward.



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Pokie limits a gamble Labor could lose

Moves to force poker machine players to put limits on their gambling could cost Labor a swag of marginal seats in NSW and Queensland.

The Sydney Morning Herald on July 8 reported that the new polling reveals 23% of voters nationwide are less likely to vote for Labor due to Prime Minister Julia Gillard's proposed laws on mandatory pre-commitment technology for gaming machines that are designed to satisfy one of Tasmanian independent MP Andrew Wilkie's key conditions for support of the minority Labor Government.

More voters said they supported the poker machine reforms (46%) than said they opposed them (40%).

Despite this, 13% of voters said the reforms would make them more likely to vote Labor, yielding a potential net vote loss for the Government of 10%.

Within those groups, a net 8% of voters said they would be "a lot less likely" to vote Labor if the changes - that will require all poker machine gamblers to register and be issued

with a smartcard - go ahead.

The polling is even more dire for Labor in the must-win states of NSW and Queensland.

In NSW, a net 14% of voters said mandatory pre-commitment would make them less likely to vote Labor, while in Queensland the figure was 16%.

Labor holds 25 seats in NSW with margins of less than 14% and eight in Queensland with margins of under 16%, including Treasurer Wayne Swan's seat of Lilley and Griffith, the seat held by Foreign Minister Kevin Rudd.

The poll of 1,400 voters was conducted between March 11 and March 22 by UMR Research, the polling company that Labor uses.

It was commissioned by Clubs Australia, as the licensed clubs and hotels industry prepares to ramp up its campaign against the changes, which Mr Wilkie says must be operating by next year if he is to continue supporting the Government.

The first of 15 rallies in marginal seats

planned by the industry was held at Braidwood in southern NSW, with local Labor MP Mike Kelly confirming his participation.

Clubs Australia CEO Anthony Ball said if Government MPs were going to vote in favour of a licence to punt, then they needed to explain that decision to the people who elected them.

"I expect club members will be asking Labor MPs how they could possibly vote for the loss of local jobs and community facilities," Mr Ball added.

A taskforce of church and non-government organisation leaders, including World Vision chief Tim Costello, met in Canberra on July 6 to demonstrate their support for mandatory pre-commitment legislation, which is designed to cut problem gambling.

In a further unsettling outcome for Ms Gillard, the UMR survey finds the campaign is not gaining traction with ordinary voters.

They ranked gambling 32nd as a priority issue.

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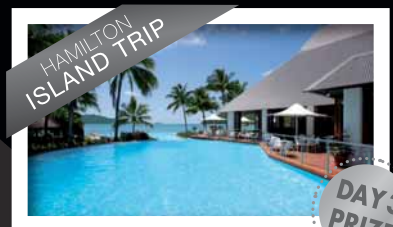
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Clubs rally opener fires up icy Braidwood

Freezing Braidwood weather could not deter the determination of more than 500 protesters, many from local clubs, from attending the first in a series of rallies to protest the Gillard Government's planned legislation to imposed mandatory pre-commitment technology on all poker machines in Australia.

The Merimbula News Weekly reported that protesters waved placards and chanted slogans as Police watched the event. The protesters, from 96 clubs in the Eden-Monaro electorate, marched through Braidwood to the rally on Wednesday, July 13.

Tasmanian Independent MP Andrew Wilkie hit the jackpot when he found his support was needed to determine which party was going to run the country. It was an opportunity to push his ambition of protecting problem gamblers from gaming machines.

But if the recent protest in Braidwood - and others around the state - is anything to go by, the clubs community believes Mr Wilkie has backed the wrong horse. Speakers said the proposed legislation would threaten the existence of clubs and wouldn't solve the issue of problem gamblers who, they said, would simply move online.

Pambula Merimbula Golf Club Vice President George Scorgie said: "The State and Federal governments must co-operate to stop this going through unamended." Golf Club General Manager Noel Robertson said: "This is an ill-conceived attempt to deal with problem gambling. It hasn't been thought through in terms of the issues and impacts on clubs and the broader community."

Club Sapphire (Merimbula) Operations Manager Lerrel McDonald said: "Clubs, being not-for-profit organisations, are the biggest employers in the Bega Valley Shire."

There are fears that refitting poker machines to comply with the proposed legislation will be prohibitively expensive for the clubs and will force especially the smaller country clubs and pubs to the wall. Mr McDonald said: "It would be a costly process to refit the poker machines to comply with the proposed legislation." He estimated each machine would cost between \$6,000 and \$7,000 to convert. Older machines would need to be scrapped and replaced with new machines at a cost of \$20,000-plus per machine.

Merimbula RSL Club Secretary Manager Michael Mutsch said he

appreciated the show of support at the rally, that problem gambling was a mental health issue and the proposed legislation had more to do with politics. "The technological approach has not been proven and could raise privacy issues," he said. "There will need to be a national database, and the casual punter will not bother with registering and simply walk away."

Mr Mutsch said that with more than 2000 online gambling sites, offering credit card facilities, the problem gambler will simply turn to these options. "Last year, more than \$1 billion was spent on online gambling - and all that money goes out of Australia," he said.

Member for Eden-Monaro Mike Kelly is caught in the crossfire between the party line and anger within his own electorate. Dr Kelly was heckled when he refused to answer the question from the crowd: "Will you cross the floor?"

Dr Kelly said he was a member of many clubs and had received care packages from the RSL while serving overseas. He was aware of "the wonderful work clubs do for Legacy, War Widows and the community in general".

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Education is today's labour market currency

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Industry and commerce throughout history is packed with great stories of individuals who started at the bottom and rose to the top of the executive pile. They have done this with just their wits, talent and intelligence and - ultimately - hard work and perseverance. All without access (or desire?) to further education and training. Our Club Industry has plenty of people like that. And I know a few who can hold their own in any management circles.

Sadly, the chances of this occurring today are diminishing. Not because of a lack of talent, but because this door of opportunity is closing. The modern economy is - rightly or wrongly - focused on formal education; skills and knowledge; measurable competencies with which we gauge the current and future "value adding" capabilities and worth of employees. Formal education and training is often used to "benchmark", or set a minimum standard that is expected of a person we seek to employ or promote.

Here are a couple of cases in point ...

➤ Scenario 1

You've put in the hard yards at your work and the position you've always coveted becomes vacant due to an internal promotion. You think, "Beauty! I've been filling in for this person for ages. I can do the job with my eyes closed, so I've got this one stitched up." The "powers that be" advertise internally and externally. You get to the final interview stage and think, "woo hoo!"

The interview goes stunningly.

Next day, the boss informs you that the decision was close, but you missed out to another candidate with formal qualifications because the Board wanted to change the way the business did things, so they felt this other person would bring fresh ideas and skills to the position.

➤ Scenario 2

You spot a great position on a job internet site and decide it's time for you to move on. This is the perfect conveyance up to the next rung of the corporate ladder. You have done all the work. You've put in the hours ... sacrificed some of your days off for the cause and you have listened and learned from all the experts at work. There's a couple of "minor" training criteria they've mentioned, but you've learned that stuff on the job, so you carefully craft your application and resume, send it in, then wait ... and wait ... and wait.

You call the recruitment agency two weeks later and are told your application wasn't successful because you didn't fulfil the specified education criteria.

So ... you could be the best in your field, but you may not get the job.

➤ **Question:** So why do businesses hire people with qualifications above others?

➤ **Answer:** Because they can! It could be argued that people choose what they perceive to be better "value", higher quality and, perhaps, more legitimate. Whether or not you agree, in the modern labour market, formal qualifications often have more "currency" than the traditional on the

job learning skills. Hence, many recruiters now disregard applicants who don't have some type of formal education or training. Hmmm ... perhaps there's a snob factor in there too?

Okay, so what's so good about formal education?

I went to university as a mature-age adult with the full - and naïve - expectation that I would finish my studies and walk out an expert in whatever was my area of learning. The first rude shock came in about Lecture No.3 when the lecturer eloquently, but brutally, burst everyone's bubble by stating: *"When you lot graduate, you won't be expert at anything. In fact, I probably wouldn't feed most of you - and your employers are probably going to have to teach you how to do*

the job from scratch. BUT! you will have the tools, the confidence, the research and analytical skills, as well as the persistence to face unknown situations and problems and work out how to solve them in ways that others might struggle with."

Well ... he was right - and I was wrong. But I learned a lot of things that I would never have learned on the job.

Let's look at some advantages of training and development for you and your business:



The Benefits of Continuing Education

1. People who upgrade their work skills and knowledge often tend to be more aware of, and can keep up with, the latest technologies and business techniques.
2. Continuing education has an ability to impart an attitude or disposition that encourages workers to find and use the best techniques available at any given time and realise that these techniques will need to be improved or replaced. <http://www.enotes.com/biz-encyclopedia/continuing-education>
3. Employers have a vested interest in retraining employees. In a world of mass production, employee performance is often the critical point of competitive differentiation.
4. Increased ability to take advantage of innovation, which can be measured by: Better team performance; and Improved capacity to cope with change in the workplace.
5. Increased rate of employee retention, which can be measured by: Savings in recruitment and hiring; Increases in job satisfaction; and Increases in customer satisfaction (for direct service industries).

Employees greatly appreciate educational benefits. In 2008, HR World magazine reported on a study conducted by Spherion Atlantic Enterprises LLC, a staffing firm, in which 6-out-of-10 respondents who received training or mentoring said they were very likely to remain with their current employer for the next five years. Naturally, good employees are more likely to stick with a company when the employer is funding, or helping to fund, their continuing education. A large employer fear is that retraining employees is just preparing them to take a higher paying job elsewhere. But that is not the case. In 2005, a study was released revealing that when examining a larger longitudinal worker survey, researchers found that employees who received company

training had a job separation rate that is 8% lower than individuals with no such training.

6. Increased quality of work or service, which can be measured by: Decline in waste; Increase in customer satisfaction or retention; and Better health and safety record

As innovation impacts all fields, continuing education is an excellent way to offer employees a chance to learn new technologies. Skills need to be updated, modernised and developed to best suit the organisation's needs. If a company wants to grow and thrive, it should not solely rely on the skills that its employees arrived with in today's competitive business world.

7. Increased productivity, which can be measured by:
Less time spent per task or per unit; Increased output of

products or services; Time savings for managers and supervisors; and Improved capacity to use new technology.

8. More educated employees are more valuable employees. Often it is less expensive to educate an existing employee than to hire and train a new employee with the education background the company is seeking.

<http://www.closingamericasjobgap.com/how-employers-benefit-from-continuing-education/>

The Bottom Line

Educating yourself, or your employees, will be the door-opener to future promotions and job opportunities

To discuss your training and development with the CMDA, please call **GEOFF MESTON** on 02 - 9746 4199.

Cost and time-effective training: In-house discounted course purchasing explained

This year, the CMDA has invested a lot of time in investigating the **"barriers (and solutions) to education"** for managers who don't work in Sydney. While there are many such hurdles to professional education, they can pretty much be condensed into two factors ... **TIME** and **MONEY**. As many managers would know, it takes a reasonable chunk out of your budget to send someone to a course in another city for a few days.

To minimise the **TIME** hurdle, CMDA fields a lot of inquiries about running training courses away from Sydney Olympic Park - and we are ready, willing and able to travel. Trainers recently have gone to Brisbane, Broken Hill, Ulladulla, Old Bar Beach (soon), Dubbo ... and the list goes on. The one common factor with all of these trips was that there were enough students booked to cover the cost of the trainer and the associated expenses involved in travel and accommodation.

So, if Managers want face-to-face training and more-time-saving training, how can this second barrier to education - **MONEY** - be minimised?

Answer: Stay where you are. Your club purchases the whole course at a special in-house discounted rate from CMDA. You organise the site, the catering, the students, the date - and let us know. We invoice you for the package cost and turn up with a qualified trainer to deliver the course on the day(s) you decide. It's a seldom-used - possibly not understood - option available to every club, including those in Sydney.

Here's an example ... You send one person to Sydney to attend the nationally accredited *"Deal With Conflict Situations"* course (2 days) - Course cost = \$480 per member (\$580 non-members); flights = \$400 (example only); accommodation (2 nights) = \$300; food = \$100; taxis = \$120. **Total = \$1,400 for 1 member.**

It gets pretty expensive if you want to send a couple of people. And, maybe, you really need to send about five people, not just one.

The In-house course purchase alternative: *"Deal With Conflict Situations"* In-house package price is \$3,800 (subject to change) - and we will deliver to a maximum 20 people (in this case). Therefore, the potential cost

per person is $\$3,800 \div 20 = \190 . You send five staff, and advertise 15 course vacancies to clubs in your Zone for (say) \$300 per staff member. You recoup \$4,500 which covers your course purchase and catering costs (you have to feed your guests) and your other club colleagues get a massive \$180 discount on the course cost ($\$480 - \$300 = \$180$). Everybody wins.

Here are the 5 simple steps ...

1. Determine what course(s) your club needs - and you could perhaps sound out colleagues via your Zone ZEO or neighbouring Zones; contact the CMDA and ask for an in-house purchase price (including trainer costs, accommodation & travel). Bigger clubs often simply purchase a course for internal training.
2. Make up a brochure about the course, including what price you wish to charge per student, then ask the CMDA to send it, and a course vacancy offer from you, to all managers in your Zone (it will be in the form of a survey link).
3. CMDA gives you the course offer responses. You decide on a date (we'll need about a month to arrange a trainer).
4. We invoice your club for the course purchase. You collect payments from all the other clubs who wish to send a staff member. You send the CMDA an Excel spreadsheet with each attending student name, so we can process and send the certificates after the trainer signs off on the course.
5. The CMDA trainer will arrive on the day(s) you have booked, and work his/her "magic". We need a close airport, or somewhere within about five hours driving distance.

Voila! Everybody gets their people trained at a super cost-effective and time-effective price.

- Please note: During the next month, I will provide full details on the CMDA's new suite of online courses that we can offer up to Advanced Diploma of Hospitality level. In many cases, we will be able to blend these with some face-to-face classroom time - plus the online component. This will substantially reduce the "away from work" downtime that full class attendance entails.





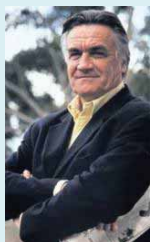
Hospitality Management Development Australia (HMDA) is *the official convenor for the 2011 Australasian Gaming Expo Conference* scheduled in conjunction with the AGE Expo at the Sydney Convention Centre Darling Harbour 21 - 23 August 2011.

Presented over two mornings **Monday 22 and Tuesday 23 August**, the conference offers managers from the Registered Clubs, Hotels, Casinos and Gaming affiliated sectors a world class programme that addresses the state of gaming play in the Australasian region now and into the immediate future. All conference delegates are eligible for free registration to the AGE Trade Show.

Monday 22 August

9am - 12pm

“Future Directions: The Uncertainty of the Australasian Gaming landscape”



Moderated by renowned journalist Barrie Cassidy, this panel session features a number of the key players in the current debate around how gaming in Australia could look with respect to hot issues such as the proposed mandatory pre commitment reforms, state and federal regulatory positions, community concerns and perceptions, and the impact on all sectors providing gaming products.

The panel includes:

- Dr Sally Gainsbury, Centre for Gambling Studies, SCU
- Chris Downy, CEO Australasian Casino Association
- John Whelan, Director of Problem Gambling AHA NSW
- Simon Schrapel Pres ACOSS, CEO Uniting Care Wesley Adelaide
- Josh Landis ClubsNSW Exec Mgr Policy & Government
- Ross Ferrar CEO Gaming Technologies Association
- Wesley Noffs, CEO Ted Noffs Foundation
- Steven Ciobo, Federal Member for Moncrieff

(note unforeseen changes to the panel line up as listed may occur)

Tuesday 23 August

9am - 10:30am

“The Asian Rim: What do the Demographics tell us?”



Respected demographer Bernard Salt of KPMG has gained an international reputation as a trend forecaster for business and government.

In this session Bernard will present his findings on what the future will hold for the Australasian gaming industry by market segment in terms of population growth, lifestyle & leisure choices, discretionary spending power, attitudes, technological opportunities and consumer utilisation and more.

10:45am - 12pm

“Gaming in Australasia and the Diminishing Importance of Geography”



Nigel Morrison, CEO SKYCITY Entertainment Group Limited is based in New Zealand yet manages a diverse business spread out across Australasia. The challenges of doing business in jurisdictions that have different legislation, different regulators and different cultural norms is one that requires astute business acumen and decision making. In his presentation, Nigel will share his vision and his insights in how modern gaming business in Australasia can break down the barriers of distance through effective communication processes and planning. All gaming operations can learn from this successful model.

Conference Investment: \$550 per person includes GST **AGE Expo:** Free

To register for the AGE Expo and the Conference go to https://secure.tradeevent.com.au/age_intro2011/

Model work health and safety legislation changes in NSW

The NSW Government is working towards enacting national work health and safety laws, due to come into force on January 1, 2012. As a result of these changes, workplace health and safety legislation will be consistent across all Australian states and territories with a view of creating a system that operates identically across all jurisdictions. While the legislation will mean changes to the operation of existing work health and safety laws in NSW, the basic principals remain. These basics require ...

- making health and safety a priority
- all stakeholders in the workplace having a say
- identifying and controlling hazards - preferably eliminating them entirely
- providing workers with information, training and supervision.

However there will still be some fundamental changes to the current system, which all Clubs will need to be aware of.

Work Health and Safety

The common terminology of "occupational health and safety" will be replaced with "work health and safety" (WHS). This change is designed to reflect the legislation's intent that all persons are responsible for health and safety within the workplace.

Persons Conducting a Business or Undertaking (PCBU)

Under the new WHS legislation a PCBU is the person with the primary duty of care for the health and safety for workers. This is an extended definition that encompasses a wider group of persons than the previous legislation. It includes employers, sole traders, body corporates, unincorporated bodies, associations and partnerships.

New Definition of "Worker"

In response to the changing nature of employment within Australia, the terminology within the Act has changed from "employees" to "workers". This definition also has been expanded from the previous legislation and will cover anyone performing work for a PCBU. This includes employees, labour hire staff, volunteers, apprentices, sub-contractors and contractors. This means clubs will be PCBUs to any

contractors that they engage, while the contractors will be PCBUs to their own staff.

Definition of Reasonably Practicable

As is the case now, the model Act will require clubs to eliminate or control risks and hazards. This duty is qualified by the concept of what is "reasonably practicable". When clubs consider resolving a workplace hazard, they will be required to weigh up ...

- the likelihood of the hazard or risk occurring
- the seriousness of the risk
- what the person knows, or ought to have known, about the hazard or risk, including ways of minimising or eliminating the risk
- the availability and suitability of ways to eliminate or minimise the risk.

Consultation With Workers

The new legislation will retain the current obligation for PCBUs to consult with workers on matters that may affect health and safety within the workplace. The concept of consultation is similar to the current legislation, however PCBUs will be required to consult with all "workers", not just employees. This will require providing workers with information and allowing them an opportunity to contribute to workplace health and safety.

Health and Safety Representatives

Health and safety representatives (HSRs) will play a similar role to existing OHS representatives, however once HSRs have completed the appropriate training course they will be able to issue Provisional Improvement Notices (PINs) and direct unsafe work to stop. A HSR will need to be appointed if one worker at a club requests one and must be provided with training if they request it.

HSRs duties will include ...

- representing workers in health and safety matters
- investigating complaints from workers regarding health and safety matters and inquiring about anything that appears to be a health and safety risk
- directing unsafe work to cease

under certain circumstances

- issuing PINs
- accompanying workplace inspectors during inspections
- requesting the establishment of a health and safety committee

Work Health and Safety Committees

Work health and safety committees will continue to operate under the model legislation, however will play a reduced and more general role, including developing safety policies and procedures and supporting the HSR. A committee must be established by a PCBU should one be requested by at least five workers or the HSR.

Clubs should note that the NSW Government has not yet enacted the model legislation so there may still be some changes before the January 1, 2012, start date. The model Act will be supported by the Work Health and Safety Regulations and various codes of practice. These are being finalised and will be made available to clubs before January 1, 2012.



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Clubs online - so much is possible

By KEN BURGIN

There was a lot of talent on show at the recent **Clubs+ Online Marketing Awards**, and many signs that clubs are holding back with online marketing. As pubs, bars and cafes streak ahead making connections and sales through Facebook, SMS and social media, clubs are in danger of being the person no-one wants to dance with at the party ... again. These days, even Grandma books her flights online, emails friends and connects with the grandkids on Facebook. So, why can't she renew her membership and book a show online? There are signs of change, with strong enrolments for the **Clubs+ Online Marketing Seminars** showing a hunger for more - every club has someone wanting to break away from old-fashioned promotions.

What's the hold-up? Look around you. At least 75% of your staff and members use Facebook, text their friends and make Google the first place to check for information. Competitions, prizes and entertainment are in the DNA of most clubs, making the fun and interaction of social media a natural fit. Rate your favourite St George player on Facebook, check a YouTube video of Saturday's band, and praise the bistro's steaks on Eatability. You can even become "mayor" of the club with the Foursquare social media app. Here's where clubs can become more social and effective online ...

Show Your Best Side

If your clubhouse did not win an architecture medal, should it dominate the front of your website? So many sites and Facebook pages have a building front and centre, but we really visit for a view of the beach, the golf course, a great show, to



watch footy or enjoy good food. If you're in a busy urban area, show street life and the vibrant community all around.

Show Us The Team

The "About Us" web page puts a human face to the club, so make sure it's full of real people - the CEO, supervisors and a happy team at work. Tell the club's story and show the Directors in real life - a photo of them around a barbecue is much more human than the usual "mug shots". This is also important for staff recruitment. Many applicants will first "check you out" online, just like a dating site.

More And Better Photos

Every club needs a good internal photo library, with images ready for the website, stories in the local paper or an urgent call from a magazine editor (just ask *CMA Magazine* Editor Peter Sharp about his frustrations with this). There should be photos of people and locations - an empty function room, the same room set up for a wedding, and more of the room full of happy people. Photos of views from the bistro and a family enjoying the food. There should also be photos of the people you are targeting, not just those who are in front of the lens - healthy couples, singles, people enjoying the bar and happy seniors with friends. Hire a professional photographer for the day and set up as many situations as possible - they will give you 500 photos if you're prepared, or 50 if you're not. As well as professional photos, look through

the huge collection of pictures on your hard drive. Share the funny and touching memories in a gallery on the website or, even easier, use a photo sharing site like Flickr.com. Search on Flickr for Tradies (Sutherland District Trade Union Club) and see the imaginative use they make with Flickr galleries. Most venues have their biggest web traffic on Gallery pages, especially if you're selling space or entertainment. It makes sense to give this greater priority and build up the staff skills in taking informal photos of club life. And here's one for RSL service clubs - put up photos of the memorabilia in the display cabinets, with detailed explanations.

Show The Real Community

Clubs are proud of the wide-ranging support they give to sporting, volunteer, service and support groups, but there's little to show for it on most websites. A diary page can be updated regularly with photos from these groups and a few sentences of explanation - no need for long stories, but insist they email you regular updates. For outsiders, stories and photos of "support in action" is much more interesting than announcements in the annual report or photos of "big cheques".

Show The Local Area

Go further than just promoting the club - show off your surroundings. Smart operators know that featuring their location helps attract tourists, especially if you're not in a rural town, tourist areas and scenic locations. It could make the difference between people calling in for an hour or staying overnight. The local tourist organisation does this in an official capacity, but they usually promote an entire region rather than your special



neighbourhood. Facebook and the club website allow you to become the local "online mayor" and reach a very large audience.

Create A Busy, Interesting Facebook Page

When someone becomes a fan of your club's Page, they will randomly receive your updates in their news feed. This Page can also have photo albums, event listings, news updates and competitions. Currumbin RSL Club used this to great effect for their "Raw Talent" competition and attracted a huge number of new fans. There are plenty of ways to add interesting content to your Facebook Page. Start with photos, as they're easy for people to contribute and make the page look lively. Have an interesting picture in vertical format ready to use as the main profile image - perhaps a photo of the bowling greens at sunset, or in the morning mist.

Find Youtube Videos Of Local Features

Add one by pasting the web address of the video into the Facebook post, and it will show up automatically on the Page and be ready to play. Or, add a video just for fun, e.g. search YouTube



for "Where the Hell is Matt" ... it makes everyone smile. Ask staff and community groups to add events and news, and tourists and former residents can share experiences - see how this is done on Facebook for Dunedin in New Zealand and Young in NSW (look for "Visit Young"). Find a Page by using the Facebook Search Bar.

Promote Your Club With Location Services

Facebook is not the only game in town. Set up a special Twitter account for the area and feed content to it and to Facebook from a "Club Diary", where you post photos, longer news items and information updates. Location-based social media is also growing rapidly - services such as Foursquare are popular and give rewards when people are at your venue and check-in on their phone. Facebook's "Places" feature also competes in this space - 40% of Facebook activity is done on mobile

phones, and happy diners can check-in and tell Facebook friends about their busy social life.

Modern clubs are about "social", not old-fashioned. Now it needs curiosity and enthusiasm to turn up the volume with your online presence and attract a whole new bunch of happy fans. If you'd like to know some quick starter tips, contact me through www.ProfitableHospitality.com and watch out for the next **Clubs+ Dynamic Online Marketing Webinars**.



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Victorian RSL strikes decade-long gaming machines

By KATIE CINCOTTA

When I meet Victorian RSL State President Major General David McLachlan and Mark Johnson, his Director of Strategic Planning, in the heritage-listed halls of ANZAC House, in Melbourne, you feel the weight of history bearing down on you.

It's here on the hallowed grounds that pay homage to our war-time heroes, beneath ornate 14ft ceilings from the '30s, that they express to me the importance of a state-wide gaming deal that will drive the future of their network.

In the new gaming regime of 2012, all but one of Victoria's 68 sub-branches operating poker machines will be managed by Tabcorp Gaming Solutions (TGS), which the RSL regards as a strategic coup.

Six companies pitched for the gaming service business of the network's 3,200 machines, including TGS, PVS and Momentum, with an internal steering committee of managers and presidents appointed to examine each proposal.

"We don't have the cash reserves to be able to set up commercial operations in the way in which you'd like to, so we had to get into bed with a third party service provider that allowed us to have modern equipment and back-of-house systems in our organisations, which they would provide, service and maintain for us," the State President says.

As a group, he says, they were able to negotiate a more favourable deal than the proposed 16% service fee offered by TGS.

"We negotiated a satisfactory outcome for the RSL and TGS, away from what was initially offered," Major General McLachlan added. "The contract was signed by each individual sub-branch - with the exception of one."

The TGS deal is a lease model, where sub-branches won't be required to purchase their poker machines outright, with a guaranteed 25% of the floor to be changed each year.

"What we were looking for from a group prospective was the ability to deliver product, servicing, technology and systems," Mr Johnson says. "They were the four key elements we were going to the table for so that every sub-branch had the ability to compete in its own right, irrespective of their location."

RSL headquarters did an enormous amount of work to assess all of the gaming work currently performed by Tatts and Tabcorp to determine what they would need, bringing managers together for a one-day briefing and contract signing at the Sofitel Hotel.

"We looked at everything the current operators provide today, down to paper rolls and who turns up for the service of a machine ... all of the things you take for granted because we've been under a model for 20

years," he added.

What that research highlighted was the importance of a deal that would include gaming systems.

"The big one that people discount a bit is the IGT [International Gaming Technology] arrangement that comes with TGS," he said. "We'll have a fully enhanced gaming loyalty system and no-one else will have something like that."

Mr Johnson believes the IGT gaming infrastructure will give the RSL network an important edge in the marketplace.

"If you look at Crown and at NSW, where the growth is coming from is in how you reward and look after your members, and because of our brand and the way we could market ourselves, that could give us a huge point of difference," he added.

Mr Johnson admits purchasing both physical machines and the gaming systems within them would be cost-prohibitive for many clubs, which is one of the reasons they negotiated a lease model.

"To go and buy 40 machines by yourself is an expensive exercise," he said. "And, if you go and try and buy a system for 40 machines, you couldn't buy it; it's cost prohibitive, but collectively as a group we were able to lever that."

Unfortunately, as veterans pass on and members dwindle in the shadowy sub-branches that haven't embraced the young family market or cashed up boomers, the prospect of further closures looms.

Currently, 304 sub-branches operate in Victoria - down from 440 during the RSL's hey-day of the 1960s.

In the last few years, Eltham and Maribyrnong Maidstone have closed. Cranbourne and Dandenong have merged, as have Aspendale, Edithvale and Chelsea. Northcote is set to shut its doors next year.

Major McLachlan told *The Age* newspaper in 2010 that he expected up to half of the state's sub-branches would fold within 10 to 15 years, and today he maintains that's true.

As diggers pass on, it's only natural those clubs will wind down after they've served their purpose.

"They've done their work. Drouin, which was [dying], they've reactivated

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*The Victorian RSL's
Anzac House.*

deal with TGS

that and got a younger person in to run it and it's had a new lease of life," he says. "That will happen with some but, in the main, in the small villages and hamlets, it won't happen."

What will support the network is the success of large clubs with up to 100 gaming machines - venues such as Frankston, Phillip Island and Box Hill.

"We're trying to sustain a footprint of commercial sub-branches around the state that will be able to look after the smaller traditional sub-branches and do all the things they do for Anzac Day and Remembrance Day ... to keep up the commemoration as we go forward," Major McLachlan said.

Like most in the Club Industry, the Victorian RSL is nervous about the Federal push for mandatory pre-commitment legislation, offering its sites as testing grounds for ID card technology in the hope that a pilot program could offer facts over conjecture.

"In the event that mandatory pre-commitment comes in, I think it's

going to have an incredibly deleterious effect on small clubs particularly and, to a lesser extent, the bigger clubs. To have to have a card to gamble, the casual player that comes in to have dinner and have a \$20 flutter ... they just won't do it," asserts the State President.

The logistical nightmare posed by national pre-commitment remains of huge concern.

"There is no proven system in terms of protocol or IT that links a poker machine in Brisbane to one across in Perth to say that you can't spend any more than \$400 in a day," he added. "To get that system in Australia by 2014, let alone 2018, we just haven't got the money to pay for it."

But as clubs move ever closer to the end of the duopoly's rein, the message to Victorian sub-branches from the top of Collins St remains positive and resolute: "Know your market, manage your affairs and ensure your corporate governance," says Major McLachlan.

Mr Johnson says the TGS deal may be



Victorian RSL Director of Strategic Planning Mark Johnson (left) with State President Major General David McLachlan.

done, but now it's up to each venue to see what they can do with it.

"If people are smart about it, and can harness that expertise and those resources, then we'll have a good result," he said. "We've provided a solution that allows everyone to play, but who comes out the other end ... that's up to the individual sub-branches."

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Back of House rocks the

A well-patronised and popular Food & Beverage operation is regarded as an integral part of a club's "core business". Many venues are reaping the rewards. When there are more Food & Beverage customers, there are increased function sales, and a big boost to other club activities. For the fourth year - next month - the CMAA, with KEN BURGIN from Profitable Hospitality, presents the highly popular Clubs+ Food & Beverage Management Summit - **WITH A DIFFERENCE!**

The 2011 Clubs+ Food & Beverage Management Summit brings great new ideas on menu costing, staff training and other important F&B-related issues.

Chefs attending the Summit will have an opportunity to join a Master Class for Chefs ONLY - with ANZ Stadium Executive Chef John Deane. Two hours with the chef who has one of the toughest jobs in the industry - managing the kitchen and events for up to 80,000 at a sitting! John will show his systems for menu design and ordering, through to cooking and serving. Review the systems and methods used in the kitchen and at various food outlets from suites and satellite kitchens through to fast food retail.

Three special events add another dimension to the non-stop, value-packed Summit program. A cocktail event at Sydney's leading Hurricane's Grill in Darling Harbour, sampling only the best beef, pork, lamb ribs and BBQ chicken. Hurricane's signature dishes are marinated in special basting sauces originating from South Africa. These special ingredients make the flavours unique, delicious and different from other traditional steakhouses. Summit delegates also will have the chance to look behind the scenes and discover how this brilliant concept grew from a single venue at Bondi Beach.

Also included are three hours on the floor at Australia's largest and best industry expo - Fine Food Australia. Investigate the latest trends and industry developments, from more than 1,000 exhibitors from Australia and around the world. Fine Food Australia features the newest and most-innovative products to hit the market in 2011. This is an opportunity not to be missed.

The following morning, start the day with a tell-all Back of House Tour of the impressive food, beverage,

kitchen and spectator facilities at ANZ Stadium. Join General Manager - Food & Beverage, Wayne Forrest, and explore the range of stadium services, the logistics, equipment, and the roles of various F&B managers and chefs within this world-class venue.

Enjoy wine tastings with a stunning range from Robert Oatley Vineyards. Learn the secrets of kitchen design with specialist design consultant Dorje Heavey from John Stephens Commercial Kitchens (Dorje was a chef in another life). It's a great way to raise the bar on your own club's food and beverage performance.

There are many clubs that now include the Clubs+ Summit series as an integral part of their commitment to training excellence, having sent team members to all the previous five Clubs+ Summits - Food & Beverage and Events & Weddings summits in 2008, 2009, 2010 and 2011. This speaks volumes for the value these clubs place on sustained investment in the professionalism and education of their people.

A Loyalty Program now is established to reward this commitment. Any club that enrolls two or more delegates for the 2011 F&B Management Summit - and been represented at three previous summits - will receive one extra place free.



2011 Clubs+ F&B Summit



Stuart Jamieson, the Operations Manager from award-winning Club Rivers, has been a regular supporter of the Clubs+ Summits. "In 2006, Club Rivers was trading at 80 covers each Friday and Saturday night," Stuart said. "Working closely with our contract caterer, Helen Papadopoulos, we have slowly but surely built a solid base of customers and totally outgrown our original space. We have utilised redundant areas of the club to increase our overall capacity and can now comfortably cater for 300 to 400 covers per night on busy Friday and Saturday evenings.

"Attendance at the Clubs+ Summits has offered our team a very useful evaluation of our catering operation and facilities, reinforcing what we are doing well, identifying where we could improve and providing insightful ways to make improvements. The networking opportunities and the opportunity to meet like-minded chefs and managers with a passion for

food is always highly motivating."

At the 2011 F&B Management Summit, Helen Papadopoulos will share her tips and insights into how she partnered with the club and played her role in successfully transforming the catering operations at Club Rivers.

CMAA Assistant Executive Officer Ralph Kober and Profitable Hospitality Director Ken Burgin concur with these comments.

"The F&B Management Summits have changed the way many clubs approach their catering operations," Ralph said. "Profits have soared in some instances as a result and F&B is now truly a major player at the table of club revenue."

See the full **2011 Clubs+ Food & Beverage Management Summit** brochure and special offers on **Pages 34-36** of this magazine.

Make sure you pre-book for ...

- **Special Chef Master Class** - limited to 15 places
- **Back Of House Tour** - limited to three groups of 15 (45 total)

There is no charge for either of these special events, but numbers are limited. Make sure you pass this information onto any staff who will be attending. Each year, people miss out on these value-added extras because ... "my boss registered me, and I didn't know about this".

Missing out on these remarkable opportunities can cause enormous disappointment and the loss of a remarkable opportunity.

Go online today - www.cmaa.asn.au - to register for the 2011 Clubs+ F&B Management Summit.



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Cabarita club's new boss pulls no punches on

By HENRI LACH

The new General Manager at Cabarita Beach Sports Club (aka Cabarita Beach Bowls Club) at Bogangar in Far North Coast NSW is well qualified to comment on the potentially devastating threat facing his industry.

At 43, Brad Beetson has been in clubs since 1992, after helping his dad run pubs in northern NSW. His CV includes 10 years with the old Lismore RSL Club and, until his appointment to Cabarita in September, he spent the previous two years as Operations Manager at the nearby Kingscliff Bowls Club. He's also a long-time CMAA member.

Brad epitomises the Club Industry's "grassroots executives" - professionals who fully appreciate that licensed clubs are there for the benefit of their communities. He speaks with passion when he contemplates the effects of the proposed Gillard-Wilkie mandatory pre-commitment legislation. Brad has no doubt that a crippling domino effect is inevitable if that law is implemented.

"Clubs like ours provide jobs for local tradesmen and suppliers as well as providing facilities for the community," he said. "We recently spent \$177,000 on renovations and new carpet. All the work was done by local trades people. The guy who services our air-conditioning is a local, the electrician is a local. All our maintenance work is done by locals. If this law goes ahead, we'll have to cut back on our maintenance costs and that will have an effect on the whole area."

Brad has no doubt that if the legislation is enacted, not only many small clubs, but also many medium-size clubs will be forced to close - at a huge cost to their communities.



Cabarita Beach Sports Club General Manager Brad Beetson (left) with his team Nick Brabham and Mary McCulloch and grounds manager Dave Perez.

"Medium clubs like ours look after their clientele," he said. "We're one big family here. People come to a club like this for security, relaxation and for entertainment. There's a great support network. People looking for jobs will come here and talk to other members. It's very much a social hub. At the moment, clubs are afraid to undertake any development - and that affects their local economy."

The good news is that there are strong indications that there's a general ground-swell of public objection to the proposed mandatory pre-commitment legislation.

Brad says he's noted reports from other clubs in the CMAA's Far North Coast Zone that they, like his own, have witnessed plenty of patron outrage against the Gillard-Wilkie proposal.

Duty Manager Mary McCulloch tells of one example where a member was extremely vocal in his opposition. "I had an elderly gentleman here one day - a self-funded retiree - who was absolutely ropeable. 'How dare they tell me, after I have worked all my life, how much money I can spend in a poker machine,' he shouted," she said. Mary believes he has many mates who share that view.

While Brad Beetson and his contemporaries continue look to the future with some trepidation, his club's commitment to the area's not-for-profit organisations has been significant during the past 12 months, with more than \$67,000 going to various bodies. The club also donated \$2,000 to the Queensland Flood Appeal.

A pilot program - Cabarita Youth Group - is aimed at providing local youngsters with healthy activities to combat anti-social behaviour. It's club Marketing Manager Nick Braham's pet project, which he believes is having a significant impact.

"It puts together high-adrenalin activities like abseiling and snorkeling ... and the kids are encouraged to come up with their own ideas as to activities. The program also finds them jobs as the kids get older," Nick said.

About \$5,000 a year is earmarked for the project, which has support from other clubs in the Far North Coast Zone.

Cabarita Beach Sports Club has a lot going for it.



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Gillard-Wilkie deal

The spectre of the Gillard-Wilkie love-in legislation aside, the Cabarita Beach Sports Club is in an excellent environment, both geographically and economically.

With a membership of 4,000 and 45 gaming machines, it's strategically located on free-hold land in a rapidly growing population area, and the beach from which it draws its name is a magnet for surfers and day-trippers.

The club's bowls legacy is far from forgotten. There's an active competitive membership of about 130 men and 70 women. Grounds manager Dave Perez has a decade of employment at the club and works hard at maintaining the quality of his three greens, with a long-established regime of minimal chemical inclusion. Like many others who are vital adjuncts to the Club Industry, he too is concerned about what will happen to his job if the horror legislation eventuates.



Brad Beetson ... the name Beetson is famous in rugby league.



The magnificent Cabarita Beach.

Brad proud of family heritage

The name Beetson will ring a loud bell with rugby league enthusiasts. That's because it also belongs to a legend of the game - Artie Beetson, former Queensland and Australian representative as well as Australian captain, who went on to a successful coaching career spanning three decades from the 1970s.

Artie now lives in quiet retirement at Paradise Point at the northern end of the Gold Coast, where he can be found some

mornings enjoying a cup of coffee at a local café and chatting with the locals.

"My grandfather and Artie's father were brothers. So my father Don and Artie's father were cousins. That makes me a second cousin to Artie," Cabarita Beach Sports Club General

Manager Brad Beetson explained.

Brad has never consciously capitalised on his relationship with the famous footballer, whom he has met on many occasions and describes as "a great bloke". Nor has Brad ever had any great ambitions for a life in professional football.

He's concentrated on a career in the Club Industry and he feels privileged to have the Cabarita job.

"I've got a great committee and a great team. There may be tough times ahead, but I'm sure we'll come out on top," Brad added.



Rugby league great Arthur "Artie" Beetson.

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CMDA August and September Education events	Days	Aug	Sep
Deal with conflict situations (sitxcom003a)	2	Canberra Labor Club t2 (in-house blended) Homebush Bay m29 - t30	
Club secretary manager's course <i>Not Nationally Accredited</i>	4		Old Bar w14 - t15 Old Bar w21 - t22
Develop legal knowledge required for business Compliance (sitxglx001a)	6	Homebush Bay m8 - t9 Homebush Bay m29 - t30	Homebush Bay m19 - t20
Cost control principles	1	Homebush Bay w10	
E-financial fundamentals (SITXFIN003A & 4A)	1+ online	Homebush Bay w3	
E-manage workplace relations (sitxhrm008a)	1+ online	Homebush Bay w31	
E-monitor staff performance (sitxhrm006a)	1+ online		Homebush Bay w28
Food safety supervisor	1	Homebush Bay t2 Homebush Bay t23	Homebush Bay t27 Homebush Bay t13
Food & beverage management summit 2011 \$657.80 + \$40 for parking	2		Olympic Park & Darling Harbour t6 - w7
Don't forget the Australasian Gaming Expo and Conference: "The Future of Gaming in our region"	2	Darling Harbour 22 & 23	

Victoria Police probe pokies report leak

Victoria Police have started a high-level investigation into the leaking of an Auditor General's report on poker machine licences to *The Age* newspaper. Melbourne's *Herald Sun* newspaper reported The Auditor-General's office has called in police after the damaging report into the former Labor Government's running of the poker machine licences auction was leaked days before it was due to be made public. The Police probe into the leaking of the Allocation of Electronic Gaming Machine Entitlements is being led by the Crime Department, which handles murder, fraud and organised crime. Only a small number of senior Government officials, including some of Premier Ted Baillieu's top advisers, had access to the report before it was tabled in Parliament. The report attacked the Brumby Government's bungled approach to the auction of poker machine licences last year, with claims it short-changed Victorian taxpayers by as much as \$3 billion. The Auditor-General's 12-month investigation found the sale process failed to generate maximum returns. State Gaming Minister Michael O'Brien said the poker machine licence auction was the "single biggest loss to taxpayers in the state's history", and put the blame on former Premier John Brumby and present Labor Leader Daniel Andrews. The Auditor-General's office confirmed it had called in the Police. Under the Audit Act 1994, any official found to have improperly used the report faces a fine of more than \$6,000.

New pokies trials in surf clubs

Gamblers will be prompted by poker machines to donate some winnings to charity under a new eight-week trial overseen by the Queensland Government.

In a bid to keep more wins in the pockets of punters, new poker machines trialled in five surf lifesaving clubs will warn gamblers how much time and money they have spent.

Queensland Deputy Premier Paul Lucas revealed the Office of Liquor and Gaming Regulation approved the trial of the machines at Southport, Coolangatta, Kurrawa, Northcliffe and Tallebudgera surf clubs.

Mr Lucas said gaming company Aristocrat had developed machines that would include state-defined messages and animations that encourage punters to gamble responsibly, a system that allows players to bank wins, an alarm clock

that warns players when they have reached their pre-determined time on the machine and an ability to direct winnings to a registered charity. During the trial, the charity will be the surf club. "This trial is expected to contribute valuable insights and increase the evidence base available to all stakeholders around the effectiveness of various game features, including a pre-commitment option, in encouraging responsible gaming behaviour," Mr Lucas said. The trial is being undertaken by Aristocrat and the University of Sydney. Mr Lucas said Queensland had one of the lowest gambling prevalence rates in the nation. "But one problem gambler is one too many." It comes as the Gillard Government is preparing to draft new mandatory pre-commitment laws.

Children bet online

While the Club Industry battles the Federal Government's proposed mandatory pre-commitment legislation, children as young as 13 are being allowed to gamble on poker machines on Facebook with real money. This has prompted urgent calls for a government crackdown. Sydney's *Daily Telegraph* newspaper reported that a game called "Slotomania", featuring cartoons, appears to be aimed at young people, and encourages players to purchase coins with credit cards, BPay or PayPal. An investigation has revealed that children with a Facebook profile that lists their age, as well as under-18s, are still allowed, and encouraged, to play with real money. It was a simple exercise to gain easy access to the machines by logging in as a 13-year-old. Facebook did not create Slotomania, whose developers could not be reached for comment, but the game is promoted through Facebook sites. Clubs Australia CEO Anthony Ball in early July wrote to Family and Community Services Minister Jenny Macklin, who is in charge of introducing the controversial mandatory pre-commitment poker machine reforms, to warn her of the site. Ms Macklin's spokesman said the letter had been forwarded to Communications Minister Stephen Conroy, who was in charge of online gambling. Mr Conroy's spokesman said the Government would review the Interactive Gambling Act.

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[yellow tail] portfolio wins total of 10 international medals

[yellow tail] Moscato was named Best Muscat and received a Double Gold medal at the 2011 San Francisco International Wine Competition held on June 17-19. The [yellow tail] portfolio received an impressive 10 medals, including a Gold Medal for [yellow tail] Reserve Shiraz and silver medals for [yellow tail] Reserve Chardonnay, Pinot Grigio and Merlot. The San Francisco International Wine Competition is the largest, most influential international wine competition in America judged by a prestigious panel of wine experts. Judging is based on a blind, consensual procedure. In 2011, more than 1,200 wineries submitted wines from 29 countries and 20 states. This year's best of show, including [yellow tail] Moscato, are the wines which the entire judging panel selected as the best in each category. Representing the finest examples of their respective types, these wines are



[yellow tail]®

worthy of special consideration.

[yellow tail] Moscato is already exceeding Australian sales expectations in the thriving Muscat category, the fastest growing grape variety according to AC Nielsen. Made from 100% Moscato grapes, this wine is slightly fizzy and full of sweet fruit flavours such as crushed green grapes and peaches. John Casella created the [yellow tail] brand from his family winery in Yenda, NSW 10 years ago and he is delighted with this result for Moscato.

"Moscato is fast becoming a popular wine style," John said. "The fresh fruitiness, light fizz and lower percentage of alcohol (7.5%) appeals to wine lovers looking for something refreshing. This award further reinforces the quality and value of [yellow tail] Moscato and positions it alongside other [yellow tail] favourites like Chardonnay and Shiraz. It's always been our mission to over deliver on quality in the

\$10-\$15 price bracket, so we're thrilled with this result." [yellow tail] Moscato is available at leading liquor outlets nationally for RRP \$9.99. To see the tasting note, go to:

www.yellowtailwine.com/moscato/

The list of [yellow tail] medals earned at the 2011 San Francisco International Wine Challenge include ...

- > Best Muscat, Double Gold Medal [yellow tail] Moscato
- > Gold Medal [yellow tail] 2009 Reserve Shiraz
- > Silver Medal [yellow tail] NV Tree Free Chardonnay
- > Silver Medal [yellow tail] 2010 Chardonnay
- > Silver Medal [yellow tail] 2009 Reserve Chardonnay 2
- > Silver Medal [yellow tail] 2009 Reserve Pinot Grigio
- > Silver Medal [yellow tail] 2009 Reserve Merlot
- > Bronze Medal [yellow tail] 2010 Pinot Grigio
- > Bronze Medal [yellow tail] NV Natural Sparkling, Bubbles
- > Bronze Medal [yellow tail] 2010 Shiraz

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It's a Fortune Festival for Aruze

Aruze brings its newest jackpot product to AGE 2011, launching the G-Progressive series of games. New titles "Year of Happiness" and "Lucky Gateway" bring four levels of ultra-high frequency stand-alone jackpot wins to players, with increased jackpot wins for high-stakes players. G-progressive titles bring a number of unique and favourite jackpot features

together into the one game; symbol-driven jackpots in the base and feature games, random jackpots in the feature games, coinciding jackpot wins, along with increased jackpot chances with higher credits bet. These titles include strong visual representation of the player's increased jackpot



chances on-screen. "Year of Happiness" and "Lucky Gateway" are targeted at the mid-denomination market - 5c & 10c - with the added flexibility of low denomination - 1c & 2c - versions and a range of RTPs. An exciting fifth-level linked jackpot is added to the four-level stand-alone jackpots with the "Fortune Festival" theme and signage. Comprising classic Chinese gaming themes and strong base-

game concepts, the high-win frequency of this combination allows flexible installations from just two machines, with the ability to scale the installation to suit. For a look at this new product, visit the Aruze Gaming Australia Stand 220 at the Australasian Gaming Expo.

Fast but not so Furious

Australian retailers are set to enjoy fast ATM processing speeds and advanced advertising functionality with the arrival of the new Nautilus Hyosung 2700 ATM into the country. Customers ATM, which operates Australia's largest ATM network of more than 5500 ATMs, has brought the 2700 to Australia via its partnership with world-leading ATM manufacturer Nautilus Hyosung. Managing Director Tim Wildash said the new 2700 offered Australian retailers the best retail ATM available. "Nautilus Hyosung is renowned globally for its innovative ATM and payments technology," Mr Wildash said. "Hyosung's investment in research and development within the emerging self-service and payments space is unprecedented. Hyosung deploys teams of experts to continually test and develop ATM technology, from the latest in fraud prevention through to advanced cardholder functionality." Mr Wildash said the 2700 ATM model was a leading example of Hyosung's superior craft in a stylish ATM designed for ease-of-use and speed. "Importantly, it has a very powerful processor," he added. "It also demonstrates how an ATM can be a multi-media terminal, offering Australian retailers many more opportunities to attract and have a valuable conversation with their customers." The 2700 has an LCD topper option - a screen that sits above the ATM - that can stream news and information or show images or animated advertisements.

"You can stand in front of these ATMs and become transfixed by a video clip; the topper screen is crystal clear," Mr Wildash said. "This is an excellent way for Australian retailers to promote their in-store offers to their customers." While Customers ATM anticipates strong demand for the 2700 given the high level of interest Hyosung has received internationally, the 2700 is available for Australian retailers now. For more information, contact the local Customers ATM office P: 1300 305 600 or E: sales@customersatm.com.au



Powers of the Taxation Commissioner

Clubs struggling to meet PAYG liabilities usually have trouble meeting GST and superannuation guarantee liabilities as well. Where there is a PAYG debt that remains outstanding, the Commissioner of Taxation can issue a DPN. With effect from July 1, 2011, the Director penalty regime also will be extended to superannuation guarantee amounts. This makes Directors personally liable

for their company's failure to pay employee superannuation. Upon receipt of a DPN, the Directors have 21 days to comply with the notice, or face personal liability for the amount stated in the

notice. The four "options" listed in a DPN are:

1. Pay the outstanding PAYG debt amount in full;
2. Enter into a formal Payment Arrangement with the Australian Taxation Office (ATO);
3. Appoint a Voluntary Administrator;
4. Appoint a Liquidator.

If your club is struggling you should act early. The ATO usually

will contact taxpayers on a number of occasions before a DPN is issued. Where possible, clubs should pay suppliers on time and arrange a realistic payment plan.

- PKF



Paynter Dixon recognised by Federal Safety Commissioner

The Federal Safety Commissioner has accredited Paynter Dixon under the Australian Government Building and Construction OHS Accreditation Scheme.

This accreditation will open up new doors for Paynter Dixon to work on a larger range of projects, including Government contracts over \$3 million.

The application process spanned 12 months including a written assessment and site audit. During the process, Paynter Dixon's safety standards, from management and documentation of procedures, to design, the building process, site management, and safety standard of the completed project were examined.

Chris Pearson, Occupational Health & Safety Manager at Paynter Dixon said, "Paynter Dixon has always had strict OH&S procedures in place and we're very proud of this formal recognition of the high standards we work to every day".

Some of the criteria checked in the audit included emergency response, management of sub contractors, height safety and electrical safety.

"Safety on site is paramount for our workers, other people within the vicinity of the site and for those that will enjoy the project upon completion. We often work in situations where part of a business is still operating while we build, so a safe and clean building site is a top priority to ensure the wellbeing of our clients' staff and customers, as well as our team," Chris said.

The accreditation was awarded until June, 13 2014.

Paynter Dixon will display the accreditation "tick", as awarded by the Office of the Federal Safety Commissioner.

Paynter Dixon has held accreditation under AS 4810 since July 27, 2009.

"Safety as a No.1 one priority for Paynter Dixon has been led by the directors of the company for well over a decade and this has created the right culture for all workers," Chris added.



'Gold Fever' - It's back in 5

IGT's proven performer "Gold Fever" is now available in 5c with the addition of four new games for the popular theme bank - each with their own unique game play and all featuring 5c denomination.

Previously, "Gold Fever" was only available in 1c and 2c and has become very successful with players. "Navaho Legend" with Multiway play plus up to 40 free games and "Turtle Bay", with up to 40 free games thanks to its extra substitutes during free game play are both available in 1c, 2c and 5c denominations. "Red Lions", featuring 2 lines for 1 credit play with stacked wild substitutes during free game play and "Wild Girls", with 15 free games and unique extra substitute feature, are both available in 5c denomination only.



"Gold Fever" games continue to feature in the top games in NSW and Queensland (according to Club Data Online and Maxgaming reports), with all games in the series sharing strong branding, surround signage and an entertaining bonus feature. IGT Product Manager Chris Gialouris said the "Gold Fever" theme bank continued to perform in venues as players enjoy the entertainment of individual game play features as well as the common "Gold Fever" bonus. "The addition of the 5c

denomination into the mix captures a new style of player and increases our game offering allowing venues to maintain their investment as well as reinforcing our commitment to ongoing support for this successful theme bank," Mr Gialouris said.

A Galaxy of Options await at AGE 2011

Ainsworth's vision for the future of the industry lifts off this month at AGE 2011, Australasia's biggest gaming event. Shooting onto centre stage will be Ainsworth's brightest stars, beginning with the limited edition Mega Top "Players Paradise Platinum" and a kaleidoscope of jackpot games - "World of Jackpots".

Showcased on the Super A560 cabinet, "World of Jackpots" is an industry first, not only offering different game titles, but also offering players many different overall jackpot themes to choose from, providing jackpot marketing opportunities. The Super A560 cabinet features three large LCD screens to incorporate the game with multiple progressive levels along with themed graphics and interactive LED lighting. The "World of Jackpots" product



library provides super-store quantities of linked progressive-centric brands, initially launching with the themes "Players Paradise", "Lights Camera Action", "Rio Grande Rapids", "Jackpot Zone" and "Year of the Dragon". More new "World of Jackpots" brands due are for release in 2012. Ainsworth's Mega Top A560

cabinet stands above all others, with the 32" LCD top box and event-driven LED lighting. Standing more than 2m, the Mega Top offers a sleek and powerful centrepiece for any gaming floor. The Ainsworth range of products will be on display at Booth #300 at AGE 2011. For more information, contact Ainsworth's National Sales Manager Peter Black - P: 02 - 9739 8000, E: sales@ainsworth.com.au or visit www.ainsworth.com.au

CMAA Diary - 2011 Zone Meetings & Industry Functions

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

AGE 2011

IGT Broadway Theatre presents...

SUNDAY - August 21st

- 12:00 pm The Changing Way We View Our Members**
- Dean James, Snr Consultant - Lawler Partners Chartered Accountants
- 1:00 pm Designing for Gaming Success**
- Tony Donnelly, Director - Donnelly Design
- 1:45 pm Customer Service, Not Lip Service!**
- Stuart Jamieson, Operations Manager - Club Rivers
- 2:30 pm Pre-commitment - Under the Skin of the Hype**
- John Duffy, IGT's General Manager for Product Development and Compliance

MONDAY - August 22nd

- 11:00 am The Changing Way We View our Members**
- Dean James, Senior Consultant - Lawler Partners Chartered Accountants
- 11:45 am Getting the F&B Mix Right**
- Peter Grosvenor, General Manager - Sydney Rowing Club
- 12:30 pm Providing the Best Gaming Experience**
- David Conway, Operations Manager - Club Five Dock
- 1:15 pm Diversifying for More Return**
- Danny Munk, CEO - Vikings Group
- 2:00 pm Pre-commitment - Under the Skin of the Hype**
- John Duffy, IGT's General Manager for Product Development and Compliance
- 2:45 pm Designing for Gaming Success**
- Tony Donnelly, Director - Donnelly Design

TUESDAY - August 23rd

- 12:00 pm Designing for Gaming Success**
- Tony Donnelly, Director - Donnelly Design
- 1:00 pm The Changing Way We View our Members**
- Dean James, Snr Consultant - Lawler Partners Chartered Accountants
- 1:45 pm Customer Service, Not Lip Service!**
- Stuart Jamieson, Operations Manager - Club Rivers
- 2:30 pm Diversifying for More Returns**
- Danny Munk, CEO - Vikings Group

To book your seats and experience this years exciting line up at the IGT Broadway Theatre, contact **Charmaine Hutton** via email on charmaine.hutton@igt.com or call **(02) 8345 3500**. Please ensure that you advise the date and session time(s) that you wish to attend and provide your name and mobile number so that we can keep you updated on theatre sessions.



The Changing Way We View Our Members

Dean James, Snr Consultant, Lawler Partners

Traditionally, clubs have offered all members the same benefits, focusing on acquisition rather than retention with barely any strategies built around loyalty, consolidation and growth. Many clubs now see tier based loyalty programs as the 'silver bullet', however if a loyalty strategy is not developed and delivered properly there can be disastrous consequences. Dean will explore how to initiate a loyalty strategy; the pitfalls and whether tier based loyalty programs really do work.

Customer Service, Not Lip Service!

Stuart Jamieson, Operations Manager, Club Rivers

Club Rivers is known for its exceptional customer service. In this session you'll find out what steps the club has taken to gain this reputation, how their culture and staff training play a strong role in maintaining and improving service; and how this has underpinned the club's growth. Stuart will discuss their approach to creating the right culture and their plans for the future.

Getting the F&B Mix Right

Peter Grosvenor, General Manager, Sydney Rowing Club

Winner of numerous best restaurant awards including the 2011 ClubsNSW best club restaurant and best small club casual dining, discover how Sydney Rowing Club transformed its dining offerings and experience. Peter will discuss the challenges faced, choice of theming and finding the right staff. Discover how this journey has impacted their bottom line and where they are heading in the future.

Designing for Gaming Success

Tony Donnelly - Director - Donnelly Design

For many clubs, gaming is one of the largest revenue earners, but with regulatory and player requirements changing, venues continually need to adapt and refresh not only the games they offer, but the environment they create for players. Tony will provide venues with some of the latest thinking and real world examples of gaming floor design which focus on your players' needs and deliver a great return on investment.

Pre-commitment - Under the Skin of the Hype

John Duffy, IGT's General Manager for Product Development & Compliance

We've all heard much from the politicians about how easy it would be to implement a mandatory pre commitment scheme. But what's the practical reality? John Duffy has been close up with the politicians and interest groups over the last year, as the gaming machine manufacturers' representative on the Government's Expert Advisory Group. Here, he tells it like it is. What the practical implications of actually implementing pre-commitment would be for the industry.

Providing the Best Gaming Experience

David Conway, Operations Manager, Club Five Dock

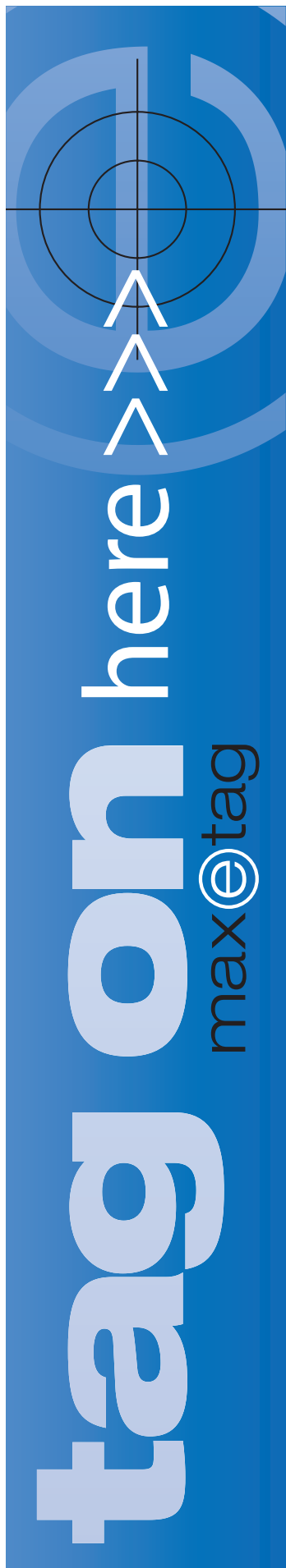
Club Five Dock was recently highly commended at the 2011 ClubsNSW awards as one of the best gaming venues. In an area with a changing population and an increasingly diverse community, David will discuss the business decisions, planning and foresight that have resulted in expansions throughout the venue and how the increased use of technology has also helped boost the gaming experience.

Diversifying for More Return

Daniel Monk, CEO, Vikings Group

Diversifying your revenue and asset base is a strategic journey. Ten years ago, the Vikings Group embarked on their diversification journey to grow revenue streams in non-core markets. The Group now has a wide-ranging asset portfolio including the recent addition of a shopping centre. Daniel will reflect on the key learning's from this growth and provide suggestions for other clubs wishing to take this direction.





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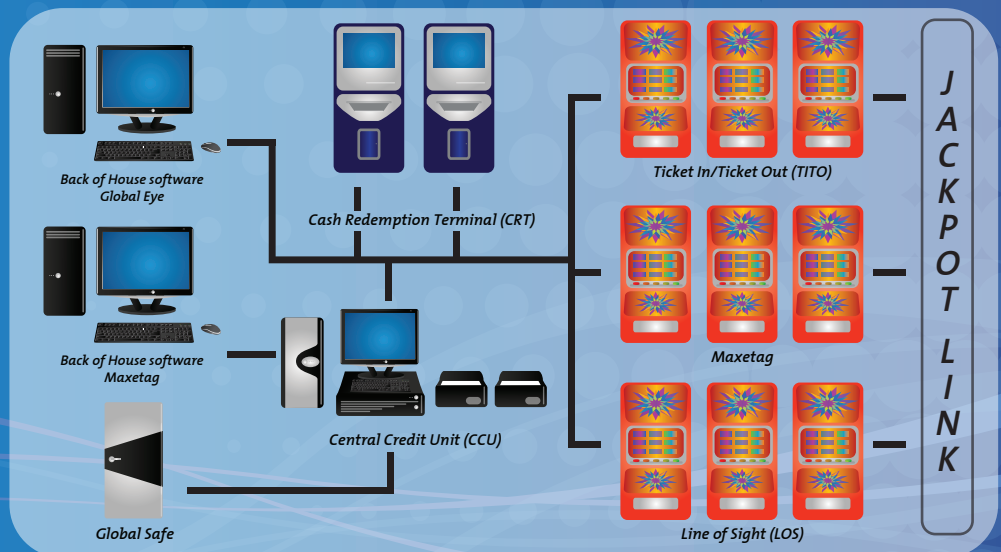
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