

# Club Management

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IN AUSTRALIA

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## Summit All About The Business

Club Executives Assess Industry's Financial Future

► Full Report & Pictures: P18 & 19



► Union Joins Fight Against Wilkie Deal - P21



► 2011 F&B Management Summit Brochure - P24-26



► What's Happening In The Zones - P31-43



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The Club Managers' Association Australia is registered as an industrial organisation of employees in the terms of the Fair Work Act 2009, and The Club Managers' Association is a registered Trade Union in the terms of the New South Wales Industrial Relations Act 1996. The CMAA is affiliated with the Australian Council of Trade Unions (ACTU).

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# RSA, RCG competency system change

The NSW Government has announced changes relating to Responsible Service of Alcohol (RSA) and Responsible Conduct of Gambling (RCG) courses that will come into effect on August 22.

From this date there will be in place:

- A new RSA/RCG photo competency card, replacing paper-based certificates for students completing the RSA/RCG course
- A new online environment to register RSA and RCG courses and record details of course graduates.

The online system is directly linked to the Government's licensing database and will record details of all students who successfully complete a RSA or RCG course.

Students who successfully complete their RSA or RCG course in NSW from August 22 will need to apply for a photo competency card by producing a certificate and appropriate identification and having their photograph taken at a participating Australia Post outlet.

NSW Office of Liquor Gaming and Racing (OLGR) Assistant Director, Licensing Division, Lindsay Cornish said in a letter to the CMDA - a Registered Training Organisation (RTO) - that the changes would

- improve the capacity for hospitality operators and regulators to verify RSA/RCG-trained staff
- reduce the risk of fraud
- improve the administration and record-keeping arrangements for approved RTOs who conduct RSA/RCG training courses

The OLGR is organising resources, including training programs for venue administration staff.

Mr Cornish said venues also are encouraged to register someone from the organisation to attend one of the OLGR training sessions during July to ensure the organisation is ready to use the new online system from August 22. That person(s) can train others in the organisation.

For more information on this significant change, or to register staff for a three-hour training session during July on using the new online system, contact Leanne Silveri at the OLGR on **02 - 9995 0818**. Managers also can contact the **OLGR Help Desk P: 02 - 9995 0900** or **E: [competencycard@communities.nsw.gov.au](mailto:competencycard@communities.nsw.gov.au)**  
The OLGR RSA-RCG Fact Sheet is available at [www.olgr.nsw.gov.au](http://www.olgr.nsw.gov.au)

PAGE	ADVERTISER / Editorial
Cover 1	2011 CMDA Finance Summit
Cover 2	KONAMI
P 1	CMAA Imprint & Administration
P 2	CMDA Career Development Sponsors
P 3	CLUB PLUS SUPERANNUATION
P 4	CMA Magazine June Edition Contents
P 5	SHUFFLEMASTER AUSTRALASIA
P 6	PAYNTER DIXON HOSPITALITY + July Edition Pointers
P 7	INDEPENDENT GAMING
P 8	BEPOS + PRESIDENT'S PERSPECTIVE
P 9	AINSWORTH
P 10	EXECUTIVE OFFICER'S DESK
P 11	JAMES CLIFFORD CONSTRUCTION
P 12	ROHRIG + NSW Government pushes '3 strikes' policy
P 13	ARUZE
P 14	MERIDIAN CONSTRUCTION + 2011 AGE Conference
P 15	BANKTECH
P 16	AGE EXPO 2011 + Expo Update
P 17	AGE EXPO 2011
P 18	CMDA - Finance Summit 1
P 19	WHITCON + CMDA - Finance Summit 2
P 20	THOMSONS LAWYERS + Victoria Gaming Update
P 21	JBN SOUND SOLUTIONS + CMDA - Gaming Legislation Update
P 22	FEATURE - 'The Grey Man'
P 23	FEATURE - 'The Grey Man'
P 24	2011 F&B SUMMIT
P 25	2011 F&B SUMMIT
P 26	2011 F&B SUMMIT
P 27	CMDA - Online Marketing Seminar
P 28	MICROPOWER + CMDA Update 1
P 29	CMAA 2011 NATIONAL BURSARY SPONSORS + CMDA Update 2
P 30	CMDA - 2011 AUSTRALASIAN GAMING EXPO CONFERENCE
P 31	HARLEY RUSSELL DAY + ITZ - ACT Zone Meeting
P 32	COOTAMUNDRA BASES + ITZ - Mid North Coast Zone Meeting
P 33	ITZ - Far North Coast Zone Meeting
P 34	CMDA - TRAIN MY VENUE
P 35	ITZ - Nepean Zone Meeting
P 36	RAYNER SALES & MARKETING + CMDA - BMS Update
P 37	CMDA - ONLINE MARKETING + ITZ - Mid State Zone Meeting
P 38	CMDA - Stadium Australia Tour
P 39	ITZ - Gold Coast Zone Meeting
P 40	CMDA - Training Calendar
P 41	ITZ - City Eastern Suburbs Zone Networking Event
P 42	ITZ - Brisbane Zone Meeting & Queensland Bursaries
P 43	ITZ - Brisbane Zone Meeting & Queensland Bursaries
P 44	INDUSTRIAL RELATIONS UPDATE 1
P 45	INDUSTRIAL RELATIONS UPDATE 2 + Oak Flats Bowling Club
P 46	OBITUARIES - Murray Felsted, John Knipe, Des Webb
P 47	INDUSTRY UPDATE - 'More To Security Than Meets The Eye'
P 48	MARKET FORCES
Cover 3	CMAA 2011 DIARY - Zone Meetings & Industry Events
Cover 4	BALLY
INSERTS	BALLY GAMING & GLOBAL GAMING





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## ➤ Page 12

The NSW Government will introduce legislation that means licensed venues repeatedly committing serious breaches of the liquor laws could be stripped of their liquor licences. **Tourism, Major Events, Hospitality and Racing Minister GEORGE SOURIS** announced details of the NSW Coalition's **"three strikes and you're out"** policy that fulfils a key election promise and a commitment under the Government's "100 Day Action Plan". Mr Souris said the tough approach sends a clear message to repeat offenders that they face severe penalties if they do not improve venue operations to reduce intoxication and violence ...



## ➤ Page 14

The **AGE 2011 Conference** on August 22 and 23 - presented by the **HMDA** - will tackle the big issues facing the Australasian gaming market. Hear from a panel moderated by **BARRIE CASSIDY** on the uncertainty of the Australian gaming market, updates on the status of proposed reforms and other issues. Renowned demographer **BERNARD SALT** will report on his findings of the impending impacts of social, economic and financial developments on the gaming market by segments. **SKYCITY CEO NIGEL MORRISON** will tackle the challenge of managing a multi- country and multi-jurisdiction casino business ...



## ➤ Page 27

Imagine hundreds of new members signing up for membership every month ... fully booked events ... diners queuing at your restaurant and your reception venue renowned as the only place to have a wedding or conference. **KEN BURGIN**, of **Profitable Hospitality**, has transformed his business to a hugely successful web-based enterprise and is passionate about the power of online marketing. On **July 12** at the **CMDA Career Development Centre in Sydney** - in conjunction with **CMDA** - Ken will present a one-day **Clubs+ Dynamic Online Marketing Seminar** ...

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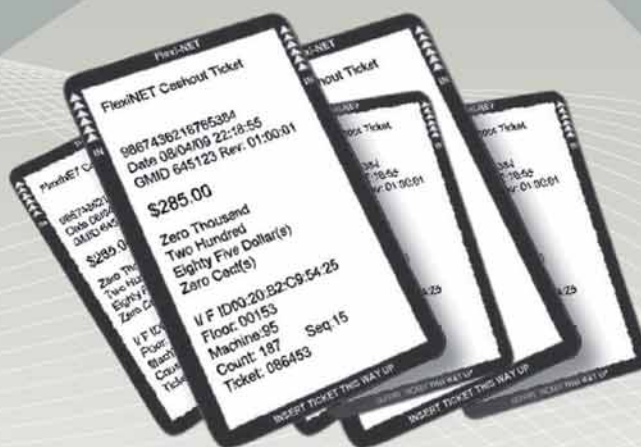
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## Asian Conference issues not far from home

I recently had the privilege of attending and representing the CMA Australia at the Asian Club Management Conference in Hong Kong. Attended by more than 40 CMAA National Bursary Program and CMAA Zone bursary recipients, club

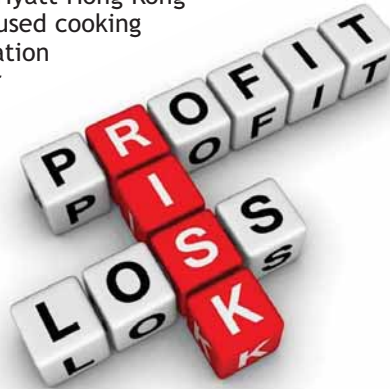
managers, CMAA sponsor company executives and Club Industry supporters, the Conference justified the Association's decision some years ago to focus more on the Asian area than the traditional view towards the United States, specifically Las Vegas. I must confess that the Conference topic, *"Sustainability and Waste Management - Responsibilities and implications for the Hospitality Industry"*, did not engender thoughts that this was a "not to be missed" experience. However, CMA Hong Kong Chairman Ray Parry and Conference Organising Committee Chairman Steven Tan assembled an array of internationally recognised speakers in each of their fields. The scene was set with a global overview on land/water use, bio-diversity, forests, pollution and recycling. The challenges facing the sustainability of ocean life - not only in the Asian markets, but their impact on the world's resources - put into perspective our nation's pro-active position in this significant area. Of significant interest was Australia's advance standing in areas of recycling, while bio-diversity is virtually non-existent. This was illustrated through a presentation on how the Grand Hyatt Hong Kong operates its own bio-diesel plant from its used cooking oil and grease trap waste. Energy conservation through building management was another area that struck a chord with the Australian delegates. Surprisingly the challenges that face Asian managers will be of issue to their Australian colleagues in the not-too-distant future. The responsibilities of being environmentally friendly through sustainability, compliance and managing a positive image, while addressing public demands, will be issues that every manager will need to confront and become fully familiar with the complexities. If there is one

thing that defines club managers everywhere in the world, it is the openness with which we were greeted and the warmth of hospitality that was extended to delegates from around the globe who attended the Conference. To Ray Parry and Steven Tan, I again express my thanks and the appreciation of all delegates for the manner in which we were received. I hope that one day soon we, as an Association, can reciprocate the hospitality and the learning experience.

I mentioned in my previous item that the CMAA had taken a decision to move the Association's international focus to Asia. A widening of the CMAA's exposure to all levels of the hospitality sector is another initiative that is linked to this "Asian strategy". The growth in the Asian casino market has astounded many, now putting Nevada third in precincts behind Macau and Singapore. The opportunities for club-trained managers can only continue to expand and flourish. It was particularly rewarding to catch up with and have the many Aussies working for the partners of the CMAA share their "local" insights, knowledge and experiences with the tour delegates. The Australian gaming machine industry, founded in clubs, is providing the expertise to the fast-growing gaming market in the world. Training, through the CMDA, and experience in our highly regarded Club Industry is providing remarkable opportunities for Australian managers.

In a very short space of time the individual issues that we faced in our various jurisdictions with State Governments has been overtaken by Federal issues. It is timely and appropriate that the Jupiters Mid Year Executive Leadership Conference, themed *"Leading Modern Business into the 21st Century"*, is upon us. Every club that is not preparing today for the future will fail. I look forward to catch up with all during Jupiters.

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



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## Fairstar epic still cruises proudly atop CMAA's rich history of conference triumphs

Travelling around the country, attending zone meetings on my "Farewell Tour" I am constantly reminded of the many highlights of my

38-year involvement with the CMAA. One highlight that always gets a mention is the 1995 "Fairstar" Conference cruise. Everyone - even those that didn't attend - has a "Fairstar" story. This is mine.

In 1994, CMAA Federal Executive member David Graham put a proposal to the Executive that it should consider having our March 1995 Conference on the P&O Fairstar.

David's plan was to charter the Fairstar for a weekend cruise to "nowhere" with our Conference, Trade Show and deliver a tidy profit to the Association. As Vice President of the Association, my portfolio included the CMAA Conferences so I was assigned the task of investigating the feasibility of the venture. After much discussion, it was decided that we would go ahead with this ground-breaking venture. The only problem was that we needed 1,000 delegates to make it a profitable venture.

We managed to engage an excellent group of speakers for the Conference, including American marketing guru Jim Cathcart. Jim, at the time, was listed among the world's top 20 round-table speakers. Jim flew in exclusively for the CMAA Conference and "chopped" off the Fairstar following his impressive address. Other world-class speakers included Australian marketing expert Bob Pritchard, Professor Y.T. Kee, Simon Balderstone and Attracta Lagen. I shudder to think what that team would charge in 2011.

The plan was that we would have our AGM at the City of Sydney RSL Club on Friday, March 10, and would set sail from Sydney's Circular Quay at sunset. The AGM was well attended with the Executive returned unopposed.

Life was looking good - until we arrived at Circular Quay to find that our delegates were being prevented from going onboard due to a malfunctioning air-conditioning system. As we all know in the Club Industry, rumours were flying thick and fast that the ship would not be sailing because it had no rudder, no captain, no air-conditioning, no drinks, no food and it had been towed to Circular Quay ... just to make it look good.

After a meeting with the attending P&O Executives, we were assured the ship would sail at some stage. And, when all on the dock were supplied with liquid refreshments and told to forget all the rumours, the crowd finally settled in. Naturally, we still had a problem, but the P&O Executive team allowed us to go on board as long as we stayed on the top deck. As they had no means of charging for food or drinks, the hospitality would be complimentary until the electrical systems could be restored. Circular Quay and the remarkably beautiful Sydney Harbour have hosted many wonderful events over the years, but none better than this CMAA Fairstar party - with everything free!

As fate had it, we set sail before sunrise the following day and headed up the coast to Byron Bay to do a loop and return to Sydney on the Monday morning. The trip up was - to the best of recollection - without incident, with the Conference a huge success and the many social activities well attended. However - and there is inevitably a "however" when things are going so well - when we turned to head home, the weather and the ocean decided to repay us for the "sins" of our voyage. I clearly recall standing on the back (aft, I'm told) deck, hanging on for dear life and watching the propellers coming out of the water as the front (bow, I'm told) of the ship plunged into

the on-coming swells. If the captain's call to "abandon ship" had come, I remain convinced the lifeboats would never have made it successfully into the boiling ocean.

Most of the delegates were overcome with sea sickness, while some experienced minor injuries. CMAA Life Member Peter Strachan, who had been inducted into the CMAA Hall of Fame during the cruise, was taken off the ship by ambulance officers when we docked in Sydney. Peter was

injured when hit by a fast-moving rubbish bin. It resulted in Peter successfully suing P&O for damages.

The Club Industry has had many "successful" events over the years, but none as eventful as the voyage of the good ship "CMAA Fairstar". Although the venture put something of a dent in the CMAA's finances, it turned out to be a marketing hit - even to this day.

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



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# Govt gets tough with 'three strikes' policy

The NSW Government will introduce legislation that means licensed venues repeatedly committing serious breaches of the liquor laws could be stripped of their liquor licences.

Tourism, Major Events, Hospitality and Racing Minister George Souris announced details of the NSW Coalition's "three strikes and you're out" policy that fulfils a key election promise and a commitment under the Government's "100 Day Action Plan".

Mr Souris said the tough approach sends a clear message to repeat offenders that they face severe penalties if they do not improve venue operations to reduce intoxication and violence. "Under the policy, a pub, club, bottle shops, restaurant or any licensed venue would record a strike for repeated breaches of a range of offences under the Liquor Act which result in unacceptable impacts on local communities," Mr Souris said. "These offences include permitting intoxication, allowing violent behaviour on the premises, supplying alcohol to a minor or an intoxicated patron, permitting the sale or use of

illicit drugs on the premises and breaching key licence conditions."

CMAA Executive Officer Terry Condon said the Association supported the Government's initiative in principle, but would continue to work closely with Government to ensure the proposed legislation was clear and concise on what constituted a "strike" and the guidelines for "a manager's defence".

Mr Souris said that in recognition of the unique role that Registered Clubs played in local communities across NSW, clubs that recorded three strikes would not lose their liquor licence. Cancellation of a registered club's licence would have devastating impacts on members who would not have been at fault for the behaviour of management or staff, he said. Instead, a Club Secretary would be subject to permanent disqualification from the industry as a consequence of the club moving fully through the three-strikes format.

Mr Souris explained that a first strike would be imposed automatically after

three offences in 12 months. A second strike could be imposed if a venue committed two additional offences in the 12 months since the first strike. If the offences are the same as those which led to the first strike, then a second strike is incurred automatically. A third strike could be recorded after another offence within 12 months of the second strike. Under the policy, it would not necessarily take three years for an irresponsible venue to lose its licence.

The relative size of the licensed premises, the number of patrons, the venue's compliance and incident history and offences that have been successfully defended or withdrawn would also be taken into account under the "three strikes and you're out" policy.

A licensed venue will be able to make a submission before a decision to impose a strike is made.

Licensed venues would also be able to request a review of decisions by the Administrative Decisions Tribunal under the policy.

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# Top presenters showcase world-class AGE event

Hospitality Management Development Australia (HMDA) is the official convenor for the 2011 Australasian Gaming Expo (AGE) Conference.

HMDA is the hospitality training arm of the CMDA and is delivering this two-morning Conference, in conjunction with AGE 2011 at the Sydney Convention & Exhibition Centre at Darling Harbour from August 21 to 23.

The Conference - on Monday, August 22 and Tuesday, August 23 - offers managers from registered clubs, hotels, casinos and gaming-affiliated sectors a world-class program that addresses the state of gaming play in Australasia now and into the immediate future.

All Conference delegates are eligible for free registration to the AGE Trade Show.

The Conference opens with a three-hour panel session - "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 about 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.

This high-profile 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 - President, ACOSS; CEO, Uniting Care Wesley, Adelaide

- Josh Landis - Exec Mgr Policy & Government, ClubsNSW
- Ross Ferrar - CEO, Gaming Technologies Association
- Wesley Noffs - CEO, Ted Noffs Foundation
- Steven Ciobo - Federal Member for Moncrieff



Day 2 opens with a 90-minutes session - "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 and leisure choices, discretionary spending power, attitudes, technological opportunities and consumer utilisation and more.

The second session - "Gaming in Australasia and the Diminishing Importance of Geography" - features SKYCITY Entertainment Group CEO Nigel Morrison. Based in New Zealand, SKYCITY manages a diverse business spread 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 insights into 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.

For more information and to register for the AGE Expo and the Conference, go to

[https://secure.tradeevent.com.au/age\\_intro2011/](https://secure.tradeevent.com.au/age_intro2011/)



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# AGE offers all facets of industry innovation

The latest and greatest in the world of gaming technology will be on display next month at the 2011 Australasian Gaming Expo.

Club and hotel executives from around Australia are registering to attend the AGE and Conference from August 21 to 23 at the Sydney Convention & Exhibition Centre at Darling Harbour.

The flagship exhibitors of the 22nd AGE - Ainsworth Game Technology, Aristocrat Technologies, Aruze Gaming Australia, Bally Technologies, IGT (Australia), Konami Australia, ShuffleMaster Australasia and WMS Gaming Australia - collectively will showcase more than 700 new gaming machines across eight exhibition stands as well a vast range of new games, software and gaming systems.

With recent changes and ongoing challenges facing the Club Industry, gaming floor differentiation and heightened business intelligence are critically important to individual venue success.

Ross Ferrar, the CEO of host organisation Gaming Technologies Association, said executives would be seeking to access the latest gaming products and innovations and will be excited by what is on offer at AGE 2011. "I'm sure all industry executives and their associates will be enthused by the vast range of new products available and approved for all

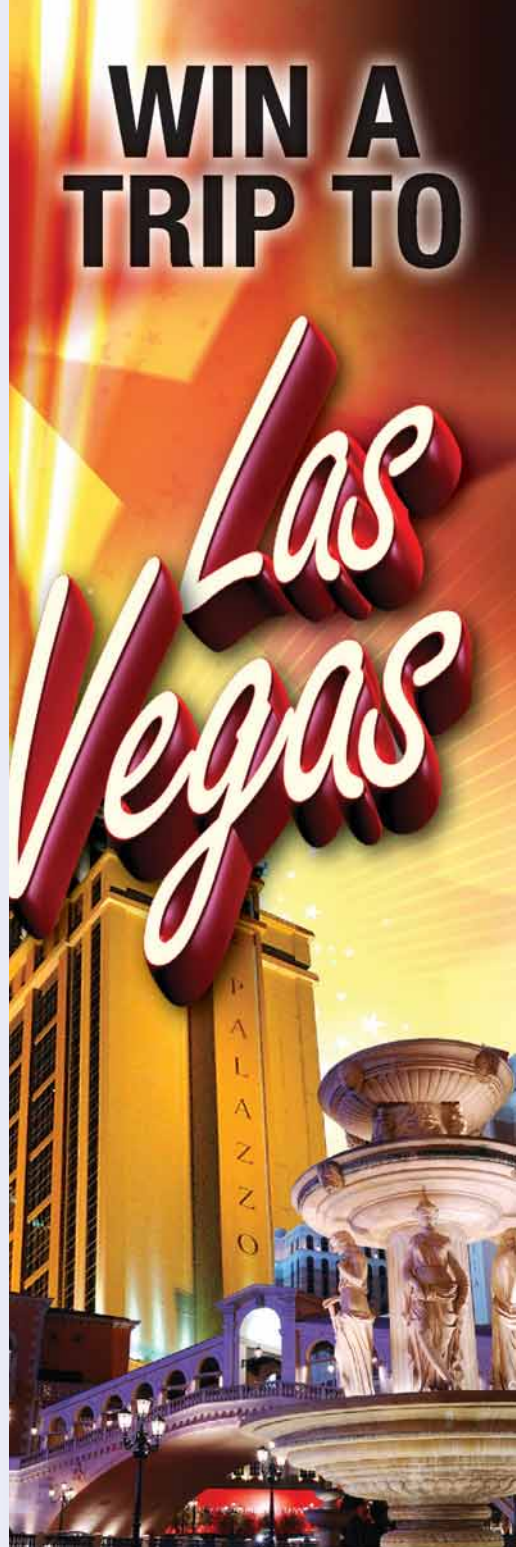
Australian jurisdictions," Mr Ferrar said.

For attendees keen to add the Conference component to their 2011 AGE experience, there are two different programs available.

The Gaming, Racing & Wagering Australia Conference - [www.gamingdownunder.com](http://www.gamingdownunder.com) - and the Australasian Gaming Expo Conference - presented by Hospitality Manager Development Australia (HMDA) - will be held presented on August 22 and 23. More information on these events, including the content outlines, can be found online at [www.gamingdownunder.com](http://www.gamingdownunder.com) or at [www.austgamingexpo.com](http://www.austgamingexpo.com) under "Registration".

On behalf of the GTA members and all exhibitors, Ross Ferrar said he looked forward to welcoming the nation's club executives to AGE 2011. "The 2011 Gaming Expo will be an opportunity for Club Managers to experience innovations in technology and operations as well as exceptional networking with trade representatives and management peers," he added. "AGE 2011 will be the benchmark in exhibitions for the Australian gaming and hospitality industry."

To register to attend the 22nd Australasian Gaming Expo, visit [www.austgamingexpo.com](http://www.austgamingexpo.com) or call the Gaming Expo Help Line on 1300 724 030.



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**21-23 August 2011**

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# Timing everything when it comes to financial

At a time when the Club Industry - and almost every venue involved in all levels of hospitality - is trying to calculate the implications of so many economic and legislative factors, the CMDA Club Finance Conference was perfectly timed.

Presented on May 25-26 at the CMAA's training venue at Sydney Olympic Park, the Conference covered two days of hard-hitting, high-level financial management topics designed to assist senior managers keep pace with the latest movements, trends, innovations and contemporary thinking in the dynamic finance area of business.

The CMDA partnered with Big Dave Staughton to offer presentations, panel sessions and master-classes from financial experts that highlighted the importance of like-minded business executives assembling to exchange ideas and hear from industry leaders.

The Day 1 theme, *"Operational Improvements - Things That Affect P&L"*, kicked off with CMDA Career Development Centre Sponsor company Club Plus Superannuation CEO Paul Cahill's presentation, *"THE BIG PICTURE - 2011/12*

*Banking Outlook & Future Financial Forecast"*. Paul updated delegates on the big economic picture for credit, interest rates, oil prices and Inflation along with a review of the 2010 predictions. As CEO, Paul is responsible for Club Plus Super's global economic and financial strategies and he delivered a well-researched view of Australian and global economic trends and policy issues.

Day 1 included presentations, master classes, panel discussions and a networking cocktail party to round out a busy schedule.

The theme for Day 2 was *"Longer Term Improvements - Scenario Planning, Investments, Diversification and Capital Expenditure"* and opened with the appropriate topic ... *"Pump Up Your Club Profitability and Successful Strategies For Club Diversification"*.





# success

*"I picked up lots of little things from all the presentations. The Big Picture was great and then it just got better. I got something from each presentation. The Word/Excel session at the end of Day 1 was different and good."* - **Sheryl McGregor, Greenbank RSL Club**

*"Some great tips to take back to our club and put in to practice."* - **Ben Thompson, Paddington RSL Club**

*"First one I have attended. I will attend again and will recommend to others."* - **Karren Jamieson, Seven Hills RSL Club**

*"Most useful masterclass. Quantitative labour control > different approach to present thinking."* - **Geoffrey Holland, Dubbo RSL Club**

*"Day 2 Accommodation session was great. Group interaction was thorough."* - **Jonathon Brain, Canterbury Leagues Club**



C O N S T R U C T I O N    : :    F I T O U T    : :    R E F U R B I S H M E N T



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## Tatts tackles mag comments

Victoria is less than 12 months away from the greatest change in its gaming industry format and the consequences for the Club Industry.

In the April 2011 edition of *Club Management In Australia (CMA) Magazine*, a profile of Victoria's new Gaming, Consumer Affairs and Energy Minister Michael O'Brien was accompanied by a second story examining the changeover to Victoria's new owner-operator model where clubs will have the opportunity to control their own destiny with their gaming machines.

The article - *Old guard playing 'hard ball' with clubs* - reported on the decisions that clubs are taking in the way way they will manage their gaming machines. Tatts Group General Manager - External Communications, Michael Mangos contacted *CMA Magazine* through correspondent Katie Cincotta to refute the information in the article.

### Dear Editor

In the April 2011 edition of *CMA*

*Magazine* in a piece titled, *Old guard playing 'hard ball' with clubs*, it was stated that "Club managers under Tatts say the company is also playing "hard ball" and threatening to withdraw high-performing machines as per its contract."

The information provided to *CMA* is not only untrue but inaccurate and unfounded.

Tatts has never played "hard ball", nor has it threatened to withdraw high-performing machines from clubs.

It contradicts the positive sentiment and enthusiasm expressed by Tatts venues in relation to Tatts offer to venues to purchase their Electronic Gaming Machines (EGMs).

The pricing of Tatts EGMs has been uniformly accepted as the market rate and cheaper than any other party has been able to access EGMs which can operate under Victorian regulations.

The only club managers who have expressed concerns over the process are those who have not come to terms with the costs required to

purchase and operate EGMs as required in just over 12 months.

Tatts has complied fully under the Victorian Government Transition Agreement that arrangements for the sale of EGM's be put in place as soon as practicable following the auction of EGM entitlements.

**Michael Mangos, General Manager - External Communications, Tatts Group**

*CMA Magazine* published this article based on the comments of club managers who requested not to be named for fear of repercussions.

*CMA Magazine* chose to honour our ethical responsibility to these managers.

*CMA Magazine* understands the Victorian Government is investigating similar claims from hospitality groups against both Tatts Group and Tabcorp.

CMAA Executive Officer Terry Condon invites comment from all club managers regarding negotiations by any organisations involved in the changeover to the owner-operated gaming system.

- **PETER SHARP, Editor**

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# United Voice union boss slams Gillard-Wilkie deal

United Voice - formerly the NSW Liquor, Hospitality and Miscellaneous Union - has confronted Andrew Wilkie and the Gillard Government with its concerns about mandatory pre-commitment technology for gaming machines across Australia and the consequences for employment in clubs and hotels.

Tara Moriarty, the union's NSW Secretary - and Vice President of the NSW Branch of the Australian Labor Party - has called for a slow down to the reforms, noting that hospitality workers rely on a sustainable club and hotel industry.

The reforms would have devastating consequences and hardship, particularly in rural areas, she added.

A rising figure of the Labor Right, Ms Moriarty has foreshadowed taking her concerns to the Prime Minister if Mr Wilkie refuses to compromise, setting the scene for a potential internal push from the NSW Right faction to scuttle the poker machine reforms. "We would be campaigning heavily on this issue if it looked like it was going to become law," Ms Moriarty said.

The union would not sit idly by while the working lives of members were trashed because one man has an agenda that should be more carefully thought through because it would cause great hardship for working families, she added.

"While many people understand where Andrew Wilkie is coming from, we also need him to understand that his zeal for reform will hurt low-income workers and their families and communities - particularly in the regions where alternative employment is limited," Ms Moriarty added. "Our members take problem gambling very seriously. Indeed, they are on the front line and are witness to the impacts. This issue is not an academic debate for them. Our members understand that there are, of course, a small percentage of people who do have a very serious problem.

"But the clubs and pubs workforce are not responsible for the amount, type and placement of machines in their workplace. They are, however, reliant on a sustainable industry for

work and will be the main victims of the Wilkie agenda. That is simply unfair."

Ms Moriarty said that club and hotel workers often were the sole bread-winners for their families, especially in regional areas and Mr Wilkie's agenda would have catastrophic consequences and cause real hardship. "None of our members voted at the Federal Election to lose their jobs," she said. "In fact, almost no Australians voted for this to happen."

Ms Moriarty has issued a written challenge to Mr Wilkie, to meet with hotels and clubs workers and hear from them what the impacts of the reforms will be. "I want Mr Wilkie to look our members in the eye and tell them how we will protect their livelihoods, or not."

Meantime, a Council of Australian Governments meeting of state Gaming Ministers on May 26 made little progress on the issue, with the states pushing for a voluntary model where gamblers set their own limits.

Federal Families Minister Jenny Macklin vowed to proceed with the legislation, and declared the meeting a success, with the ministers striking an agreement to lay the groundwork for pre-commitment technology.

On the ABC-TV *Four Corners* program, "Wilkie's Gamble" on June 20, Mr Wilkie reinforced his position that his support for the Government on confidence and supply was conditional on the introduction of mandatory pre-commitment technology for all of Australia's poker machines.

Mr Wilkie's biggest political supporter, South Australian Independent Senator Nick Xenophon said he expected the states would resist the move towards mandatory pre-commitment on losses for poker machines. However, he said, the Federal Government could move for reform of the gaming machine regime if it had the political will.

"It's very clear, after the High Court's decision on Work Choices a few years back, that the Commonwealth, if it has the political will, can tackle an issue such as problem gambling," Senator Xenophon added.

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# The Grey Man - CMAA joins Barringtons to fight

It's no surprise that given the large contingent of Barringtons staff who are former detectives that they hold strongly opposed views to the child sex industry.

While the general public occasionally becomes aware through the media of the seedy details of child sex slavery, Barringtons staff have dealt with the grubby "underbelly" in Sydney throughout their careers.

The CMAA and Barringtons - a CMDA Career Development and National Bursary Program sponsor company - have joined forces to assist in identifying and closing down child sex rings through rescue missions abroad. The CMAA and Barringtons are working with an organisation - "*The Grey Man*" - which is dedicated to abolishing abuse by westerners and in-country paedophiles. They are seeking Club Industry support to fight these predators and restore some normalcy in the lives of thousands of young girls and boys subject to sexual abuse daily. Barringtons Director Blayne Webb, during his career, saw first-hand the damage inflicted on young girls and boys subjected to organised and systematic sexual abuse. Blayne spent five years investigating paedophile rings in Sydney's west, ranging from opportunistic street deviates, entrenched amusement centre rings, to the highest level of paedophile rings.

**"Anything we can do as an industry to provide funding to send experienced personnel for the rescues will play a significant role in breaking the stranglehold of these rings ...**

He also waded through the mire of organised paedophilia, including teachers, lawyers, high-profile businessmen and politicians. He saw first-hand the manipulative nature of this type of crime, particularly in children being "passed around" within the specific rings. He dealt with the irreparable damage reaped upon young girls and boys across Sydney and watched them, due to conditioning, become predator paedophiles themselves.

"It is incredible to see the number of paedophile victims who become the very person they hated for the long-standing abuse they suffered," Blayne said. "It was heartbreaking to hear these abused children or young people admit that they had become the abuser themselves, despite knowing how much damage they had suffered over time.

"I heard story after story from victims of their inability to lead a normal life and how easily they were drawn into the seedy world that they had been exposed to and hated. The stories of broken hearts and lives never leave you.

"The collective power and grasp on their victims was one of the most difficult realities to digest. These rings were so well organised and the individuals of such standing in the community, victims generally had no chance to break from the cycle.

The abuse was so entrenched that, as they grew older, sexual violence became second nature and inevitably a great number of the victims became predators themselves".

Mick Milross, a life-long friend and a serving Police Officer in Sydney's southern suburbs, introduced Blayne to *The Grey Man* in 2010. Mick regularly flies to South-East Asia and made it his mission to rescue as many victims as possible. His heartbreaking stories from Thailand moved Blayne and Barringtons to get involved.

"Given our collective police experience, we believe we can assist *The Grey Man* project in providing personnel to undertake rescues. More importantly, in conjunction with the CMAA, we can assist fundraising to provide more regular rescue missions abroad."

The CMAA has enthusiastically joined with Barringtons and *The Grey Man* to stop the thriving child sex industry in Thailand, Vietnam and Cambodia and other South-East Asian countries.

"Anything we can do as an industry to provide funding to send experienced personnel for the rescues will play a significant role in breaking the stranglehold of these rings," CMAA Executive Officer Terry Condon said.

In recent years, *The Grey Man* has rescued 114 girls under 15 years old from sexual exploitation. The youngest was just 10. She was recovered from traffickers in Phnom Penh, Cambodia, after being trafficked across the border from neighbouring Vietnam.

As *The Grey Man* is a registered charity, there are little available funds to send rescue teams to South-East Asia and undertake the fight. All rescue personnel with relevant experience in covert rescue operations are self-funded, with each funding airfares and accommodation. With rescues ranging from five to 14 days, expenses quickly mount.

Some people may say that child prostitution abroad will never be stopped and any rescues are merely "the tip of the iceberg".

Blayne Webb refuses to accept that thinking. "*The Grey Man* has made huge advances to eliminate child prostitution," he said. "While there will never be enough rescues to eliminate this problem entirely, the





# child sex rings

political landscape is changing daily.” *The Grey Man* has been successful in nurturing specialist police agencies in various countries. These agencies are assisting in identifying and detecting paedophiles and organised rings. In the past, certain police agencies and local police have been major obstacles to rescues and prosecutions, but *The Grey Man* is making a difference. Now, once children are identified, specialised police agencies have joined rescuers in operations.

Abject poverty drives some families to sell their children. In other instances, they are tricked into relinquishing children to family members or professional traffickers who claim they have work for them in the cities. The traffickers give an “advance” or “loan” to the parents for the child, with the child expected to pay it back by servicing customers. As with an indentured servant, it can take years before they are free of the debt and, by then, they are conditioned to a lifestyle of prostitution. *The Grey Man* seeks to break this cycle.

It is simply not enough to rescue children. *The Grey Man* recognises they must also address the root causes to prevent trafficking at the source. *The Grey Man* runs projects to bring the hill-tribe villagers out of poverty and fund school education for more than 100 children from these tribes.

Education is critical in keeping children out of the hands of traffickers. With aid agencies’ assistance, *The Grey Man* has set up

shelters where the children are sent and not be drawn back into the industry. This is assisting in the reduction of children re-entering the trade.

*The Grey Man* is non-religious and has no affiliations with any religious organisation. “The imprimatur of religious conviction is not necessary for the work we do,” Blayne said. “The rescue of children is sufficiently worthy in its own right. The risks that those in *The Grey Man* rescue teams expose themselves to is seen as a



BLAYNE WEBB

necessary price. The reward for all of us is a life given back to a child.”

*The Grey Man* was founded in 2005 after South-East Asian former Commando John Curtis witnessed the extent of child sexual abuse. He chose to do something about it. In 2007, he set up the Australian registered charity.

The unusual name has its origins within the Special

Forces where it is a term used to describe how elite soldiers conduct themselves in theatre. A “grey man” does not bring attention to himself by his actions or appearance. He does not say or do anything that would attract attention.

John set about engaging others to support his work, drawing heavily upon those with specialist skills from the police and the military. He now has a team of highly skilled specialists who regularly travel to South-East Asia seeking out children who have been sold into the sex trade. In keeping with the name of the organisation, the

volunteers go about their business quietly but effectively.

Most people who go to South-East Asian countries for holidays stay at resorts and frequent the tourist attractions. “When *The Grey Man* rescue teams fly into South-East Asian countries, they go to places where western tourists generally are not seen,” Blayne added. “They do not hop from one lily pad to another, they dive down to the bottom and look in the muck and gloom for the kids that are hidden there.”

*The Grey Man* personnel operate in small mobile teams and nominally pass themselves off as western sex tourists. They will frequent bars and engage with the “bottom feeders” and “parasites” who seek to enrich themselves from the children they have enslaved.

*The Grey Man*’s efforts are constrained by two factors: it is hard for a necessarily small organisation to achieve the exposure, recognition and therefore support, enjoyed by the larger charities; and, as the nature of their work requires them to “fly under the radar”, they need to be wary of the type and amount of the exposure they gain.

Essentially, *The Grey Man* is fuelled by the passion, enthusiasm and goodwill of dedicated volunteers. Each rescue team member must pay for his own travel costs, flights, accommodation, meals and transport.

Terry Condon said the CMAA is seeking the support and donations from its members to assist Barringtons and *The Grey Man* project. There will be tax invoices issues from all donations.

**For more information on this project, contact Blayne Webb at Barringtons on 02 - 9899 0600.**

## FWA lifts minimum pay rates

In only its second decision, Fair Work Australia’s Minimum Wage Panel has increased federal minimum wages by 3.4% to \$589.30 per week (\$15.51 an hour).

It is the first percentage - rather than “flat dollar” - increase awarded since 1991. The increase, handed down on June 3, was more than sought by employer representatives, but less than the \$28-per-week increase sought by the Australian Council of Trade Unions (ACTU). The 3.4% increase applies across the board to both the federal minimum weekly wage and award rates, as well as all junior employees and any employees under employment training arrangements.

The increase applies from the first full pay period after July 1, 2011. ACTU Secretary Jeff Lawrence said the decision would help help meet the needs of award wage earners and the ACTU was pleased it was above inflation. “But the reality is it will not be enough to bridge the gap between the low paid and the rest of the workforce,” he said “This will benefit about 100,000 Australian workers who take home the lowest pay in our community, while the majority of the remaining 1.3 million workers on award wages will receive about \$22 a week. The ACTU is pleased that the panel’s decision nullifies the claims being put out by big business, who would have the community believe that the state of the economy is so parlous we can’t afford to pay our lowest paid a decent wage.”



**Tuesday 6th & Wednesday 7th September 2011**

It's time to revitalise your **FOOD & BEVERAGE** operations with fresh and **new** ideas, insights, inspiration, information and networking, at the exciting two-day Clubs+ Food & Beverage Management Summit.

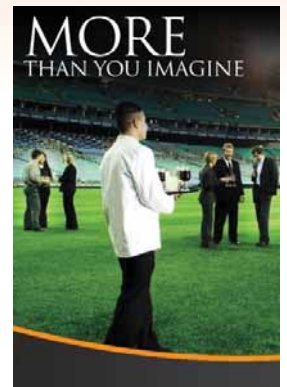
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productive, efficient and  
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**Day 1: Tuesday 6th September 2011**

- 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 Schwilk** – 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 Schwilk** – 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  
With well-known club trainer and customer service expert **Paul Lyons**

3:45-4:00

FINISH

### All this AND More!

#### SPECIAL EVENTS:

**Fine Food Australia:** Tuesday 6<sup>th</sup> 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 7<sup>th</sup> 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 four participants, so **BOOK NOW!**

**EARLYBIRD PACKAGE:** \$498 plus GST per person includes two days of quality seminars, catering, and transport to and from Fine Food Australia at Darling Harbour on Tuesday. **EARLY BIRD PRICE** only available until close of business on Friday 22 July 2011.

**NORMAL PRICE:** \$598 plus GST per person includes two days of quality seminars, catering, and transport to and from Fine Food Australia at Darling Harbour on Tuesday.

**BOOK NOW:** Don't delay - book online at [www.CMAA.asn.au](http://www.CMAA.asn.au). Phone CMAA on 02-9746 4199 for more information.

**ACCOMMODATION:** available at Sydney Olympic Park at the Novotel, Ibis and Pullman Hotels, or Formule 1 Motel.

**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.



**CLUBS**  
EAT+DRINK+PROMOTE  
Dynamic Online  
Marketing Award



Clubs+ Dynamic Online Marketing Award. Won in 2011 by Currumbin RSL and Sutherland District Trade Union Club, this Award will be bigger and better than ever in 2012.

Open to all Registered Clubs Australia-wide, the Award recognises Clubs that are embracing social media, and using it to drive their business growth and increase their market infiltration.

First prize will be an attendance at next year's two-day inaugural Clubs+ Sales & Marketing Summit 2012, and an iPad. Second place will be attendance at the Clubs+ Sales & Marketing Summit 2012.



# Make your club the centre of attention

Imagine hundreds of new members signing up for membership every month ... fully booked events ... diners queuing at your restaurant and your reception venue renowned as the only place to have a wedding or conference. Plus 5,000 Facebook fans, 2,000 Twitter followers and an email newsletter that gets a huge same-day response.

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And all for a fraction of the marketing budget you've spent so far - to achieve half the results.

Social Media ... online marketing - call it what you want. The internet is the doorway to marketing success. These days businesses rise - AND fall - on the effectiveness of website and online communication with their customers.

With a little effort, you can revolutionise your marketing initiatives and outcomes. Online marketing is fast, effective, and far more economical than traditional marketing has ever been.

Ken Burgin, of Profitable Hospitality, has transformed his business to a hugely successful web-based enterprise and is passionate about the power of online marketing.

On July 12 in Sydney - in conjunction with CMDA - Ken will present a one-day **Clubs+ Dynamic Online Marketing Seminar**.

Learn the easy way to master online marketing for your club. This education event is ideal for smart managers who know there's an opportunity - but haven't yet mastered the art.

It's easy - if you follow some basic steps ... even for the "technologically challenged".

You won't miss out if you can't get to Sydney, or prefer to pour a coffee and do the seminar at your desk.

The same content as the one-day seminar will be presented as a series of five, hour-long online webinars.

It's easy to join in and we'll show you how.

Facebook, Twitter, Google, YouTube and smartphones ... online marketing and social media are here to stay. People spend more time on Facebook than they do on Google, and 50% of

the 9,000,000 Australian Facebook members use it for almost an hour a day. Many of them belong to your club. Seniors also are online - paying bills, booking travel and keeping in touch with family.

A large proportion of club members are online and there are many ways to leverage these users to build loyalty and increase sales.

The recent **2011 Clubs+ Online Marketing Awards** identified a number of clubs doing great work and achieving solid results with online marketing - in particular the winners, Currumbin RSL Club and Sutherland District Trade Union Club (Tradies). Currumbin RSL Club has developed four different Facebook pages to support all areas of their business. These are leveraged for event promotions and conversation with members. Their recent "Raw Talent" search for local singers and musicians was promoted almost entirely on Facebook - and doubled their number of Facebook "fans" to a very respectable 1,400 - with a clever voting system that drove vigorous interaction. It complements the club's email newsletter, a very useful website, and active use of Twitter to keep in touch with people.

Tradies uses a combination of an informative website, a community-focused Facebook page, and emails to keep members and guests informed from multiple directions. Tradies is a big fan of Flickr, the online photo album service for sharing event and staff photos. Foursquare, the smartphone location app (application) that lets people "checkin" to compete with friends, and earn rewards - a service every club should embrace - now is being implemented effectively.

At their heart, clubs are in the business of being "social" which means online - as well as the lounge or bistro. Social media is about two-way communication, not just broadcasting a list of concerts and lucky-prize nights. Many clubs are still putting "old wine in new bottles" with their online communication. Are you?

Don't be one of the many dragging the chain by sticking to traditional advertising and marketing. Excuses



range from "social media or online marketing is too complex", "irrelevant", "a waste of time", "just for the young ones", or "staff at our club don't have any IT experience".

Anyone can do this. Just take the time to learn how ... it really is that simple.

There are five important elements to effective online marketing.

Get them right and your growth will follow.

The **Dynamic Online Marketing Seminar** is designed not only to show you what to do, but also how to do it. Those elements are ...

- Building An Online Marketing Strategy
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- Protecting Your Club's Reputation
- How To Upgrade Your Club's Website With New Features
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# Customer service problems? It's not an

*"Do what you do so well that they will want to see it again and bring their friends."*

- WALT DISNEY

During the past few months, the calls for the CMDA to design and start offering a quality customer service course have been growing steadily. Why is this so, you might ask? Well, it's perhaps a combination of the growth in the number and variety of alternative forms of food, beverage and entertainment outlets; as well as many managers realising this growth gives customers much greater leverage over the venues they traditionally frequent. They now have lots of choice which empowers them to demand better quality goods and services - and they exercise that power when they make decisions on where to spend their disposable income.

## So, what is 'customer service'?

We all want it ... but do we always get it? Where does it start and where and when does it finish? Is it just a

vacuous smile accompanied by a robotic ... *"Hi, may I help you please? And would you like a shot of OP rum with your glass of Stanley cask chardonnay, Sir?"* This works well in high-volume, process-driven, quick-service industries, but doesn't cut the mustard when adults are going out to spend plenty of money to relax and enjoy themselves. We customers now want a bit more of an "experience" for our hard-earned dollars spent.

Therefore, customer service now represents a potential credibility issue between what we advertise on websites, Facebook and newspapers - and what we actually deliver when the customer rocks up to sample our delights. *Is there a credibility gap between your promises and your performance?*

Unfortunately, there is no "silver bullet" or magic pill that can quickly instil a good service ethic in any business. It has to be firmly embedded in your company's culture and every employee's attitude as "this is the way we do things at this club ... if you don't embrace our philosophy and our attitude, then we don't have a job for you".

A strong customer service culture can be established ONLY if it is driven hard and consistently every day by the CEO and Board downwards. That's because if those parties aren't interested, you'll only ever get ad-hoc take-up at any level. Many managers might say that Australians are historically slightly averse to providing great customer service, but I look at our 5-star hotel industry and their service culture. I think it's on par with good service anywhere in the world. The difference in attitude in hotel staff is certainly not because of higher wages - far from it, in fact. It's because this standard, this attitude, this service culture is instilled in them from Day 1 and reinforced every minute of the day by every level of management.

## So, what do we have to do to change an unsatisfactory customer service culture in our venue?

Culture is a very strong force in an organisation. It pretty much is the glue that holds it together and it dictates the attitude and performance of its employees. When

attempting to change a culture, anyone who has ever worked in management knows the term "resistance to change". It's a major reason for the rise in what we might know as the "change management" industry because, unless you fire every employee and start again, changing a company's culture is a tough - and often painful - process.

One reasonably simplistic management change model was devised by Kurt Lewin in the 1930s - known as **"Lewin's 3-Stage Model"**. It is quite famous in change management circles and the foundation of many subsequent theories.

The Lewin model states that organisational change involves a move from one static state via a progressional shift, to another static state. The model, also known as **"Unfreeze-Change-Refreeze"**, comprises a three-stage process of 1 - unfreezing; 2 - changing; 3 - re-freezing.

### Stage 1: Unfreeze

This stage involves creating the right conditions for change to occur. By resisting change, people often attach a sense of identity to their environment. In this state, alternatives - even beneficial ones - initially will cause discomfort. The challenge is to move people from this "frozen" state to a "change-ready" or "unfrozen" state.

### Stage 2: Transition

The transitional "journey" is central to Lewin's model and at the psychological level it is typically a period of confusion. People are aware that the old ways are being challenged but there is no clear understanding of the new ways that will replace them. As roles change, a reduced state of efficiency is created, where goals are significantly lowered. Good leadership is important and coaching, counselling or psychological support may be needed. This stage's end goal is to get people to the "unfrozen" state - and keep them there.

### Stage 3: Refreeze

The model's end goal is to achieve a "refreeze" - re-establishing a new place of stability and elevate comfort levels by reconnecting people into



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# overnight fix

their safe, familiar environment. Refreezing takes people from a period of low productivity in the transitional state to a stable and productive state.

<http://www.lmcuk.com/management-tool/lewins-3-stage-model>

## Using Lewin to improve our customer service:

### 1st Golden Rule of Change

**Management:** Top management must overtly take ownership and be the driving force. If the CEO doesn't support the change and isn't prepared to reinforce it every day thereafter, then don't bother doing it. In this case, the process may cause major IR pain and it will fail anyway, which will make any future change options twice as difficult.

### 2nd Golden Rule of Change

**Management:** Know exactly what you want to change, why you want to change it and what you want to change it to. It must be concrete and realistic, attainable and measurable.

<http://www.lmcuk.com/management-tool/lewins-3-stage-model>

The CMDA is developing and testing

Stage	Processes / Actions
Unfreeze (defrost)	<ol style="list-style-type: none"> <li>1. Create initial motivation to change by convincing your people that the organisational status is undesirable.</li> <li>2. Be specific; couch it in terms they understand; target their sphere of self interest - e.g. if we continue to lose sales and profits, we could go broke or at the very least will have to cut back on employee numbers.</li> <li>3. Sell the concept that this change must happen.</li> </ol>
Change	<ol style="list-style-type: none"> <li>1. Identify what behaviours are required to meet this new challenge.</li> <li>2. Communicate it; sell it; discuss it; be open about it so there is no suspicion of ulterior motives.</li> <li>3. Support them via good management practices.</li> <li>4. Adopt the new attitudes, cultures, behaviours.</li> </ol>
Refreeze (embedding it into the organisational fabric)	<ol style="list-style-type: none"> <li>1. Reinforce this through constant communication, supervision, consistent application of the required standard(s); reward systems; altered management structures (if necessary) to oversee the change.</li> <li>2. Provide regular feedback on progress.</li> <li>3. Don't relax.</li> </ol>

two customer service courses themed, "putting yourself in the customer's shoes". One course is for staff, with the other for line management, senior management and Board members (if they wish to attend).

We also offer a full-day workshop - *"Shift Control: The Service Credibility Gap"* - providing shift

running managers with tools to address how to consistently apply organisational standards to match marketing promises.

If you feel you need to address customer services issues at your venue, contact **GEOFF MESTON** at [geoff@cmaa.asn.au](mailto:geoff@cmaa.asn.au) and let's do something about fixing it.

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

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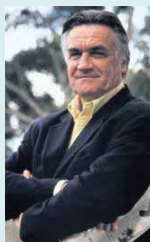
Hospitality Management Development Australia (HMDA) is *the official convenor for the 2011 Australasian Gaming Expo Conference* scheduled in conjunction with the AGE Expo at the Sydney Convention Centre Darling Harbour 21 - 23 August 2011.

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/](https://secure.tradeevent.com.au/age_intro2011/)



# Allan gets warm welcome from ACT members

Canberra Services Club General Manager Allan Evans came to the right place if he was looking for friendly faces and a warm welcome following his recent bad luck. Allan attended his first CMAA Meeting when he accepted ACT Zone President Geoff Long's invitation to the June 2 event at Belconnen Soccer Club in Hawker. Two weeks after he started duties at the historical Canberra Services Club, Allan had the terrible experience of seeing his Manuka club devastated by fire in the early hours of Thursday, April 28. The club, which will be rebuilt, housed an impressive collection of irreplaceable war memorabilia that was lost in the blaze. A recently refurbished club room, dedicated to Indigenous Captain Reg Saunders, was the only part of the building saved. The 65-year-old club was built during World War II with donations organised by Lady Gowrie, the then-Governor-General's wife, from the people of Canberra. Hundreds of people used the club as a meeting place to mark every Anzac Day since its construction and it was the last services associated club in the Canberra area since the RSL closed in 2008.

CMAA Executive Officer Terry Condon flew to Canberra to present the Head Office Report, but got a pleasant surprise when Geoff Long formally congratulated him during lunch on his remarkable career as the Association's senior executive and presented him with a farewell gift as he moves towards his retirement at the end August. CMDA Career Development sponsor company Paynter Dixon sponsored the lunch where more than 30 guests enjoyed the celebration of Terry's career in the Club Industry as a manager and with the CMAA.

ACT Zone's next event will be a Meeting and Bowls Day at Weston Creek Labor Club on Friday November 18.



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# Meeting 'mud-runners' hard to find

Mid North Coast members proved not to be a group of "mud runners" when the Zone Meeting was held at Club Coffs on West High at Coffs Harbour on June 14.

Zone Secretary-Treasurer Daphne Park reported that she and President Glenn Buckley had to wait for the waters to subside in the Woolgoolga Diggers Club car park before they could get to their cars to travel north for the meeting.

"It turned out a lot of other people were in the same boat and we had one of our smallest attendances for a Zone Meeting," Daphne said. "I can't blame the people who planned to come and missed out because things were looking pretty grim around the time of the meeting, especially with so much overnight rain."

CMAA Assistant Executive Officer Ralph Kober managed to dodge the puddles as he flew in and out of Coffs to present the Head Office Report to the eight members present. As with almost all Zone Meetings these days, mandatory pre-commitment technology for all gaming machines in venues across Australia was the main topic of debate and conversation.

Bob St John, the new General Manager at Coffs Harbour Yacht Club, attended his first CMAA Zone Meeting and indicated he would be joining the Association.

The Zone's past President Bill Larkey has resigned from his position as General Manager at Nambucca RSL Club and is in the process of retiring to the Gold Coast. Colleagues

and friends will farewell Bill at the club on July 19.

Mid North Coast Zone's next event will be its annual Golf Day at Woolgoolga RSL Golf Club with the date to be finalised this month followed by a Zone Meeting and annual Christmas Lunch at Coffs Harbour Turf Club on Thursday, November 17.



Mid North Coast Zone President Glenn Buckley (right) with Carl Mower.

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## Twin Towns features in Zone Workshop

Phil Mallon and his team at Casino RSM recently hosted the Far North Coast Zone Meeting and lunch. Before the meeting, managers participated in an informative education workshop. First up, Twin Towns Clubs & Resorts Chairman Mike Fraser provided an overview of current activities and the significant role the club plays in the region. Discussion soon turned to the impact of mandatory pre-commitment and Mike pulled no punches as to the potentially devastating results of the Wilkie-Xenophon-Gillard anti-gambling campaign. His club is not concerned about losing revenue from problem gamblers as his club is committed to supporting initiatives to reduce problem gambling. Twins Towns greatest concern is the cost to implement a system that will not work could be as high as \$20.5 million. The resulting loss of revenue from social gamblers could see Twins Towns demise within two years. While many managers could be excused for feeling somewhat worn down by continual attacks on the Club Industry, the Zone's next guest provided a much-needed boost with a remarkable Australian-owned and operated success story. Casella Wines Australasian Sales Manager Bob Powell related the company's amazing story and impressive statistics, including a world's fastest 10-bottle-per-second bottling plant and more than two million glasses of Casella Wine consumed every day in the world. All of this from a family that regularly travelled to northern Queensland to cut sugar cane, washing clothes in streams and cooking the odd rabbit along the way. Bob described the principles of Casella Wines as "people, culture, values and environment" and there's no doubt these principles apply to our own industry. Following the workshop, Zone President Phil Kelly welcomed Ralph Kober to the Far North Coast Zone and congratulated him on his recent appointment as CMAA Executive Officer. With the future of NSW Registered Clubs in the balance, it was natural that the Zone Meeting focused on mandatory pre-commitment and managers agreed to unite at every opportunity to oppose this outrageous situation. A highlight of the day was the superb lunch provided by Casino RSM's catering team. After a "hot rocks" first course of chicken, beef and prawns, the managers and trade representatives were treated to one of Casino Beef Week's prize-winning steers. Phil Mallon is rightly proud of his team. It must be said that our Zone can only be viable with the ongoing support of Club Managers and it would be good to see more support, given there are more than 80 active CMAA members in the region. It was a pleasure to welcome John Dickinson from Plantscaping Solutions to

the Zone luncheon and special thanks to the Zone's trade supporters, Lion Nathan and Casella Wines. The 2011 Secretary Manager's Golf Day will be at Casino Golf Club on Tuesday, August 2. The format will be a four-person Ambrose with a shotgun start at 11am. This day offers an ideal opportunity to meet fellow-managers and trade reps. Phone 02 - 6662 1259 to nominate individually or as a team. The Zone Committee is arranging an excellent program for the upcoming mini-conference at Lismore Workers Club on September 13-14 and it's important managers consider accommodation for this popular event.

- Ian Wills, ACCM  
CMAA Far North Coast Zone Publicity Officer



- 1 - Bob Powell and Julie Olsen from Casella Wines
- 2 - Ralph Kober with Zone President Phil Kelly and Zone Secretary Roger Hong
- 3 - Twin Towns Clubs and Resorts Vice-Chairman Vic Faley with club Chairman Mike Fraser and Zone President Phil Kelly
- 4 - Ralph Kober addresses the Zone Meeting
- 5 - Zone Secretary Roger Hong with John Dickinson from Plantscaping Solutions



## Beer

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**Gold Membership - \$750**

For as little as \$750 per year, have 50 of your staff gain knowledge to increase your sales.

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**Platinum Membership - \$1250**

For as little as \$1250 per year, have 100 of your staff gain knowledge to increase your sales.



## Wine

- Product Knowledge
- Food Matching
- Wine Service



## Cellar Operations

- OH&S Compliance
- Stock Handling
- Know Your Cellar



## Introduction to Food Safety

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- Workplace hazard identification, evaluation and control
- Responding to emergency situations



# Michael steers ship as John goes bush

Vice President Michael Fitzgerald was in the "hot seat" for the Nepean Zone Quarterly Meeting at St Johns Park Bowling Club on June 16.

With long-serving President John Turnbull stirring up bush tracks and raising important funds for the Royal Flying Doctor Service "Outback Trek", Michael welcomed 68 members, including CMAA Executive Officer Terry Condon and Assistant Executive Officer Ralph Kober, who delivered the Head Office Report.

It was Terry's second visit to the Nepean Zone this year following his rousing farewell function at John Turnbull's Liverpool Catholic Club in March.

The day opened with registration from 8.30, followed by two Free Education Workshops.

Harry Harris from Russell Corporate Advisory - a CMDA Career Development sponsor and CMAA National Bursary Program sponsor company - investigated the topic of "Harnessing The Power Of Your IT Reporting & Financial Management KPIs & Solvency".

Jade Fitzgerald, from CUB with Foster's Group another Career Development sponsor company, then gave the audience an outline of "How To Get Cost-Effective Training For Your Beverage Staff". The CMDA is working in partnership with CUB in delivering the [TrainMyVenue.com](http://TrainMyVenue.com) hospitality training program.

Like almost every Club Industry organisation meeting these days, the topic of mandatory pre-commitment for all poker machines in Australia was high on the agenda with several members engaging Ralph Kober in conversation about Tasmanian Independent MP Andrew Wilkie's deal with the Gillard Government to enact this controversial legislation so that the installation is complete by 2014.

Nepean Zone's next event will be its annual Charity Golf Day at Fox Hills Golf Club on Tuesday, August 9, with the next Zone Quarterly Meeting at Zone Treasurer David Marsh's Ingleburn RSL Club on September 15, with the Zone Christmas Lunch at the Richmond Club on December 8.



## CMAA Tribute Dinner for Terry Condon

**Where:** Bayside Gallery,  
➤ Sydney Convention Centre, Darling Harbour

**When:** Sunday, August 21, 2011 (AGE Sunday)  
➤ 6pm to 10pm  
➤ After party at The Covent Garden

**Dress:** Smart casual (men - no ties)

**Tickets:** (limited): \$125 per person (incl GST)  
➤ includes 2-course meal and drinks

**To purchase tickets go to [www.cmaa.asn.au](http://www.cmaa.asn.au)**

- Any profits from this event will be donated to  
**The Ted Noffs Foundation &  
Father Chris Riley's Youth Off The Streets**



# New members help to invigorate BMS

Things have continued to change on the CMAA's Board of Management Studies.

Three new CMAA members - Shay O'Connor, David Kim and Chris Planer - have joined the Board taking the number to 10 after some changes in the past 12 months.

They join Chairman David Hiscox, ACCM, from Dapto Leagues Club; Executive Member Allan Peter, ACCM, the CMAA's Federal Secretary; Tony Lycakis, ACCM, from St George Rowing Club; Michelle Dennington from Western Suburbs Leagues Club; Cameron Provost, ACCM, Orange Ex-Services Club; Tracey Van Rossum, ACCM, from Moorebank Sports Club; and Carl Pozzato, ACCM, from Ryde-Eastwood Leagues Club.

David Hiscox took over as Chairman late last year when David O'Neil, ACCM, stood down from the role before also stepping down as CMAA Federal Vice President. Shay O'Connor is the Human



*CMAA Assistant Executive Officer Ralph Kober welcomes Shay O'Connor to the CMAA's Board of Management Studies.*

Resources Manager at Pittwater RSL Club, while David Kim is the Operations Manager at Seven Hills Toongabbie RSL Club and Chris Planer is a Duty Manager at Norths Leagues Club.

CMAA Assistant Executive Officer Ralph Kober said the addition of new personalities and new ideas was an integral aspect in the role of the Board of Management Studies in delivering innovative and relevant education and professional development programs and opportunities for members.

"Shay, David and Chris all jumped at the opportunity to come onto the Board," Ralph said. "Each has shown a strong commitment to education and furthering their own careers so they will bring a new range of ideas and expectations to the group."

"David Hiscox has been a long-serving member of the Board and the team has done good work since they came together. These new members will continue that role."

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# Mid State Zone education agenda in the spotlight

Education opportunities, direction of the Zone and the Wilkie-Gillard deal were on top of the agenda at the Mid State Zone Meeting at Dubbo RSL Club on June 15.

Zone President Cameron Provost and host club General Manager Geoffrey Holland welcomed 18 members and CMAA Assistant Executive Officer to the meeting and Free Education Workshop, presented by Barringtons Business Development Manager Jason Fullerton.

Following the extended Zone Committee Meeting, Cameron invited comment from members on the Zone's Education agenda and the Rebate Scheme that rewards members who attend Zone Meetings with financial subsidies for CMDA courses. The scheme has been in place for two years and Cameron said the Committee would look into options and report to the members at the Zone AGM in February 2012. The Meeting also canvassed the option of a Zone Study Tour to Canberra. The members also were encouraged to consider taking on a greater role in Zone business by standing for election at the 2012 AGM.

In his Head Office Report, Ralph invited comment and debate on the Gillard Government's deal with Tasmanian

Independent MP Andrew Wilkie to formulate legislation to implement mandatory pre-commitment technology in all of Australia's poker machines by 2014.

Cameron Provost



"There was plenty of robust debate and, at the end, of that item, all managers were encouraged to involve their staff in passing on the Club Industry's message to club patrons and for managers to extend their contact with State and Federal MPs to further the case for opposing the legislation," Cameron added.

The Meeting also unanimously endorsed a letter to Austar complaining about the latest price hike that almost doubles the previous pricing structure for clubs and hotels.

With General Business complete, members joined directors and industry trade representatives in the dining area for the broadcast of Game 2 of the State of Origin rugby league series.

Before kick-off Jason Fullerton spoke about his career as a NSW Police detective and about his role as Business Development Manager for Barringtons and the Barringtons range of products and services.

Mid State Zone members will return to Dubbo RSL Club for the next meeting and dinner on October 19.

## Clubs+ Dynamic Online Marketing Seminar

**The internet is the doorway to marketing success, but many clubs have fallen behind, sometimes badly. This can't be ignored!**

**Change your marketing AND improve your results.** Online marketing and Social Media are the way of the future – traditional marketing a thing of the past. In this exciting seminar Ken Burgin will show you the shortcuts to master online marketing for your club, even for the 'tech challenged'!

**One-day Seminar:** 12 July at CMAA Training Rooms, Sydney - 9.30am - 4.30pm

OR

**Online Webinar series:** starting 19 July – 5 x 1 hr Webinars in the comfort of your office. Including the same content as the one-day event, this is a fantastic option if time, or distance, are an obstacle! Webinars are easy – we'll show you how!

**PLUS:** 3 follow up online Masterclasses for each Seminar!

**The Clubs+ Dynamic Online Marketing Seminar includes:**

- Building an Online Marketing Strategy
- Using Facebook, Twitter & Photos to Build Sales & Loyalty
- Monitoring & Protecting your Club's Reputation
- Upgrading your Club's Website with new Features
- Dynamic Email Marketing for Clubs
- AND 3 x Masterclasses – implementation advice plus Q&A

**Investment:** The cost for the Sydney workshop, 3 Masterclasses and 12-months special Profitable Hospitality 1<sup>st</sup> Class Membership for Clubs,

**OR** 5 online webinars, 3 Masterclasses and 12-months special Profitable Hospitality 1<sup>st</sup> Class Membership for Clubs just \$485

**Information & Registration:** [www.CMAA.asn.au](http://www.CMAA.asn.au) or [www.ProfitableHospitality.com](http://www.ProfitableHospitality.com)



# Stadium hosts CMDA champions

If only those walls could talk.

A group of club managers recently got an up close and personal look at Stadium Australia - one of the great sporting venues of the world.

It was part of their day when in Sydney for the CMDA's Effective Operations Manager Course.

The 11 managers enrolled in the six-day (two sessions) course that was scheduled for the Career Development Centre at the CMAA's Sydney Olympic Park training facility.

However, the first session of the course clashed with the 2011 Finance Summit and Geoff Meston, from the CMDA, didn't have to scout too far for an alternate venue.

It's around 500 metres from the front door of the CMAA offices to the front door of Stadium Australia and General Manager Wayne Forrest, a CMAA Life Member and former club manager, was more than happy to accommodate the group in one of the suites on the western side of the complex - overlooking the spectacular venue.

They didn't admit to it, but it would have been hard to believe a few of the class members didn't stare out onto the arena and recall Cathy Freeman running the race of her life to win the women's 400m gold medal at the Sydney Olympic Games in 2000. Wayne added to the experience when he organised for tour guide Maria, one of the first employees to work at the stadium, to take the group - including

Executive Officer Terry Condon and CMA Magazine Editor Peter Sharp - for an hour-long inspection. Following the introductory video, Maria quickly moved the enthusiastic group on to the dressing rooms where the NSW and Queensland teams would prepare for Game 2 of the annual State of Origin rugby league series a few nights later.

The group also got to step out onto the Stadium Australia playing surface and climbed aboard the 2000 Olympics dias for a commemorative moment.

The bad news - for the classmates - is the CMAA training centre was available for the second session.

However, the good news for delegates at the annual Clubs+ Food & Beverage Management Summit on September 6 and 7 is they will get a taste of the "high life" at Stadium Australia - **pages 24-26.**



1 - Geoff Meston takes students through the Management Accounting for Operations Managers workshop.

2 - The Effective Operations Manager course classmates share a special moment of triumph on the Sydney Olympic Games dias.

3 - Stadium Australia being prepared for State of Origin II.

4 - The CMDA course group inspects Stadium Australia.

5 - Tour guide Maria takes the group into the dressing rooms that Queensland used for Origin II.



# Xmas comes early for bursary winners

It was a case of "Christmas in June" when 10 Gold Coast Zone members picked up Zone Bursaries to attend the CMAA's Mid Year Executive Leadership Conference at Jupiters Gold Coast from July 6 to 8.

Zone President and CMAA Division G Federal Councillor Steve Condren welcomed 23 members to the Meeting, Education Workshop and Lunch at Nerang RSL & Memorial Club on June 21. Among the group was host Club Nerang RSL Club's Beverage Co-ordinator Jody Browning, who was attending his first CMAA Meeting after joining the Association.

CMAA Assistant Executive Officer Ralph Kober flew to the Gold Coast for the day's events and was on the last plane allowed into Sydney before the airport closed to traffic due to the volcanic ash clouds that impacted on domestic travel during late June.

Much of the Meeting discussion centred on the Gillard Government's deal with Tasmanian Independent MP Andrew Wilkie to formulate and pass legislation that will deliver mandatory pre-commitment technology to all poker machines in Australia.

The CMAA's Queensland Membership Liaison Officer Justin McGurgan also attended the meeting to discuss education and professional development opportunities, focusing on the Active Certified Club Manager (ACCM) award. Justin worked through the complex aspect of recognition of prior learning (RPL) in achieving ACCM status. Justin and Ralph also canvassed the opportunity for potential CMAA members to become involved in the CMDA Affiliate program that invites young club staff to embark on a learning program that will advance their educational status once they become full members as part of a club management team.

Steve Condren also briefed the Meeting on the Combined Zones - Gold Coast and Brisbane - Charity Race Day at Gold Coast Turf Club on Saturday, July 9, asking that members continue to recruit as many clubs and colleagues to support the event's remarkable fund-raising achievements.

The Meeting ended with Steve Condren announcing the 10 winners of Zone Bursaries to attend the Mid Year Conference. This is the third successive year that Odyssey Gaming has backed the program. Established in 1998, Odyssey Gaming is dedicated solely to meeting gaming requirements for licensed venues in Queensland. From wide-area jackpot links and player loyalty systems, to fulfilling OLGR requirements, Odyssey employs the latest cutting-edge technology and knowledge to provide valuable electronic monitoring, reporting and management information. Bursary winners were ...

- Matthew Dagg - North Burleigh Surf Club
- Rob Aldous - Kurrawa Surf Club
- Steve Day - Paradise Point Bowls Club
- Tracey Evans - Nerang RSL & Memorial Club
- John Smitt - Nerang Bowls Club
- Fiona Cossill - Beenleigh RSL Club
- Sharlene Hall - Currumbin RSL Club
- Bryan Jones - Coolangatta Supporters Club
- Jody Browning - Nerang RSL & Memorial Club
- Dermot McEnroe - Northcliffe Surf Club

Following the Meeting and bursaries announcement, directors and trade representatives joined members for the Free Education Workshop, *"The Gaming Brand" - Trends, Growth, Penetration and Value*, presented by Frank Balzary from Jacaranda Advisory. Frank emphasised to his audience that being heard among the noise of competitors in today's marketplace requires the ability to influence behaviour and change perceptions. Successful branding is important in today's marketplace as it places value on the businesses intangible assets.

More Club Industry trade representatives joined the workshop audience for networking drinks before host club manager Tracey Evans, the Gold Coast Zone Secretary, welcomed more than 60 guests for lunch where legendary Australian cabaret star and TV celebrity Carlotta entertained with her unique humour and wit.

Gold Coast Zone's next event will be the Charity Race Day on July 9 with the next Meeting and Workshop at Burleigh Bears Club on September 6 and the combined Gold Coast-Brisbane Christmas Lunch at Club Helensvale on December 2.



STEVE CONDREN



RALPH KOBER



JUSTIN MCGURGAN

## CMDA Courses for July – August 2011

Supervisor Development	Days	Jul	Aug
Deal With Conflict Situations (SITXCOM003A)	2		HOME BUSH BAY M 29-T 30
Duty Manager Program Development	Days	Jul	Aug
SITXCCS003A Manage quality customer service	6	HOME BUSH	HOME BUSH
SITXHRM003A Roster staff		BAY	BAY
SITXHRM005A Lead and manage people		T 12-W 13	T 16-W 17
Management	Days	Jul	Aug
Develop Legal Knowledge Required for Bus. Compliance (SITXGLX001A)	6		HOME BUSH BAY M 8-T 9 HOME BUSH BAY M 29-T 30
Cost Control Principles	1		HOME BUSH BAY W 10
E- Financial Fundamentals	1		HOME BUSH BAY W 3
Human Resources	Days	Jul	Aug
E-Manage Workplace Relations (SITXHRM008A)	1		HOME BUSH BAY W 31
Lead & Manage People (SITXHRM005A)		HOME BUSH BAY See Duty Mgr Program above T 12-W 13	
Manage Quality Customer Service (SITXCCS003A)		HOME BUSH BAY See Duty Mgr Program above T 12-W 13	
Roster Staff(SITXHRM003A)		HOME BUSH BAY See Duty Mgr Prog above T 12-W 13	
Advertising & Promotion Marketing	Days	Jul	Aug
Class workshop: Dynamic Online Marketing plus Webinars Class & Online (Blended) Finish 20 Sep		HOME BUSH BAY T 12	
Webinar series on Dynamic Online Marketing Online Only Finish 20 Sep		Online only T19	
Food & Beverage	Days	Jul	Aug
Food Safety Supervisor (1 person per food venue required to be certified by October 2011! Get in fast!)	1	HOME BUSH BAY T 12	HOME BUSH BAY T 2 HOME BUSH BAY T 23
Conferences and seminars	Days	Jul	Aug
Australasian Gaming Expo & Conference	3		DARLING HARBOUR 21, 22, 23
Jupiters Mid-year conference	3	JUPITERS CASINO W 6 - F 8	

## Trading hours extended for NRL, Rugby

NSW clubs and hotels will have an extra incentive to back the Wallabies at this year's Rugby World Cup - extended trading hours. October is shaping as a bumper month for those venues that have live sport central to their marketing proposition with the NRL Grand Final preceding rugby's showpiece event. The NSW Office of Liquor, Gaming and Racing (OLGR) has come to the party by approving extended trading hours for registered clubs and hotels for certain days during 2011 that coincide with significant sporting events. Days and times for extended trading hours:

- Sunday, October 2 - midnight (instead of 10pm) for the NRL Grand Final
- Sunday, October 16 and Sunday, October 23 - midnight (instead of 10pm) for Rugby World Cup semi-finals and final - but only if Australia is playing.

The approval allows most hotels and post-July 1, 2008 registered clubs to remain open until midnight for on-premises sales and consumption only. It does not permit take-away liquor sales during the extended trading hours period. The approval does not override trading hour restrictions imposed by the Director-General or the Casino, Liquor and Gaming Control Authority (or the former Liquor Administration Board or Licensing Court). The approval does not affect restrictions on trading hours imposed by local councils under planning laws.



# Cocktails event turns into farewell celebration

What was listed at the start of 2011 as a Networking Cocktail Party, turned into one of the big social events on the CMAA calendar.

More than 80 guests - CMAA City Eastern Suburbs Zone members and Club Industry trade representatives - gathered at the Randwick Labor Club on June 21 to honour two of the true gentlemen in the club trade.

It was the last City Eastern Suburbs event for outgoing Zone President Lary Dorman and CMAA Executive Officer Terry Condon.

Terry has been making something of a "farewell tour" of CMAA Zone Meetings during this year as he moves towards his retirement on August 31.

However Lary, the Paddington RSL Club General Manager, will "hang up his gloves" a month earlier when he heads north to join his wife Sandra in retirement at Yamba where they met and married 46 years ago.

On March 23, last year, Sandra retired as Secretary Manager at Club Bondi Junction.

She had worked there for almost 24 years - the last six years as the boss - starting in the office before becoming Administration Manager.

Both Sandra and Lary have been passion supporters of the CMAA and the CMDA's education and professional development programs, with Lary steering the Zone for more than a decade.

CMAA Federal President Bill Clegg, a Zone Member and

host manager for the Cocktail Party conducted the formal part of the evening, paying tribute to both Terry and Lary for their unfailing support of the ideals and work of the CMAA.

Bill, while recounting many entertaining yarns from their past, also presented both men with gifts of appreciation for the many years of service to the Association.

City Eastern Suburbs Zone's next event will be a Meeting and lunch at Randwick Labor Club on September 20, with a Meeting and Christmas Meeting at Matraville RSL Club on November 29.



City Eastern  
Suburbs Zone  
President  
LARY DORMAN



CMAA Executive  
Officer  
TERRY CONDON



CMAA Federal  
President and  
Randwick Labor  
Club General  
Manager BILL CLEGG

## GAP course offers hands-on approach

The CMDA last month hosted the latest Gaming Analysis Program (GAP) at the Association's Career Development Centre at Sydney Olympic Park. The GAP course is the nationally accredited Analyse and Report on Gaming Machine Data Course - one of the CMDA's most popular. As well as getting an up-to-date refresher of current gaming legislation and administrative obligations, it is primarily a hands-on course that focuses on manually calculating and interpreting cash flow, link reconciliations and variances (actual versus theoretical).

Gaming software tends to erode industry skill levels in analysing EGM variances, so this course provides the practical tools for instant application back at the venue:

- How to simplify complicated cash variances.
- Reasons for different types of variances.
- Strategies to eliminate further discrepancies.

Students offered these comments about the GAP course ...

*"Having attended many training*

*courses in my time through pubs and clubs, I found this one to be one of the best. The course operator (Brett Jones) was at all times most professional and enthusiastic and thorough in the way he explained and delivered the content. He has certainly set a benchmark for future trainers. Overall 10/10."*

**Dan Stott, Henry Lawson Club.**

*"I found the course materials to be directly relevant to what I am being trained in at my workplace.*

*Presentation was interactive and presenter asked lots of questions. Course was interesting with whole class was involved in discussions."*  
**Eric Nguyen, St George Masonic Club.**



# Brisbane continues impressive Zone agenda

Education and networking were in the spotlight when Brisbane Zone hosted its annual 2012 Bursary and Scholarship Awards Lunch at Broncos Leagues Club on June 8.

The busy day opened with President John Limbrick welcoming 51 members to the Zone Meeting where Executive Officer Terry Condon presented the Head Office Report and engaged members in debate about the Wilkie-Gillard Government alliance on mandatory pre-commitment legislation.

Following the meeting, numbers swelled to almost 70 for the free Education Workshop when popular Human Resources and motivational speaker Paul Lyons entertained and informed the gathering with “*Tips On Delivering Meaningful Performance Reviews*”.

After some networking, drinks and canapés, MC Danny McMaster welcomed more than 160 guests to the annual Bursary Luncheon where 17 bursaries and scholarships were announced and presented by the sponsor representatives. The popular event also included raffles, auctions and a business card draw for guests.

Club Pine Rivers CEO Ian Moffatt was a popular winner of the prestigious Ian Silk Memorial Bursary, while Beenleigh RSL Club General Manager Fiona Cossill accepted the Aristocrat-sponsored Lew Cooper Bursary to attend the 2012 Asian Club Managers Conference.

“Congratulations to the winners who took the time and made the effort to apply for the bursaries,” Zone President John Limbrick said. “If you didn’t apply for the bursaries this year members are encouraged to do so in 2012 because win these educational bursaries are a wonderful opportunity.”

Brisbane Zone’s next event will be the Combined Charity Race Day at Gold Coast Race Club on July 9, staged with the Gold Coast Zone as part of the CMAA’s Mid Year Executive Leadership Conference (July 6-8).



## CMAA Queensland 2012 Bursary & Scholarship Awards

**IAN SILK MEMORIAL BURSARY** - (sponsored by) **CMAA Brisbane Zone**: Wayne Moffatt - CEO, Club Pine Rivers

**LEW COOPER ASIAN CLUB MANAGERS CONFERENCE BURSARY** - *Aristocrat*: Fiona Cossill - General Manager, Beenleigh RSL Club

**ASIAN CLUB MANAGERS CONFERENCE BURSARY** - *Lion Nathan*: Peter Idder - Gaming Facilities Manager, Southport Sharks

**CMAA DARLING HARBOUR CONFERENCE BURSARY** - *Ainsworth Gaming Technology*: Kristy Carey - Gaming Manager, Greenbank RSL Club

**CMAA MID YEAR CONFERENCE BURSARY** - *Q Clubs & Customers ATM & Jacaranda Advisory* - *Q Clubs*: Scott Steele - Acting General Manager, Arana Leagues Club; *Customers ATM*: Peter Hurley - Catering Manager, Redcliffe Leagues Club; *Jacaranda Advisory*: Glyn Wallis - Senior Duty Manager, Arana Leagues Club

**CMAA MID YEAR CONFERENCE BURSARY** - *Total HR Solutions*: Rod Browne - Operations Manager, Pine Rivers Memorial Bowling Club

**CMAA EDUCATIONAL DEVELOPMENT BURSARY** - *Maxgaming*: Amanda Grant - Functions Coordinator, Arana Leagues Club

**AUSTRALASIAN GAMING EXPO BURSARY** - *Konami & Finlease* - *Konami*: Sheryl McGregor - Financial Controller, Greenbank RSL Club; *Finlease*: Narelle Bailey - General Manager, Club Springwood

**CMAA BRISBANE ZONE EDUCATIONAL DEVELOPMENT BURSARY** - *CMAA Brisbane Zone Committee*: Kim Achille - Club Manager, Logan Diggers Club; Nathan Naidoo - Senior Duty Manager, Redcliffe Leagues Club; Chris Roe - Duty Manager, Arana Leagues Club; Marie Brooks - Supervisor, Logan Diggers Club; Rebecca Lawrence - Duty Manager, Redcliffe Leagues Club

**STUDY BURSARY** - *Tyrrell's Wines*: Samantha Liftin - Marketing Manager, Carina Leagues Club

**EDUCATIONAL DEVELOPMENT BURSARY** - *Academy Hospitality Australia*: Craig Lauman - Duty Manager, Pine Rivers Memorial Bowling Club





- 1 Brisbane Zone President John Limbrick with CMAA Executive Officer Terry Condon.
- 2 Workshop presenter Paul Lyons.
- 3 Bursary Awards MC and Zone Education Officer Wendy Varley.
- 4 Jeremy Norton with Amanda Grant.
- 5 Karen Hyland with Rod Brown.
- 6 Ben Adams with Peter Idder.
- 7 John Limbrick with Nathen Naidoo.
- 8 John Limbrick with Chris Roe.
- 9 John Limbrick with Rebecca Lawrence.
- 10 Michael Mercer with Scott Steele.

- 11 David Quinert with Peter Hurley.
- 12 Phil Horton with Narelle Bailey.
- 13 Mark Ellis with Sam Liftin.
- 14 Nick Bainbrigge with Fiona Cossill.
- 15 Neil Hunt with Sheryl McGregor.
- 16 Terry Condon with Greta Silk and Ian Silk Memorial Bursary winner Wayne Moffatt.
- 17 Marie Brooks.
- 18 Justin McGurgan with Craig Lauman.
- 19 CMAA Executive Officer Terry Condon addresses the Brisbane Zone Meeting at Broncos Leagues Club.

# FWA finding in wrongful dismissal case

On November 30, 2010, Fair Work Australia Commissioner Frank Raffaelli handed down his decision in a matter relating to an unfair dismissal application lodged by the Club Managers' Association Australia on behalf of Member Tullio Cofrancesco. Following Commissioner Raffaelli's decision, Mr Cofrancesco lodged an appeal with the Full Bench of Fair Work Australia. This appeal was dismissed. The following is a reported summary (CCH Australia) of Commissioner Raffaelli's finding in the original matter.

## 101-311 Chief Financial Officer of Leagues Club Validly Dismissed

*Cofrancesco v Parramatta Leagues Club Ltd T/A Parramatta Club Ltd*

Media neutral citation: *Cofrancesco v Parramatta Leagues Club Ltd T/A Parramatta Club Ltd* [2010] FWA 8954

FWA (Raffaelli C) (U2010/8074)

Termination of Employment - Unfair Dismissal - Executive Financial Officer - Duty to Account for Expenditures - Relevance of Protocol - Applicant was Employed by Respondent as Chief Financial Officer - Duties of Applicant involved approval of large expenditures made by Respondent - Applicant approved payment of Respondent's Chief Executive Officer - Respondent subsequently terminated Applicant's Employment after investigation of payment - Applicant commenced Proceedings Claiming Unfair Dismissal - Whether Applicant had been Unfairly Dismissed - Whether Applicant had been under a Duty to Consider Appropriateness of Every Large Expenditure - Whether Applicant had been Entitled to Simply Accuse Chief Executive Officer's Request for Approval.

### Legislation cited

- Fair Work Act 2009 (Cth, s 394)
- Registered Clubs Act 1976 (NSW), s 10(1)
- Corporations Act 2001 (Cth), s 180, 181, 182.

Fair Work Australia held that a Chief Financial Officer of a Leagues Club was validly dismissed for approving an expenditure in inappropriate circumstances.

### Background

The Applicant, Mr Tullio Cofrancesco (Mr Cofrancesco) was an Executive Financial Officer (including Chief Financial Officer) of the Respondent, Parramatta Leagues Club (the club), between January 1991 and May 2009. During Mr Cofrancesco's period of service, Mr Denis Fitzgerald (Mr Fitzgerald) was the Chief Executive Officer of Parramatta Leagues Club.

In May 2009, Mr Fitzgerald was deposed as Chief Executive Officer by the club's Board. Mr Cofrancesco then served as Chief Executive for a short period. During that period, at least two internal investigations were carried out into Mr Fitzgerald's activities as Chief Executive Officer. One of those investigations concerned Mr Fitzgerald's expenditure of the club's money on legal services for a private defamation matter in May 2009. Because Mr Cofrancesco had been Chief Financial Officer at the time, he was interviewed by the Independent Auditor about this expenditure. That Auditor ultimately found that Mr Cofrancesco had facilitated the payment of \$39,000 of the club's money to its solicitors in order to fund the defamation matter on Mr Fitzgerald's behalf in May 2009. The Auditor also found that the payment had been made in circumstances where Mr Cofrancesco "knew or ought to have known those payments were unauthorised, or even if authorised, were paid in breach of s 10(1)(i) of the Registered Clubs Act 1976 (NSE)". In addition, the Auditor made a number of findings concerning how Mr Cofrancesco had allocated the club's money in the months leading up to the Board meeting at which Mr Fitzgerald was removed. As a result of these findings, Mr Cofrancesco's contract of employment was terminated with immediate effect in April 2010. He then commenced proceedings before Fair Work Australia (FWA) seeking remedies for unfair dismissal pursuant to s 394 of Fair Work Act 2009(Cth) (FW Act). The essential issue in that context was whether Mr Cofrancesco's approval of the

\$39,000 payment had provided the club with a valid reason for his dismissal.

### Submissions and Evidence

In explanation for his actions in authorising the \$39,000 payment, Mr Cofrancesco attested that he had not been aware of its precise reason. That was because the payment was made to the same solicitors that the club always used, so he had no reason for thinking that this particular payment was being made in relation to a private or personal matter of Mr Fitzgerald. As had always occurred in the past, the invoices were authorised for payment by Mr Fitzgerald and processed in the normal manner by the Finance Department. Mr Cofrancesco also attested that the Chief Executive Officer had the authority to approve the payment of legal expenses without reference to the Board. The approved procedure for the processing of payments instead required a member of Management and a Director on the Board to countersign each cheque. Each payment was only to contain supporting documentation, normally an invoice approved for payment by the Chief Executive Officer or another responsible manager. Because the payment in question complied with the pre-existing protocol, there was no reason to question anything about the payment and so it was processed in the usual way. However, in response, the club argued that it had been Mr Cofrancesco's responsibility to ensure that all payments were correctly and properly authorised. It followed that he had to apply some individual assessment of the appropriateness or otherwise of significant expenditures that the club made. In particular, Mr Cofrancesco had been obliged to ensure that the money was being spent for the club's benefit, and not for the personal benefit of a member of the club or a Board member. Mr Cofrancesco could not absolve himself of those responsibilities by simply saying he had complied with the pre-existing protocol.

### Decision

Raffaelli C commenced by noting that s10(1)(i) of the Registered Clubs



Act 1976 relevantly confined the entitlements of persons in the position of both Mr Fitzgerald and Mr Cofrancesco. That provision stipulated that, subject to approval by the Board, a member of a club, whether or not he or she was a member of the governing body, was not entitled to derive, directly or indirectly, any profit, benefit or advantage from the club that was not offered equally to every full member of the club. As such, there was no doubt that Mr Fitzgerald had not been entitled to fund his private defamation matter with the club's resources. The commissioner then turned to Mr Cofrancesco's explanation that the payments had been authorised in accordance with a protocol for which he could not be held responsible. According to Raffaelli C, that explanation was disingenuous. The fact of the matter

was that Mr Cofrancesco was not being paid a substantial salary by the club to simply act as a rubber stamp. He was instead expected to bring a high degree of scrutiny to his task and could not describe as a low-level employee following orders. The Commissioner then noted that, in the circumstances, it was not possible to believe that a diligently acting Chief Executive Officer would not have been aware of the inappropriateness of making the \$39,000 payment. Those circumstances included the facts that:

- The payments were not related to any legal action by the club against the respondent in the defamation action (because no such action existed)
- The payments were themselves curious in that there were no invoices from the law firm and

some payments were "projected" and "anticipated"

- The entire transaction was being affected after the Board elections and prior to the new Board taking over.

By authorising the payments in these circumstances, Mr Cofrancesco had breached his obligations of care, diligence and good faith imposed by s 180, 181 and 182 of the Corporations Act 2011 (Cth). The Commissioner accordingly found that the club did possess a valid reason to terminate Mr Cofrancesco's employment. There was also no other reason for finding that his dismissal was otherwise unfair. Mr Cofrancesco's application for relief under s 394 of the FW Act was thus dismissed.

To access the appeal decision in this matter, [2011] FWA FB 1450

## Governance program paves way to award

The 2011 ClubsNSW Awards of Excellence was always going to be a big occasion for the Oak Flats Bowling & Recreation Club and its Chief Executive Officer Matthew O'Hara.

The club was nominated in seven categories and returned to the Illawarra with three major awards, including Club of the Year (Medium), Outstanding Club Governance & Innovation and Outstanding Environmental Sustainability.

In a letter to CMAA Assistant Executive Officer Ralph Kober, Matthew, a long-serving CMAA Illawarra Shoalhaven Zone member, thanked the CMAA for providing the popular Corporate Governance program, in association with Southern Cross University.

**Dear Ralph,**

As you may be aware, on Friday, 27 May, 2011, Oak Flats Bowling & Recreation Club won the ClubsNSW Awards for Excellence - Club of the Year (Medium). This was a huge achievement and one that we are all very proud of.

In addition to winning this award, we also won the top honour for Outstanding Club Governance & Innovation, in addition to winning the Outstanding Environmental Sustainability. Oak Flats Bowling & Recreation Club was also a finalist in Outstanding People Management, Outstanding Community Service, Outstanding Financial Management & Best Casual Dining Venue.

I would like to take this opportunity to acknowledge the contribution of the Corporate Governance training program the CMAA conducted in conjunction with the Southern Cross University. The recognition of the Award for Outstanding Club Governance & Innovation was as a direct result of implementing the recommendations received through the CMA training.

May I also highlight the practical application of the CMA Corporate Governance Training to ensure the effective transition and changeover of our retiring Club Chairman in conjunction with our Board succession plan. The result has seen a seamless introduction of a new Chairman, increased involvement from Board to add value to our business objectives and a dramatic increase in club profitability.

In his acceptance speech, our Chairman Kevin Grainger stated: "We stand here today as a result of good corporate governance." Thus, on behalf of our Chairman, Board and myself, I invite you to share in this honour and thank you for your efforts in assisting us in winning the Outstanding Club Governance &

Innovation Award and Club of the Year at the recent ClubsNSW Awards for Excellence.

**- Matt OHara,**  
**Chief Executive Officer**  
**Oak Flats Bowling & Recreation Club Ltd**  
**ClubsNSW Illawarra Shoalhaven Zone State Councillor**



*Oak Flats Bowling & Recreation Club CEO MATTHEW O'HARA*

## CMAA farewells Murray Felstead

The Gold Coast licensed clubs community is mourning the passing of Murray Felstead, General Manager of the Currumbin Rugby Union Club. Murray died on May 5 after a battle with cancer. He was 57. His funeral service on May 10 at the club grounds was a colourful affair that attracted a huge turnout of friends and Club Industry associates. The large crowd included both senior and junior members of the club's rugby union team - the "Allygators" - named after the Currumbin Alley Waterway. CMAA Gold Coast Zone President and Zone H Federal Councillor Steve Condren paid tribute to Murray as a popular and hard-working executive. Staff member Janene Hill summed up her fellow workers' attitude to their former chief when she said, "There couldn't be a better boss." Murray held a number of CMAA Zone executive positions during his 18-year tenure with the Currumbin club. He was a keen amateur photographer whose illustrations of Gold Coast Zone activities often appeared in *CMA Magazine*. Murray Felstead is survived by his wife Dianne, son Daniel and daughter Liza, to whom the CMAA extends its deepest condolences.



## Community, industry pay respects to John Knipe

John Knipe will be remembered as a man dedicated to his faith, the town, family and the Cessnock Rugby League Supporters Club. His funeral service was held at St Joseph's Church, Cessnock, on May 2 and his status in that community was reflected by the large number who paid their respects. John died on April 30, aged 81. Despite his illness, John retained his position as a Director at the Cessnock Rugby League Supporters



Club and attended a regular board meeting just four days before his passing. While he was widely known and respected for his involvement with the club, most of his working life - 36 years - was at the family's Knipe's Cordials soft-drink company. He was passionate about rugby league and the Cessnock Goannas so it was no surprise that he and a group of diehard supporters moved to establish a licensed club after the Goannas won the 1972 grand final. This became an eight-year mission, with the club

opening for business in October 1980. When the inaugural Secretary Manager moved on after only two months, John took on the top job until an appropriate replacement could be appointed. That happened 18 years later, the day John Knipe retired. He joined the Board in 1999 and served continuously until his death. CMAA Hunter Zone President Paul Cousins, now CEO at Cessnock Rugby League Supporters

Club, represented the Association at John's funeral. Leagues Clubs Australia CEO Peter Turnbull spoke about the remarkable contribution John Knipe made to the game of rugby league, his visionary leadership of a successful leagues club and his valuable contribution to the Association. "Over the past 28 years the Association has been a major part of John's life and over the same time span, John Knipe was a major part of the Association's growth and success," Peter told the congregation.

## Des Webb leaves remarkable legacy at Redcliffe

If you were having a drink at Redcliffe Leagues Club and someone asked what an old-fashioned rugby league forward looks like, you probably would have pointed in the direction of Des "Spider" Webb. Des, who was involved with the Redcliffe Dolphins since 1956 as a player, team manager and club President since 1988



lived the spirit of rugby league and the Dolphins. Des Webb passed away peacefully on June 7, aged 73. Soon after he finished playing, Des joined the Football Club Committee in 1968, became a club Director in 1975 and club President since 1988. He was a proud foundation member of the

Redcliffe Leagues Social Golf Club. A retired Redcliffe businessman, Des also was a life member of the Redcliffe Leagues Club and the Redcliffe District Rugby League Football Club. Survived by his wife Aileen, Des was a father and best mate to his sons Mike, Terry, their partners Lesley, and Lisa along

with the grandchildren and great-grandchildren - Carly, Jack, Ben, Hayley, and Evan - he was so proud of. Family and friends gathered for a Prayer Service and the Celebration of Des' Life at Holy Cross Catholic Church, Kippa-Ring, on June 14. At the Redcliffe Dolphins home game on

June 19, there was a short dedication to Des followed by a minute's silence before the first grade kick-off. As a mark of respect, Dolphins sides - from under 6s to Queensland Cup - wore black armbands for their matches that weekend. The Queensland Cup side also carried the name "Webb" and his player number on their jerseys for their match. To further illustrate Des Webb's profile in the Redcliffe community, Councillors observed a moment's silence in his memory before the Moreton Bay Regional Council General Meeting on the evening that he passed away. Mayor Allan Sutherland said Des was a man of great character who was fair but tough and always achieved anything he put his mind to.



# There's more to security than meets the eye

Cast your mind back for a moment. Picture yourself in line, waiting for entry into the disco or hot nightspot, where your only chance of entry was being judged by a bloke standing at the door, black pants, white shirt, with bulging biceps, communicating not with words but through a nod of the head and a glance of the eye.

Fast forward to the present.

We still have queues but what has changed is the role of the security personnel. No longer are we confronted with "all brawn, potentially no brain" men. Rather, we encounter men and women providing a quality and informative role in their security guise. Providing a secure environment for patrons remains the No.1 priority. However, what also is important is a friendly welcome, imparting information when questioned about the venue and its facilities - and a pleasant farewell. These are what patrons and club management require and expect.

Security personnel today must be part of the whole club team. The patron sees them as a spokesperson for the club. Everything they say and do reflects on the club. Staff and security personnel must work together providing a quality experience and secure environment. The club culture must be showcased universally.

Providing security to the Registered Club Industry is competitive, like all business, so security companies focussing on this industry sector need to be introspective, looking into their systems, procedures, training and recruitment.

One security company rising to this enhanced expectation is Gold Crest Security, a CMDA Career Development sponsor company. In seeking to reinforce their quality of service delivery, Gold Crest engaged an independent authority to report on the delivery of its security function, dispensing club information and ability to reflect desired club culture.

Optimum Operating Procedures and Services (OOPS) has worked with clubs since 1999, providing customer service and leadership training, coaching and mentoring, focus groups and surveys and mystery shopping

"OOPS Insight Reports".

OOPS provides a security report for its club clients, with this information forwarded via the club to the relevant security firm management. However, in the case of Rooty Hill RSL Club where Gold Crest Security performs the security function, both management groups could see the importance of these reports, including the "trends analysis". In communicating feedback to their personnel, both groups gained insight into the importance of having customer service-focused security personnel. This has led to service improvement and a constant "stretching" of their service ability to meet and surpass the OOPS security benchmark.



As independent observers, OOPS has engaged with Gold Crest Security staff at their club venues, providing a tailored report that addresses:

- Personal image of security personnel
- Inquires relating to venue facilities
- Going beyond the expectations of a patron when assisting with an inquiry
- Supporting club staff with entry requirements
- Supporting club staff internally
- Being a watchful and alert presence within the venue

In situations where intervention is required, the "offending" patron is effectively and efficiently escorted from the premises in a "non-attention-grabbing manner", avoiding disturbing other patrons or escalating interest and involvement by others.

Some venues still have security personnel blocking the entry, making

every patron jump through hoops, whether a mature lady or a male under 25. The club and security company may believe there is good reason for this. However, to a club member or visitor, what message is this communicating? Are people being judged based upon a minority experience in the past, or is security wanting to show a little "muscle" and believe that being aggressive - not welcoming - on their initial contact is going to make an impression? Yes it will, but it may not be the impression that the security company or the venue is looking for.

Having entered the premises, what is the next patron "encounter" with security? Is it seeing them leaning on the bar watching the football, while patrons, without any hint of

intervention, yell loudly using abusive language making other patrons feel uncomfortable?

Both scenarios do not portray a desirable image and do not exhibit a positive customer service culture.

So, what impression do your security personnel communicate at your venue?

Security needs to be seen but it's how they are seen that makes the difference.

Positioning staff throughout the

venue and having a team leader is critical in their operational procedures. *Being a security person can be a thankless task at times.* Gold Crest Security management and staff are aware their role is not just providing a secure environment but also providing information and, in many cases, the first and last impression a patron has of the venue, particularly where clubs utilise the security personnel to provide the meet-and-greet plus farewell function, instead of club staff.

Security is more than meets the eye - if approached professionally.

- For a security service that prides itself on excellent customer service from fully trained staff working with their clients to create a welcoming and secure environment, contact Mark Walker or Grant Heane  
[gheane@goldcrestsecurity.com.au](mailto:gheane@goldcrestsecurity.com.au)  
 at Gold Crest Security.

## seagulls flies into new era

Headline acts from around the world - from Tom Jones to Shirley Bassey - once graced the stages of *seagulls*, but the club is marking a new era, reinventing itself as a centre for health and fitness, as well as great place to relax with family and friends.

The new five-star \$3 million *Revolution Health, Fitness and Indoor Sports Complex* was constructed by Paynter Dixon to cater to the health interests of the local community and the club's 28,000 members.

*seagulls* held an open day on May 15 to mark the club's new direction and provide an opportunity for the local community to discover the new facilities and new-look club.

*seagulls* COO Luke Simmons said it was exciting to have the club heading in a new and healthy direction with such a strong local community support.

"The area is home to one of the oldest provincial rugby leagues club in Australia and *seagulls* has met the needs of the community



for over 30 years," he said. "With a number of new housing developments opening up in the surrounding area, the new facility comes at the ideal time to ensure we continue to provide for all current and new families in the area."

The new facility is split over two

levels and includes a health and fitness centre as well as a two-court indoor sports complex hosting Futsal (indoor soccer), netball and handball.

Paynter Dixon Business Development Manager Chris Whitworth said the new facility was the first large-scale health and fitness facility in the Tweed region and the first with an indoor Futsal arena. But the club enhancements won't stop there.

"The *Revolution Health, Fitness and Indoor Sports Complex* is the first stage of this new era for *seagulls*," Chris said. "In the coming months the local community can also look forward to enjoying new decorative and refreshed looks in the dining, gaming and main club areas."

## Shuffle Master grows US revenues, profits

Shuffle Master Gaming grew revenues and net income in the second quarter despite shaking up the Las Vegas-based company's corporate structure by bringing on a new management team. Shuffle Master, which supplies the industry with table games and casino management systems, said its net income in the quarter ended April 30 was \$7.94 million, up slightly from \$7.88 million in the same quarter a year ago. Earnings per share was 14c, down from 15c per share in the 2010 second quarter. Total revenue increased 18% to \$59.9 million, due to a growth in the gaming shared with casinos from table

games such as "*Three Card Poker*" and "*Let It Ride*", the leases from automated card shufflers and other table game equipment. Shuffle Master also saw sale increase in dealer-less electronic table games. The quarter was the first under new Chief Executive Officer Gavin Isaacs, who joined the company April 1. "In my first two months as CEO, I have been impressed with the commitment of our employees to build upon our industry leadership, the depth and breadth of our strong intellectual property portfolio, and the many rich opportunities that I believe lie ahead for Shuffle Master," Mr Isaacs said.

## World of Jackpots a galaxy of options

Ainsworth's "*World of Jackpots*" takes centre stage at the 2011 Australasian Gaming Expo.

"*World of Jackpots*" is the first jackpot super-store that allows players to mix and match progressive games. Showcased on the triple screen Super A560 cabinet, this new technology combines player entertainment with operator flexibility.

"*World of Jackpots*" is industry innovation offering different game titles with different overall jackpot themes to choose from, bringing jackpot marketing to a new level.

The extensive "*World of Jackpots*" product library provides superstore quantities of linked progressive-centric brands, initially launching with the themes; "*Players Paradise Platinum*", "*Lights Camera Action*", "*Rio Grande Rapids*", "*Jackpot Zone*" and "*Year of the Dragon*". More new progressive brands are due for release in 2012 with the product mix providing a galaxy of options.



Scott Clarebrough, Ainsworth's Group General Manager Strategy and Development, said Ainsworth had been

building for the future and was ready to unleash the innovative "*World of Jackpots*" concept with new progressive jackpot themes and unique game titles. "Look out for '*Players Paradise Platinum*', offering a six-level progressive with a special '*Platinum Play*' feature," Scott said.

*Players Paradise Platinum* will be released in the Mega Top A560 cabinet featuring a 32" LCD top box with three titles - "*Vegas Fantasy*", "*Vegas Fever*", "*Vegas Fortune*".

Ainsworth also will create the industry's largest game library with new brands "*Quadshot*" and "*Mega Multiplay*" along with a vast array of titles from "*Double Shot*", "*Triple Shot*", "*Dollar Games*" and "*Play 100Lines/50Lines/Play 40Lines*".

"Unique player presentation, ultimate flexibility for the operator, Ainsworth delivers an unbeatable combination for success," Scott added.

For more information contact NSW Sales Manager Don Moseley P: 02 - 9739 8000, E: [sales@ainsworth.com.au](mailto:sales@ainsworth.com.au) or go to [www.ainsworth.com.au](http://www.ainsworth.com.au)



# CMAA Diary - 2011 Zone Meetings & Industry Functions

Day	Date	Meeting	Venue	Zone
<b>JULY</b>				
Wednesday	06/07/2011	14:00	Conrad Jupiters, Gold Coast	CMAA Fed Executive / Fed Council Meeting
Thursday	07/07/2011	16:00	Conrad Jupiters, Gold Coast	CMAA Members General Meeting
Wed-Friday	06-08/07/2011	09:00	Conrad Jupiters, Gold Coast	CMAA Mid-Year Conference
Saturday	09/07/2011	11:00	Gold Coast Turf Club	Gold Coast-Brisbane Zone Charity Race Day
Sun - Mon	17-18/07/2011	09:30	Club Barham	Riverina Murray Zone Dinner & Meeting
Thursday	21/07/2011	11:00	Ryde Eastwood Leagues Club	Manly Northern Suburbs Zone Meeting & Luncheon
Friday	29/07/2011	11:00	Bomaderry Bowling Club	Illawarra Shoalhaven Zone Meeting & Luncheon
Thursday	28/07/2011	08:00	Sydney Olympic Park	CMAA Federal Executive Meeting
<b>AUGUST</b>				
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
<b>SEPTEMBER</b>				
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
<b>OCTOBER</b>				
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
<b>NOVEMBER</b>				
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	Matraville RSL Club	City Eastern Suburbs Zone Meeting & Xmas Luncheon
Tuesday	29/11/2011	11:00	Caloundra Power Boat Club	Sunshine Coast Zone Xmas Luncheon
Wednesday	30/11/2011	11:00	Cardiff RSL Club	Hunter Zone Meeting & Xmas Luncheon
<b>DECEMBER</b>				
Thursday	01/12/2011	11:00	TBA	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	TBA	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	TBA	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

# Connecting With Your Players

Bally Technologies' ultra-modern Pro Series™ V22/22 cabinet features earphone plug ability to deeply immerse and engage players in game play. Its cutting-edge technology and sleek design set a new benchmark in player comfort, interaction, and control. With game play-synchronized LED cabinet lighting, dual high-definition LCD displays, and uncompromised ergonomics combined with a lineup of top-performing games and operator-friendly characteristics, you will have everything you need to take your EGM operation to a new level of profitability.



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