

Merry Christmas  
& Happy New Year



# Club Management IN AUSTRALIA

Publication No PP227838/003

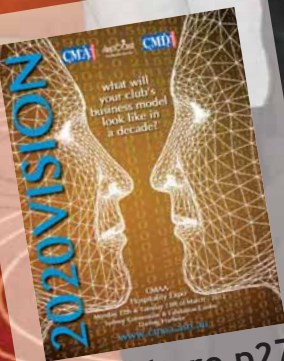
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Dec-Jan 2011  
Vol 107, No 232



## Bill's a CMAA Man for Life

The CMAA's newest  
Life Member,  
Bill Clegg (middle)  
with fellow Life  
Members (from left)  
Peter Strachan,  
Les Evennett,  
John Allan,  
Barry Stevenson,  
Greg Pickering and  
Allan Peter at the  
CMAA Sponsors  
Appreciation Lunch



➤ Brochure p27



➤ Inside back page

➤ Big finish to 2011 In The Zones - p38-53

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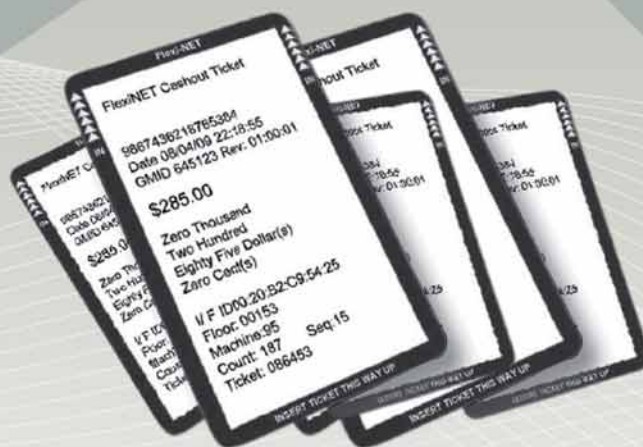
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## 2012 World Conference on industry's horizon

The World Conference on Club Management continues to grow in international significance and has become a major event in the diary of Australia's club managers.

The CMAA, through CMDA National Bursary Sponsor partner CCM Travel, is making the 85th annual World Conference a Study Tour opportunity for Association members and hospitality industry executives.

The 2012 Tour departs on Tuesday, February 21, returning on Thursday, March 1, with the World Conference in New Orleans from February 24 to 28 and a Club Expo Tour of Las Vegas opening the 10-day professional development experience. The Las Vegas component includes an optional visit to M Casino and Red Rock Casino with lunch for \$60.

The 2012 Tour costs \$3,370\* for a Twin Share Package, with a Single Room Package priced at \$4,320\*.



The CMAA Tour travel package includes ...

- return Economy Class air travel Sydney-LA-Sydney on Qantas; LA-Las Vegas on American Airlines and Las Vegas-New Orleans-LA on South West Airlines
- international taxes and fuel levies
- 3 nights accommodation in a deluxe room at Encore at Wynn in Las Vegas
- 4 nights accommodation in a deluxe room at Marriott New Orleans (The CMAA 85th World Conference and Club Expo is being held at this venue)

- state taxes
- airport transfers in Las Vegas and New Orleans

➤ portage at hotels

Not included in the package ...

- travel insurance (strongly recommended)
- registration fee for CMAA 85th World Conference and Club Expo
- ESTA Electronic USA Visa for Australian Passport Holders - US\$14
- personal items (i.e. phone calls, laundry, in-room charges)

For more information on this impressive tour, contact Catherine Mancuso or Janelle Brown at CCM Travel P: 02 - 9439 5100 or E: [catherine@ccmtravel.com.au](mailto:catherine@ccmtravel.com.au) [janelle@ccmtravel.com.au](mailto:janelle@ccmtravel.com.au)

*\*All costs shown are current and are subject to change due to availability and cost increase until fully booked and paid.*

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# YEAR OF THE DRAGON



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## ➤ Page 13

The events in Federal Parliament last month show how “the numbers game” can swing dramatically on one man’s decision. When Speaker **HARRY JENKINS** decided to return to the backbenches for Sunshine Coast MP **PETER SLIPPER** to resign from the Coalition and replace Mr Jenkins, it meant the Government gained an extra vote, the Opposition lost a vote to challenge the Government and Tasmanian MP **ANDREW WILKIE** can no longer bring down the Government by withdrawing his support if **JULIA GILLARD** fails to carry the day on mandatory pre-commitment ...



## ➤ Pages 16-19

Christmas is a time of family gatherings. And that “family” ingredient was a highlight of the annual **CMAA Sponsors Appreciation Lunch** at Brighton Le Sands last month. More than 100 guests, including CMAA Life Members, Hall of Fame members, CMAA Federal Executive and Federal Councillors welcomed executives from companies who support the CMAA through CMDA Career Development and CMDA National Bursary sponsorships. Federal President **BILL CLEGG** also presented **MAXGAMING** NSW State Sales Manager **DON HAMMOND** with a memento to mark 10 years as a CMDA Career Development Sponsor.



## ➤ Pages 36 & 37

The **CMDA 2012 National Bursary Program** has been assessed and the winners have been notified. More than \$100,000 is offered annually for CMAA members to advance and enhance their education and professional development thanks to Club Industry company sponsors. With such important opportunities available to club executives, the winners are published on **Page 36** with CMAA Industry Professional Development Manager **GEOFF MESTON** reviewing the application and decision-making processes on **Page 37** ...



# best wishes for the Festive Season

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# Innovative politicians turn back the industry clock 30 years

It is now nearly 30 years since the introduction of multiplier and multi-line poker machines into clubs in NSW. The '80s also saw the introduction of a maximum jackpot of \$10,000; \$1 and \$2 denomination machines; a maximum bet of \$10; and in-house linked systems with a maximum jackpot of \$100,000. Poker machines, generally, have continued to develop within the above parameters. During the '80s, the poker machine manufacturing industry also led the world in technology. It's easy to recall that during a visit to Nevada and a gaming conference when questioning casino slot managers on why they hadn't introduced credit meters and the Australian-style "pokies", they were adamant that they would not be dictated to by manufacturers and, besides, their players didn't have the time - and some thought, the ability - to understand those types of machines. The mandatory pre-commitment (MPC) issue now is "morphing", with other political parties introducing their own gambling policies. An interesting aspect of this scenario that was quickly jumped upon was the \$1 maximum bet, proposed by The Greens. The \$1 maximum bet was first introduced with the multi-line and multiplier 20¢ machines in 1982 and, with an accumulated inflation rate of more than 115%, someone else would have to work out what the true value of a \$1 bet in 1982 compared to what that would be in 2012. Yet, the people that could determine the future of this industry want to turn the clock back 30 years. Whatever happened to the political parties that had a vision for the future and not backward thinking?

At this time of year, it's always appropriate to consider the past 12 months and look towards the year ahead. Clearly, it was a year of significant change for the CMAA ... a year that will determine the direction of our Association for the next decade - and beyond. And, of course, a most significant year for the Club Industry, again finding itself defending the role we play in communities around Australia. By mid-2012, I expect that we will have a clearer indication of the future. I am confident that it will be a positive outcome. The challenge that faced the CMAA Federal Executive with the transition of our Executive Officer commenced some years ago with the development of a succession plan as part of the Association's

Strategic Plan. I have previously outlined and detailed the processes that lead the transition. Of significant importance to the Association is the relationships that have been developed over many years. It was through these relationships that the CMDA Career Development Centre was planned and delivered. As part of the new CMAA Executive Team, Marketing & Sponsorship Manager Shannon Donato's role will include the maximisation of exposure we can provide the CMDA sponsors and supporters. It is the Federal Executive's view that these relationships are based on a mutual support basis and, with the challenges ahead, it has never been more important that we, as an Association and as individual members, support those companies and organisations that provide the educational opportunities that our managers not only enjoy but that are critical to their professional development.

On behalf of the Executive and Federal Council, I extend to Ralph Kober and his CMAA Administration team our appreciation for the thoroughly professional way that the change within the Association has been accepted and the commitment that the administration team has shown in continuing to deliver world-class services and educational products to our members.

It was a humbling experience and very proud day when I received the honour of CMAA Life Membership at the Federal Executive and Federal Council Meeting last month. When I first joined the Club Industry as a hopeful youngster, I had no idea that my journey in clubs and with the CMAA would take me to the country for 16 years and back to Sydney, to have the honour of being elected Federal President and now join the ranks of CMAA Life Members. The CMAA and this business we are in has given me so much more than I could ever repay and I treasure this honour as one of the proudest moments of my life and my career. Thank you, all, for your support and your friendship.

On behalf of the Executive, I extend to all members and families our thoughts and best wishes for Christmas and the New Year.

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

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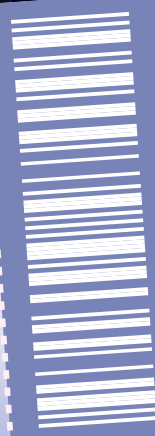


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# Another big year of challenges for the Club Industry and YOUR Association

Each year's end I find myself surprised as to how quickly it

draws to a close. This one is no exception. What began as Terry Condon's final year as the CMAA's Executive Officer has finished with the start of my own journey as the Association's new Executive Officer and it is one I look forward to immensely.

2011 has been punctuated with significant issues challenging the very way in which clubs operate, club managers manage their business and the community judges the way in which the industry handles in particular, responsible conduct of gambling and venue violence incidents.

Nationally, the Wilkie gaming reforms demands the Government legislate for the mandatory pre commitment of play of electronic gaming machines

or risk forcing it to an early and potentially disastrous election outcome.

Intense media attention has elevated the issue of how to best deal with the responsible conduct of gambling to heights never seen before. The political landscape has again changed with the recent return of the Speaker Harry Jenkins to the backbench. Wilkie has subsequently threatened the Government not 'to burn' him over his demands for his reforms otherwise he has made clear his intentions to pay the Government back by not supporting its more nationally important reforms in other areas. The fight continues.

In NSW, the draft Three Strikes legislation threatened by way of unintended consequences, to potentially put club managers who had breaches served on them under the Registered Clubs Act by the Police and which were subsequently dropped due to lack of evidence or other, in the unenviable position of having those breaches permanently recorded against their club by way of a strike endangering their own standing and employment prospects. Thankfully intense lobbying by the CMAA and other associations on the government saw a rethink of this and an amendment made.

In Victoria, the impending change to the manner in which clubs will manage their own gaming machines in 2012, has seen the matter become a political football between the various representative bodies, the government and other interested parties, all having a differing view and self interest in how and at what commercial cost the monitoring of gaming machines should be.

In Queensland, the state has been ravaged by natural disaster and thankfully the club industry has experienced a less controversial year than its state counterparts however the potential change of government

in next year's elections may bring its own peculiarities to the landscape of the club industry. We hope nothing happens out of the ordinary.

2012 will be an interesting year for the industry and our managers and I hope that it augers well for both.

From an Association view it will become more and more important and necessary for our most senior members to be prominent and visible at CMAA zone meetings and events. Our younger managers need to be assured that the Association's activities are worthwhile and important for them to engage in as an integral part of their own career and professional development. I ask all CEOs, General Managers, Secretary Managers and the like to encourage their junior managers and senior supervisors to attend their zone's activities and to attend themselves.

Furthermore, our valued sponsors expect and enjoy the opportunity of meeting with CEOs et al at these events and it is only through the contribution that our sponsors make to the Association that it is able to provide the high quality and scope of services and products to our members that it does. Your support in this is appreciated.

I had the pleasure recently at the CMAA Manly Northern Suburbs Zone meeting to

acknowledge the achievements of two well known managers. Bruce Smith ACCM formerly of Pittwater RSL has retired after 40 years as a club manager and 38 of those as a CMAA member. Ray Agostino ACCM marked his 30th year with Asquith Leagues Club

and is enthusiastic about continuing to lead his club for many more years to come. Well done to both!

In closing I extend a heartfelt wish to you and your families that you will all enjoy a well deserved Christmas break and time with each other. Families matter!



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### Time:

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### Presenter

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

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## It's Personal ... staying active and engaged the key to a strong Association, industry and career

As the CMAA's Marketing & Sponsorship Manager, one of my key

responsibilities is to assist the Association in keeping you, our members, informed and engaged with YOUR Association.

Obviously, CMA Magazine along with our website - [www.cmaa.asn.au](http://www.cmaa.asn.au) - and direct mail (electronic and hard copy) play a key role in communicating with our Members.

Undoubtedly, there are also many virtues of social media and digital communications, as they certainly offer a quick, cost-effective form of mass communication.

However, for "personally" engaging and communicating with individuals, "in person" remains the most effective form of communication.

I mention this is to remind all Members of the value of attending CMAA Zone Meetings.

Certainly, a lot of pertinent Club Industry information from the Association can be sourced from our website or CMA Magazine, but Zone Meetings allow Members to be involved and discuss relevant issues with peers and CMAA representatives.

Zone Meetings offer an opportunity to contribute and be involved in the Association's ongoing development and activities, rather than just sit on the sideline as an observer.

With 2012 just around the corner, I'm working with CMAA Industry Professional Development Manager Geoff Meston to develop a "Speakers Bureau" that will continue to provide a vast range of informative and enlightening presenters for Zone Workshops, Summits and Conferences in 2012.

These presentations will draw heavily from the "knowledge bank" of our national sponsors who are the leaders in their respective fields within the Club Industry.

They will be practical and purely educational in focus - in no way a "sales pitch" or a "sell" - and ensure we continue to provide insightful and productive industry education to our members at Zone Workshops in 2012.

These Zone Workshops presentations and Meetings are obviously most effectively communicated in person

and that's why I encourage all Members to attend as many Zone events as possible.

With increasing demand on Members' time, we understand that it is becoming increasingly difficult to attend all events, but we remind you that Zone activities offer all Members invaluable opportunities for professional development, networking with peers and having your say in the Club Industry and YOUR Association.

That's why we encourage all Members to remain active in attending Zone Meetings, particularly our most senior managers/Members, despite time constraints or the temptation to review and skim information on-line.

By having an engaged, informed and active Membership, we can ensure we continue to have a strong Association, and that our great industry continues to thrive.

I want to take this opportunity to wish all CMAA Members and our generous CMDA Sponsor partners a Merry Christmas and Happy New Year.

I hope the festive season proves to be a time of prosperity for you and that we all enjoy a safe and happy Festive Season with those near and dear to us.

I look forward to catching up with you at your Zone Christmas and Zone events in 2012.

➤ SHANNON DONATO is the CMAA's Sponsorship & Marketing Manager  
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# Wilkie 'wounded' as Labor shores up power deal

It's true that a week in politics is a long time. However, the events in the Federal Parliament last month show just how powerful one overnight decision can be - and how "the numbers game" can swing dramatically on one man's vote.

When Labor stalwart and House of Representatives Speaker Harry Jenkins decided it was time for him to return to the backbenches and the Cabinet to have a role in the decision-making process of this nation, it caught more than a few people off guard.

Sunshine Coast MP Peter Slipper, the Deputy Speaker, resigned from the Coalition to accept the Government's invitation to replace Mr Jenkins.

Mr Jenkins' return to floor of the Parliament gives the Government and extra vote, while Mr Slipper's switch means the Opposition has lost a vote to challenge the Government, which means Tasmanian Independent MP Andrew Wilkie can no longer bring down the Government by withdrawing his support if Julia Gillard fails to carry the day on mandatory pre-commitment crusade.

Mr Wilkie conceded the events surrounding the change of Speaker has weakened his political leverage and the potency of his poker machine reform agreement with the Gillard Labor Government. But Mr Wilkie claims the Government cannot afford to "burn" him and reaffirmed his intention to withdraw support for Labor if it failed to legislate mandatory betting limits on high-stakes poker machines by next May.

"Nothing has changed," Mr Wilkie said. "The Government is not so foolish to think that they could burn me because they know they may well need me again for any number of reasons, including as one of the key votes in the next two years."

Mr Wilkie claims the Prime Minister, on the morning of Mr Jenkins' announcement, gave him an assurance she would honour the commitment to introduce a mandatory pre-commitment scheme.

Political commentator Graham Richardson perhaps best summed up the Jenkins-Slipper-Wilkie scenario: "At the end of the day, an inherently unstable government got a little more stable." This had been the biggest single threat to the Government's survival, with Mr Wilkie having set a 2012 deadline of May 8 for the MPC Bill to pass.

While it had been likely that NSW independents Tony Windsor and Rob Oakeshott would have supported this Bill because they feared an early election much more than the wrath of the clubs and hotels within their electorates, now they can resort to some sober reflection on this issue.

In Mr Oakeshott's case, an election meant certain slaughter. For Mr Windsor, it was probable defeat.

Mr Richardson wrote that a senior Minister had said: "It [mandatory pre-commitment] is bad policy and bad politics. It doesn't tick any box."

It seems the PM will continue with mandatory pre-commitment, despite

scant evidence that it can work.

"The figure that a South Australian authority apparently plucked out of thin air - that poker machines can be re-engineered to allow for mandatory pre-commitment at a cost of just \$1,000 - doesn't stand up to scrutiny," Mr Richardson wrote. "Small clubs risk being wiped out if their machines are more than five-to-seven years old. I'm convinced those machines can't be re-engineered. They will have to be replaced at a cost of \$20,000 to \$25,000 each and half the poker machines in this country are in this category."

"I'm not sure if problem gambling can be truly fixed or ameliorated," Mr Richardson added, "but I am sure that half-baked solutions, no matter how well motivated, will cause huge damage to the clubs and fail to solve the core problem they were designed to address."

Beyond poker machines, the Government now is harder to hold to ransom by any individual.

Member for Northern Tablelands Richard Torbay has urged Federal Independent Mr Oakeshott and Mr Windsor to "scupper the ill-considered reforms". Mr Torbay warned the reforms would "decimate the Club Industry in regional areas". "It's a fiasco, politically motivated and bad policy," Mr Torbay added. "The Government is considering a system which is untested, would be the death knell for many country clubs and is unlikely to achieve any of the outcomes it is supposed to deliver."

## It's hard to believe all of those 'secret' reports

When is a "secret report" not quite the secret they would like us to believe? Federal Community Services Minister Jenny Macklin claims a report prepared for a Club Industry conference confirms that clubs and hotels will continue to thrive when the Government's changes to poker machine venues are introduced. Ms Macklin told the *Camden Haven Courier* newspaper the report shows that the "chicken little" revenue figures, cited by Clubs Australia, just don't stack up. "Their own consultants are telling them clubs can manage these changes to help problem gamblers," the Minister added. Ms Macklin claims the report, released by Clubs Queensland, will reassure community members who may have been concerned about the impact on clubs and community groups. "This report clearly confirms that local clubs and pubs will remain profitable under the Government's changes to tackle pokie addiction," she added. "Responsible gambling is a legitimate source of revenue for clubs, and of course the Government wants to make sure that local clubs continue to provide good value services to their members. "But this should not be at the expense of people who are gambling away their entire family budget." Despite Ms Macklin's conviction about

the "tell-all" figures, Clubs Queensland CEO Doug Flockhart refuted the Minister's claim about the so-called "secret strategy paper" as it was tagged in a news article in the October 9 edition of the *The Sunday Mail* newspaper in Brisbane. "It is a shame that biased and misinformed reporting has turned a guest speaker's conference presentation into a slam on Queensland's community clubs," Mr Flockhart said. "There was nothing 'secret' about the presentations of guest speakers at the Clubs Queensland 'Right Direction' Conference in July. That's why the information had been available on the Clubs Queensland website. News Limited journalist David Murray has ignored crucial data within the quoted Club Training Australia presentation that, in fact, confirms an expected decline in gaming income of between 33% and 44%. "This is consistent with the independently released Deutsche Bank report that predicted a 30% to 40% decline and the figure that Independent MP Andrew Wilkie himself has been quoting. "It is consensus across the industry and politics that there will be a negative impact on trading if mandatory pre-commitment is introduced as proposed and, in my view, it will achieve very little in assisting problem gamblers."

# NSW Govt passes revised '3 Strikes

The NSW Parliament has passed the Government's revised version of the controversial "Three Strikes and You're Out" scheme.

The Liquor Amendment (3 Strikes) Bill 2011 (No.2) ("the Bill") contains significant revisions following consultation with the Club Industry in response to the original Bill, introduced in June 2011.

## Offences

Clubs should note strikes now are only incurred where there is a conviction for a prescribed serious offence, including circumstances where a penalty infringement notice for such an offence is paid.

Prescribed serious offences cited in the Bill include ...

- permitting intoxication on licensed premises;
- permitting indecent violent or quarrelsome conduct on licensed premises;
- selling or supplying alcohol to an intoxicated person or a minor;
- allowing alcohol to be sold or supplied to a minor on licensed premises;
- permitting the use or sale of substances that a licensee or manager suspects are illicit drugs;
- not complying with a direction issued by the Director General to a licensee or staff;
- selling or supplying alcohol outside of authorised trading hours;
- non-compliance with a Closure Order issued under the Liquor Act to prevent or reduce a significant risk to the public interest where there are serious breaches of the Act;
- a breach of key Liquor Licence conditions applying to violent venues listed in Schedule 4 of the Liquor Act or conditions imposed on a venue following the imposition of a strike.

The offences in the Bill differ from the original proposal in that it limits breaches of licence conditions used as triggers for strikes.

Only significant conditions are captured, including drink restrictions, lock-outs, prohibition on use of glass containers, cease liquor sale prior to closure and security measures, rather than less-significant conditions



NSW Gaming Minister GEORGE SOURIS

involving maintenance of incident registers and distribution of free water.

A new offence under the Liquor Act included in the Bill requires licensees to comply with a notice restricting or prohibiting an activity that encourages misuse or abuse of alcohol.

This new offence is based on an existing ground for disciplinary action under the Act but will allow action to be taken quickly where irresponsible conduct encourages misuse of alcohol.

## Liability

The defendant for these liquor-related offences is the licensee or approved manager as they carry the responsibility for the management practices of the venue.

Where unauthorised action of staff result in an offence, a defence is available for the licensee or approved manager where appropriate.

Defences will not apply for non-alcohol-related offences as under the existing law the licensee is not responsible for actions of staff in circumstances where the offence is not liquor-related.

## First Strike

The first strike will be the automatic outcome of a conviction for a serious offence.

A "strike" decision must await a conviction for the relevant offence, however it will take effect on the date the incident underpinning the strike occurred.

There will be a three-year window, from the date of the first strike,

during which additional incidents may lead to a second and third strike.

Conditions may be imposed where one strike has been incurred such as...

- a requirement for a plan of management or an incident register;
- a prohibition on the use of glass and breakable plastic containers;
- engagement of dedicated staff to promote responsible service of alcohol;
- a requirement that members of the governing body of a registered club undertake training.

Sanctions accompanying a strike are suspended while any appeal relating to the conviction is completed.

## Second Strike

The decision that a second strike should be incurred is to be discretionary - in contrast to the original Bill.

The following conditions or restrictions may be imposed on a liquor license where two strikes are incurred ...

- additional security measures;
- drink restrictions targeting high-strength and rapid-consumption drinks;
- "lock-outs" where patrons cannot be admitted after a certain hour;
- a requirement to cease serving alcohol prior to venue closure;
- a prohibition on the conduct of types of entertainment;
- restrictions on who may be appointed as manager of the premises;
- reductions to liquor trading hours before 1am or after 11pm.

Decisions to impose conditions following a first, or second, strike and decisions that a second strike should be incurred rest with the Director General. This is consistent with the original Bill.

The Bill provides that reviews of a second strike and conditions imposed by the Director General following a first, or second, strike are to be dealt with by the Casino, Liquor and Gaming Control Authority (CLGCA), rather than the Administrative Decisions Tribunal as was proposed in the original Bill.



# You're Out' scheme

Where a Club Secretary or Manager attempts to move from one premises to another after incurring two strikes in an attempt to avoid a third strike, the fitness of that secretary or manager to be an approved licensee or manager can be reconsidered under existing provisions of the law.

## Third Strike

The decision to award a third strike is discretionary and can result in disqualification of a Club Secretary - as proposed in the original Bill.

The Bill also allows for the dismissal of any of the club's Directors and/or the appointment of an administrator to the club.

These are serious outcomes for registered clubs, however there is no risk of loss of licence - as may occur in other licensed venues.

The CLGCA decides to award a third strike. The CLGCA also will have the option to consider whether other action should be taken, rather than the licensee incurring a third strike.

The Administrative Decisions Tribunal will handle CLGCA decision reviews.

When considering whether a strike should be incurred, the decision-maker must consider the seriousness of any harm that may have resulted from the offence that triggered the strike.

The types of harm that may be relevant in these circumstances include ...

- any harm associated with anti-social or violent behaviour;
- health outcomes, such as injuries and sickness;
- disturbance to the quiet and good order of a neighbourhood;
- minors obtaining or consuming alcohol;
- costs associated with regulatory health and community infrastructure responses;
- undermining public confidence in the liquor regulatory system through disregard for the law.

The Bill provides that decision-makers be required to take into account the range of matters the original Bill required before a strike is incurred.

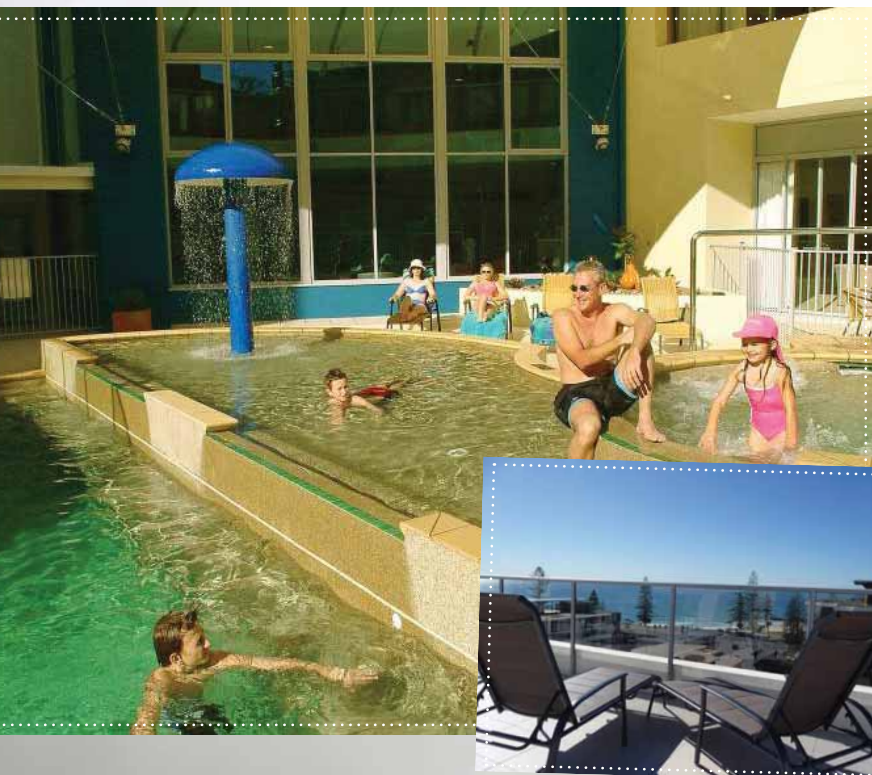
These include venue size and capacity, any change of manager or licensee, the compliance and Schedule 4 history of the licensed venue and any changes to business practices.

The Bill provides for guidance to be prescribed in the Regulation to assist the Director General and the CLGCA in considering how these matters will be taken into account when making a decision.

Submissions from the licensee, premises and business owners, the NSW Bureau of Crime Statistics and Research and NSW Police also will taken into account in any decision to impose a strike.

The Bill provides that the "3 Strikes" legislation will be reviewed after four years.

The NSW Government said the Bill honours its election commitment to target alcohol-related violence and anti-social behaviour and targets rogue operators only.



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# Maxgaming honoured for decade of support

Christmas, traditionally, is a time of family gatherings. And that important “family” ingredient was a highlight of the CMAA’s annual Sponsors Appreciation Lunch, presented at Brighton Le Sands in Sydney last month. More than 100 guests, including CMAA Life Members, CMAA Hall of Fame members, the CMAA Federal Executive, CMAA Federal Councillors, CMDA Board of Management Studies members and CMAA Staff welcomed executives and trade representatives from the “family” of more than 50 companies who support the CMAA through CMDA Career Development and CMDA National Bursary sponsorships. CMAA Executive Officer Ralph Kober paid tribute to his predecessor, Terry Condon, in welcoming guests to the lunch at the Grand Roxy on Level 1 of the Botany Bay Restaurant on November 25. Ralph also had the privilege of announcing to the gathering that CMAA Federal President Bill Clegg had been unanimously endorsed as the CMAA’s newest Life Member. During the official part of the afternoon, Bill also presented Maxgaming NSW State Sales Manager Don Hammond with a memento to mark 10 years as a CMDA Career Development Sponsor. Maxgaming, during that time also has been a CMDA National Bursary Sponsor. John Newson, who retired from Maxgaming in 2010 and initiated the sponsorships with the CMDA, was a guest at the lunch as a CMAA Hall of Fame member. Bill and Ralph both thanked the CMDA’s sponsors for their loyalty and generosity in making it possible for the Association to provide the range of Industrial Relations, education and professional development opportunities to more than 2,500 CMAA members and club managers around Australia. Ralph also introduced to the audience the CMAA’s new Marketing & Sponsorship Manager Shannon Donato, who is working closely with existing and new sponsors at all levels.



*CMAA Federal President Bill Clegg presents Don Hammond from Maxgaming with a gift to mark 10 years of CMDA Career Development sponsorship with the Association.*



*CMAA Executive Officer Ralph Kober welcomes more than 100 guests to the annual Sponsors Appreciation Lunch at Brighton Le Sands last month.*



*More pictures pages 18 & 19*



# Bill recalls inspiration for Life Member honour

There is nothing like a special moment in your life to focus on the reasons and inspirations that delivered you on this journey. So it was for CMAA Federal President Bill Clegg, ACCM, when he was asked to leave the CMAA Federal Executive Meeting that preceded the annual CMAA Sponsors Appreciation Lunch at Brighton last month. A few moments strolling, alone, outside provides opportunity for many thoughts and possibilities. When he was invited back to the Meeting, Bill was informed that he had been nominated - and unanimously endorsed - as the CMAA's newest Life Member. Apart from a moment of relief, Bill immediately spoke of his early days in the Club Industry, working at clubs that could not afford the time or cost for young trainee managers to attend training courses - let alone make the trip from "the bush" to Sydney for those



*CMAA Federal President Bill Clegg addresses guests at the CMAA Sponsors Appreciation Lunch to acknowledge his CMAA Life Membership.*

education opportunities. "Remembering those early days always made it easy for me to be involved with the CMAA, first at Zone level, then in a Federal role and, now,

as Federal President," Bill told fellow Federal Executive Members and Federal Councillors in the meeting room. "Opportunities and support are what makes the CMAA such a wonderful Association and it has been a pleasure to serve on committees and this Executive to ensure that those opportunities are offered to all managers in clubs around Australia ... I am humbled and honoured by this decision." CMAA executive Officer Ralph Kober announced the Life

Membership to guests at the Sponsor Appreciation Lunch and Bill was joined by six - Les Evennett, Barry Stevenson, Peter Strachan, John Allan, Greg Pickering and current Federal Secretary Allan Peter - of the Association's 12 surviving Life members for a commemorative photograph at the lunch. Bill becomes the CMAA's 24th Life Member.

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## 18 CMAA Sponsors Appreciation Lunch







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# Queensland clubs happy to farewell a tumultuous 2011

By HENRI LACH

The year 2011, undoubtedly, will live forever in the annals of Queensland's Club Industry for compelling reasons.

January began with a series of natural disasters that taxed clubs' financial resources to the limit as they took a lead role to help shattered communities and luckless mates devastated by killer floods in the south-east and central areas - and by a savage cyclone in the far north in February.

But, while the industry can look back with pride on its role in restoring order and dignity to badly hit victims, 2011 also was the year when "a monster" of terrible proportions began to fully bare its teeth.

That monster is the Gillard-Wilkie deal on proposed mandatory pre-commitment legislation, spawned from an unholy union of a Prime Minister determined to cling to power and an anti-gambling zealot from Tasmania.

The indomitable spirit of Club Industry leaders has not been crushed, however.

If they go down on this issue, they'll go down fighting to the bitter end.

Meantime, uncertainty dogs the clubs, as it dogs many other areas of endeavour.

"We're living in turbulent and uncertain times," said CMAA Federal Executive Member and Gold Coast Zone President Steve Condren, who heads the Southport Surf Lifesaving Club.

"The global financial situation ... the carbon tax ... these things are putting pressure on everyone. People aren't

spending. We've got the added threat of mandatory pre-commitment. All of these things are putting pressure on clubs. We are in a state of doubt and, until that clears, we'll just have to deal with it the best way we can. At the moment, we can't make plans for the future."

At the same time, Steve Condren is adamant that the battle against the proposed Gillard-Wilkie legislation must not abate. "Clubs are always at the forefront of assistance to their communities," he says. "If we lose a big proportion of our gaming income, we will not be able to provide the services we do now.



CMAA Federal Councillor  
STEVE CONDREN ... "turbulent and uncertain times".



CMA Brisbane Zone President  
JOHN LIMBRICK ... "a tough year".

This is particularly important in the area of surf clubs where lives are at stake."

CMAA Brisbane Zone President John Limbrick, CEO of the prestigious Greenbank RSL Club, described 2011 as "a tough year".

"Clubs are not bullet-proof," he said. "We're not dissimilar to retailers ... we sell goods and services. People's disposable income has not been there and many clubs will admit that their income has not been up to expectation."

John is philosophical on the issue of mandatory pre-commitment. "I'm the eternal optimist and I hope that common sense prevails," he added. "We all know that this would do nothing to help problem gamblers."

Clubs Queensland Chief Executive Officer Doug Flockhart believes a hard task still faces clubs in opposing the legislation.

"This issue is an uphill battle but our industry will not stop fighting the fight," Mr Flockhart said.

"The bottom line is that even if mandatory pre-commitment gets through [Federal] Parliament in the first occasion, we will keep fighting it through to the High Court and with the support of the Queensland Government and Opposition. It will continue to be fought until this poor policy is shut down."

South of the border, ClubsNSW also is energetically continuing its campaign against Prime Minister Julia Gillard and Mr Wilkie.

The group's Executive Director Josh Landis has asked a series of rhetorical questions that sum up the absurdity of the proposed legislation ...

"Who could have imagined that an Independent MP who came third in his electorate's vote, with the second-lowest vote of any person ever elected to Federal Parliament in Australian history, would have reform of poker machines as his No.1 issue?

"How unlikely was it that this person would be elected into the first hung Parliament in decades, so that his vote was needed no matter the cost to an iconic Australian industry like clubs?

"And who could have imagined this person would declare that unless his wishes were met, he would bring down the Government by forcing an early election?"

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# Qld Govt on side with clubs

By HENRI LACH

The Queensland Government has strongly reaffirmed its rejection of the Gillard-Wilkie mandatory pre-commitment legislation proposal.

In a statement exclusive to *Club Management In Australia (CMA) Magazine*, the Minister responsible for Liquor and Gaming Regulation, Paul Lucas, said his Government would rather see the expansion of a system of voluntary pre-commitment which he believes would not impact unduly on club's income.

The Minister also paid tribute to the licensed clubs' role during the State's period of natural disasters at the beginning of 2011.

"Clubs play a very important role in Queensland communities as places where people socialise and work," Mr Lucas said. "In fact, around 30,000 people are employed directly by Queensland clubs and as contractors to them."

"There is no doubt that many Queensland [club] communities were heavily impacted by natural disasters last summer. However the industry is reporting that membership numbers are being maintained. This is a reflection of the key role clubs have played in community recovery as people turn to them for support."

"I am confident the Club Industry will continue to recover from these natural disasters and continue to play a very important role in Queensland communities."

On the issue of legislation, the Minister believes that amendments he recently introduced in Parliament to the *Associations Incorporation Act 1981* as part of the Civil Proceedings Bill 2011 will benefit the Club Industry.

"These amendments allow incorporated associations to transition to being a company limited by guarantee under the *Commonwealth Corporations Act 2001*. The *Associations Incorporation Act 1981* provides a simple and inexpensive mechanism for small non-profit groups to incorporate," Mr Lucas explained. "However, when clubs grow in size and financial turnover, it may be more appropriate for some of them to change to incorporate as a company limited by guarantee. These amendments will now go through the committee process before they given consideration by the full Parliament."

On the vital subject of mandatory pre-commitment, the Minister was positive as to where he stood. "Proposed gaming machine reforms have been the subject of lively discussion between all Australian jurisdictions over recent months," he added.

"In May, I attended the third meeting of the Council of Australian Governments (COAG) Select Council on Gambling Reform which discussed the proposed reforms at length. I made it clear that the Queensland Government continues to support a voluntary system of pre-commitment on gaming machines. The benefits of voluntary pre-commitment have been proven



Queensland Gaming Minister PAUL LUCAS.

through Queensland trials of the technology in 2005 and 2008. To date, more than 45 venues in Queensland have voluntarily adopted the technology."

His final comments will be appreciated by Club Industry leaders and, no doubt, will fall on the deaf years of the gaming prohibitionists.

"Queensland has a good track record of reducing problem gambling with rates decreasing from 0.83% in 2001, to 0.37% in the 2008 to 2009 financial year," Paul Lucas said.

## Macau still the city of dreams

Concerns about slowing growth and tightening credit conditions in China restricting earnings for casinos such as the James Packer-backed Melco Crown's City of Dreams in Macau, have been blown away by the city's latest monthly gaming numbers. Macau's gambling revenue jumped 42% in October to a record monthly high, as wealthy mainland Chinese continued to take a punt in the world's biggest gaming haven. The news also offers some reassurance against talk of weaker growth in China lately that has had some speculating it would mean less activity from high rollers. Gambling revenue rose to \$3.36 billion in October, according to Macau's official Gaming

Inspection and Co-ordination Bureau website. Accumulated gross revenue for the first 10 months of the year is up 45% compared with the same period last year. The October figures surpassed the all-time high monthly revenue of in August. Macau's casino stocks fell about 40% in the two months to the start of October, on fears that a tightening credit environment in China would restrict revenue growth for casinos. September gaming revenue rose 39%, but growth was the second slowest for the year after January. Ratings agency Fitch said it had seen "no evidence" that the tighter credit conditions and slowing Chinese economy would pressure Macau's casinos.

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# 2011 - a year of yet more

It's been a year of waves all right - from rising riverbanks that set homes and businesses adrift in the January floods - to the stormy debate over poker machine reform. And the ground keeps shifting as Victoria's clubs prepare to take control of their gaming floors in August, with a decision on mandatory pre-commitment still hanging in the balance. *CMA Magazine's* Victoria Correspondent KATIE CINCOTTA looks back on an action-packed and incident-packed 2011 ...

## Flood Wipe-Out

Natural disasters nation-wide saw thousands of homes and businesses destroyed by some of the worst floods in history. In Victoria, affected clubs in central and northern parts of state caused mass evacuations and weeks of isolation as river banks broke and roads and rail lines were closed.

## Noisy Pokies Debate

It's been a year of heated debate as the Club Industry fights against mandatory pre-commitment legislation demanded by Tasmanian Independent MP Andrew Wilkie in exchange for his crucial vote that allowed Labor Leader Julia Gillard to become Australia's first female Prime Minister.

## Machine Money Grab

With Tatts and Tabcorp issuing buy-out prices for their poker machines, many clubs were left with hefty six-figure bills to acquire their floor from the dethroned pokies lords.

CMAA Victoria's Education Officer Stephen Hodge was appalled by the blatant grab for money over second-hand machines and the price discrepancies from club to club.

"Those machines are completely written off, so anything they made on them would have been clear profit," Mr Hodge said. "Do you really have to pay that much - \$4,500, and more - for a machine that's worth nothing? There were no negotiations on price. It was a bit rude. Down the road, the bloke paid \$109,000 ... I paid \$180,000. On a NSW market, my floor would probably be worth \$60,000 to \$70,000 but they're the ones that own it and have the licence so it's up to them to say what they want. We asked how they calculated what machines were worth, but nobody

gave an answer. They told me to shut my mouth," a clearly incensed Stephen Hodge underlines what he regards as inflated pricing on old EGMs.

## Future Gaming

Clubs wrestled with one of the biggest decisions they've ever faced ... whether to run their gaming operations independently, or outsource them to third-party operators such as TGS and PVS.

The RSL announced a state-wide deal with Tabcorp Gaming Solutions, with all but one of their 68 sub-branches signing up to the lease model arrangement that freed clubs from having to buy their poker machines from the outgoing duopoly.

With the majority of clubs choosing to employ outside help for gaming services from next year, it seems self-determination was only embraced by those managers with fortitude or experience in gaming.

## New Monitor Goes To Newcomer

In September, Victoria's Gaming Minister Michael O'Brien declared Intralot Gaming Services as the winner of the new 15-year Monitoring Licence that most managers seem excited about.

The fee structure compromises four components ...

- core monitoring at \$29 per month
- single venue jackpot facilitation fee at \$10 per month
- multiple venue jackpot facilitation fee at \$15 per month
- the transition fee is yet to be determined.

But there's doubt that Intralot will be ready in time, which may mean transitional services from Tatts and Tabcorp during 2012.

The good news is that the data available from the new monitoring regime is substantial and may enable clubs to ditch the existing Gold Coin information service that costs around \$1,000 a year.

## AFL Invests In Pokies

With former Victorian Premier and Hawthorn AFL Club President Jeff Kennett declaring that half of all AFL clubs are trading insolvent, it's no surprise to see many of them investing in gaming venues.

Many of the top clubs have spent upwards of \$1 million to purchase 10-year gaming entitlements, including Carlton who will run 280 machines, the Western Bulldogs who will operate 190 machines, Collingwood with 191 machines and Geelong with 181 machines.

In total, 1,882 poker machines will fund AFL clubs from 2012, raising cause for concern with Andrew Wilkie's "licence to punt", which could slash revenue by \$53 million if gaming drops by the 40% estimated by the Club Industry.

## Victoria's Plan For Voluntary Limits

As a former self-employed barrister in the fields of trade practices and commercial law, Gaming Minister Michael O'Brien is willing to go to the High Court over the Federal Government's plans to bring in mandatory pre-commitment. The Coalition doesn't believe players should be forced to sign up for a pre-commitment card and has called on public submissions for their discussion paper on voluntary limits on poker machines.

Based on the preferred model as suggested by the Club Industry and the public in submissions to the Department of Justice until December 2, the Victorian Government wants to introduce its voluntary pre-commitment technology by 2015-2016.

"Unfortunately the uncertainty created by the Gillard Government's ill-considered political fix is causing delays and putting Victoria's implementation target dates at risk," the Gaming Minister added.



# change in Victoria

## Vox Pop

### What were the big moments and decisions for your club in 2011?

"We purchased 84 poker machines on the gaming room floor from Tattersalls for an average of \$4,496 each, and have made the beginnings of learning the science of what sort of poker machines to purchase. With the determination to continue to 'go it alone' when managing our gaming installation, we're pleased that the August 16, 2012 date is fast approaching."

- **ERIN LANGMAN, ACCM - CMAA**  
*Victoria President & General Manager at Echuca Workers Club*

"The big moment in 2011 for our club was approval by the Victorian Commission for Gambling Regulation to extend our number of gaming machines from 38 to 60 post-August 2012. The club took a decision for me to author our own social and economic impact statement, rather than hire legal practitioners and other expert consultants totalling around \$100K. In the Commission's published decision it quotes: 'this application is distinguishable from other applications before the commission in that it was not supported by expert evidence'. While the Commission acts as a safety net for the community, community clubs should be able to stand in front of a Commission and paint the picture, rather than paying persons who do not engage in that community to paint the picture for them. My hope for 2012 is that club managers become vocal on behalf of their Victorian clubs, speak up for themselves rather than having others speak on their behalf. Support Allan Peter who will be the conduit to ensure our CMAA members' diverse and strong views are considered by our Government."

- **GRANT DUFFY, ACCM - CMAA**  
*Federal Councillor & General Manager at Nurmukah Golf & Bowls Club*

"I'm extremely proud to live in a community that pulled together with the imminent threat of floods to the region. While the area was not devastated, like some, the way in which the community was willing

assist others showed great spirit.

From a club perspective, we have been busy preparing for August 2012 when we operate 78 gaming machines, 24 more than currently in the premises. An \$800,000 refurbishment, purchasing machines, coming to terms with the transition has taken up a lot of time. Bring on August 2012 when the offer we will be able to provide our members will be significantly better."

- **GLENN CARROLL - General Manager at Horsham Sports & Community Club**

"We managed the strategic short-term and long-term vision of the club during the transitioning of the Victorian Club Industry while maintaining a profitable business operation."

- **CHRIS BYRNE - General Manager at The Yarraville Club**

"I think Mr O'Brien is on the right path and I hope he sticks to it. What this state needs to do is to implement a standard for all Committee Members - a Certificate in Governance Practice for Hospitality Managers, like that in NSW. I also believe Committees should not be any more than nine - having 14, or more, is over the top. With 60-plus CMAA Members in Victoria, it's important for Members to support the direction of the new Committee. It's easy to talk about what should be done, but it would be more helpful to come along to meetings. We're committed to helping club managers reach their goals, so support us so we can support you."

- **STEPHEN HODGE, ACCM - CMA Education Officer Victorian Zone, ClubsVic State Councillor, General Manager at Italian Australian Sporting & Social Club of Gippsland**

"We are totally focused on the coming year and, from December onwards, we start to market to our members due to Tatts 'pulling the pin' on the direct mail. Initially we were angry at Tatts for not fulfilling their marketing obligations but, in reality, they have done us a favour. We have formed our Gaming Committee and have in place a marketing program, product replacement schedule, budgets, and

five-year plan to control our own destiny using SGS to advise us on gaming ... what a great feeling. We will now have closer relationships with suppliers and be able to market their products to gaming members to suit our market.

"An 'anti-pokies' Council in Warrnambool drove our Chairman to convene a meeting to discuss comments such as: 'What community benefit do we get from pokies apart from paying a few footballers and people who work in the venues?' They had no grasp of what clubs put back into the community. Our CBS this year was \$752,000 and gaming venues in Warrnambool employ 250 people. Where possible we buy all our supplies (i.e. meat, which amounts to just under \$100,000 pa) from local business. The industry is very sympathetic to the problem gambler, we don't like to see it and it is in our interest to help these people, hence the self-exclusion program and the staff training we have. But it's an enormous worry to have a Council that does not understand that [Andrew] Wilkie's mandatory pre-commitment policy won't solve problem gambling. Yes, we will make some mistakes, yes it will be challenging, but hell it's a bloody exciting time."

- **RICK SCOTT - General Manager at Warrnambool City Memorial Bowls Club**

"We're going it alone with gaming operations for 2012 and managing that process financially was the biggest challenge for 2011. Unknowns such as the Federal view on mandatory pre-commitment and the inquiry into not-for-profit organisations is also a dark cloud hanging over our heads."

- **DENIS LAMBROU-FERNANDO - General Manager at Box Hill RSL Sub Branch**

- If you have ideas or suggestions on what training programs you'd like for your staff, then email CMAA Victoria Zone Education Officer Stephen Hodge: [stephen@italianaaustralianclub.com.au](mailto:stephen@italianaaustralianclub.com.au)
- To read the VCGR decision on Nurmukah Golf & Bowls Club, visit [www.vcgr.vic.gov.au](http://www.vcgr.vic.gov.au) ... then to 'Meetings & Hearings', then to 'Inquiries & Hearings', then to 'Matters Determined', then to 'Nurmukah Golf & Bowls Club'.

# 24 CMAA Diary - 2012 Zone Meetings & Industry Functions

Day	Date	Meeting	Venue	Zone
JANUARY				
Monday	02/01/2012		New Year's Day Public Holiday	New Year's Day Public Holiday
Monday	30/01/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
Thursday	26/01/2012		AUSTRALIA DAY	AUSTRALIA DAY
FEBRUARY				
Tuesday	07/02/2012	11:00	Asquith Leagues Club	Manly Northern Suburbs Zone AGM
Wednesday	08/02/2012	17:00	Dubbo RSL Club	Mid State Zone AGM & Dinner
Tuesday	14/02/2012	08:00	Coolangatta Surf Club	Gold Coast Zone AGM & Breakfast Meeting
Tues - Wed	14-15/02/2012	09:00	Eden Fishermen's Club	Far South Coast Zone Dinner & Meeting
Tuesday	14/02/2012	10:30	Nambucca Heads RSL Club	Mid North Coast Zone Meeting & Lunch
Wednesday	15/02/2012	08:00	TBA	Central Coast Zone Breakfast Meeting
Tuesday	21/02/2012			Clubs + Dynamic Online Marketing Workshop
Friday	24/02/2012	11:00	TBA	Illawarra Shoalhaven Zone Meeting & Lunch
Tuesday	TBA	11:00	TBA	Sunshine Coast AGM & Charity Bowls Day
Wednesday	29/02/2012	12:30	TBA	Hunter Zone Meeting & Social Day
Fri - Mon	24 -28/02/2012		Orlando, Florida	85th World Conference on Club Management
MARCH				
* NO MEETINGS - MARCH 8 to 16				
Thursday	01/03/2012		TBA	Clubs + How to Create a Great Beer Venue
Thurs - Sun	01-04/03/2012		Melbourne	Clubs + Melbourne Food and Wine Bursary Tour
Sunday	11/03/2012	18:00	Darling Harbour	CMAA Fed Executive & Fed Council Meetings
Monday	12/03/2012	09:00	Darling Harbour	CMAA Annual Conference & Trade Expo
Monday	12/03/2012	09:00	Darling Harbour	CMAA Annual General Meeting
Monday	12/03/2012	16:00	Darling Harbour	CMAA Cocktail Party & Hall of Fame Awards
Monday	12/03/2012		(Vic) Labour Day Public Holiday	(Vic) Labour Day Public Holiday
Tuesday	13/03/2012	09:00	Darling Harbour	CMAA Annual Conference & Trade Expo
Wednesday	14/03/2012	10:00	Woodgate Bowls Club	Bundaberg Zone
Sun - Tues	11-13/03/2012		Brisbane	Fine Food Brisbane
Thurs - Fri	15-16/03/2012	09:00	Barrier Social & Democratic Club, Broken Hill	Riverina Murray Zone Dinner & AGM
Thursday	15/03/2012	11:00	St Johns Park Bowling Club	Nepean Zone AGM & Lunch
Tuesday	06-07/03/2012	09:00	Inverell RSM Club	North West State Zone Dinner & Meeting
Wednesday	TBA	11:00	Kingscliff TAFE	Far North Coast Zone AGM & Lunch
Wednesday	21/03/2012	10:00	Redcliffe Leagues Club	Brisbane Zone AGM, Workshop & Lunch
Tuesday	27/03/2012	09:30	TBA	St George Cronulla Zone Breakfast Meeting
Tuesday	27/03/2012	11:00	Paddington RSL Club	City & Eastern Suburbs Zone Meeting & Lunch
Wednesday	28/03/2012	10:00	Port City Bowling Club	Great Lakes Zone Meeting & Lunch
Thursday	29/03/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
APRIL				
Monday	TBA	07:00	Concord Golf Club	Inner West Zone Golf Day
Friday	06/04/2012	EASTER	Good Friday	Good Friday
Saturday	07/04/2012	EASTER	Easter Saturday	Easter Saturday
Sunday	08/04/2012	EASTER	Easter Sunday	Easter Sunday
Monday	09/04/2012	EASTER	Easter Monday	Easter Monday
Wed - Fri	18-20/04/2012		Singapore Expo	Asian Club Managers' Conference & FHA Expo
Wednesday	25/04/2012		ANZAC DAY	ANZAC DAY
Thursday	26/04/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
MAY				
Tuesday	TBA	10:30	Woolgoolga RSL Golf Club	Mid North Coast Zone Golf Day
Sat - Tues	05-08/05/2012		McCormick Place, Chicago	NRA Show & Study Tour
Monday	07/05/2012		(Qld) Labour Day Public Holiday	(Qld) Labour Day Public Holiday
Tues - Wed	08-09/05/2012	09:00	Moree Services Club	North West State Zone Dinner & AGM
Mon - Tues	07-08/05/2012		Twin Towns Services Club	RSL & Service Clubs National Conference
Tues - Thurs	08-10/05/2012		Marriott, Surfers Paradise	Leagues Club Australia Gaming Conference
Mon - Tues	TBA		Twin Towns Service Club	RSL & Services Clubs Assn Conference
Tues - Wed	15-16/05/2012	09:00	Tomakin Sports Club	Far South Coast Zone Dinner & Meeting
Wednesday	16/05/2012	08:00	Shelly Beach Golf Club	Central Coast Zone Breakfast Meeting
Tuesday	TBA	11:00	Caloundra RSL Club	Sunshine Coast Zone Meeting & Lunch
Friday	TBA	11:00	TBA	Victoria Zone AGM & Lunch
Tuesday	22/05/2012			Clubs+ Online Marketing Competition
Tues - Wed	22-23/05/2012		The Epping Club	Clubs+ Weddings & Events Management Summit
Tues - Thurs	22-24/05/2012		The Venetian Resort, Macau	G2E Asia <a href="http://www.asiangamingexpo.com">www.asiangamingexpo.com</a>
Wednesday	30/05/2012	11:00	TBA	Hunter Zone AGM & Lunch
Thursday	31/05/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
JUNE				
Thursday	TBA	11:00	TBA	ACT Zone Meeting & Lunch
Tues - Wed	05-06/06/2012			Clubs+ Chefs Hands-On Workshop
Tuesday	05/06/2012	11:00	Arncliffe Scots Sports & Social Club	St George Cronulla Zone Meeting & Lunch
Wednesday	06/06/2012	11:30	Greenbank RSL Club	Brisbane Zone Meeting & Qld Bursary Lunch
Wednesday	TBA	11:00	TBA	Far North Coast Zone Meeting & Lunch
Monday	11/06/2012		Queen's Birthday Holiday	Queen's Birthday Holiday
Tuesday	12/06/2012	10:00	Club Coffs on West High	Mid North Coast Zone AGM & Lunch
Thursday	21/06/2012	11:00	Cabra Vale Diggers Club	Nepean Zone Quarterly Meeting & Lunch
Monday	TBA	07:00	TBA	Inner West Zone Breakfast Meeting
Tuesday	26/06/2012	11:00	Currumbin RSL Club	Gold Coast Zone Meeting & Lunch
Tuesday	26/06/2012	11:00	Randwick Labor Club	City & East Zone Networking Event
Wednesday	27/06/2012	17:00	Dubbo RSL Club	Mid State Zone AGM & Dinner
No Meetings				



Day	Date	Meeting	Venue	Zone
<b>JULY</b>				
Tuesday	03/07/2012	14:00	Conrad Jupiters, Gold Coast	CMAA Federal Executive Meeting
Wednesday	04/07/2012	10:00	Conrad Jupiters, Gold Coast	CMAA Federal Council Meeting
Thursday	04/07/2012	16:00	Conrad Jupiters, Gold Coast	CMAA Members' General Meeting
Wed - Fri	04-06/07/2012	09:00	Conrad Jupiters, Gold Coast	CMAA Mid-Year Conference
Saturday	07/07/2012	11:00	Gold Coast Turf Club	Gold Coast-Brisbane Zone Charity Race Day
Wednesday	11/07/2012	10:00	TBA	Bundaberg Zone
Mon - Tues	16-17/07/2012	09:30	Club Barham	Riverina Murray Zone Dinner & Meeting
Thursday	19/07/2012	11:00	TBA	Manly Nth Subs Zone Mid-Year Meeting & Lunch
Sunday	22/07/2012			Clubs + Food & Beverage Workshop
Wednesday	TBA	13.15	TBA	Ipswich Darling Downs Zone Meeting
Thursday	26/07/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
Friday	27/07/2012	11:00	TBA	Illawarra Shoalhaven Zone Meeting & Lunch
<b>AUGUST</b>				
Thursday	02/08/2012	08:00	TBA	Brisbane Zone Charity Golf Day
Monday	06/08/2012	07:30	The Grange Golf Club	Illawarra Zone Charity Golf Day
Tuesday	07/08/2012			Clubs + ADVANCED Online Marketing Workshop
Tues - Wed	07-08/08/2012	09:30	Armidale City Bowling Club	North West State Zone Dinner & Meeting
Tues - Wed	14-15/08/2012	09:00	Pambula Merimbula Golf Club	Far South Coast Zone Dinner & AGM
Wednesday	15/08/2012	10:00	Country Club Wauchope	Great Lakes Zone AGM & Lunch
Tuesday	TBA	11:00	TBA	Sunshine Coast Zone Meeting & Lunch
Tuesday	21/08/2012	07:30	Penrith Golf Club	Nepean Zone Charity Golf Day
Tues - Thurs	21-23/08/2012	09:30	Darling Harbour, Sydney	AGE 2010 <a href="http://www.austgamingexpo.com">www.austgamingexpo.com</a>
Friday	TBA	18.30	TBA	Victoria Zone AGM & Awards Dinner
Wednesday	29/08/2012	07:30	TBA	Hunter Zone Breakfast Meeting
Thursday	30/08/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
<b>SEPTEMBER</b>				
Sun - Wed	TBA		Grand Hyatt Hotel, Melbourne	RSL & Services Clubs Assn Conference
Tuesday	04/09/2012	11:00	Oatley RSL Club	St George Cronulla Zone Meeting & Lunch
TBA	TBA	11:00	TBA	Far North Coast Zone Meeting & Lunch
TBA	TBA	10:00	TBA	Mid North Coast Zone Meeting & Lunch
Tuesday	11/09/2012	11:00	Burleigh Bears R.L.F. Club	Gold Coast Zone Meeting & Lunch
Wed - Thurs	TBA	09:00	Koondah Waters Resort, Wyong	Central Coast Zone AGM & Conference
Wed - Thursday	19-20/09/2012			Clubs + Sales and Marketing Summit
Thursday	20/09/2012	11:00	Club Pine Rivers	Brisbane Zone Meeting, Workshop & Lunch
Thursday	20/09/2012	11:00	St Marys Band Club	Nepean Zone Quarterly Meeting & Lunch
Thursday	TBA	07:30	Kogarah Golf Club	St George Cronulla Zone Golf Day
Friday	TBA	11:00	TBA	Inner West Zone Meeting & Lunch
Tuesday	25/09/2012	16:30	Club Rose bay	City Eastern Suburbs Zone Meeting & Lunch
Thursday	27/09/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
<b>OCTOBER</b>				
Monday	01/10/2012		(NSW/ACT) Public Holiday	(NSW/ACT) Labour Day Public Holiday
Tues - Thursday	01-04/10/2012		The Sands Expo & Convention Centre	Global Gaming Expo - G2E 2012
Sun - Tuesday	06-09/10/2012		Gold Coast Convention Centre	ClubsNSW Annual Conference & Trade Expo
Wednesday	14/10/2012	10:00	TBA	Bundaberg Zone
Wednesday	17/10/2012	17:00	Dubbo RSL Club	Mid State Zone AGM & Dinner
Thursday	25/10/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
Friday	26/10/2012	11:00	Dapto Leagues Club	Illawarra Shoalhaven Zone AGM & Lunch
<b>NOVEMBER</b>				
Thurs - Sunday	TBA		Sheraton Mirage, Gold Coast	Leagues Club Australia Annual Conference
Friday	TBA	14:00	Carlton Brewhouse, Abbotsford	Victoria Zone Meeting & Xmas Lunch
Friday	TBA	11:00	TBA	ACT Zone Meeting & Bowls Day
Friday	23/11/2012	11:00	Arana Hills Leagues Club	Brisbane Zone Meeting & Xmas Lunch
Tuesday	27/11/2012	11:00	Matraville RSL Club	City East Zone Meeting & Xmas Lunch
Tuesday	TBA	11:00	TBA	Sunshine Coast Zone Xmas Lunch
Wednesday	28/11/2012	11:00	TBA	Hunter Zone Meeting & Xmas Lunch
Friday	30/11/2012	09:00	Brighton Le Sands	CMAA Federal Executive Meeting
Friday	30/11/2012	10:30	Brighton Le Sands	CMAA Federal Council Meeting
Friday	30/11/2012	12:00	Brighton Le Sands	CMAA Sponsors Luncheon
<b>DECEMBER</b>				
Friday	TBA	11:00	TBA	Inner West Zone AGM & Xmas Lunch
Tuesday	04/12/2012	11:00	St George Motor Boat Club	St George/Cronulla Zone Meeting & Xmas Lunch
Tues - Wed	04-05/12/2012	09:30	West's Leagues Club, Tamworth	Nth West State Zone Xmas Dinner & Meeting
Tues - Wed	04-05/12/2012	09:00	Milton Ulladulla Ex-Services Club	Far South Coast Zone Xmas Dinner & Meeting
Wednesday	05/12/2012	10:00	Crescent Head Country Club	Great Lakes Zone Meeting & Golf Day
Thursday	06/12/2012	11:00	TBA	Manly Nth Suburbs Zone Meeting & Xmas Lunch
Friday	07/12/2012	11:00	TBA	Central Coast Zone AGM & Xmas Lunch
Friday	07/12/2012	12:00	Collegians, Balgownie	Illawarra Shoalhaven Zone Xmas Lunch
Friday	TBA	12:00	TBA	Brisbane-G Coast Zone Xmas Lunch
Tuesday	04/12/2012	18:00	Story Bridge Hotel	Brisbane Zone Sponsors Cocktail Party
Wednesday	TBA	11:00	TBA	Far Nth Coast Zone Meeting & Xmas Lunch
Tuesday	11/12/2011	11:00	TBA	Mid North Coast Zone Meeting & Xmas Lunch
Thursday	13/12/2012	12:00	Liverpool Catholic Club	Nepean Zone Xmas Lunch
Friday	14/12/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting

## Get on board with Wild Oats this summer

CMDA National Bursary Program Sponsor company Robert Oatley Vineyards has an exciting array of summer promotions for the high-profile Wild Oats range of table wines. Named for owner Bob Oatley's equally well-known stable of "Wild Oats" super-maxi yachts, the wines are as modern and contemporary as his sailing craft which have secured line-honours in five Rolex Sydney to Hobart events. The race makes December and January ideal to participate in one of the summer promotions that can be easily tailored specifically for clubs.

Win a Wild Oats Crew Kit - Wild Oats XI yacht branded sports cap, beach towel and duffle bag. Enter by purchasing a glass of Wild Oats wine. Wine Feature cards and posters are prepared specifically for each venue, along with colourful bar runners and coasters.

Join the Wild Oats Crew - purchase bottles to take home and receive crew gear. A great retail promotion for club members.



Oats range, with a delicious Victorian Pinot Noir released in November. The most popular white wines are Sauvignon Blanc, Sauvignon Blanc Semillon and Chardonnay, while the Rose sells particularly well on-

premise and the Shiraz and Cabernet Merlot lead the red wine sales. The Traminer, an off-dry style of fruity white, is popular in clubs with Asian restaurants or Euro-Asian food menus.



Australia's leading wine critic James Halliday's latest book, "1001 Wines Under \$20" awards 90 points to two of the Wild Oats range ...

- Sauvignon Blanc
- Cabernet Merlot

To arrange a **Wild Oats Summer Promotion**, contact your Robert Oatley Vineyards representative or **National Sales Manager Campbell Macleod - M: 0429 927 628.**

Xmas Gift Bonus - special glassware offer. Purchase two bottles of Wild Oats wine and receive two Speigela stemless glasses worth \$30.

There are now 11 wines in the Wild

## Paynter Dixon settles in to new offices

After 26 years, the Paynter Dixon Group has moved from Ashfield to new premises in North Ryde.

The move was finalised on October 28 with the new office opening on Monday, October 31.



The company's office phone numbers and email addresses remain the same.

Club Managers and clients are asked to adjust records to reflect the following information:

- **Main Office: 02 - 9797 5555** (no change)
- **PDFM: 02 - 9797 5540** (new)
- **F: 02 9797 5533** (new)
- **Postal: Locked Bag 2219, North Ryde BC NSW 1670**
- **Address: Level 2, 2 Richardson Place, North Ryde. NSW 2113**

Each individual staff member's direct phone numbers, mobile numbers and email addresses remain the same.

If considering a visit to Paynter Dixon's new office and require parking, please contact Paynter Dixon Reception (02 - 9797 5555) in advance and a parking space may be arranged.

Alternatively, there is a multi-level car park located in Newbiggin Close (off Julius Ave) where parking may be available.

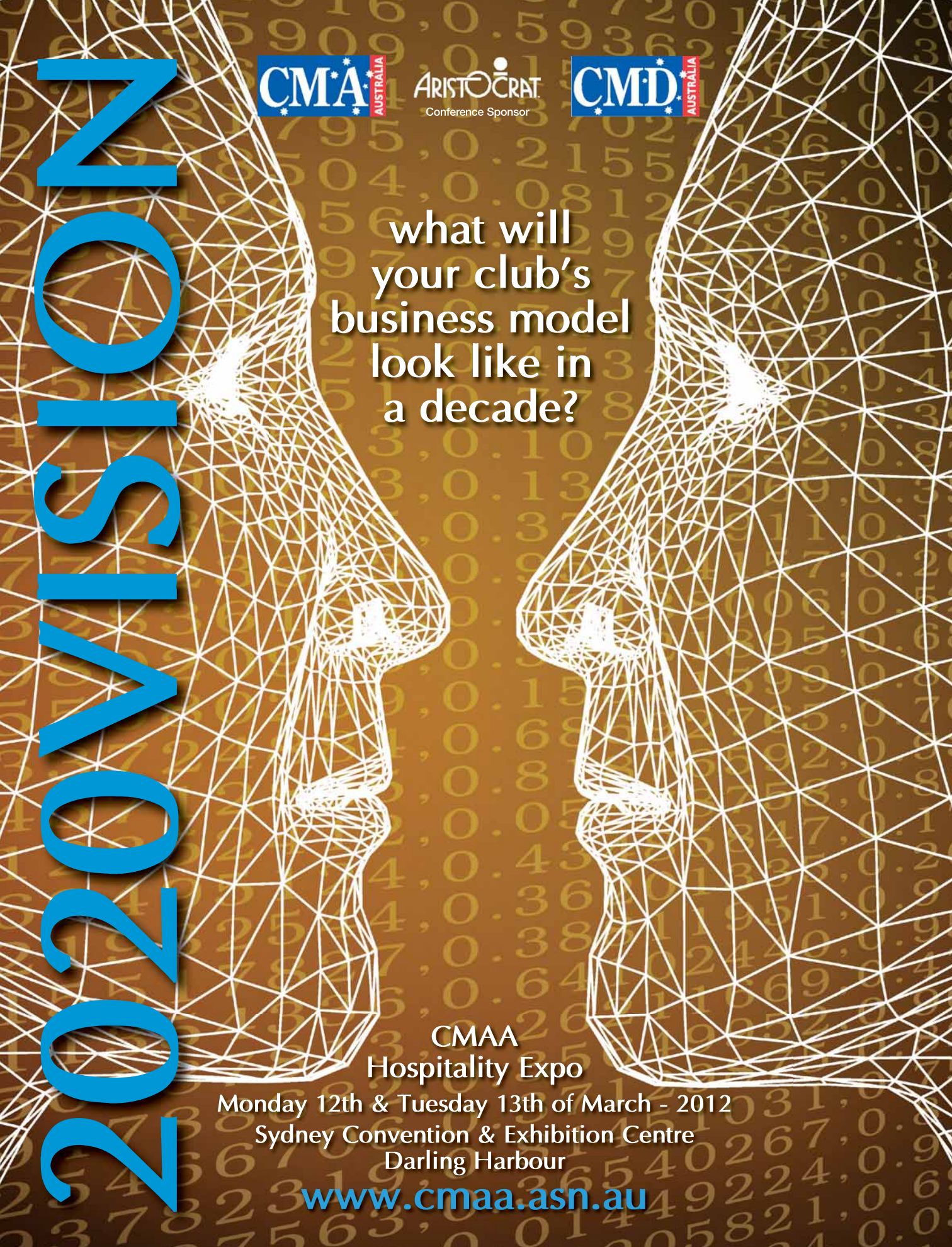
IGT continues its popular theme bank products with the release of "Jousting Jackpots" - where all games share a fun medieval theme and an entertaining common bonus feature with a best-of-three jousting bout determining the jackpot or bonus prize won. Longevity of entertainment is key with "Jousting Jackpots", and in keeping with the tales of old, if the white knight is victorious, the maxi-jackpot plus bonus prize is awarded. The black knight awards the mini-jackpot plus bonus and, if it ends in a stalemate, then the bonus prize is won. The bonus prize adds to the excitement as the prize awarded is proportional to the credits bet per line.

## Jousting to the Jackpot



In addition to the entertaining jackpot feature, "Jousting Jackpots" includes surround signage to attract attention and has been released with two base games. Product Marketing Manager Chris Gialouris said IGT's theme bank games are a strong offering with a wide variety of games designed for all player types to drive longer player entertainment. "Players can enjoy the individual game play styles of the base game - in this instance we have 'Mystic Falls' that offers 'Multiway' play and up to 25 free games when all prizes are tripled, plus 'Polynesian Sunset' with up to 25 free games where the substitute provides the chance to multiply the prize by up to 20 times."





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

CMAA  
Hospitality Expo

Monday 12th & Tuesday 13th of March - 2012  
Sydney Convention & Exhibition Centre  
Darling Harbour

[www.cmaa.asn.au](http://www.cmaa.asn.au)

2020VISION



Register: [www.cmaa.asn.au](http://www.cmaa.asn.au)

## President's Message

On behalf of the Federal Executive, Federal Council and the Board of Management Studies, I welcome CMAA Members and eligible delegates to the CMAA's 2012 Conference and Hospitality Expo.



This event continues to be a spectacular success with more conference delegates and Trade Expo visitors attending than ever before. Your participation is

greatly appreciated. Thanks to our Conference Sponsor Aristocrat and wonderful trade suppliers who, again, will provide an impressive array of innovative and exciting products and services for management to review.

Bill Clegg, ACCM  
CMAA Federal President

## 2012 Members AGM

9-10:15am Monday, March 12  
Level 1, Parkside Ballroom.

## ACCM Activity Points

CMAA Members receive 10 activity points for attending and signing the Register at the AGM. A further 20 activity points will be awarded for attendance at the Conference & Expo with an additional 10 activity points given for those Members travelling more than 100km from their club to attend the event.

## CMAA National Bursary 2012 Winners Luncheon

12:30-2:30pm Monday, March 12  
Level 1, Parkside Ballroom.

## CMAA Cocktail Party

4-6pm Monday, March 12  
Level 1, Parkside Ballroom.

# The Conference Program:

## 2020 VISION - what will your club's business

*"Neither a wise person nor a brave person lies down on the tracks of history"*

### Day 1: **Monday, March 12, 2012**

**8am** **Conference Registration** - Ground Floor Registration Desk

**8:30am** Doors Open for **CMAA Members' AGM** - *CMAA Members only*  
Level 1, Parkside Ballroom

**9am** **CMAA Annual General Meeting**  
Welcome - Conference Sponsor, **Aristocrat**  
ACCM, 21-Year & 30-Year Service Awards

**10:15am** **Morning Tea** - Foyer

**10:30-4pm** **CMAA Hospitality Expo** - Hall 5

**10:30-11:30** **Peter Ritchie, AO**  
*Corporate Strategy and the Business Lifecycle*  
Level 1, Parkside Ballroom

Peter Ritchie trained as an accountant before being approached in 1970 to join McDonald's and train in the United States. Peter was the first employee of McDonald's Australia and the first employee of the McDonald's system outside North America.

During the '70s and '80s he played a major role in every aspect of the company's development, from establishing raw product suppliers to the construction of new stores and the development of training programs. McDonald's Australia grew to more than 500 stores and 50,000 employees during his time as CEO. In 1983 and 1991 he was a member of the Board of the U.S. parent company, McDonald's Corporation, and helped establish McDonald's in most of the countries in Asia and the Pacific including Hong Kong, Singapore, Malaysia, Indonesia and New Zealand. He was a founding Board Member of McDonald's Hong Kong, Malaysia and New Zealand. In December 1995, Peter announced his retirement from an executive role at McDonald's Australia after 25 years with the company. Peter was non-executive Chairman of the Board from 1995 until his resignation in December 2001. Peter is Chairman of Mortgage Choice Australia Limited, Chairman of Reverse Corp Limited, Chairman of Culligan Australia Pty Limited and Deputy Chairman of the Seven Network Limited.

Peter will share with us his thoughts on corporate strategy, including:

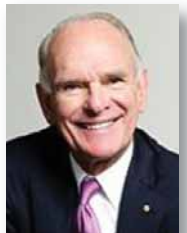
- Some insights into the background of the McDonald's business model success from the 1970s to now.
- His thoughts on what brought about the recognition of the need for their change in strategy in the late 1990s and early 2000s, and at what point was the formal decision made to change.
- The indicators of the needed for change, and how the new strategy was determined.
- How the major stakeholders were won over.

**11:30-12:15** **Paul Lyons**  
*Organisational Psychologist: Developing the Mindset for Embracing Possible Change*

*"A person who buries his head in the sand offers an engaging target."* - Mabel A Keenan  
One of the hardest things to do when operating a business is to say: *"this doesn't work anymore, we need to change or we may not be around much longer"*. Paul lends his expertise to the problem of dealing with our own internal change demons.

**12:30-2:30** **CMAA National Bursary 2012 Winners Luncheon**  
Level 1, Parkside Ballroom

**4pm** **Hospitality Expo Closes**





Register: [www.cmaa.asn.au](http://www.cmaa.asn.au)

model look like in a decade?

to wait for the train of the future to run over them." - Dwight D. Eisenhower

## Day 1: Monday, March 12, 2012 (continued)

**4-6pm** CMAA Hall of Fame Cocktail Party with Exhibitors & Delegates  
Level 1, Parkside Ballroom

All accredited Conference Delegates and Expo Exhibitors are welcome to mingle, network and relax post Day 1 of the Conference. There will be inductions to the CMAA Hall of Fame and presentation of the 2012 Peter Cameron Award.

## Day 2: Tuesday, March 13, 2012

**9-10:30am** Level 1, Parkside Ballroom  
**In the Face of Inexorable Change, Five Industry Experts Consider the Club Industry in 2020**

- **The Customer:** David Halliday - General Manager of Sales (Licensed) for Coca-Cola - shares some research into the profile of the 2020 customer. What will they want? What will attract them? What entertainment will they like?
  - **The Number Cruncher:** Greg Russell - Director, Russell Corporate Advisory. In the face of reducing margins and possible negative community perceptions, Greg talks about how to review core business strategy and competitive positioning.
  - **The Banker:** Sidney Lin - Senior Relationship Manager (Hospitality), St George Bank - discusses how banks determine lending risk profiles for the industry. Do banks look at the business, the strategy, or the Board and Management? Where is the weak link?
  - **The Lawyer:** Brett Boon - Partner, Thomsons Lawyers - looks at the legal issues arising from strategic diversification matters.
  - **The Builder:** Lindsay Verdon - Head of Hospitality & Entertainment Venues, Paynter Dixon - discusses the question: "If a club burned down tomorrow, what would you build in its place to meet the market needs of 2020?"
- Take this opportunity to ask every question you have about strategy.

**10:30am** Morning Tea - Foyer

**10:30-4pm** CMAA Hospitality Expo - Hall 5

**10:45-11:35** Workshop 1 - The Management Consultant  
*The Mechanics of Strategic Choice and the Primary Reasons for Strategic Failure*

Greg Bell - from PKF - discusses the scenario "My club is earning about 20%-25% EDITDA currently but I expect we will not be able to sustain that in the long term because of demographic change in my area, margin reductions due to competition and effects of pre-commitment gaming. Who do I call for professional help and advice? What do I ask? Where do I start? What is the general process for strategy review? Where do I find new ideas? Should I get a quote from these professionals? How will I know if I can afford the changes that I might envisage?"

**11:40-12:30** Workshop 2 - The Change Manager  
*Change the Strategy and the Bricks and Mortar, but What About the Constituents?*

Ron McLean - from Creating Synergy - discusses the most often neglected assets and aspects of business strategy - PEOPLE. Ron will look at the planning, processes and tools required to transform a workforce to support and enhance a new business model.

**4pm** Hospitality Expo Closes

## Conference & Expo Overview

### Conference Investment

*CMAA reserves the right to restrict admission to the Conference*

**\$250pp (incl GST) for Staff, Management and Directors of: Clubs, Hotels, Casinos, Restaurants and Caterers.**

### Hospitality Expo Visitor Policy

*Admission to the Expo is free for accredited persons as listed below*

Visitors to the CMAA Hospitality Trade Expo and associated functions will be restricted to the following accredited persons:

- CMAA Members
- Management, Directors and Staff of Registered Clubs & Hotels
- Trade Exhibitors & Staff
- Accredited Trade Representatives

Trade Representatives not exhibiting will be required to pay an entrance fee of \$1000 plus GST.

Non-accredited Trade Representatives will be denied access to the Trade Expo and removed if found to be in the Trade Show.

### Conference Sessions

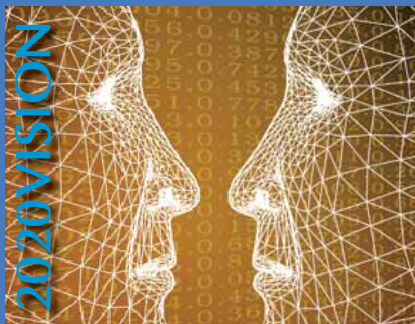
Conference sessions both days will be held on Level 1, Parkside Ballroom.

*\* Speakers may change due to unforeseen circumstances.*



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Conference Sponsor

Register: [www.cmaa.asn.au](http://www.cmaa.asn.au)



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& Business Advisers



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ADVISORY

## Add an extra day to get more value from your stay ...

Wednesday, March 14  
at CMDA Career Development Centre  
Sydney Olympic Park

**Workshop Investment: \$500 (incl GST)**

*"A man who misses his opportunity, and monkey who misses his branch, cannot be saved." - Hindu proverb*

### Day 3: Wednesday, March 14, 2012

**9am-12:30** Chartered Secretaries Australia & CMDA presents ...  
*Not-for-Profit Officers, Directors & the Board*

Strategic change is best ushered in by Officers and Boards who have a full understanding of their duties, obligations, and rights under Commonwealth and State laws. This is a great opportunity to kick-start your Certificate in Governance for Not-for-Profits proudly offered by the CMDA and our partner, Chartered Secretaries Australia.

**1:15-2:45pm PKF**  
*Strategic Steps (No. 1) \**

*"A journey of a thousand miles begins with a single step." - Lao Tzu*

A practical examination of the processes required to assess your current business model. Run the financial and operational ruler over your current strategy before looking for new ones. There may be lots of scope for change with what you already have. PKF will give a practical insight into reviewing your business systems, processes and procedures to measure their effectiveness and efficiency within your environment. Look at strengths and weaknesses before starting to make decisions.

**3-4pm** Russell Corporate Advisory  
*Diversifying Your Business? Let's Talk Feasibility Studies \**

It is estimated that only 1 in 50 business ideas are commercially viable. Therefore, a business feasibility study is an effective way to safeguard against wasting further investment and resources.

([http://bestentrepreneur.murdoch.edu.au/Business\\_Feasibility\\_Study\\_Outline.pdf](http://bestentrepreneur.murdoch.edu.au/Business_Feasibility_Study_Outline.pdf))

*\* These are practical courses involving group work, discussions and you will be provided with resources you can implement immediately back at your venue.*





## CMDA Proudly presents: The 2012 Paul Lyons Workshop Series



*Paul Lyons is an organisational psychologist who works with many large companies including Qantas. He also delivers high value, real life and practical knowledge and skills workshop packages to the club industry.*

### Developing Leaders

By the end of this course participants should be able to:

- explain the Managers role as leader and how it impacts on team performance
- explain the concept of leadership and its importance to effective business performance
- adapt their leadership style to suit individual team member needs and working preferences
- improve overall workforce commitment from their team members
- build a culture that promotes trust, integrity, high performance



### Difficult Conversations

By the end of this workshop participants will be able to:

- Understand the importance of dialogue and staying in dialogue
- Be aware and focused of what you and others really want
- Analyse and observe both your own and other's feelings and behaviours
- Establish a safe environment and identify when safety is at risk
- Actively listen and speak persuasively
- Turn conversations into actions and results.



### Managing Change

By the end of the program you will be able to:

- Define change at your Club
- Recognise the reasons for change
- Identify the factors that create successful change
- Be aware of people's responses to change
- Respond and act on the role they play in change
- Apply the elements of the change framework to change initiatives



### High Performance Teams

By the end of this workshop participants will be able to:

- Learn more about yourself and your colleagues
- Develop Profiles and discuss implications
- Review and fine tune how we work
- Understand the factors that make up a high performance teams



### Mentoring

By the end of this workshop participants will be able to:

- What is Mentoring?
- definitions
- conceptual overview
- Developing a Mentoring Program
- Mentoring, leadership, & profitability



### Dealing with Difficult People

By the end of this workshop participants will be able to:

- Types of Difficult People
- Exploring the basis of power at work
- Dealing with difficult customers
- Dealing with difficult colleagues



### Emotional Intelligence

By the end of this workshop participants will be able to:

- What is EQ? (The conceptual framework)
- Business case for EQ: Why would you or your organization care about EQ?
- EQ Toolkits
- 4 steps of a high EQ event
- 15 EQ skills
- 6 EQ based leadership styles
- Exercise: use EQ to solve your leadership and organizational problems



### Anti-Discrimination, harassment and bullying

By the end of this workshop participants will be able to:

- Better understand the definitions of Discrimination, Harassment and Bullying
- The Laws
- Rights and Responsibilities
- Dealing with the Issues arising from these



### Counselling Skills

By the end of this workshop participants will be able to:

- The five basic human needs
- The difference between "emotionally driven" and "behaviour driven"
- Learning how to "switch" to success
- Towards competence
- Giving feedback



### Interviewing and Selection Skills

By the end of this workshop participants will be able to:

- What makes up the "right type" for a staff member
- Developing clear selection criteria
- Other forms of assessment
- Behavioural Interviewing
- Probity and Reference Checks



**Full day courses: \$200 + GST pp. See our website for dates.**

3.5 hour introductory workshops can be scheduled. *Please contact Geoff Meston on 02 9746 4199 or at [geoff@cmaa.asn.au](mailto:geoff@cmaa.asn.au).*

## CMDA proudly presents Big Dave Staughton's Professional Development Half day Workshop Series for 2012

Staffing & teambuilding workshops		<input checked="" type="checkbox"/>	Staffing & teambuilding workshops (cont)		<input checked="" type="checkbox"/>
<b>Stepping up to supervision – how to learn to lead people.</b> <i>Designed for new supervisors and potential supervisors</i> <ul style="list-style-type: none"> <li>Develop the confidence and assertiveness needed to supervise staff</li> <li>Leadership skills for brand new leaders – moving from buddy to boss (first 90 days)</li> <li>Learn coaching and counselling skills to modify staff behaviours</li> </ul>		<input type="checkbox"/>	<b>Developing a sales culture - how to teach your staff to sell more.</b> <i>Designed for, managers and supervisors that want more up selling, add-ons and repeat sales</i> <ul style="list-style-type: none"> <li>The why, what and how of “serving &amp; selling skills” for front line staff</li> <li>Practical sales games &amp; competitions to train and motivate your team.</li> <li>Using rewards, recognition, praise &amp; appreciation to incentivise your team to sell</li> </ul>		<input type="checkbox"/>
<b>Improving recruitment &amp; retention - how to find &amp; keep great staff.</b> <i>Designed for managers and supervisors</i> <ul style="list-style-type: none"> <li>Where to find great staff, how to attract them and what to look for</li> <li>Using personality profiling to pick winners and understand people</li> <li>Latest recruitment &amp; selection tips &amp; techniques – outside the box ideas!</li> </ul>		<input type="checkbox"/>	<b>Improving teamwork in your brigade - how to manage your kitchen.</b> <i>Designed for chefs, cook, managers and supervisors</i> <ul style="list-style-type: none"> <li>finding &amp; keeping the best kitchen staff – dishwashers, kitchen hands, cooks &amp; apprentices</li> <li>Teambuilding and motivation techniques for busy kitchens.</li> <li>Improving team communication and results in the kitchen and venue</li> </ul>		<input type="checkbox"/>
<b>Developing a sales culture - how to teach your staff to sell more.</b> <i>Designed for, managers and supervisors that want more up selling, add-ons and repeat sales</i> <ul style="list-style-type: none"> <li>The why, what and how of “serving &amp; selling skills” for front line staff</li> <li>Practical sales games &amp; competitions to train and motivate your team.</li> <li>Using rewards, recognition, praise &amp; appreciation to incentivise your team to sell</li> </ul>		<input type="checkbox"/>	<b>Skills development workshops</b>		<input checked="" type="checkbox"/>
			<b>Time &amp; life skills for busy managers - how to be more effective.</b> <i>Designed for managers and supervisors.</i> <ul style="list-style-type: none"> <li>Setting your personal &amp; business goals for 2012 – get clear!</li> <li>How to plan better, focus and prioritise effectively (say NO! more often).</li> <li>World-class ideas &amp; tips on how to get more done in less time and improve your life.</li> </ul>		
<b>Turning grumpy into great - how to re-engage &amp; inspire your team.</b> <i>Designed for managers and supervisors</i> <ul style="list-style-type: none"> <li>Learn how to improve your workplace culture and re-engage disengaged staff</li> <li>Using strengths-based leadership, coaching &amp; counselling skills to optimise behaviour</li> <li>Harnessing the power of purpose, positivity &amp; optimism to improve productivity</li> </ul>		<input type="checkbox"/>	<b>Effective expense reduction &amp; buying better - how to make profits.</b> <i>Designed for managers and purchasing/accounts dept</i> <ul style="list-style-type: none"> <li>Smart purchasing strategies for hospitality and how to find the best suppliers</li> <li>Where and how to buy better and save money</li> </ul> <b>Cost reduction strategies for hospitality – reduce, re-use, recycle and request more!</b>		<input type="checkbox"/>
<b>Working with Gen Y &amp; matures - how to manage &amp; motivate your team.</b> <i>Designed for managers and supervisors</i> <ul style="list-style-type: none"> <li>Leading and understanding the different generations (values &amp; motivations)</li> <li>Improving workplace communication between generations – text vs talk</li> <li>Effectively using rewards &amp; recognition, praise &amp; appreciation to motivate</li> </ul>		<input type="checkbox"/>	<b>Handling difficult people - how to deal with customers from hell.</b> <i>Designed for managers, supervisors and front of house staff</i> <ul style="list-style-type: none"> <li>Handling and preventing customer complaints – removing the OUCH! Factor</li> <li>Understanding people and what makes some people difficult .</li> <li>Strategies for managing even the most difficult customers.</li> </ul>		<input type="checkbox"/>



## CMDA proudly presents Big Dave Staughton's Professional Development Half day Workshop Series for 2012

### Skills development workshops Cont'd



**Practical presentation skills - how to pitch & present like a pro.** *Designed for anyone giving presentations – managers, team leaders*

- Learn world class stagecraft, tips & tricks of presenters to get your ideas to be “stickier”.
- Develop and project more confidence by using storytelling & metaphors effectively.
- Creating presentations that get buy-in and fully engage and inspire your audience.



**Negotiation skills - how to negotiate better & be a great dealmaker.** *Designed for anyone in hospitality that does buying or selling eg. Managers.*

- Understand how & why people negotiate and resolve conflicts
  - World's best negotiation tactics & tricks and the factors that influence and persuade
- Fun negotiation games & role plays to build confidence and deal making skills.



**\$100 pp (GST incl) per session**

All attendees receive a certificate of completion and a comprehensive manual.

Two different 3 hour workshops each day:

9am– 12.30pm and 1pm – 4.30pm.

*(You don't have to come to both).*

See our website for dates plus registration and pay, or contact Geoff Meston at CMDA on 02 9746 4199 or [geoff@cmaa.asn.au](mailto:geoff@cmaa.asn.au) for Group or Zone arrangements.....Big Dave travels!

## British Club Managers Institute closes down

After more than 40 years as the Recreation Managers Association of Great Britain and more recently as The British Institute of Club Managers (BICM), the organisation recently held an Emergency General Meeting where a Board proposal to dissolve the Institute was carried. The BICM has found it impossible to retain and grow membership in recent years.

BICM Chairman Rob Gerrard said it was a very sad day but the BICM had to accept the reality in very difficult times for Club Managers. “Many clubs have closed and others have ever tighter budgets,” Mr Gerrard said. “Our Board felt that to be a sustainable organisation offering up-to-the-minute advice and information, a proactive and enthusiastic industry must be a prerequisite and in this most austere of times, many are working hard simply to survive.”

In his Message to the BICM Membership, Mr Gerrard wrote ...

*Dear Members*

*It is with a very heavy heart that I write to inform you of the dissolution of the British Institute of*

*Club Management.*

*Many of you will be aware of the unprecedented difficulties that the Club Industry has faced in recent years including rising costs, ever tighter budgets, increased regulation and legislation, changing social habits and the pressures on industrial sports clubs whose parent companies have themselves had to review their support for non-core activities.*

*Membership of BICM has now fallen to such a level that the Institute is no longer sustainable despite the efforts of those who have dedicated themselves to the day-to-day operations.*

*I pay tribute to those who have contributed in the past and to those directors who have shared the responsibilities of Board management with me over the last 20 years.*

*I thank our Executive Director Glenn Ashley for his tireless contribution at the front end and to the current Board members who have shared the burden of having to put the proposal to dissolve the EGM.*

*I also wish to thank those members who have supported the Board with their interest and enthusiasm through their contributions.*

*The EGM proposal was discussed fully and openly by attendees to a very full and exacting extent and I hope members will understand that a very careful and diligent examination of all the facts were made to the satisfaction of all attendees leading to the acceptance of this tough decision.*

*Our Financial Director Paul Lovell will ensure that all financial affairs are properly attended to and in keeping with our Constitution.*

*Paul will also ensure that membership refunds will apply for the fees already paid for membership to year end, from the date of dissolution, September 30, 2011.*

*Finally, on behalf of the Board of Directors, I thank you for your loyalty in maintaining your membership.*

*Sadly, quite simply, there are not enough of us left to remain viable.*

*Our Directors join me in wishing you well for the future.*

## CMDA 2012 Professional Development for January – April

Program Name	Date		Type	Location	Member price
Analyse & Report on Gaming Data	6/02/2012 - 7/02/2012	2 days	Class	CMDA - Sydney	\$480.00
Assessing, Analysing and Treating Risk	12/12/2011	1 day	Class	CMDA - Sydney	\$405.00
Big Dave - Create Your NEW Revenue Strategy	18/01/2012	3.5 hours	Class	CMDA - Sydney	\$149.00
Big Dave - Setting Goals & Time Management	18/01/2012	3.5 hours	Class	CMDA - Sydney	\$149.00
Business Report Writing	15/02/2012	1 day	Class	CMDA - Sydney	\$220.00
Coaching Skills	3/04/2012	1 day	Class	CMDA - Sydney	\$220.00
Deal with Conflict	13/02/2012 - 14/02/2012	2 days	Class	CMDA - Sydney	\$220.00
Develop & Update the Legal Knowledge Required for Business Compliance	4/04/2012 - 6/06/2012	6 days over 2 months	Blended	CMDA - Sydney	\$1,320.00
Duty Manager Development Program	20/02/2012 - 7/03/2012	4 days over 1 month	Class	CMDA - Sydney	\$1,560.00
Financial Fundamentals	7/02/2012 +	1 day class, 1 month online	Blended	CMDA - Sydney	\$990.00
Interpret Financial Information	21/03/2012 - 22/03/2012	2 days intensive	Class	CMDA - Sydney	\$660.00
Lead & Manage People	6/03/2012 - 7/03/2012	1 day	Class	CMDA - Sydney	\$660.00
Manage Quality Customer Service	5/03/2012	1 day	Class	CMDA - Sydney	\$330.00
Monitor Work Operations	20/03/2012	1 day	Class	CMDA - Sydney	\$270.00
Plan & Establish Systems & Procedures	17/04/2012	1 day	Class	CMDA - Sydney	\$240.00
RCG	6/12/2011	1 day	Class	Moama Bowling Club	\$95.00
RCG	11/01/2012	1 day	Class	Castle Hill RSL Club	\$95.00
RCG	31/01/2012	1 day	Class	CMDA - Sydney	\$95.00
RCG	28/02/2012	1 day	Class	CMDA - Sydney	\$95.00
RCG	27/03/2012	1 day	Class	CMDA - Sydney	\$95.00
RSA	5/12/2011	1 day	Class	Moama Bowling Club	\$135.00
RSA	11/01/2012	1 day	Class	Rosehill Bowling Club	\$135.00
RSA	30/01/2012	1 day	Class	CMDA - Sydney	\$135.00
RSA	27/02/2012	1 day	Class	CMDA - Sydney	\$135.00
RSA	26/03/2012	1 day	Class	CMDA - Sydney	\$135.00
Recruit & Select Staff	23/04/2012 - 24/04/2012	2 days	Class	CMDA - Sydney	\$480.00
Roster Staff	21/02/2012	1 day	Class	CMDA - Sydney	\$330.00
Supervisor Boot Camp	20/03/2012 - 17/04/2012	4 days over 4 weeks	Class	CMDA - Sydney	\$750.00
<b>Darling Harbour Conference &amp; optional Day 3 Workshops + Day 4-5 RSA &amp; RCG Competency Card Courses</b>					
2020 VISION Conference 2012	March 12 & 13 2012	2 days		Darling Harbour Convention Centre	\$220.00
2020 VISION Conference 2012	14/03/2012	1 day	Class	CMDA - Sydney	\$500.00
Day 3 Additional Workshops	15/03/2011	1 day			
2020 VISION Conference 2012	15/03/2011	1 day	Class	CMDA - Sydney	\$135 - RSA
Day 4 & 5 RSA & RCG	16/03/2012	1 day			\$95 - RCG



# 2012 - looking further afield

2012 shapes up as a pretty exciting year for the CMDA.

We have a clear theme and direction for the year; we've got some new exciting learning concepts and ideas for the industry; and we see it as an opportunity to ***be first, be daring, and be different\**** (Anita Roddick) in how we go about providing professional development activities for CMAA members and others.

First up ... our theme - **2020 VISION** - refers to the Club Industry's opportunity to take stock of our current market position; take a good look at where we are and what we face in the future; then investigate, formulate, and evaluate competitive strategies to shape our business models and goals for the next 10, or so, years.

The CMAA's three conferences in 2012 - Darling Harbour in March, Jupiters in July; AGE 2012 in August - will address different aspects of competitive strategy as it applies to the overall business model; the people; and the possible future and nature of gaming as a primary revenue source.

From an education perspective, I have listened to a lot of feedback generated from my surveys and have come up with veritable plethora of

different courses and workshops to be introduced in 2012.

We have a menu of short, sharp workshops presented by **Paul Lyons, Dave Staughton, and Ken Burgin** among many.

They are very specific, very hands-on, and will supply you with tools and skills to implement immediately back at work.

The menu lists are published on **page 34** in this magazine.

**Diploma in HR Management:** I expect to be able to offer the full Diploma by March-April 2012. It will comprise some class work and some webinars to minimise away-from-work time. This diploma is from the **Business Services** package and is very practical, i.e. more "doing" than sitting and listening. It's only 8 units long and there are some exciting subjects in there for future workforce resource strategies.

I am still revising the **"Develop & Manage Gaming Activities"** course and expect to be able to release that in February-March 2012. While there is an alternate course in the market, the CMDA course is nationally accredited and addresses gaming management as an holistic discipline and skill set. Therefore, many management criteria other than

*The illiterate of the 21st century will not be those who cannot read and write, but those who cannot learn, unlearn, and relearn.*

- Alvin Toffler

gaming have to be introduced.

Finally, CMAA Executive Officer Ralph Kober and Marketing & Sponsorship Manager Shannon Donato have been working with many of our CMDA Career Development and National Bursary Sponsors to deliver educational (non-sales-related) programs at Zone Meetings.

There is a huge and untapped reservoir of knowledge and skills locked up in our Sponsor companies and they are keen to impart some of that expertise and experience on to club managers.

Please don't hesitate (or be shy) in letting me know if there are any specific areas that you would like covered at a Zone Meeting and we will do our best to organise it for you.

There's a lot more coming, but that can wait until January.

Merry Christmas and see you at a CMDA Course or CMAA Meeting Workshop in 2012.

➤ **GEOFF MESTON** is the CMAA's Industry Professional Development Manager and a former Club Manager

## CMAA 2012 National Bursary Program Sponsors

*Support the companies that support your Association*



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## CMAA 2012 Bursary Award Recipients

### PETER CLAREBROUGH MEMORIAL GAMING BURSARY *Sponsored by IGT*



Ben Bradley	Davistown RSL Club	General Manager
Michael Ruggeri	Richmond Club	Operations Manager

### ASIAN CLUB MANAGEMENT CONFERENCE & EXPO BURSARY

*Sponsors: Shuffle Master, Russell Corporate Advisory, Rawsuga, Casella Wines, Thorn Business Services, Innersphere, Club Partners, Secom Technology, Robert Oatley Vineyards, Global Coffee Solutions, LPK Cleaning, Creating Synergy, CCM Travel, Voyager Gaming*

<i>Division A - Shuffle Master Australasia</i> <b>Brett Gibson</b>	Malabar RSL Club	CEO
<i>Division B - Russell Corporate Advisory</i> <b>Nicholas Blundell</b>	Club Five Dock RSL Club	Duty Manager
<i>Division C - Rawsuga</i> <b>Karen Jamieson</b>	Seven Hills Toongabbie RSL Club	Finance Manager
<i>Division D - Casella Wines</i> <b>Tracey Watson</b>	Cardiff and Newcastle Panthers	Central Bank Supervisor & Accounts Clerk
<i>Division E - Secom Technology</i> <b>Brad Whittaker</b>	Tweed Heads Bowls Club	Catering Manager / Executive Chef
<i>Division F - Global Coffee Solutions</i> <b>Jack Desborough</b>	Goulburn Soldiers Club	Trainee Manager
<i>Division G - Thorn Business Services</i> <b>Paul McKell</b>	Greenbank RSL Club	Duty Manager
<i>Division H - Garlo's Pies</i> <b>Grant Duffy</b>	Numurkah Golf & Bowls Club	Secretary Manager
<i>Club Partners</i> <b>Josh Collins</b>	Woy Woy District RLF Club	CEO
<i>Robert Oatley Vineyards</i> <b>Cameron Provost</b>	Orange Ex-Services Club	CEO
<i>Voyager Gaming</i> <b>Scott Steel</b>	Arana Leagues Club	Operations Manager
<i>LPK Cleaning</i> <b>Carl Pozzato</b>	Ryde-Eastwood Leagues Club	Operations Manager
<i>Creating Synergy</i> <b>Brett Ellis</b>	Doyalson Wyee RSL Club	Gaming Manager
<i>CCM Travel</i> <b>Andrew Walker</b>	Pelican RSL Club	Secretary Manager

### MELBOURNE RESTAURANT STUDY TOUR BURSARY *Sponsored by Profitable Hospitality*

John Flanagan	Newcastle Panthers Entertainment Group	Operations Manager
Margaret McGrath	Quirindi RSL Club	Secretary Manager

### BACHELOR OF BUSINESS IN CLUB & GAMING MANAGEMENT BURSARY *Sponsored by Barringtons*

Stuart Jamieson	Club Rivers	Operations Manager
Mark Kuczera	City Of Sydney RSL Club	Ops & Beverage Manager

### CMAA VISIONARY LEADERSHIP PROGRAM BURSARY *Sponsored by Scott & Broad*

Steven Rigney	Hornsby RSL Club	Marketing & IT Manager
Rachel Sharp	Oberon RSL Club	Secretary Manager

### CMAA MID YEAR EXECUTIVE LEADERSHIP CONFERENCE BURSARY *Sponsored by Enterprise Development Network*

Lance Pike	North Beach Recreation & Bowls Club	Secretary Manager
Eli Fei	City Of Sydney RSL Club	Gaming Manager

### PROFESSIONAL DEVELOPMENT EDUCATION BURSARY *Sponsored by CMAA Executive*

Chris Dimou	Bulldogs Leagues Club	Duty Supervisor
Jeremy Bates	Lismore Workers Club	Gaming Manager



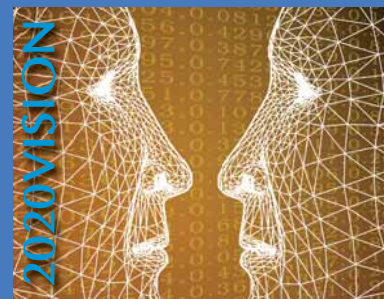
# Judgement Day for National Bursaries hopefuls

As I write this article, I am on the ground at the 2012 CMAA National Bursary Program judging day, watching the action as it unfolds across the Board Room table at the CMAA's Sydney Olympic Park offices. The atmosphere is electric, and charged with academic expectation. CMDA Board of Management Studies members are deeply engrossed in their judging obligations. Many applicants have been exceptionally effusive regarding their intent - if successful in their application. The actual size of the entries varies from three pages (very economical) to about 30 pages (very heavy) ... while some were emailed to me, broken up into various file attachments with the most-populous entry consisting of 12 files (very confusing).

By far the most popular bursary is the Asian Bursary, which goes to Singapore in April 2012.

Unfortunately, one applicant discussed why he/she would like to go to Macau - rather than Singapore. Could be a pretty lonely trip. From our round table discussions, I have been able to record some valuable points of general feedback on the 2012 applications which will help future applicants.

In the *CMA Magazine* October edition (Cover: "Geoff Meston's S.M.A.R.T Guide to Bursary Applications"), I wrote an article outlining very specific hints on what constitutes an impressive Bursary application. There were a few applicants (probably less than 15%) who took the hints, and many of them (but not all) were successful with their entry. Here are some broad points of note that the BMS panel found to be problematic in the four (4) critical and compulsory components of the application in many cases.



## CONFERENCE WEEK 2012

Get your OLGR RSA & RCG Competency Card while you're in Sydney

March 15 & 16  
@ Sydney Olympic Park  
[www.cmaa.asn.au](http://www.cmaa.asn.au)

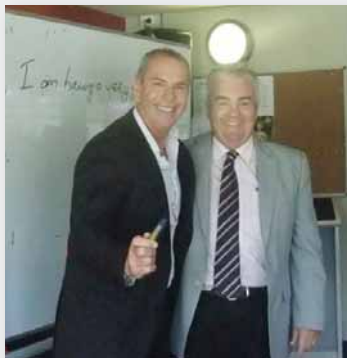
Component	Comment
Letter of Nomination	Many only provided the applicant's Christian name and it was difficult to ascertain who the application was from. One nomination letter was for a different bursary to the actual application.
The letter of application (500 words)	<p>Either too long, or too short. Stick to the word limit.</p> <p>Do not cut and paste (verbatim, including font) another person's application and pass it off as your own.</p> <p>Be very specific about what, where, why, how you will utilise the bursary for yourself; your role; your club and its' future (all of these).</p> <p>Provide tangible and measurable indicators of how you will determine the benefits of your bursary win in the "specific" areas above.</p> <p>Applying for two different bursaries? Please provide the judges with two different application statements. A trip to Singapore and an education prize should elicit two different sets of needs and outcomes.</p> <p>Please don't waste word limits with cutting and pasting from websites. Your own words are far more valuable.</p>
Job details: Describe your current role; plus provide your job description; list your work history past to present; provide an organisational chart with your position highlighted	<p>In many cases, this is where applications either did not reach the judging table or were disappointingly limited.</p> <p>No job description provided ("I do everything" does not cut the mustard); no work history provided. If this is your first job, say so.</p> <p>Organisational chart: not provided; not highlighted with your position (very common); provided as randomly placed position names.</p>
List Industry activities and points	<p>Please don't submit photocopies of all your educational certificates - list them.</p> <p>Please don't put Zone Meetings to be held on FUTURE dates as activities. Many applications did not have enough points to actually apply for the Bursary (you can check your points by logging in to the CMAA website).</p>

Thank you to everyone who applied for a Bursary. Your support of the CMDA is great for us.

# Impressive finish to busy Gold Coast agenda

Gold Coast Zone wrapped up its busy 2011 calendar with a Meeting, Workshop and combined lunch with Brisbane Zone at Club Helensvale on December 2. Gold Coast Zone President Steve Condren, also a CMAA Federal Executive Member, welcomed members along with CMAA Division G Federal Councillor Wayne Moffatt, also the General Manager at Club Pine River in the Brisbane Zone, CMAA Executive Officer Ralph Kober, Marketing & Sponsorship Manager Shannon Donato and the CMAA's Queensland Membership Liaison Officer Justin McGurgan. Ralph led the Head Office Report, focussing on the latest developments around Tasmanian Independent MP Andrew Wilkie's campaign for mandatory pre-commitment, with contributions from Shannon regarding support for Zones and sponsors and Justin updating members on education and professional development opportunities in 2012. Following the Meeting, Steve introduced Malcolm McLeod, known as "The Handwriting Guy" for a 90-minute workshop, "The Power Of 1 Team". A former policeman, counsellor in a therapeutic community for maximum security inmates, tennis coach, activities manager for five-star resorts and a speaker/facilitator/presenter for more than 16 years, Malcolm learnt to deal with the most demanding of groups with consummate effectiveness. Specialising in "busting workplace silos" his presentation offered the group tips and options to know club teams deeper to work better, together, as one team.

After networking drinks, more than 100 guests sat down to lunch where comedian Stan Hill provided the laughs and Dean Vegas showcased his talents.



## QLD TRAINING CALENDAR 2012

CMAA Academy

### SUPERVISION...

Knowledge Transfer in the Workplace

Days

1

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

Conflict Solutions

1

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

### MANAGEMENT...

Taking Charge: QLD Duty Manager Program

3

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

Leadership Values Program

3

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

### FINANCE...

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

1+

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

### MARKETING...

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

1+

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





## Queensland Connection growing with opportunities

As you may know, the CMAA has asked me to represent them as Queensland Membership Liaison Officer. It's with great

pleasure that I have accepted this role, and I look forward to working with all Queensland club managers and to assist Queensland Federal Executive Member Steve Condren and Queensland Federal Councillor Wayne Moffatt to increase CMAA membership, represent Queensland Members to Government, and assist Zones with meetings, events, and professional development.

In particular, I am eager to meet with club managers of all levels to assist them where I can with the following ...

- Access to professional development opportunities and events
- Member discounts on training, seminars, and conferences
- Networking through regular local Zone Meetings
- National Queensland Bursary opportunities
- Active Certified Club Manager (ACCM) Recognition
- Career Path Planning

I would be very pleased to meet with your club's management team at any time.

Let's get together to discuss issues that affect our industry.

Make a difference this year and take part in these great opportunities.

Feel free to contact me at any time for any support or information that you require.

I look forward to seeing you soon.

### CMAA Needs General Managers

With increasing demand on their time, it is no surprise that club General Managers and CEOs are finding it increasingly difficult to find the time to make it to CMA Zone Meetings.

This is a great disappointment to younger and up-and-coming managers who seek to meet and grow their network of senior managers and decision makers.

This is one of the significant benefits for young guns as they progress through the ranks.

This is also why I am inviting senior and General Managers to reconnect with their local CMAA Zone because YOUR CMAA needs YOU!

YOUR CMAA needs YOUR experience and YOUR knowledge of the Club Industry and trends so that YOU can share this with the next generation of club CEOs.

If YOUR career was supported and nurtured by the CMAA network, now is an ideal time for YOU to provide the same support to others.

More senior managers attending and sharing will mean more junior managers attending and the industry's next leadership group will grow in confidence.

### Ipswich & Darling Downs Zone

Congratulations to the CMAA's Ipswich & Darling Downs Zone for making the effort to get this country Zone up and running again.

After a couple of quiet years, some of the main players from City Golf Club in Toowoomba, Brothers at Ipswich and Gatton RSL Club got together to renew their commitment to the Zone.

New President Kevin Stoddart is the Operations Manager at Brothers Leagues Club at Ipswich and is well supported by his Committee members in Michelle Hogan and Les Nash.

New committee members or interested Zone Members are needed to grow this strong country Zone into a supportive local network for all club managers.

Meeting dates for 2012 will be out soon.

### Bundaberg Zone

Congratulations also to the CMAA's Bundaberg Zone for a similar resurrection of local activity.

At a recent meeting in Maryborough, Col Rankin from Bundaberg RSL Club and other Zone Committee members, David Banks and Steve Crawford, joined fellow CMAA Members in agreeing to reactivate professional development and networking in their area.

New Committee members or interested Zone Members are needed to grow this strong central Queensland Zone into a supportive local network for all club managers.

Meeting dates for 2012 will be out soon.

### CMAA Zone Workshop Speakers - Invitation to CMDA Sponsors

Queensland Zone Committees are always looking for quality Zone Workshop speakers.

One of my passions is to assist our Zones to ensure that the educational

content of each CMAA Zone Meeting provides an entertaining and interesting workshop that appeals to both new and long-term club managers, making them want to return to the next meeting and bring others with them.

These workshops provide a unique opportunity for CMDA Sponsors to provide a great speaker to present a workshop on a current management issue that is interesting to all club managers.

It should not be a sales "info-mercial", but rather a genuine opportunity to provide a professional development session to current and future club clients.

If you know of a CMDA Sponsor with a great workshop speaker or topic that we all need to hear about, I would be delighted to discuss opportunities for CMDA Sponsors to offer this speaker to CMAA Zone meetings across Queensland in 2012.

### CMA Zone Networking Events - Invitation to CMDA Sponsors

Each Queensland Zone has a networking event in conjunction with their regular Zone Meetings and these include breakfasts, lunches and dinners.

These events provide a great opportunity for casual networking between managers and Club Industry trade representatives.

We greatly appreciate all CMDA Sponsors who attend these events and seek their assistance to make these even more meaningful for both sponsors and the CMAA.

I urge all sponsor representatives to bring along a young manager from one of your client clubs.

Younger managers, often, are not CMAA members and, often, are overlooked to attend these events for one reason, or another.

These young managers are the CEOs and decision-makers of the future.

Your company can benefit from creating early relationships with these young managers, and CMAA would appreciate the opportunity to expose these managers to future CMAA membership.

Justin McGurgan, CCM  
CMAA Queensland Membership  
Liaison Officer

M: 0417 632 311

E: [justin@cmaa.asn.au](mailto:justin@cmaa.asn.au)



*CMAA Academy*



## Taking Charge: The Qld Duty Manager Program

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

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

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

### DAY 1

#### Financial Essentials

*Basic Costing & Cost Control; Calculations; Financial KPIs*

#### Risk Management

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

### DAY 2

#### Roster Staff

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

#### Performance Management

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

### DAY 3

#### Superior Customer Service

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

#### Lead, Manage and Inspire People

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

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

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

Inquiries and bookings through the Queensland CMAA Academy office:

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



# Santa drops in for Christmas Lunch at Logan Diggers

Santa Claus made a guest appearance and the Christmas spirit of giving was alive and well at the CMAA Brisbane Zone Christmas Lunch at Logan Diggers on November 18.

The day opened at noon with Networking Drinks before MC Billy J. Smith invited more than 120 guests to be seated for a buffet lunch.

CMAA Members, Club Directors and industry trade representatives were welcomed along with CMAA Federal Executive Member and Gold Coast Zone President Steve Condren, Mrs Greta Silk, Rosemary Meadows from Noah's Ark and Mark Townend from the RSPCA.

During lunch, CMAA Brisbane Zone President John Limbrick thanked Zone Members and Sponsors - including Christmas Lunch sponsors - for their support of Zone events during 2011. John also played 'Santa' when he presented cheques to the Noah's Ark and RSPCA representatives, which was the result of the Combined Brisbane Zone and Gold Coast Zone Charity Race Day staged at the Gold Coast Turf Club on July 9. Brisbane Zone's share of the race day proceeds was \$11,000 with the funds divided between the two charities.

Following the presentations, Greenbank RSL Club General Manager Tim Wright updated members and guests on the latest developments in the Federal Government's alliance with Tasmanian Independent MP Andrew Wilkie to introduce mandatory pre-commitment technology and \$1 maximum bets to all poker machines across Australia.

Comedian Dave Callan, best known from his time on Rove Live, hosting Saturday nights on Triple J radio and many guest appearances on Spicks and Specks, The Melbourne International Comedy Festival Gala, The Footy Show, and Hey Hey Its Saturday, kept the laughs flowing during his entertaining appearance.

The Business Card Draw was for a 'Presidents Cup Pack', donated by Schweppes, while auction prizes included a framed and signed Brisbane Broncos jersey, an unframed and signed Wallabies jersey, both donated by Arana Leagues Club and a Mystery Travel Voucher donated by Greenbank RSL Club.

In closing the day, Billy thanked Logans Diggers CEO Pam Shelton, General Manager Christie McIlroy, Marketing Manager Wendy Varley and the staff for a relaxing and impressive afternoon.





# ACT continues to build on successful year

Support and enthusiasm continues to grow in the ACT Zone thanks to a hard-working committee and good support from CMDA sponsors. Zone President Geoff Long welcomed members to the Zone Meeting and Bowls Day at Weston Creek Labor Club, in Stirling, on November 18. CMAA Federal Executive Member Michael O'Sullivan the General Manager at Milton Ulladulla Bowling Club and a member of the Far South Coast Zone attended to present the Head Office Report. The CMAA's Marketing & Sponsorship Manager Shannon Donato also spoke about his role with the Association and his ambition to support and assist all Zones in working with sponsors and building membership numbers. Following networking drinks with directors and club industry trade representatives, CMDA Career Development and CMDA National Bursary Program Sponsor company IGT's ACT Regional Manager Steve Keir conducted an auction during lunch, including gaming machine conversions. Following, lunch Geoff invited guests onto the club's bowling green for an afternoon of collegial relaxation and laughs.





# City members find good form on the green

Zone Treasurer Greg Hadley welcomed members and industry trade supporters to his Matraville RSL Club for the City Eastern Suburbs Zone Meeting, Christmas Lunch and Bowls Day on November 29.

It was a 9.30am start where Zone President Rocky Massaria invited CMAA Executive Officer Ralph Kober to present the Head Office Report and Ralph invited contributions from CMAA Federal President Bill Clegg - a member of the City East Zone - and from the CMAA's new Marketing & Sponsorship Manager Shannon Donato. As with almost every Zone Meeting this past year, mandatory pre-commitment and the political manoeuvrings in Canberra as Tasmanian Independent MP Andrew Wilkie enforces his will on the Gillard Government.

There was a sausage sizzle snack before the group took to the Matraville green for a few forgettable but very entertaining ends of bowls. Having worked up an appetite from the bowls, it was time for lunch where Rocky welcomed even more industry trade representatives arriving for some good food, good company and a good end to the year. Rocky thanked the many sponsors who have supported the CMAA and the Zone during 2011.



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## FEBRUARY

**Clubs+ Dynamic Online Marketing Workshop OR Webinar series:** Commences 21st February – 29th March 2012

**Includes** follow up Masterclasses. 2012 version of this popular course, brings new content to cover the fast-changing world of online marketing. Offered in two formats - a One Day workshop and three follow-up Masterclasses **OR** a series of five Webinars and the three Masterclasses. Recordings of all sessions will be available for participants, plus individual website and social media reviews.

**Club Business Essentials...Managing Staff, Service and Cost Control:** 29th February – 1st March 2012

In Victoria for the first time, a special two-day introductory workshop for managers, supervisors, chefs and front line staff. By invitation from one of Victoria's leading clubs. **BOOK NOW** - numbers limited to 25.

## MARCH

**How to Create a Great Beer Venue – Special Beer Dinner in Melbourne:** 1st March 2012

Enjoy the company of colleagues and friends from the broader Club industry and learn 'How to Create A Great Beer Venue!'. Host Steve Jeffares will share how he and business partner Guy Greenstone have turned a low key local hotel, into a thriving European-inspired neighbourhood tavern specialising in craft beer, and with exceptional food, drink, events and hospitality. The Local Taphouse, St Kilda

**Clubs+ Melbourne Food & Wine Tour - Bursary Tour:** 1st – 4th March 2012

Experience some of Melbourne's best restaurants and club food & beverage operations. You won't just be eating and drinking at great places, but also sharing the company of other club professionals. Meet Executive Chefs, CEO's, restaurant and bar owners, who will share from the inside their secrets to success. Tour includes accommodation, meals, tour and educational activities.

## MAY

**Clubs+ Weddings & Events Management Summit:** 22nd – 23rd May 2012

Position your venue as the first choice for weddings, parties, corporate bookings and entertainment. Hear first-hand from a great line-up of wedding and event management experts: inspiring presentations, in-depth masterclasses and valuable networking. All set in the world-class facilities of The Epping Club.

**Clubs+ Online Marketing Competition 2012:** Launch 22nd May 2012

Is your club making an impact with a great website? Are you using the latest social media - sharing photos on Facebook, conversations on Twitter, inspiring stories on a blog or high impact email campaigns? You could win an Apple iPad and other great prizes. Winner announced at the Clubs+ Sales & Marketing Summit in September.

## JUNE

**Clubs+ Two-Day Chefs Hands-On Workshop:** 5th – 6th June 2012

Day One will be working with a high-profile club chef looking up-close at food preparation, cooking and supply management. Day Two covers management issues such as food costing, menu planning, time management and productivity.

## JULY

**Clubs+ Food & Beverage Workshop OR Webinar series:** Commences: 25th July – 5th Sept 2012

Offered in two formats - a One Day workshop and three follow-up Masterclasses **OR** a series of five Webinars and the three Masterclasses.

**Option A:** Join this One Day workshop - hear from leading industry experts on cost control, menu design and trends, equipment, purchasing, staff and reputation management: major challenges for club catering. Includes three online Masterclasses, plus Q&A.

**Option B:** Covers the same content over five weekly webinars, available at your location anywhere in Australia. Includes three online Masterclasses plus Q&A.

## AUGUST

**Clubs+ ADVANCED Online Marketing Workshop OR Webinars:** Commences 8th August – 27th September 2012

New content and in-depth development for those with solid knowledge of online marketing. Suitable for those who have completed the first Dynamic Online Marketing Seminars.

**Option A:** Join this One Day workshop and hear from leading industry experts. Includes three online Master-classes, plus Q&A.

**Option B:** Five webinars will cover the same topics as the one-day workshop in Sydney. Available at your location anywhere in Australia. Includes three online Masterclasses plus Q&A. Recordings of all sessions will be available for participants, plus individual website and social media reviews.

## SEPTEMBER

**Clubs+ Sales & Marketing Summit:** 19th – 20th September 2012

This Summit will be one of a kind! The two-day event will have a brilliant selection of top experts and authorities, with guest speakers, Masterclasses and great networking. It will focus on innovative ways for you to market your club's food, beverage, entertainment, membership, community engagement and media skills.



# Day of opportunities for Victoria managers

It was a day of opportunity and a call to arms from the Zone President when the Victoria Zone presented a half-day workshop and its annual Awards Lunch at West Waters Hotel in Caroline Springs.

Supported by CMDA Career Development Sponsor company, Rohrig, the day opened at 9am with popular CMDA career development facilitator "Big Dave" Staughton presenting a three-hour workshop, "How To Lead Your Team To Better Results" - The Secrets of Supervising Staff. The workshop is ideal for Club Managers, Duty Managers, Supervisors - experienced, new and potential supervisors - and covers leadership and team-building skills.

Rohrig's National Business Development Manager David Vokes and Client Relationship Manager John Stack both spoke to workshop delegates during the presentation lunch.

CMAA Federal Secretary Allan Peter, Executive Officer Ralph Kober and CMAA Marketing & Sponsorship Manager Shannon Donato all travelled to Melbourne for the Workshop and awards ceremony.

Allan spoke about the rapidly emerging change in Victoria's club and gaming industry culture and warned managers about the challenges and potential for missed opportunities, while Ralph addressed the issue of mandatory pre-commitment and spoke about the NSW Government's "Three Strikes and You're Out" legislation aimed at alcohol-related violence.

During lunch, Ralph assisted Victoria Zone President Erin Langman to announce and present the annual Zone Awards...

- Club Manager of the Year: Andrew Breeden-Walton - Maroondah Sports Club
- RSL Club Manager of the Year: Barry Thompson - Greensborough RSL Club
- Sporting Club Manager of the Year: Kerry Scarlett - Mulgrave Country Club
- Community Club Manager of the Year: Michael Tonks - Buckley's Entertainment Centre
- Assistant Manager of the Year: Paul Kelly - Buckley's Entertainment Centre
- Duty Manager or Supervisor of the Year: Clinton Cameron - Mulgrave Country Club
- Employee of the Year: Travis Sim - Italian Australian Sporting & Social Club of Gippsland

Clinton Cameron and Barry Thompson were unable to attend the event to accept their awards.

In her speech, Erin Langman said a new day was dawning for the Club Industry in Victoria.

"It's a day that VCGR Chairman Bruce Thompson indicated brings much greater wealth potential for those club administrations who commit to developing the people who develop their club business," Erin said. "To that end, the CMAA with its national training framework can provide long tried and tested club-specific training and support to ensure we are best-practice operators. We seek your active support by encouraging others to attend our training days and networking meetings because we, as the managers and professional practitioners of the industry, who must pull together to create an educated and active pool of industry participants to lead us forward."



1 - Ralph Kober with Paul Kelly.

2 - Ralph Kober with Kerry Scarlett.

3 - Ralph Kober with Michael Tonks.

4 - Ralph Kober with Travis Sim.

5 - Andrew Breeden-Walton with Erin Langman.

6 - Rohrig's Client Relationship Manager John Stack.

7 - The Numurkah Golf & Bowls Club team.

8 - Rohrig's National Business Development Manager David Vokes.

# Hunter investigates environmental sustainability

CMAA Hunter Zone concluded 2011 with another well-supported Meeting and Christmas Lunch at Wangi Workers Club on November 30.

The day opened at 10 o'clock with a free Education Workshop where Matthew Greene, from the Clubs Sustainable Futures division of CMDA Career Development Sponsor company Paynter Dixon, examined what clubs can do to become environmentally sustainable.

Following the Workshop, Hunter Zone President Paul Cousins welcomed Members to the Zone Meeting where CMAA Executive Officer Ralph Kober delivered the Head Office Report, supported by Marketing & Sponsorship Manager Shannon Donato.

To conclude the Meeting, there was a Silent Auction with proceeds funding the Hunter Zone Bursary for one member to attend the 2012 Global Gaming Expo G2E in Las Vegas.

There were a few networking drinks before lunch where customer service expert Mary O'Neill was Guest Speaker, challenging managers and their clubs to again raise the quality and service to members and guests.

*1 - CMAA Executive Officer Ralph Kober addresses members at the Hunter Zone Meeting on November 30.*

*2 - Guest Speaker Mary O'Neill discusses the challenges of delivering quality customer service with Hunter Zone Members and guests during the Christmas Lunch at Wangi Workers Club.*



## Trial decision close as clubs stand firm on who pays

The green light for ACT clubs to conduct the nation's first trial of controversial changes to poker machines to curb problem gamblers is believed to be imminent.

However, Federal Community Services Minister Jenny Macklin, who is front-running the Government's campaign to support Tasmanian Independent MP Andrew Wilkie's mandatory pre-commitment crusade, will have to give clubs an iron-clad guarantee that the Government will pay for the trial. *The Canberra*

*Times* newspaper reported that the trial is being given fresh attention in the wake of the Government gaining an extra vote in the House of Representatives through the election of former Liberal Peter Slipper as Speaker. This gives the Government's majority a buffer if a Labor MP has to resign due to illness or corruption charges, or if Mr Wilkie withdraws his support, which he has threatened unless the Government backs his controversial and sledge-hammer policy. Mr Wilkie is demanding the

Government force gamblers to use swipe cards to set a limit for their gambling on poker machines in any one session. A test run in Canberra of mandatory pre-commitment technology could break the hostile impasse between the Club Industry and the Federal Government. The Clubs Australia "Won't Work, Will Hurt" campaign has rattled some MPs, including the Member for Eden-Monaro Mike Kelly, want the Government to adopt a voluntary pre-commitment scheme.





## Zone Xmas event a farewell for Bruce Smith

The CMAA's Manly Northern Suburbs Zone bid farewell to another stalwart of the Club Industry with Bruce Smith recently standing down as CEO at Pittwater RSL Club. Earlier this year, Manly Northern Suburbs Zone provided a similar combined honour for Norths Leagues Club Group CEO Hans Sarlemyn and retiring CMAA Executive Officer Terry Condon. Zone President Ray Agostino, who this year chalked up 30 years at Asquith Leagues Club, took the opportunity of the Zone's annual Christmas Lunch at The Epping Club to honour Bruce Smith for his remarkable and successful career in clubs. Several people, including CMAA Executive Officer Ralph Kober, paid tribute to Bruce during the lunch that followed the Zone Meeting on December 1.

More than 50 members attended the 10am Meeting in the Grand Salon where Ralph presented the CMAA Head Office Report and Ray delivered his comprehensive President's Report looking back on another busy and successful year.

Following the Meeting, host club CEO Peter Saez, welcomed more than 150 guests to the Grand Ballroom for pre-lunch canapes and drinks before a superbly presented meal.

CMDA Career Development Sponsor company Shuffle Master Australasia was the Zone's Platinum Sponsor, providing the entertainment for the event with "trumpet master" James Morrison showcasing his remarkable talent.

Fellow CMDA Career Development Sponsor companies Foster's Group, Lion, Pernod Ricard and Coca-Cola were the Zone's Premium Sponsors throughout 2011, while ProCare Property Services was the Zone's Silver Sponsor for the day and Eco Elegance the Bronze Sponsor.

*1 - CMAA executive Officer Ralph Kober delivers his Head Office report to Manly Northern Suburbs Zone members at The Epping Club.*

*2 - Manly Northern Suburbs Zone President Ray Agostino (left) with Ralph Kober and retiring Pittwater RSL Club CEO Bruce Smith.*

*3 - Tributes flowed for Bruce Smith during the Manly Northern Suburbs Zone Christmas Lunch at the Epping Club.*

## Are your ACCM points up to date?

ACCM Awardees are reminded that they should check the CMAA website to ensure that ACCM activity points are up to date.

### 2010-2011 Active CCM Awardees

You are required to show evidence for 50 points of activity between January 2010 - December 2011 to maintain active status for 2011-2012.

You have until December 31, 2011, to submit your audit form.

\* Check the CMAA website for details regarding point allocation criteria.

If you have any queries, or require an audit form, please contact Tegan Cain at the CMDA.

Phone: (02) 9746 4199 Fax: (02) 9746 5199 Email: [tegan@cmaa.asn.au](mailto:tegan@cmaa.asn.au)



## 1- 4 March 2012

**The Clubs+ Melbourne Food & Wine Tour is an adventure for hospitality professionals.** Join fellow managers, chefs and front-line staff to discover new ideas and inspiration to raise the bar with food & beverage at your club. Even better, you'll be shown many great ways to increase your club's profits and efficiency.

Experience some of Melbourne's best restaurants and club food & beverage operations. You won't just be eating and drinking at great places; you will also speak with Executive Chefs, Club CEO's, restaurant and bar owners who will share their secrets to success (and what to avoid) from the inside.

The Clubs+ Melbourne Food & Wine Tour, hosted by well-known industry authority Ken Burgin, coincides with the legendary Melbourne Food & Wine Festival. What better opportunity to experience a taste of Melbourne's vibrant culinary world?

This tour has it all: **Beer and more Beer** at our **Dinner & Masterclass on 'How to Create a Great Beer Venue?'** Indulge yourself while you learn with **Breakfast at Crown Casino** – see behind the scenes and speak with those who have helped build Crown's formidable reputation; Visit and eat at **leading Clubs and Restaurants** and sign up for a **Masterclass or two**, a highlight of the **Melbourne Food & Wine Festival**.

All this and more over four days in March 2012.

Thursday 1<sup>st</sup> March to Sunday 4<sup>th</sup> March... an exciting AND educational event for innovators and entrepreneurs. Put it in your diary now!

### QUOTES:

*"This is an eye opening and informative tour with back-of-house tours and information which cannot normally be accessed. It's a 'must' for anyone serious about wanting to learn or expand catering ideas and concepts."* **John Wylie, General Manager, Combined Services Club, 2011 Tour**

*"We all came back to the club absolutely inspired and revitalised, ready to take on the world. Just seeing the passion that our hosts have for the business of food and beverage was contagious. We are on fire and are already seeing some great results from our renewed enthusiasm and passion."* **Kylie Steel, Operations Manager, Toronto Diggers Club, 2011 Tour**

**COST:** \$1850 +gst for four days including: Ground content; three night's accommodation, three dinners, three breakfasts, two lunches, one masterclass, tours and opportunities for sightseeing.

**MORE INFORMATION:** [www.clubsplus.com.au](http://www.clubsplus.com.au)  
or phone 1800 001 353

**BOOKINGS:** [www.CMAA.asn.au](http://www.CMAA.asn.au)  
or phone 02-97464199





# Inner West Committee returned unanimously

CMAA City Eastern Suburbs Zone Members made the trip across town to attend the Inner West Zone Annual General Meeting, Workshop and Christmas Lunch at Drummoyne Sailing Club on Friday, December 2.

CMAA Federal President Bill Clegg, a City East Member and the General Manager at Randwick Labor Club headed the cross-town contingent.

The AGM opened at 10am with Bill joined by new CMAA Federal Executive member Ian Todd from Kingsgrove RSL Club, who is also the CMAA's Division B Federal Councillor (covering Inner West Zone) and CMAA Industry Professional Development Manager Geoff Meston to present the Head Office report and conduct the Election of Office Bearers for 2012.

Bill and Ian reported on the main issues affecting the Club Industry, including the developments surrounding Federal Parliament Speaker Harry Jenkins standing down to make way for Peter Slipper and providing the Gillard Government with a more secure power base, which has eroded Tasmanian Independent MP Andrew Wilkie's bargaining power over his crusade on mandatory pre-commitment technology for all gaming machines in Australia. Bill also discussed the CMAA's role in the O'Farrell Government in NSW choosing to amend the controversial "Three Strikes and You're Out" legislation to counter alcohol-fuelled violence in licensed premises. Bill said the original legislation had been framed with an unfair consequence for club managers and the Association had pointed this out to Minister George Souris who oversaw amendments that now offer a fairer position.

Geoff Meston spoke about the CMDA's comprehensive suite of in-house, blended and online education and professional development courses for 2012 and beyond. Geoff also spoke to members about planning for the CMAA's 2012 AGM, Conference and Hospitality Expo at the Convention & Exhibition Centre at Darling Harbour on March 12 and 13.

Following all reports, Inner west Zone Members unanimously re-elected the incumbent Committee members unopposed for the next year.

- President: Douglas Kirkham, ACCM - Canada Bay Club
- Secretary: Nick Blundell - Five Dock RSL Club
- Treasurer: David Conway, ACCM - Five Dock RSL Community Club
- Education Officer: Michelle Dennington - Western Suburbs Leagues Club
- Publicity Officer: Patrick Eagleton - Drummoyne Sailing Club

Following the AGM, members and industry trade representatives participated in a free education workshop, "Bullying and Harassment in the Workplace", presented by Jason Fullerton from the Barrington Group.

The group then moved on to a barbecue lunch, including some very entertaining laser skeet shooting on Sydney Harbour.



1 - CMAA Federal President Bill Clegg (left) with the newly elected Inner West Zone Committee (from left) Douglas Kirkham, Patrick Eagleton, David Conway, Michelle Dennington and Nicholas Blundell.

2 - Jason Fullerton, from The Barrington Group, presented the "Bullying and Harassment in the Workplace" workshop.

## Andy Bower joins Casella Wines

Casella Wines has appointed Andy Bower as [yellow tail] Global Sales Manager. In the newly created role, Andy is responsible for the distribution and sales functions of [yellow tail] and for managing and growing the portfolio of 50 countries that currently



ANDY BOWER.

support the brand, including Australia. Andy brings to Casella Wines - a CMDA National Bursary Program sponsor company - more than 15 years of experience in the Australian and UK beverage industry. He spent the past five years as Sales Director with Brown Forman, where he was

responsible for a sales force of more than 100 people.

Andy previously spent time in sales management roles with Swift & Moore and Allied Domecq UK. Director John Casella said he was pleased to welcome Andy to the [yellow tail] team. "Andy has already demonstrated a keen understanding of our business and our brands and we look forward to tapping into his high-level strategic thinking and leadership skills. I'm sure his contribution will take [yellow tail] far," John said.

# New ZEO for Illawarra Shoalhaven Zone

Illawarra Shoalhaven Zone has a new Education Officer with David Renehan taking over the reins from Dennis Skinner, who has held the role for the past three years. Dennis stood down at the Zone AGM at Dapto Leagues Club on October 28 with fellow Committee members David Hiscox (President) and Phil Ryan (Secretary-Treasurer) re-elected unopposed.

David Hiscox also is the CMAA's Federal Councillor for Division F - Illawarra Shoalhaven Zone and Far South Coast Zone - and is Chairman of the CMDA Board of Management Studies.

David Renehan, as General Manager at Collegians Balgownie, also hosted the annual Illawarra Shoalhaven Zone Christmas Lunch on December 2 with more than 100 guests attending.

Comedian-ventriloquist Darren Carr provided the laughs and entertainment as Zone Members, local club Board members and industry trade representatives wrapped up the year in style with a Chinese banquet.

David Hiscox also handed out cheques to two local charities from the successful charity golf days staged in the Shoalhaven and at The Grange golf clubs during 2011.

1 - Illawarra Shoalhaven Zone Committee for 2012 (from Left) David Hiscox, Phil Ryan and David Renehan.

2 - Incoming Zone Education Officer David Renehan (right) congratulates his predecessor Dennis Skinner on a job well done over the past three years.





# Sunshine coast finishes on high note

After a challenging year, CMAA Sunshine Coast Zone finished 2011 on a high note with more than 60 guests at the annual Christmas Luncheon at the Caloundra Power Boat Club on Zone Vice President Leon Clarke welcomed Zone Members, Directors and industry trade representatives for pre-lunch drinks at noon.

Zone Executive members Tracey Tyrie (Secretary), Peter Griffin (Treasurer), along with Committee members Roy Shipp and Rebecca Richardson helped to organise the event.



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# Golf gods finally smile on Mid North Coast Zone

The day dawned bright and beautiful for the annual Mid North Coast Zone Golf Day, which was such a relief as the game was going ahead rain, hail or shine.

The day was previously postponed and rescheduled twice due to rain.

Seventeen teams registered and arrived in high spirits, starting the day with a sausage sizzle.

Meantime, 16 teams made the 9am start, while Aristocrat waited on the balance of their players from Macksville Ex-Services Club to arrive.

It seems they were not advised about the road works in the highway between Macksville and Woolgoolga.

They arrived, finally, and headed out to play.

All teams were back in the clubhouse by 2pm and enjoyed a great lunch, prepared by the Safety Beach Golf Club local, Des. The winning team was the Pro Team with Woolgoolga golf professional Terry Perfrement, golf club Manager Peter Zidan, course assistant Kerry Armstrong and Jaimie Murray leading the charge of best players. The IGT team - John Foster and Col MackKay, playing with the Tooheys reps Rod Forbes and Paul Ninnis - were runners-up. The 2011 "Duck Award" went to Graeme Martin from Nambucca Heads Bowling Club, for hitting a duck, rather than the green, with one of his many shots. It was a great day all-round with WHK Accountants and Aristocrat gold sponsors for the day and IGT our Silver Sponsor. Kevin Flannery, from Coffs Harbour Ex-Services Club at Woolgoolga, hosted the Mid North Coast Zone Christmas Party on December 13 with Barefoot Bowls played under "Flannery Rules".

1 - The Mid North Coast Zone Golf Day winning team of Terry Perfrement, Peter Zidan, Kerry Armstrong and Jaimie Murray.

2 - Golf Day gold sponsor company WHK, led by company Principal Peter Nevel.

3 - Aristocrat team: Golf Day gold sponsor company Aristocrat's team with Judy Ward from Macksville Ex-Services Club.

4 - The Ainsworth team included Peter Brewis from Nambucca Heads RSL Club and Gary Lewis from Stuarts Point Recreation Club.

5 - Golf Day Silver Sponsor company IGT's team finished runners-up.



# Michael and Sunnybank on a positive path

By HENRI LACH

A positive spin on any business endeavour is a rare commodity in these tough economic times, so to chat again with Sunnybank Community & Sports Club boss Michael Callaghan is refreshing indeed.

It's nearly a decade since Michael took on the job at what was then a modest club on Brisbane's south, and the years haven't changed him. He's still quietly spoken, dedicated to his task, and without a negative bone in his athletic 1.88m (6ft 2in) body.

His humble background, what he has achieved for his club and his positive outlook for the future are the stuff of which TV mini-series are made.

Michael hails from Dalby on Queensland's Darling Downs where his love of rugby kept him working as a farm hand while - with an education from Downlands Catholic School at Toowoomba under his belt - he pursued his chosen sport with vigour and distinction in country representative competition.

His on-the-field skills earned him a coaching job with the Northern Territory Rugby Union where he spent two years and where he met Karen, a schoolteacher and a former Ipswich girl who is now his wife and mother of their two children, Jamie 11 and Meg 9.

When the couple returned to Queensland, Michael readily took the groundsman's job at the Sunnybank club, home of the Dragons, a leading team in the Queensland Premier Rugby competition. But it didn't take long for the club's board to recognise this man's potential and the general manager's job was offered and accepted.

At the head of the Sunnybank Club Community & Sports Club, Michael has



*The club's unpretentious exterior belies a multi-million dollar upgrade.*

**“We’re working hard on repeat visitations, not so much on having a huge membership. The name of the game is getting members back as often as possible ...**

shown ability to part the clouds that continuously hang over the club industry. He's overseen multi-million extension works, fought a dogged battle with the Brisbane City Council bureaucracy over the club's ground lease, and initiated innovative staff support programs.

The past five years have seen substantial spending on capital works, with the finishing touches on a plush dining area in March this year. It was a major part of an outlay of about \$15 million. The dining area alone, including furniture, cost \$8.5 million. Another \$3 million went on extension to the gaming area to house an additional 70 machines, approved before the State Government's cap on numbers, to bring the complement to the full 280. A new sports bar is well patronised and a plush re-designed foyer provides an attractive welcome for members and visitors.

Rugby gets an injection of \$1 million each year, including funding of development of the code in local schools. The Dragon's clubrooms are undergoing a \$1.5 extension to provide gymnasium and fitness facilities. There's also an annual grants program of \$300,000 for community organisations such as Variety - the support organisation for disabled children.

A new 20-year lease from the Brisbane City Council was signed in July last year. That lease was the culmination of three years' negotiation.

“The council has adopted a policy of restricting leases to five-year terms,

so we had to do a lot of work,” Michael explained. He believes an assessment of community needs finally swung the odds in the club's favour. The community served by this club is a rich mix of races and cultures.

“We have very diverse demographics in the Sunnybank area - not only Asians, but eastern Europeans. You can hear many languages and even many dialects spoken in the streets.” Michael said.

That diversity is reflected in the club's growing membership, which has soared from 10,000 five years ago to more than 30,000 this year.

“We’re working hard on repeat visitations, not so much on having a huge membership. The name of the game is getting members back as often as possible,” Michael said.

What's obviously getting them back is the club's restaurant, which caters for lunch and dinner seven days a week.

“The return from dining has grown significantly - about 30% in just the



*Dining is a big draw card.*



*Sunnybank Community & Sports Club General Manager Michael Callaghan.*





*A plush new foyer welcomes members and visitors.*

last few months,” Michael said. He believes an aggressive TV advertising campaign is helping to pull the crowds.

Michael has established a bursary scheme for his senior staff. There’s a quarterly bursary where a member visits Jupiters on the Gold Coast, an annual bursary for a visit to the Melbourne and Sydney casinos, and a special “occasional” bursary for travel to Las Vegas or Macau. “That’s a real award for effort. It’s a recognition of work performance,” he said.

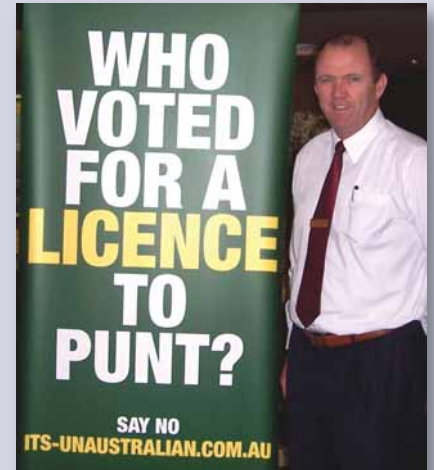
Little wonder, then, that Michael is popular with his staff, who greet him with warm smiles as he passes through the complex.

## Diversification the spice of life

The Sunnybank Community & Sports Club and Michael Callaghan are actively campaigning against the Gillard-Wilkie proposed mandatory pre-commitment legislation. Large placards are displayed prominently throughout the club and members and visitors are encouraged to put their names to the protest petition on drink coasters. “We expect to lose 20% to 25% of gaming revenue under the new legislation if it happens. But it will take two years to implement it. During this time, windows of opportunity will open,” Michael said. He’s convinced investment in health and fitness facilities and commercial property are appropriate diversifications for his club. “We’ll just have to weigh up how we go about it,” he said. He’ll be doing that with a board for which he has as much respect as they have for him. “They’re all very professional. We have accountants, a solicitor, an advertising executive, men whose sons play rugby,” he added. Michael believes the standard of professionalism has been

maintained over the years as board members re-nominate or nominate their successors. He can see himself there for at least another decade to help guide his club. “The sort of diversification we’re aiming for will be over that period,” he said.

- HENRI LACH



*The club and Michael are actively campaigning against the proposed draconian legislation.*

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# Unrelated commercial activities and the ATO

The Federal Treasury is reviewing more than 100 submissions regarding the proposed taxation of certain Unrelated Commercial Activities (UCAs) undertaken by tax-exempt entities (e.g. sporting clubs). The Treasury released a consultation paper in May 2011 that limits access to various tax concessions where exempt entities undertake UCAs, including income tax, FBT and GST. The rules are proposed to apply from July 1, 2011 to all new UCAs entered into or started after 7:30pm on May 10, 2011. It is expected that existing UCAs may be transitioned to the new regime over a period of time. CMDA Career Development Sponsor company PKF has been involved in assisting with drafting one of these submissions and is well placed to help the Club Industry better understand its obligations, should a club be considering any new business ventures. PKF also sits on the Australian Taxation Office (ATO) Clubs Consultative Forum and can

pass on information regarding recent issues of interest from the Forum ...

- The ATO review on the treatment of Keno Commissions is winding up. The ATO has indicated that the majority of taxpayers appear to be treating Keno receipts appropriately. This is good news for clubs.
- The ATO advised it is continuing its review of the income tax exempt status of clubs. It is good governance for clubs to review status on an annual basis and record the analysis undertaken. The ATO has indicated it is likely to recognise such positive behaviour in the event of a dispute with the ATO. The ATO is developing a self-governance checklist that should assist clubs to determine their tax status.

If you need any advice in relation to these matters, please contact PKF Tax Partner Angie Hicks P: 07- 3811 4433.

## Doing Smart business motivates Anissa

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Smart Exposure, an innovative business venture that specialises in sales and business development, networking, marketing and events has been kicking goals since 2010.

Anissa says is enjoying seeing her passion and energy result in growth for her own business, but more importantly seeing her clients succeed.

This has been achieved through gaining exposure for her client base, including Russell Corporate Advisory; boden Projects; fremont design; phatsourcing; Robert Oatley Vineyards; Fabsmart - Bases; Computertrans Security Solutions; Enable HR; GSL Solutions; CCM Travel and Rawsuga.

For more information on these organisations, many CMDA sponsor companies, log on to the company websites or go to Smart Exposure - [www.smartexposure.com.au](http://www.smartexposure.com.au)

Anissa said her extensive professional experience and connections, particularly with many of the Club Industry's most dynamic operators, offers clients a unique opportunity to broaden their business network and strengthen ties with other leading businesses to ultimately drive new

business results.

Smart Exposure has had many achievements in its 18 months, from launching its website via a VIP event at Flying Fish, to joining the social media phenomenon and obtaining new friends and networks through Facebook, and sharing photos from industry events. A monthly newsletter also is on the way.

A major achievement for Smart Exposure was developing and executing the first-to-market initiative of aligning a select group of sharply focused businesses and brands to deliver a collective power base and drive sales at AGE 2011 at Darling Harbour in August.

Smart Exposure project managed the event, including site selection and logistics, display design, presentation, branding, advertising, on-stand promotions, corporate gifts and staffing - leaving clients focused on driving a solid return on investment.

Thousands of industry participants and potential customers attended the show across three days, delivering exceptional exposure and sales opportunities to Smart Exposure clients.

"My clients also are looking forward to having stands at the CMAA's annual Hospitality Expo back at Darling Harbour in March," Anissa added.

With Christmas upon us, Smart Exposure delivers tailored end-to-end event services for business, from collating the guest list through to



final execution. Events include seminars, golf days, launch events, or any corporate functions.

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For more information on the range of Smart Exposure products and services, contact Anissa Smart - P: 0413 708 907 or E: [anissa@smartexposure.com.au](mailto:anissa@smartexposure.com.au)



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Monday 12th & Tuesday 13th of March - 2012

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