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THERE'S NO better feeling in the entertainment business than to see the "House Full" sign. And it was a "house full" spectacular for the Australian Club Entertainment (ACE) Awards at The Juniors @ Kingsford on March 21. The theme of the 14th annual presentation dinner was *"Playing To Win"* with the winners, entertainers and guests playing long and hard into the night in celebrating of the contribution that entertainers make to Australia's Club Industry.



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FROM HIS office, General Manager Grant Duffy normally looks out to the lush green of his 18-hole golf course lying on the picturesque Broken Creek. But, in early March, all he could see from that window at the Nurmukah Bowls & Golf Club was deep, brown water covering the fairway. Grant admits this is the largest flood the town has ever seen, with the big wet stretching 68km wide to flood the Murray River, taking weeks to recede.

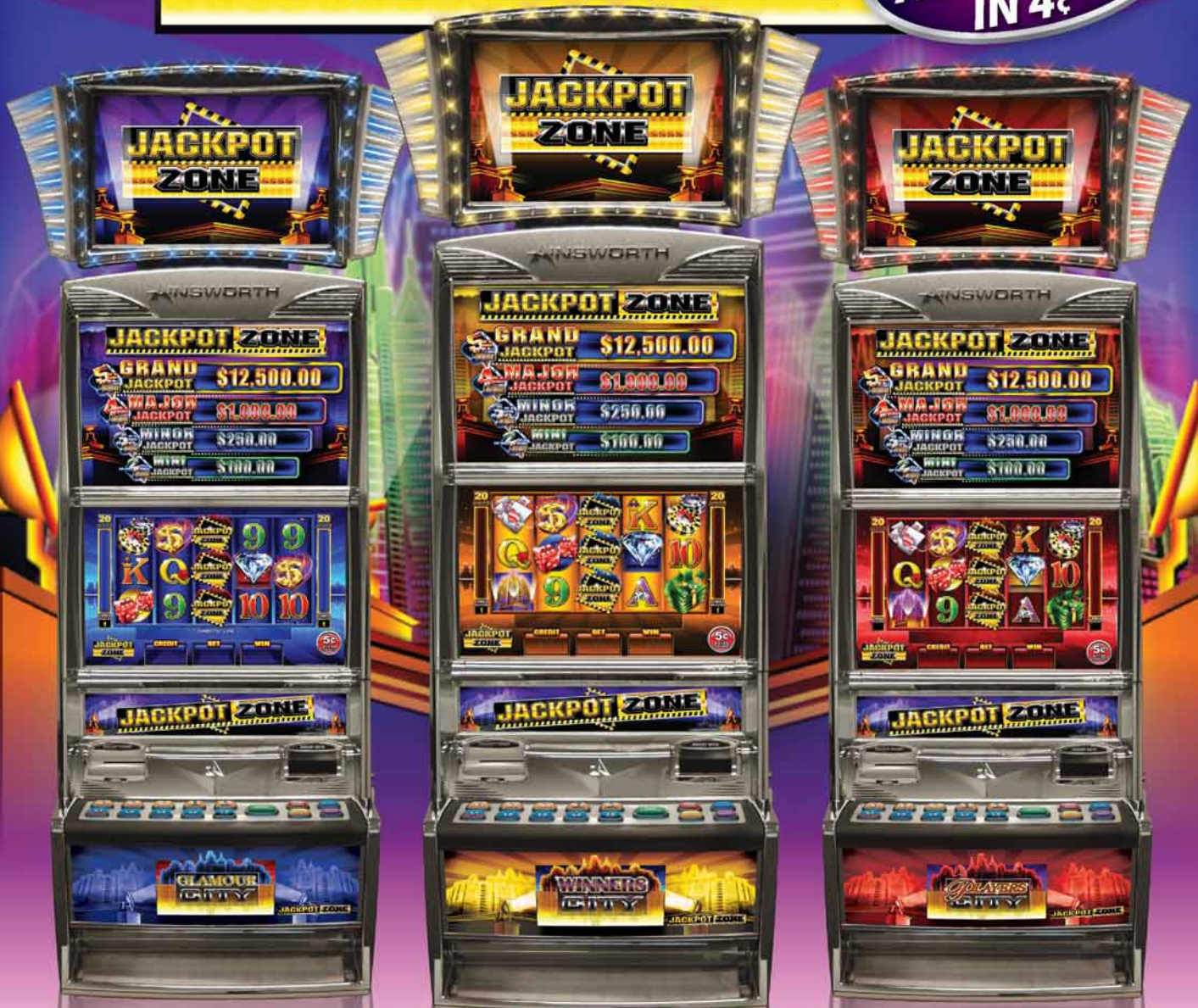


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Crime trends and criminal modus operandi are never stagnant. Barringtons have conducted meetings with the Police Armed Hold Up Squad (AHUS) for many years to keep abreast of the latest crime trends and investigative tools to ensure all our training examples and information are current and relevant. It also allows club security, operations and gaming managers to be provided the latest crime information available.

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Trial a better way to understand gambling problem and solution

By **BEN KENEALLY**

I'M GLAD the Prime Minister has decided to take a more cautious approach to poker machine reform. Caution is warranted on pokies reform because there is so much at stake - not just the welfare of problem gamblers and their families, but also many millions of dollars of community infrastructure, enormous social capital and the personal freedom of millions of Australians. That's why the formal analysis of the costs and benefits of the large scale trial of mandatory pre-commitment in the ACT needs to take all these factors into account and should include a comparison to the costs and benefits of more-targeted approaches such as intervention and intensive counselling for problem gamblers.

Randwick Bowling Club is a perfect example of the community infrastructure and social capital supported by poker machines. It's your typical small, suburban bowling club. It hosts competitive and social bowls. It provides a great social and recreational outlet for several hundred members, helping many stay fit and active and mentally engaged as they get older. A couple of years ago it was close to folding as revenues failed to keep up with the costs of maintenance. The Randwick Labor Club threw it a lifeline, amalgamated, and began a program of refurbishment and improvement. Without the backing of the Labor Club's profits from poker machines, this community facility - worth millions of dollars, and immeasurable social benefits it provides - would have been lost.

Sporting groups, churches, schools and even political parties have long used gambling as a way to raise money to further their endeavours and create social capital. Chook raffles, bingo nights, Calcuttas and lucky number clubs are all part of a long Australian tradition. We would rather local groups responded to local needs in this way than had to put their hands out to Government for bureaucratic solutions. The profits from pokies are just the same. Some get passed along as direct grants to other community organisations, but most get used to build and maintain the facilities and activities that occur within the club - whether that's maintaining bowling greens, or providing a safe and affordable venue for older people to have a night out. These humble services are critical to making life enjoyable for many people.

Clubs are right to fear that mandatory pre-commitment will affect their ability to deliver services. Clubs run on wafer-thin margins. Clubs try to keep down prices to serve their members. Many club members can't afford higher prices, anyway. Club gaming activities quickly will become unprofitable if infrequent and casual players are discouraged from gaming by the MPC process. That's one reason why a trial is essential - to see whether this fear is real. Similarly, a trial will help us better understand the costs of implementing the new technology, costs that will also eat into operating margins.

Clubs also understand that the rationale for MPC poses a fundamental threat to our freedoms. The argument seems to be that because some people cannot manage their

gambling, and since this damages some families, then all gaming needs to be restricted. But, on this rationale, almost any potentially damaging activity could be restricted. Some people cannot manage their drinking and harm the people around them. Should we all be required to pre-commit to how many drinks we'll have before we head out? Some people drive too fast and harm those around them. Should we all be required to fit mandatory speed limiters?

Mandatory pre-commitment is an Orwellian response to a serious, but narrow, problem. Worse still, there's no doubt that the combination of human ingenuity and addictive personality disorders will mean that ways to avoid the MPC system will quickly be available to anyone with a serious problem. The reality is that the purse-lipped moralising about poker machines is simply a moral panic about the "lower classes" - exactly the same as the campaign for alcohol prohibition - just with fancier technology than Elliot Ness had access to.

A better response would be to invest more in intervention and counselling. A safety net is better than big brother. I would like to see the ACT trial compared to an alternative trial of intervention and counselling for gambling addicts so we can not only test whether MPC works and what its costs are, but we can also see the alternative.

The club movement is all about helping local people enlarge and expand the social and recreational opportunities available to their community. As a Club Director and ALP member, I don't want to see the "narrowers and straighteners" get their way. ■

► **Ben Keneally is a Director of Randwick Labor Club**

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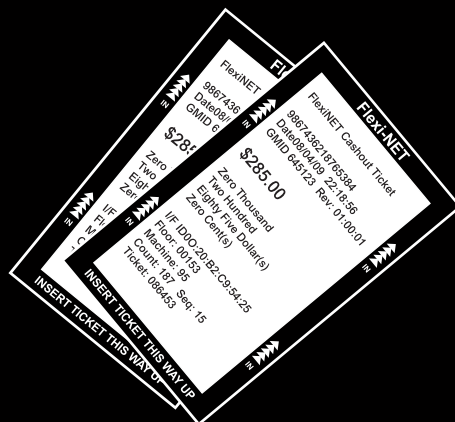
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Club Industry stronger for unity in the face of adversity

President's Perspective with BILL CLEGG, ACCM

THIS MONTH'S President's Perspective is the text of the President's Report to the CMAA Annual General Meeting at Darling Harbour on March 12 ...

IN REALITY, none of us would have expected anything different from 2011 ... the year started in conflict with the Federal Government - and ended the same way.

As those issues had an impact on the Club Industry as a whole, the Association also was affected, plus, we had our own issues, particularly the replacement of the Executive Officer and the generational change required to drive the Association forward.

From the outset, I acknowledge the hugely successful campaign conducted by Clubs Australia, led by President Peter Newell and Executive Officer Anthony Ball, Josh Landis, Jeremy Bath and their teams that delivered the positive result announced in January.

Many managers were involved, and it's a credit to you all that the "on-script" message was delivered so consistently to politicians and the media. I acknowledge the contribution made by the members in the CMAA's North West State Zone and Mid North Coast Zone who accepted the delicate task of briefing the Member for New England, Mr Tony Windsor, and the Member for Lyne, Mr Rob Oakeshott, two of the central figures in this major issue.

The CMAA Federal Executive's primary focus from the early part of the year was the recruitment of the Association's new Executive Officer. While I have reported on the process that lead to Ralph Kober's appointment, it is also important to acknowledge that the primary focus was the Association's strategic direction and who was best equipped to deliver in the key areas of sustainability, education, Zone support, member development and strategy/policy.

Ralph finalised his new team with Geoff Meston as Industry Professional Development Manager and Shannon

Donato as Marketing & Sponsorship Manager. These two key appointments support the priorities high on the Federal Executive's agenda, particularly the Association's sustainability and the critical support that the Career Development Centre and CMDA training arm needs to provide the education and the bursary opportunities for members. As an Executive, we are confident that with the other key members of the team - Senior Industrial Relations Advocate Peter Cooper and CMA Magazine Editor Peter Sharp - that the Association's Strategic Plan is on target.

Members were advised last year that a number of relationships had been developed in Queensland, particularly the appointment of Justin McGurgin as Queensland Membership Liaison Officer to increase the CMAA's exposure in that state. It's pleasing to report that membership in Queensland continues to increase and a number of low-activity, or defunct, zones soon will be invigorated.

Federal Secretary Allan Peter continues to play a key role in Victoria, consulting with Government on the post-July 2012 industry restructure.

In NSW, we opened communications with the new Liberal-Nationals Coalition Government and the Labor Opposition. We were eventually pleased with the position that the NSW Government took with the "3 Strikes" policy. It did give the CMAA the opportunity to sit down with Gaming Minister George Souris and have a wide-ranging discussion of those issues that affect club managers.

We are also pleased that the Club Industry is pursuing the key recommendations of the IPART review into Corporate Governance and education. In conjunction with ClubsNSW and the NSW Government, the CMAA will be instrumental in developing the framework and content of the education that will be expected of all managers. To managers with many years of experience and who think that education is no longer relevant to them,

I say that experience is a guide post and not a hitching post for the future.

As an Executive, we underwent a number of changes. With Vice President David O'Neil's resignation, our first Queensland Federal Executive Member, Steve Condren, was appointed with Division B Federal Councillor Ian Todd appointed to the NSW State Executive position. Debbie Feening's resignation saw Ian appointed to the vacant Federal Executive Member position and, more recently, Division F Federal Councillor and Board of Management Studies Chairman David Hiscox appointed to the NSW State Executive position. These changes also saw the appointment of Wayne Moffat as Federal Councilor for Division G - "the Queenslanders". You were also advised recently that Douglas Kirkham has taken over from Ian Todd as Federal Councillor for Division B.

I want to formally acknowledge the contribution that David O'Neil and Debbie Feening made to the CMAA over many years of service at Zone, CMDA and Executive level.

To Ralph Kober and your CMAA Administration team, I express the Executive's appreciation and support for your efforts and plans.

It's hoped that, with many of the recent challenges behind the Club Industry, that we, as an Association, can get on and focus on our charter - the professional development of club managers.

In closing, I would like to express to the CMAA Federal Council my humble appreciation for the great honour of Association Life Membership bestowed on me late last year. ■

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





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CMAA and CMDA looks to positive agenda and future

The Executive Officer's Desk with RALPH KOBER

THIS IS the text of CMAA Executive Officer RALPH KOBER's Report to the 2011 Annual General Meeting at Darling Harbour on Monday, March 12, 2012.

2011 WAS an eventful year for the Association, particularly with respect to movements within the senior management administration team. Terry Condon retired in August after 15 years in the Executive Officer role and I am pleased to say I was selected to replace him after serving as the CMAA's Education Manager and more recently as its Assistant Executive Officer. Geoff Meston stepped into the Industry Professional Development Manager role looking after the education arm of the CMAA and Shannon Donato was appointed into a newly created position as Sponsorship & Marketing Manager, primarily with the task of attracting and servicing our valued CMDA Sponsorship portfolio. You would no doubt have noticed that Shannon has been very active since his short time with the Association in introducing a number of new Career Development and National Bursary Program sponsors.

Industrial

On the Industrial Relations front, Peter Cooper has tirelessly supported and provided representation and advice to scores of members in the areas of unfair dismissals, redundancies and wage disputes. Peter has achieved a high number of favourable outcomes for our members and his dedication is appreciated.

Membership

During 2011, membership subscriptions rose sharply, particularly in Queensland. NSW continues to dominate the membership representation due to the high number of clubs within the NSW market. Of interest is the steady increase in female manager membership and the opportunity for the CMAA to grow this segment.

CMAA Queensland

I am pleased to report that the appointment of a Queensland CMAA Liaison Officer position has seen a

growing confidence in the Association from our Queensland members. Justin McGurgan, CCM, a former club manager and passionate advocate for the CMAA and CMDA, has worked effectively to engage existing and potential members across the state. Justin has been instrumental in the subsequent increase in the membership and re-engagement of lapsed members.

HMDA

2011 saw the launch of the Hospitality Management Development Australia brand, a parallel education arm to the CMDA with the purpose to attract and service the educational needs of non-club managers in the Hospitality Industry. Marketing campaigns via the wider hospitality media and press has seen a pleasing interest and engagement from non-club managers and is a market which the Association hopes to grow.

ACCM

The coveted Active Certified Club Managers Award continues to be relevant to the membership, with 12 members attaining ACCM status during the year.

CMA Magazine

The CMAA's Club Management in Australia (CMA) Magazine under the stewardship of Editor Peter Sharp continues to impress all who read it with the quality, content and look of the magazine valued by the membership. Enhancements to the magazine have attracted an increase in advertising revenue and readership.

Courses

The provision of professional development activities and courses is a key aspect of the Association's engagement with members and their staff. During 2011, close to 2,000 club personnel undertook training courses with the CMDA, despite a challenging year for the Club Industry with the political uncertainty and impending legislative reforms looming. Of significance, the CMAA forged a partnership with the Chartered Secretaries Association, offering CMA

members access to its many corporate governance and risk management courses and consolidated its partnership with the Southern Cross University Graduate School of Management in the Corporate Governance unit and seminars. The launch of webinars and online learning modules has enabled members who are from remote locations, or unable to attend training, the opportunity to engage in professional development.

Conferencing

Conferencing in the CMAA calendar is an important medium in enabling members to come together in dedicated educational forums, to build and nurture valuable peer networks with other managers. The Darling Harbour Conference and Hospitality Expo in 2011 proved successful and viable as a major fund raiser for the Association, while the Mid Year Executive Leadership Conference at Jupiters saw a pleasing rise in attendance after a stagnant period. New to the Conference Calendar, the CMAA, through its HMDA brand, presented the Conference component at the Australasian Gaming Expo (AGE 2011) for the GTA. While not revenue successful, the AGE 2012 Conference will build on 2011 and, it is hoped, be better supported by club and hospitality managers.

Financial Report

Members can access the 2011 Financial Year (concise) Report online from the CMAA website www.cmaa.asn.au. The financial statements and specific disclosures included in the concise financial report have been derived from the full financial statements. The operating result of the organisation for the year ended December 31, 2011, was a \$47,433 deficit, compared to a \$276,707 deficit in 2010.

Statement of Comprehensive Income

During this financial year, the revenue from the Hospitality Expo and Courses segments has decreased slightly due to less market demand caused by the economic crisis. The increased cost on the Hospitality Expo resulted in the big drop of profit from this segment. However, the operating result of the Conference segment turned to a positive due to a dramatic increase in revenue from more events and conferences organised this financial year. Revenue from CMA Magazine and Administration has increased and related expenses have dropped marginally, which contributed

to a decrease of loss from these segments, compared to operating results for 2010.

Statement of Cash Flows

Net cash in-flows from operating activities was \$461,301 in 2011, compared with a deficit of \$246,064 in 2010. The increment is due to a rise of subscriptions and sponsorship, while more debtors were recovered this financial year. Overall, there was a net increase of \$378,643 in cash and cash equivalents in 2011 of \$1,206,268 compared to \$827,625 in 2010.

Statement of Financial Position

The Association's net assets have decreased by 2.8% to \$1,654,003 during 2011. This decrease was reflected in the depreciation of the new fit-out at the Sydney Olympic Park office. Total assets increased by 5.6% to \$2,866,155. This was attributed to the increase of cash and cash equivalents from subscriptions and sponsorship revenues.

Statement of Changes in Equity

Equity has decreased due to the deficit from operations being retained.

General

This financial result reflects a renewed emphasis from the Executive and Management on the areas of membership and sponsorship and the provision of low-cost quality products and services to the membership. Each year at the Mid Year Conference, the Federal Executive and Management meet to formulate the strategic direction and plan for the Association for the upcoming year. This year's over-arching theme is '2020 Vision' and so it's appropriate to look at the way forward.

Sponsorship

Sponsors are integral in providing the funds that enable our members to undertake the professional development opportunities and activities offered to assist in your careers. This year, it is envisaged that the sponsorship portfolio will be further increased to total 60 Career Development and National Bursary sponsors across a wide range of categories. This increase will assure the Association of the necessary funds to continue to offer subsidised education. Sponsors will be assured of a measurable return on their investment through the development of a series of Sponsor/CEO networking events planned for the year and the inclusion of sponsors within the educational courses, Conferences and Zone

workshops where the sponsors have the appropriate intellectual capital, skills and knowledge to benefit members.

Events

In 2012, members and their staff will be able to attend a variety of topical events, including the popular Functions & Events Summit, a new Sales & Marketing Summit, a range of F&B and chef-focused programs - all through our Clubs+: EAT +DRINK+ENTERTAIN portfolio. The Association also will present a dedicated Facilities Management Seminar, a Young Manager Summit and a series of one-day training programs in the Zones.

Zones

The Association nationally comprises 20 Zones and three Sub-Zones. It is acknowledged that a high number of these are in a healthy state attracting good numbers to meetings and events and a solid core of networking opportunities. It is also acknowledged that there are some zones that are suffering from a lack of member engagement and, to this end, Head Office is working with these Zone Committees to review their meeting structure and how to re-engage lapsed members to their events through education workshops and the like.

HMDA

In Victoria, much good work has been done by Federal Secretary Allan Peter in gaining the confidence of the Victoria regulators and it is envisaged that the CMAA, through its HMDA brand, will be in a position to deliver the proposed mandatory Corporate Governance training module to all hospitality managers and directors by year's end.

Courses

2012 will herald the launch of a nationally accredited Diploma of Human Resources Management qualification as well as an Advanced Duty Manager Program, building on the foundation of the CMAA's popular Duty Manager Program, undertaken by hundreds of Duty Managers of the past decade. These two programs will assist managers and their clubs to provide quality topical and workplace-applicable learning. In NSW, the CMAA is partnering with ClubsNSW to formulate the NSW Government-proposed mandatory Director and Manager Training course of instruction as part of the second tranche of the Memorandum of Understanding, struck with the

Government before the last election. The CMAA will focus on the manager training segment, and it is envisaged that once the Bill is passed, a phase-in period will be enable CEOs to undertake the required training.

Bursaries

One of the frustrations of many of the Zone Committees is the low take-up of the education bursaries offered locally. This is shared by the Board of Management Studies in respect to the similar low take-up of national and state bursaries. To this end, a review of the current National Bursary Program will take place in 2012 and, where appropriate, an alternate program may be proposed.

ACCM

It is also timely for the Board of Management Studies to review the relevance and composition of the existing Certified Club Manager award education criteria, which is unique to the Club Industry. Changes in the legislation affecting the Club Industry, as well as the focus on Corporate Governance on clubs, requires a "health check" to ensure the award has rigour and is still a key goal in a club manager's professional development and career.

Membership

It is a startling fact that a recent mining of our membership database highlighted that over the next five years up to 400 of our members will be of retirement age. This represents approximately 18% of our membership base "churning through" and it is incumbent on the Executive to hold this number and grow it for the Association to be vibrant and relevant to club management. A campaign to attract younger managers, particularly young women, will be initiated and it's hoped that existing members will seek out and encourage younger managers in their clubs to join the Association - not only for the Association's sake, but more so for their own career development.

Your have my assurance that the Federal Executive and CMAA Management are committed to ensuring that YOUR Association is in good shape and will continue to prosper. I acknowledge the great work the CMAA Head Office team is doing to ensure the Association operationally is meeting the membership's needs. ■



Impressive Expo rolled on to spectacular ACE Awards

The Business End with SHANNON DONATO



WHAT A sensational 2012 Conference and Expo. I knew we were in for a great couple of days when I saw the large attendance for the CMAA AGM on the first morning.

With pre-registrations being way up on previous years, I probably should have seen it coming, but with the prospect of a few “no-shows”, I was a little unsure of the numbers. As it turned out, I had nothing to worry about.

The AGM & Conference numbers were impressive. In fact, we had to drum up a few extra chairs and tables at the early sessions.

I’m certain most delegates were glad they did turn up. The Conference presentations were world-class and gave an insightful view on what our industry and businesses can expect, and how to plan strategically in the ever-changing marketplace, as we head towards 2020.

The delegates and industry insights were just as abundant on the Expo trade floor. The quality of the stands and scope of expertise and new products and services available to our members was as impressive as it was prolific.

The feedback from Exhibitors, CMDA Sponsors, Conference and Expo Delegates and visitors alike was that this was one of the Club Industry’s best trade shows in many years.

Our thanks and congratulations go out

to the thousands who participated across the two days and extra congratulations to the various Expo and Conference prizewinners - listed on **page 38**.

It was a great start to the CMAA Major Events Calendar and a further demonstration that your Association is going from strength to strength.

Oh, What A Night!

AS A member of the Australian Club Entertainment (ACE) Awards Committee, along with your Federal President Bill Clegg and Executive Officer Ralph Kober, I was honoured to attend the 14th Annual Australian Club Entertainment (ACE) Awards at The Juniors @ Kingsford on March 21.

A lot of hard work went in to organising this black-tie event that celebrates the achievements of the Club Industry’s remarkably talented entertainers – but it was certainly worth the effort.

There are plenty of great pictures, a full report and honour roll of ACE Awards winners on pages 14 and 15. I encourage everyone to take a look, but it was a spectacular night.

I encourage all club managers to consider being among the 500 guests who are sure to pack The Juniors this time next year. I’m already looking forward to it.

Thanks to everyone who contributed to making the night such a success, particularly the Sponsors who supported the event. Without your efforts and contributions, the ACE Awards would not have been possible, let alone such a success.

Congratulations also to all of the finalists and category winners.

Sponsor In The Spotlight

THIS MONTH, the spotlight shines on one of our industry’s nicest guys; “Gently” Col Bentley.

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Position: State Sales Manager – NSW/ACT

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My local club: Panthers

Best thing about my club: What they put back into the community ■

➤ **SHANNON DONATO** is the CMAA’s Sponsorship & Marketing Manager
M: 0434 185 414;
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■ COL BENTLEY

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"The Stand-out new product seen at the CMA show"





■ **ABOVE:** CMAA Federal President and ACE Awards Chairman Bill Clegg (left) with Doug May from ACE Awards major sponsor Lion.

■ **ABOVE RIGHT:** Rhonda Burchmore won the Female Vocal Performer award.

■ **BELOW LEFT:** Industry statesman Brian Henderson presented the ACE Lifetime Achievement Award.

■ **BELOW RIGHT:** Ian "Pee Wee" Wilson accepted the Lifetime Achievement Award on behalf of the Delltones.

The Juniors Auditorium was jumping with a world-class line-up of entertainers.



Juniors jumping with club entertainers in the spotlight

THERE'S NO better feeling in the entertainment business than to see the "House Full" sign hanging on the main door.

And it was a "house full" entertainment spectacular for the Australian Club Entertainment (ACE) Awards at The Juniors @ Kingsford on March 21.

The theme of the 14th annual presentation dinner was "Playing To Win" with the winners, entertainers and guests playing long and hard into the night in celebrating of the contribution that entertainers make to Australia's Club Industry.

The Juniors Auditorium was jumping with a world-class line-up of entertainers. Diva Fever opened the bill with "Lady Marmalade", followed by Simon Brook McLachlan with lance Strauss and Greg Bonham. *Dancing With The Stars* headliners Luda Kroitor and Csaba Szirmai added more fancy steps with Elvis to the Max, Wendy Matthews, 1927, Tom Burlinson and The Boys In The Band rounding out the entertainment with a *Jersey Boys* medley.

Master of Ceremonies Darren Carr kept the night flowing smoothly and threw in his own feature spot.



Chairman of the ACE Awards and CMAA Federal President Bill Clegg, ACCM, extended the Official Welcome to more than 500 guests, thanking the people who made the event possible - the ACE Awards Organising Committee, including Nigel Lampe and Anita McMillan, Ralph Kober and Shannon Donato from the CMAA, Maria Pena from ClubsNSW, Doug May from major sponsor Lion, and Brad Standford from host club.

"For more than 100 years, the Club Industry has been an integral part of Australian society ... a focus of social, community and sporting support for millions of Australians," Mr Clegg said. "A major part of that appeal to members and guests is the live entertainment that clubs provide, whether through world-class shows at the big venues in metropolitan centres, or the single and duo acts in the corner of a regional club recreation area. Australia's entertainers provide a special ingredient to the successful recipe for club members.

"Special thanks to our sponsors and supporters, particularly Lion and Doug May who have staunchly supported the ACE Awards since its inception. The support and commitment of our sponsors makes the night possible. Many are clubs that have an ongoing commitment to

providing opportunities to artists."

It's the first time the black-tie event has moved away from Canterbury Hurlstone Park RSL Club and Bill paid special tribute to The Juniors management and events organising team, led by CEO Geoff Knight and Marketing & Entertainment Manager Brad Stanford for a spectacularly successful event.

The CMAA and ClubsNSW teamed up with the ACE Awards Committee to co-ordinate the 2012 event with major sponsor Lion heading the list of category sponsors.

Nominations in the 24 categories closed on December 31 and the major award winners were Tom Burlinson (Male Vocal Performer & Club Performer of the Year) and Rhonda Burchmore received the award for Female Vocal Performer.

Guest Presenters included Lucky Starr, Anita McMillan and Denis McNamara, The Williams Brothers, Lesley and Bruce Scott and Greg Bonham.

The "timeless" Brian Henderson, Channel 9 news presenter and host of *Bandstand*, appropriately had the honour of presenting the ACE Awards Lifetime Achievement Award to The Delltones. ■



THE WINNERS

- Covers Band – 2-3 person – sponsored by Gopher Graphics: **THE ROBERTSON BROTHERS**
- Covers Band – 4 or more – sponsored by Gold Crest Security: **JELLYBEAN JAM**
- Solo Piano/Vocalist – sponsored by Bankstown Sports Club: **DI SOLOMON**
- Solo Guitar/Vocalist – sponsored by Schweppes Australia: **CHRIS CONNOLLY**
- Country Female Performer – sponsored by St Marys Rugby League Club: **MELINDA SCHNEIDER**
- Country Male Performer – sponsored by Leagues Clubs Australia: **TROY CASSAR-DALEY**
- Country Group/Band – sponsored by Boden Projects: **THE MCCLYMONTS**
- Technical Support – sponsored by CMAA: **THE JUNIORS**
- Children's Show – sponsored by Juniors @ the Junction: **FRANKY VALENTYN**
- Accompanying Band – sponsored by DeBortoli Wines: **JOSEPH MACRI BAND**
- Show Band – sponsored by Lion Nathan: **THE KAMIS**
- Lifetime Achievement Award – sponsored by ClubsNSW: **THE DELLTONES**
- Best New Act – sponsored by The Robin Hunt Organisation: **P.J. LANE**
- Best Sight Act – sponsored by TJS Services: **DARREN CARR**
- Comedy Act – sponsored by 99 ON YORK: **PAUL MARTELL**
- Original Music Performer – sponsored by Twin Towns Clubs & Resorts: **DARYL BRAITHWAITE**
- Original Music Group – sponsored by Revesby Workers: **MENTAL AS ANYTHING**
- Best Dance Production – sponsored by The Juniors: **DANCE DANCE DANCE**
- Versatile Variety Act – sponsored by Petersham RSL Club: **DARREN CARR**
- Variety Production – sponsored by Creative Gifts: **MAGIC TO THE MAX**
- Vocal Group – sponsored by RSL & Service Clubs Assn: **THE WILLIAMS BROTHERS**
- Tribute Show – sponsored by Blacktown Workers Club: **ABBALANCHE**
- Female Vocal Performer – sponsored by Canterbury Hurlstone Park RSL Club: **RHONDA BURCHMORE**
- Male Vocal Performer – sponsored by Ingleburn RSL Club: **TOM BURLINSON**
- Club Performer of the Year – sponsored by Lion Nathan & CMAA: **TOM BURLINSON**

■ **TOP:** 'Diva Fever' provided a spectacular opening to the 2011 ACE Awards.

■ **BELOW:** Tom Burlinson with his Male Vocal Performer and Club Performer of the Year awards at the ACE Awards.

➤ CMA Magazine will carry a special feature on the 2011 ACE Awards presentation dinner in the May edition.

➤ For full photographic coverage of the 2011 ACE Awards go to www.theaceawards.com.au

Wilkie says new pokies reform model 'flawed'

ANDREW WILKIE launched a last-minute shock attack on the Federal Government's poker machine laws, saying they would not facilitate a switch to mandatory pre-commitment technology - even if the ACT trial is a success.

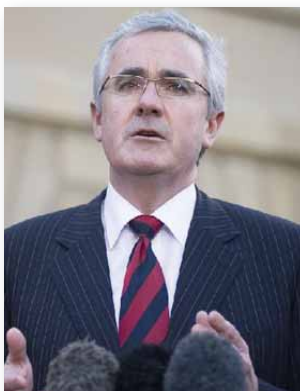
In a major setback for Prime Minister Julia Gillard, Mr Wilkie forced the Government to pull its gambling Bill on March 22 after a tense meeting the previous night with Community Services Minister Jenny Macklin.

The Australian newspaper reported that Mr Wilkie also sought to make his support for the package conditional on the Government enshrining the proposed 12-month trial in the ACT in its legislation.

Mr Wilkie said Ms Macklin had told him it was unconstitutional.

The anti-pokies crusader said the Gillard Government's legislation would see poker machines rigged up to support a voluntary pre-commitment system, but technical changes would still need to be made to accommodate a move to mandatory pre-commitment.

"The bill must make it absolutely clear that these machines must not only have pre-commitment for voluntary use," Mr Wilkie said. "They must be capable of conversion to mandatory use only at virtually no cost."



■ **ANDREW WILKIE**

But, in a sign negotiations had reached an impasse, Ms Macklin said the Government's technical advice was that the bill already did what Mr Wilkie was demanding.

"The technical requirements set out in the bill are the same for a mandatory pre-commitment system," Ms Macklin said. "So, we can flick the switch if trial results support it."

On March 13, Mr Wilkie wrote to Ms Macklin saying he would back the Government's legislation if his concerns with the proposed ACT trial were addressed, including the prospect of having the Productivity Commission design and run the trial,

extending its length beyond the one-year timeline and expanding it to nearby towns.

Mr Wilkie said he had agreed to an amendment establishing a range of safeguards on the design of the trial and he was satisfied it would be effective.

His comments came soon after South Australian Independent Senator Nick Xenophon and Greens Senator Richard Di Natale announced they would introduce a bill to restrict poker machines to \$1 bets.

The bill would mandate \$1 betting limits by 2017, with the senators saying independent think tank, The Australia Institute, costed the measure at \$200 million. ■

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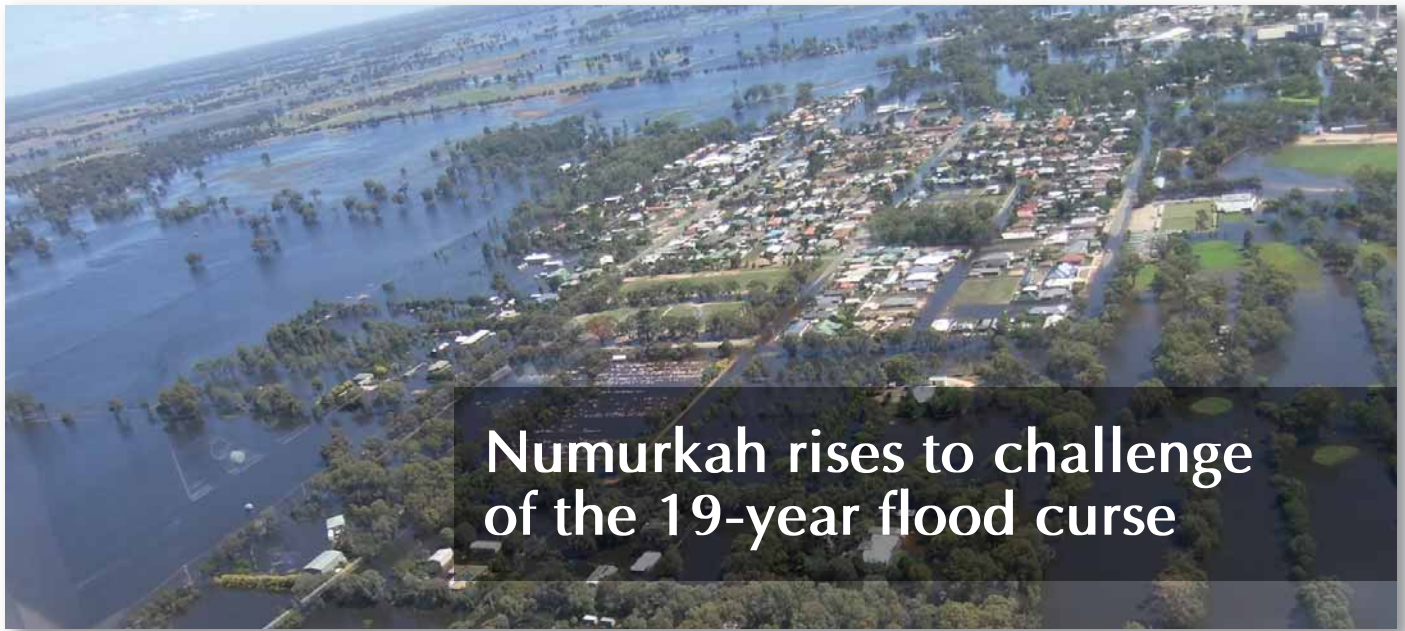
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Numurkah rises to challenge of the 19-year flood curse

By KATIE CINCOTTA

FROM HIS office, club General Manager and CMAA Federal Councillor Grant Duffy, ACCM, normally looks out to the lush green of his 18-hole golf course lying on the picturesque Broken Creek.

But, in early March, all he could see from that window at the Numurkah Bowls & Golf Club was deep, brown water covering the fairway.

The quiet country town, two hours north of Melbourne, has a bizarre history when it comes to floods. The last one was 19 years ago in 1993 ... the one before that was 1974 (19 years earlier) and prior to that, the town went under in 1956 (almost 19 years before the last time).

But Grant Duffy admits this is the largest flood the town has ever seen, with the big wet stretching 68km wide to flood the Murray River, taking weeks to recede.



More than half the township was under water and both the Numurkah Hospital and Karinya Nursing Home had to be evacuated.

To see the normally picturesque 120-acre country club completely inundated was bewildering and heartbreaking, he says.

"Emotionally, it was a real shock to see our club in this state," Grant said. "Our accommodation managers were hemmed in – but what a place to be caught. I rang them and told them there would be enough food and beer to keep them going for a month if need be."

Assistant Manager Kevin Moreland waded across to the club in fairly deep water to check in on the accommodation staff - and found the predicament quite comical.

"You would think this type of event would create a sense of gloom, but our staff and members treated it with a

mixture of humour and care," Kevin added. "I think every time we see adversity our clubs and communities throughout Australia show incredible generosity and selflessness and that was alive and well here, also."

As a pilot of eight years, Grant took to the skies to document the town's worst floods in modern history with a club member on board to take aerial photographs of the devastation.

Grant says seeing the flooding from the ground was dreadful enough, but the scope of the natural disaster was more dramatic and overwhelming from the skies.

While 50 members volunteered to sandbag around the clubhouse to avoid water damage, nothing could save the golf course which was completely swamped and had to be closed for a month.

The entire club closed on March 4, re-opening on March 14.





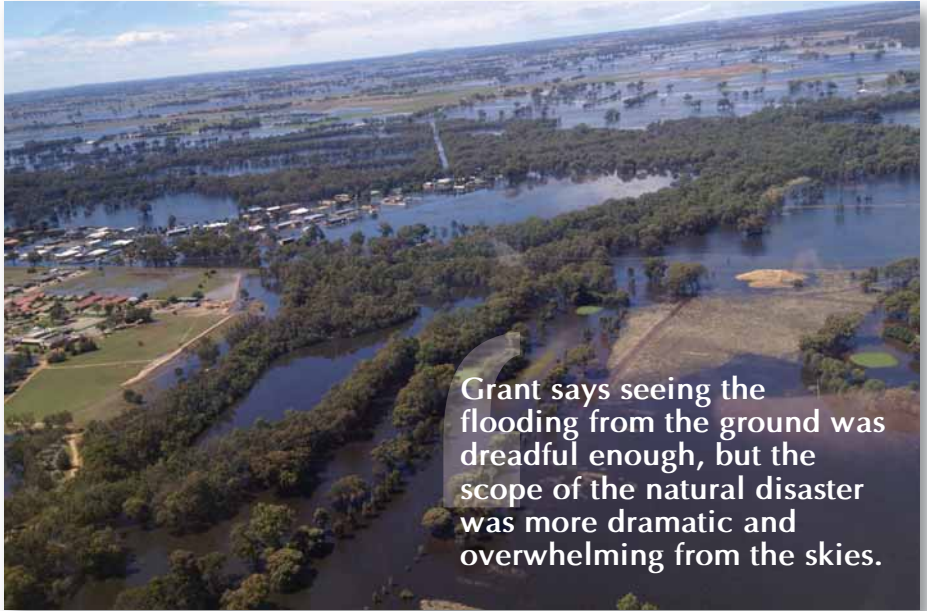
During those 10 days, the club was out of action.

A number of golf clubs, including Cobram-Barooga, Tocumwal and Shepparton generously offered Numurkah Golf Club & Bowls Club members a game in their club competitions at member prices.

Grant says the real disappointment wasn't the flood itself, or the loss of trade, but bad news from the club's insurer who left them - ironically - high and dry.

"The estimate of financial cost is \$50,000," Grant lamented. "The club has been advised its business interruption insurance will not cover due to the cause being flood." ■

► Any club that wants to offer financial assistance as part of their Community Benefit Schemes should contact **Grant Duffy** on P: 03 - 5862 3445, M: 0417 572 756 or E: Grant.Duffy@ngbc.com.au

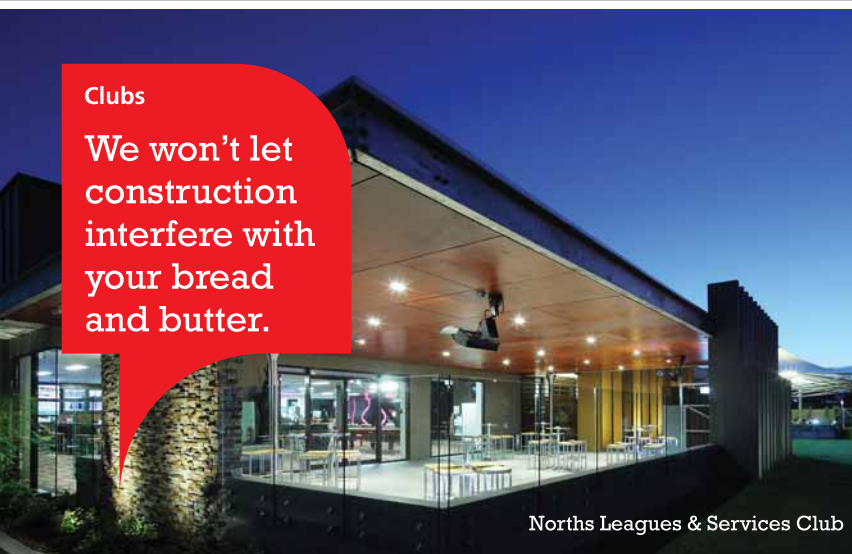


Grant says seeing the flooding from the ground was dreadful enough, but the scope of the natural disaster was more dramatic and overwhelming from the skies.



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Bill formally receives Life Member honour

ONE OF the highlights of the CMAA's 2012 Annual General Meeting on March 12 was the Association's latest Life Member officially "joining the club".

The CMAA Federal Council and Federal Executive unanimously endorsed the nomination of CMAA Federal President Bill Clegg, ACCM, for Life Membership at the joint meeting at Brighton le Sands last November.

Bill's honour was announced a few hours later at the CMAA's annual Sponsors Appreciation Lunch, however the honour was not formally endorsed until the AGM as part of the 2012 Conference & Hospitality at Darling Harbour.

Bill's close friend – now fellow-Life Member – Terry Condon, the Association's past Executive Officer made the trip from the Gold Coast to pay

tribute to Bill's many years of dedication and commitment to the members, the Zones and the Association he has served with distinction.

Close to 300 members who attended the AGM enthusiastically endorsed Terry's comments with an extended round of applause.

"I am humbled and honoured to receive such an import honour from people I respect and so much enjoy participating in the important work of this great Association," Bill said.

Bill Clegg becomes the CMAA's 24th Life Member. ■

■ **1:** CMAA Life Member and former Executive Officer Terry Condon had the honour of officially conferring Life Membership on Federal President Bill Clegg at the Association's 2012 Annual General Meeting.

■ **2:** Bill Clegg receives his CMAA Life Member honour from Terry Condon.



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AGM shows Club Industry strong, ready for business

IF THE support for the CMAA's 2012 Annual General Meeting is any indication, then the Club Industry is back on its feet and headed in the right direction.

After suffering for more than 18 months through the speculation and tribulation of Tasmanian MP Andrew Wilkie's campaign for mandatory pre-commitment technology being installed on every poker machine in Australia, the industry and the business of clubs is looking forward to a strong future.

More than 290 delegates packed the Parkside Ballroom at 9am on Monday, March 12, for the CMAA's 2012 AGM and the reports from President Bill Clegg (see page 8), Federal Secretary Allan Peter, Executive Officer Ralph Kober (see page 10-11) and outgoing Board of Management Studies Chairman David Hiscox reinforced the sentiment that the Association is fulfilling its charter of relevance and value in the professional lives of club managers.

That same optimism was reflected on the floor of the CMAA Hospitality Expo where 100 companies – including 34 CMDA Career Development and CMDA National Bursary Program Sponsor companies – showcased their latest products and services from across all sectors of the Club Industry over the two days of the annual trade show at the Sydney Convention & Exhibition Centre at Darling Harbour on March 12-13.

In his President's Report, Bill Clegg acknowledged Clubs Australia's "hugely successful" campaign, led by President Peter Newell, Executive Officer Anthony Ball, Josh Landis, Jeremy Bath and their teams that delivered the positive result announced in January with Prime Minister Julia Gillard's decision to abandon her deal with Mr Wilkie and, instead, initiate a mandatory pre-commitment trial with ACT clubs. During General Business, Mr Clegg invited CMAA ACT Zone President Geoff Long to offer a summary of what the trial looks like for ACT clubs and their managers.

"I acknowledge the contribution made by the members in the CMAA's North West State Zone and Mid North Coast Zone who accepted the delicate task of briefing the Member for New England, Mr Tony Windsor, and the Member for Lyne, Mr Rob Oakeshott, two of



the central figures in this major issue," Mr Clegg added.

He went on to detail the changes within the CMAA Federal and State Executive since the 2011 AGM, including the resignations of David O'Neil and Debbie Feening, the election of Michael O'Sullivan as Federal Vice President and appointment of Steve Condren as the CMAA's first Federal Executive Member from Queensland, Ian Todd's elevation from NSW State Executive Member to the Federal Executive and David Hiscox accepting the invitation to come on as NSW State Executive Member.

Mr Clegg also reiterated the process to recruit Ralph Kober as Executive Officer, Geoff Meston as Industry Professional Development Manager and Shannon Donato as Marketing & Sponsorship Manager within the CMAA Administration team.

Mr Clegg concluded the Meeting by inviting Conference Sponsor and CMDA Career Development Sponsor company Aristocrat's Managing Director, Australia & New Zealand, Trevor Croker, to officially open the 2012 Conference sessions. Mr Croker said he was proud of Aristocrat's role in furthering education and professional development opportunities for CMAA members by sponsoring the Darling Harbour and Jupiters Conferences.

A copy of the CMAA's 2011 Concise Report is available at the CMAA's website – www.cmaa.asn.au or call the CMAA P: 02 – 9746 4199. ■



■ **1** CMAA Federal President Bill Clegg delivers his report to the AGM.

■ **2:** Federal Secretary Allan Peter delivers his report.

■ **3** Conference Sponsor company Aristocrat senior executive Trevor Croker.

■ **4:** The CMAA Federal Executive members.

■ **5** Outgoing Board of Management Studies Chairman David Hiscox delivered the CMDA Report.

■ **6** Executive Officer Ralph Kober gave an overview of the Association and its financial position.

■ **7:** CMAA ACT Zone President Geoff Long gave an update of the Federal Government's mandatory pre-commitment trial planned for ACT clubs.

■ **8** More than 290 delegates packed the Parkside Ballroom for the CMAA's 2012 AGM.



21 Year & 30 Year Service Awards

THE CMAA has acknowledged the careers of 47 members and managers who have logged more than 1,014 years of service to the Club Industry in Australia.

During the Annual General Meeting at the CMAA Conference & Hospitality Expo at Darling Harbour last month, CMAA

Executive Officer Ralph Kober read the "honour roll" of club managers who eclipsed the 30-year and 21-year career milestones during 2011.

In front of around 300 colleagues, CMAA Federal President Bill Clegg, ACCM, presented a service pin to recognise the achievement of each member. ■

30 YEAR SERVICE AWARDS

Greg Milner – Secretary Manager, Manly Warringah Masonic & Community Club

Chris Bowden - CEO, NSW Leagues Club

Peter Lynch - Operations Manager, Bega RSL Club

21 YEAR SERVICE AWARDS

Barry Allen – Assistant Manager, Blacktown RSL Club

Colin Alvey

Grant Amer - Assistant Manager, Kogarah RSL Club

Steven Bailey – Sub-Assistant Manager, Warilla Bowling & Recreation Club

Paul Barnes – CEO, Moama Bowling Club

William Basan – General Manager, Cabramatta Golf Club

Julie Bond - Sub-Assistant Manager, Merrylands RSL Club

Phil Boughton – CEO, Yamba Bowling & Recreation Club

Suresh Chand – Customer Services Manager, St George Masonic Club

John Chin – Secretary Manager, Hexham Bowling Club

George Cocokios – Executive Manager, Bulldogs Leagues Club

Tullio Cofrancesco

Peter Constance – General Manager, City Golf Club, Toowoomba

Gregory Crouch – Manager, Parramatta Leagues Club

Allan Cunynghame – Catering Manager, Mittagong RSL Club

Glenn Cushion – General Manager, Ingleburn RSL Club

Raymond Dyer – Human Resources Manager, City of Blacktown RSL Club

David Fenner

David Fitzgerald – General Manager, Forbes Services Memorial Club

Craig Freeman – Sub-Assistant Manager, Cowra Services Club

Michael Garrihy – Assistant Secretary Manager, Port Macquarie City Bowling Club

Sharon Goodhew – Assistant Secretary Manager, Narrabri RSL Club

Trevor Haynes – CEO, The Entrance Bowling Club

John Henry – Secretary Manager, Kemps Creek Sports & Bowling Club

Peter Hughon – Catering Manager, Forster-Tuncurry Memorial Services Club

Tony Joannides - Sub-Assistant Manager, Wentworthville Leagues Club

Stephen Judd – Sub-Assistant Manager, Mulwala District & Services Club

Gus Lico – General Manager, Griffith Ex-Servicemen's Club

Craig Madsen – General Manager, Mittagong RSL Club

David Mantle – CEO, Dooleys Lidcombe Catholic Club

Malcolm Mason – General Manager, Nudgee Golf Club

Dennis Orchard

Gordon Rhodes – CEO, South Tweed Sports Club

Brett Salter – Secretary Manager, Heathcote Services & Citizens Club

Gregory Schumacher - Beverage Manager, Earlwood Bardwell Park RSL Club

Paul Singles – General Manager, Arncliffe Scots Sports Social Club

Peter Suggett – Assistant General Manager, John Edmonson VC Memorial Club

Michael Sweeney - General Manager, Kyabram Club

Tom Tuan – Assistant Manager, Randwick Labor Club

Neale Vaughan – General Manager, Blacktown Workers Club

Reinhard Vogler – Secretary Manager, Lane Cove Club

Glenn Wallace – Operations Manager, Canberra Labor Club

Brad Whittaker – Catering Manager, Tweed Heads Bowls Club

David Whyte – Secretary Manager, The Shellharbour Club



- 1: Bill Clegg with Chris Bowden.
- 2: Bill Clegg with Peter Lynch.
- 3: Bill Clegg with Grant Amer.
- 4: Bill Clegg with Phil Boughton.
- 5: Bill Clegg with Suresh Chand.
- 6: Bill Clegg with Jon Chin.
- 7: Bill Clegg with George Cocokios.
- 8: Bill Clegg with Glenn Cushion.
- 9: Bill Clegg with Raymond Dyer.
- 10: Bill Clegg with David Fenner.
- 11: Bill Clegg with Sharon Goodhew.
- 12: Bill Clegg with Trevor Haynes.
- 13: Bill Clegg with Gus Lico.
- 14: Bill Clegg with Gordon Rhodes.
- 15: Bill Clegg with Tommy Tuan.
- 16: Bill Clegg with Reinhard Vogler.
- 17: Bill Clegg with Brad Whittaker.



Conference takes close look at clubs in 2020

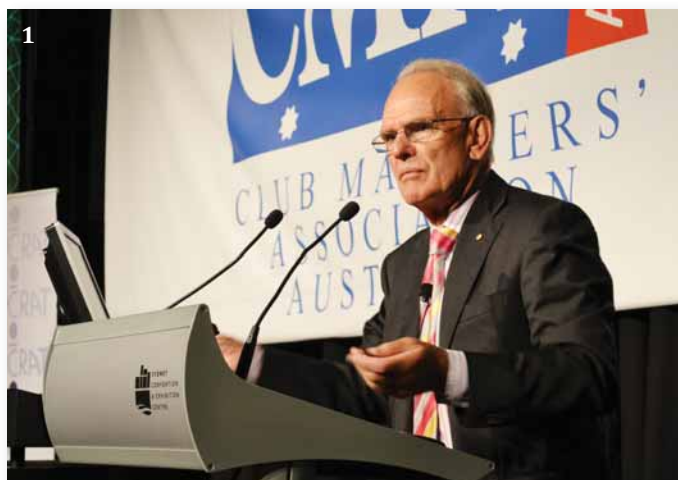
NO-ONE KNOWS what the future holds, but the CMAA's 2012 Conference at Darling Harbour last month took a good swing at what's ahead for the Club Industry approaching 2020.

In fact, **'2020 VISION'** is the theme of the CMAA's series of conferences – Darling Harbour, Jupiters Gold Coast (July 4-6) and the Conference component of the annual Australasian Gaming Expo (AGE) 2012 back at the Sydney Convention & Exhibition Centre at Darling Harbour (August 21-23).

The March 12-13 Conference tackled the topic, **"What Will Your Club's Business Model Look Like In A Decade?"** within the bounds of the **2020 VISION** concept.

CMAA Industry Professional Development Manager Geoff Meston welcomed more than 200 Club and Hospitality Industry delegates – managers, directors and industry professionals from clubs, hotels, casinos and hospitality venues around Australia – to the two-day, five-session Conference and promised an interesting journey of discovery under the expertise of some of the industry's leading executives.

Peter Ritchie, AO, the first employee of McDonald's Australia and the first employee of the McDonald's system outside North America was the Keynote Speaker, tackling the challenging topic, **"Corporate Strategy and the Business Lifecycle"**. During the 1970s and '80s, Peter Ritchie 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 Peter's time as CEO. In an impressive presentation, Peter touched on aspects important to clubs, such as the indicators of the need for change, how a new strategy is determined and how the major stakeholders are won over.

Popular CMDA presenter, facilitator and psychologist Paul Lyons then took the stage to investigate, **"Organisational Psychologist: Developing the Mindset for Embracing Possible**



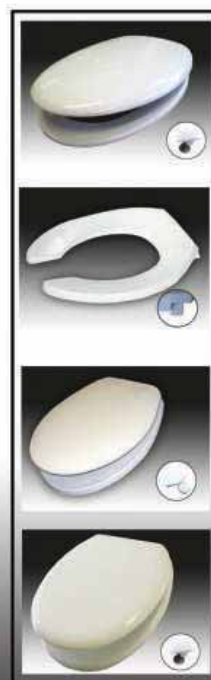
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Change” and the problem of dealing with internal “change demons”.

Conference Day 1 concluded with the CMDA National Bursary Program Presentation Lunch where CMAA members collected education and professional development opportunities worth more than \$100,000 – see pages 28-30.

It was another packed Parkside Ballroom for Day 2 with Geoff Meston welcoming five industry experts to discuss ... *“In the Face of Inexorable Change, Consider the Club Industry in 2020”*. David Halliday, General Manager of Sales (Licensed) for Coca-Cola, took up the customer perspective, while Russell Corporate Advisory Managing Director **Greg Russell** crunched the numbers in reviewing core business strategy and competitive positioning. **Sidney Lin**, a Senior Relationship Manager (Hospitality) with St George Bank, explained how banks determine lending risk profiles for the industry and Thomsons Lawyers Partner **Brett Boon** probed the legal issues arising from strategic diversification matters. **Matthew Greene**, a Design Architect at painter Dixon discussed the question ... *“If a club burned down tomorrow, what would you build in its place to meet the market needs of 2020?”*

From the panel session, the Conference moved into “workshop mode” with **Greg Bell**, from PKF, taking the first session – *“The Management Consultant - The Mechanics of Strategic Choice and the Primary Reasons for Strategic Failure”*.



Creating Synergy Managing Director **Ron “Rowdy” McLean** closed the Conference with Workshop 2 – *“Change the Strategy, the Bricks and Mortar ... but What About the Constituents?”* where he took delegates through the planning, processes and tools required to transform a workforce to support and enhance a new business model.

There was a Day 3 for interested delegates when Geoff Meston welcomed 20 managers to three sessions at the CMDA Career Development Centre at Sydney Olympic Park. Chartered Secretaries Australia and the CMDA presented *“Not-for-Profit Officers, Directors & the Board”* in Session 1. PKF returned to offer more advice on *“Strategic Steps (No.1)”* in Session 2 and Greg Russell tackled the challenging subject, *“Diversifying Your Business? Let’s Talk Feasibility Studies”* in Session 3. ■



- 1: CMAA 2012 Conference Keynote Speaker Peter Ritchie.
- 2: Creating Synergy Managing Director Ron McLean.
- 3: Greg Bell from PKF.
- 4: Popular CMDA presenter, facilitator and psychologist Paul Lyons.
- 5: Matthew Greene, Brett Boon, Sidney Lin, Greg Russell and David Halliday.

CMDA Bursary winners celebrate opportunities over harbour lunch

THE CMDA'S National Bursary Program Sponsors provide more than \$100,000 in education opportunities to Association members around Australia each year. On Monday, March 12, at the CMAA's annual Conference and Hospitality Expo at Darling Harbour, MC David Hiscox, the CMAA's NSW State Executive Member and outgoing CMDA Board of Management Studies Chairman, welcomed more than 75 sponsor company representatives, bursary recipients, club directors and guests to the bursaries presentation lunch. CMAA Federal President Bill Clegg thanked the National Bursary



Program sponsor company executives before David read out the list of bursary winners who accepted their awards from their sponsors. ■



■ **LEFT:** CMDA National Bursary Lunch Master of Ceremonies and outgoing Board of Management Studies Chairman David Hiscox.

■ **1:** PETER CLAREBROUGH MEMORIAL GAMING BURSARY – Nigel Turner from IGT with Ben Bradley.

■ **2:** PETER CLAREBROUGH MEMORIAL GAMING BURSARY – Nigel Turner from IGT with Michael Ruggeri.

■ **3:** ASIAN CLUB MANAGEMENT CONFERENCE & EXPO BURSARY - Russel Gartner from Shuffle Master Australasia with Brett Gibson.

■ **4:** ASIAN CLUB MANAGEMENT CONFERENCE & EXPO BURSARY – Greg Russell from Russell Corporate Advisory with Nicholas Blundell.

■ **5:** ASIAN CLUB MANAGEMENT CONFERENCE & EXPO BURSARY - Jacqui Matthews from Rawsuga Loyalty with Karen Jamieson.

■ **6:** ASIAN CLUB MANAGEMENT CONFERENCE & EXPO BURSARY – David Begg from Casella Wines with Tracey Watson.



■ **7: ASIAN CLUB MANAGEMENT CONFERENCE & EXPO BURSARY** – Jason Drew from Secom Technology with Brad Whittaker.

■ **8: ASIAN CLUB MANAGEMENT CONFERENCE & EXPO BURSARY** – Lee Fitzgerald from Global Coffee Solutions with Jack Desborough.

■ **9: ASIAN CLUB MANAGEMENT CONFERENCE & EXPO BURSARY** – Antoine Laval from Thorn Business Services with Paul McKell.

■ **10: ASIAN CLUB MANAGEMENT CONFERENCE & EXPO BURSARY** – Sean Garlick from Carlo's Pies with Grant Duffy.

■ **11: ASIAN CLUB MANAGEMENT CONFERENCE & EXPO BURSARY** – Daniel O'Brian from Club Partners with Josh Collins.

■ **12: ASIAN CLUB MANAGEMENT CONFERENCE & EXPO BURSARY** – Campbell MacLeod from Robert Oatley Vineyards with Cameron Provost.

■ **13: ASIAN CLUB MANAGEMENT CONFERENCE & EXPO BURSARY** – Mandy Green from Voyager Gaming with Scott Steel.

■ **14: ASIAN CLUB MANAGEMENT CONFERENCE & EXPO BURSARY** – Nak-Yoon Paik from LPK Cleaning with Carl Pozzato.

■ **15: ASIAN CLUB MANAGEMENT CONFERENCE & EXPO BURSARY** – Ron McLean from Creating Synergy with Brett Ellis.

■ **16: ASIAN CLUB MANAGEMENT CONFERENCE & EXPO BURSARY** – Janelle Brown from CCM Travel with Andrew Walker.



■ **17: MELBOURNE RESTAURANT STUDY TOUR BURSARY** – Phil Wheaton represented Ken Burgin from Profitable Hospitality with John Flanagan.

■ **18: MELBOURNE RESTAURANT STUDY TOUR BURSARY** – Phil Wheaton represented Ken Burgin from Profitable Hospitality with Margaret McGrath.

■ **19: BACHELOR OF BUSINESS IN CLUB & GAMING MANAGEMENT DEGREE BURSARY** – Jason Fullerton from the Barrington Group with Mark Kuczera.

■ **20: BACHELOR OF BUSINESS IN CLUB & GAMING MANAGEMENT DEGREE BURSARY** – Jason Fullerton from the Barrington Group with Stuart Jamieson.

■ **21: CMAA VISIONARY LEADERSHIP PROGRAM BURSARY** – Mike Burgess from Scott & Broad with Steve Rigney.

■ **22: CMAA VISIONARY LEADERSHIP PROGRAM BURSARY** – Mike Burgess from Scott & Broad with Rachel Sharp.

■ **23: CMAA JUPITERS CONFERENCE BURSARY** – Ralph Kober and Bill Clegg representing Enterprise Development Network with Lance Pike.

■ **24: CMAA JUPITERS CONFERENCE BURSARY** – Ralph Kober and Bill Clegg representing Enterprise Development Network with Ellie Fei.

■ **25: PROFESSIONAL DEVELOPMENT EDUCATION BURSARY** – Bill Clegg from the CMAA with Chris Dimou.

■ **26: PROFESSIONAL DEVELOPMENT EDUCATION BURSARY** – Bill Clegg from the CMAA with Jeremy Bates.

2012 Industry Associate: BLAYNE WEBB – Barringtons
2012 Association Associate: KEN BURGIN – Profitable Hospitality
2012 Club Manager: KARREN HOWE – Broken Hill Democratic Club
2012 Peter Cameron Award: ROD LAING – Wests Leagues Club, Tamworth

Club Industry 'secrets' not an easy assignment

IT'S NOT the easiest thing to covertly organise a group of busy people to receive highly-valued awards at a major event.

That was the challenge facing CMAA Executive Officer Ralph Kober and his team for the annual CMAA Hall of Fame ceremony at the Parkside Ballroom during the CMAA Conference & Expo Cocktail Party.

More than 500 guests spilled over onto the promenade at the Sydney Convention and Exhibition Centre at Darling Harbour for the much-anticipated awards.

The Barringtons team were keeping close watch over Blayne Webb, Ken Burgin was in Melbourne facilitating a CMDA professional development event, Gus Lico had been assigned the job of ensuring Karren Howe was in the room and Rod Laing made a last-minute decision to fly down from Tamworth for the two-day event – much to the relief of the man assigned to accept the prestigious Peter Cameron Award on his behalf.

In the finish, Ken was the only winner not in the room when CMAA Federal President Bill Clegg announced the names to be inducted into the CMAA Hall of Fame in 2012.

CMAA North West State Zone President and Hall of Fame Manager Phil Wheaton stepped in to accept on behalf of Ken Burgin.

Gus Lico had a very anxious 45 minutes when Karren announced that she was heading back to her hotel to change for a dinner engagement later in the evening. You can only imagine his relief when Karren re-appeared as Bill began the awards ceremony.

Wests Leagues Club Group CEO Rod Laing, who flew into Sydney during the day, was virtually lost for words, but thanked the many people who had supported him in his career when he was named winner of the 2012 Peter Cameron Award, which honours one of the Club Industry's finest club managers, administrator and contributor. Narrabri RSL Club General Manager and CMAA North West State Zone Vice President, Paul Gordon who was to accept on Rod's behalf, was the first to greet him with a celebratory drink following Rod's speech. ■



- 1: Blayne Webb with Bill Clegg.
- 2: Phil Wheaton accepts the Industry Associate induction on behalf of Ken Burgin from Bill Clegg.
- 3: Karren Howe with Bill Clegg.
- 4: Rod Laing with Bill Clegg.

THE FLOOR of the CMAA Hospitality Expo is not the only place to do business at the two-day event.

Many companies exhibiting at the Expo take the opportunity for breakfast, lunch or dinner meetings with clients.

But, when 4 o'clock rolls around on Day 1 of the Expo each year, exhibitor company executives, Expo and Conference delegates head for the Sydney Convention & Exhibition Centre's Parkside Ballroom at Darling Harbour for a few drinks, a bite to eat and more conversation about business, the Club Industry and life in general.

More than 500 guests overflowed to the reception area for the 2012 Cocktail Party on March 12 where CMAA Federal President Bill Clegg also announced Blayne Webb from Barringtons, Ken Burgin from Profitable Hospitality and Broken Hill Democratic Club General Manager Karren Howe as the 2012 inductees to the CMAA Hall of Fame. Wests Leagues Club Group CEO Rod Laing was a very popular winner of the Peter Cameron Award.

The laughs and conversation rolled on until 6pm when many people headed for their next engagement during two very busy days of business and pleasure in Sydney. ■



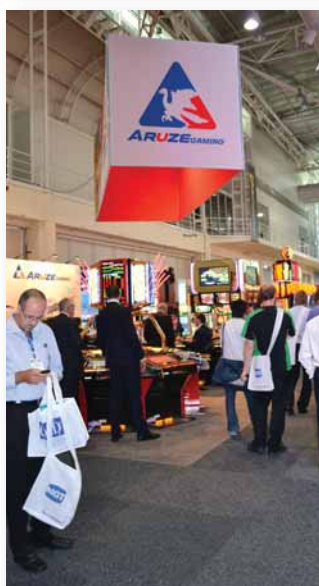


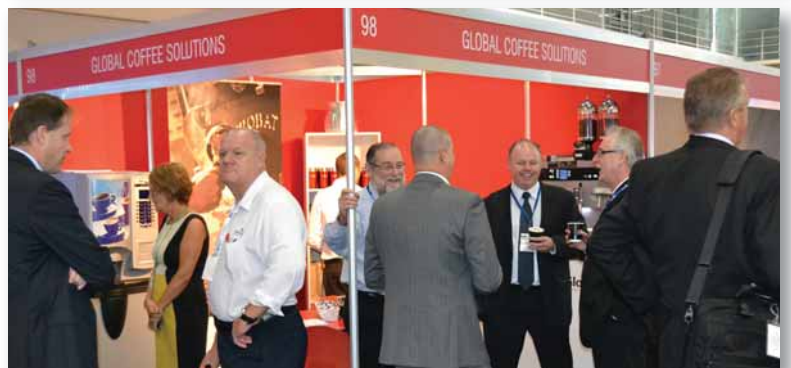
THE CLUB INDUSTRY had an impressive spring in its step for the CMAA's annual 2012 Hospitality Expo at Darling Harbour last month.

With almost 100 companies exhibiting the latest products and services to the industry there was a healthy buzz of interest and the conversation was about what clubs are planning for 2012 and beyond.

With Prime Minister Julia Gillard walking away from the controversial and unworkable mandatory pre-commitment legislation agenda of Tasmanian Independent MP Andrew Wilkie, the Club Industry's support for the Federal Government's pre-commitment trial with ACT clubs and a relatively strong Australian economy, all the signs are pointing to a positive and more co-operative future for club and industry providers.

The CMAA "family" of CMDA Career Development and National Bursary Program sponsors were strongly represented at the two-day Expo with 34 companies taking stands. ■









Paradise on the horizon for big winners at Expo

There were plenty of winners among the delegates and exhibitors at the 2012 CMAA Conference & Hospitality Expo at Darling Harbour last month.

As part of the March 12-13 event, the CMAA joined with a CMDA National Bursary Program sponsor companies Robert Oatley Vineyards and CCM Travel to offer the 'Expo VIP Bonus' for exhibitors and the innovative 'Sponsors

Passport' for CMAA members at the Expo.

Both prizes included return airfares for two people to Hamilton Island with five nights in a Coral Sea room, dinner at Romanos Restaurant, daily buffet breakfast, a round of golf on Dent Island, access to the resort's facilities and VIP return transfers at Hamilton Island.

Expo Co-ordinator Judy Rayner drew the 'Expo VIP Bonus' winner – Sustainability by Butler's – in front of more than 500 guests at the CMAA Cocktail Part in the Parkside Ballroom.

Steve Hardman from Voyager Gaming and CMAA Marketing & Sponsorship Manager Shannon Donato drew the winners of the 'Sponsors Passport' – Peter Liondios from

Randwick Labor Club - and 'Footy Fever' prizes – Kat Rogers from Orange Ex-Services Club – at the CMAA's Stand .

Nathan Hardman, from Doyalson Wyee RSL Club, happily accepted the ACER Iconia 10" Tablet drawn at the final session of the Conference.

Shannon Donato said he was delighted with the support of Robert Oatley Vineyards and CCM Travel in being able to offer such impressive prizes.

"These are great rewards for people supporting our Conference and Expo and the 'Sponsor Passport' prize proved a great success with delegates and participating CMDA Sponsor companies," Shannon added. ■



■ **1:** Mark Langrell (middle) from Sustainability by Butler's accepts the 'Expo VIP Bonus' prize from Robert Oatley Vineyards representative David Irvine and CCM Travel Managing Director Catherine Mancuso.

■ **2:** CMAA Hospitality Expo Co-ordinator Judy Rayner draws the winner of the 'Expo Bonus' prize for exhibitors at the CMAA Cocktail Party.

■ **3:** Steve Hardman from Voyager Gaming (left) helps CMAA Marketing & Sponsorship Manager Shannon Donato draw the winners of the 'Sponsors Passport' and 'Footy Fever' prizes.

■ **4:** 'Sponsors Passport' prize winner Peter Liondios.

■ **5:** Conference Delegate prize winner Nathan Hardman with his new ACER Iconia tablet.



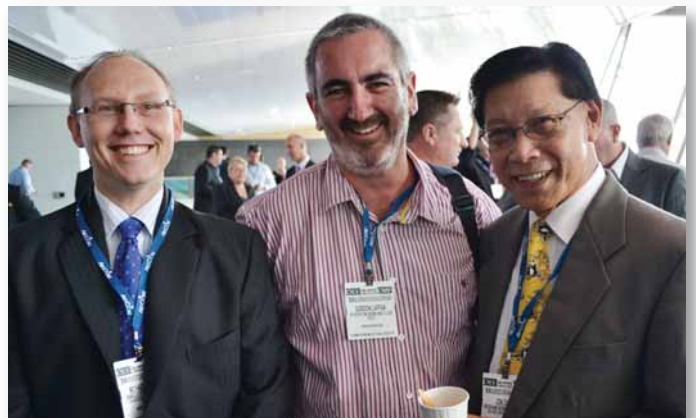
YOU CAN'T be sure, or surprised, who you might bump into over the two days of the CMAA's annual Conference & Hospitality Expo at Darling Harbour.

It's an opportunity for club managers and directors, industry trade executives and curious visitors from the world of hospitality to drop and catch up with the latest in products and services from the industry's best and brightest suppliers.

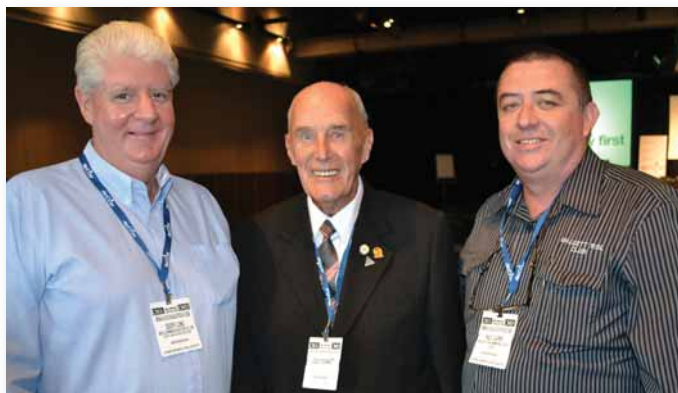
Deals are done, appointments made and problems solved over a lunch, a coffee or a well-earned end-of-day beer.

More than 500 like-minded club and hospitality executives took the opportunity for a drink and a chat at the end of Day 1 for the CMAA Hall of Fame Cocktail Party.

It's a networking nirvana and the 2012 Conference & Expo showed the Club Industry on track for a positive and successful period. ■







Lawrence already looking forward to 2013 Hospitality Expo

INDEPENDENT GAMING Managing Director Lawrence Shepherd says he is already looking forward to the CMAA's 2013 Hospitality Expo.

As the last delegates and guests left Exhibition Hall 5, Mr Shepherd came away from the 2012 event at Darling Harbour on March 12-13 excited about the performance of the Independent Gaming products during the Expo.

"Our products have been very successful in the field and during the trade show we released our brand new **TicketLive** and **JackpotLive** concepts," he added.

TicketLive is a new concept and entry-level into IG's TITO system that allows venues to select from Independent Gaming's overall hardware and software options and to initially purchase the items that they believe they need.

This allows club managers to select the most appropriate elements and to generate cost reduction and capital reduction for their clubs.

Mr Shepherd said that customer reaction to **TicketLive** was "refreshing and very positive".

"We have had more interest and a different group of people interested in our products," he said.



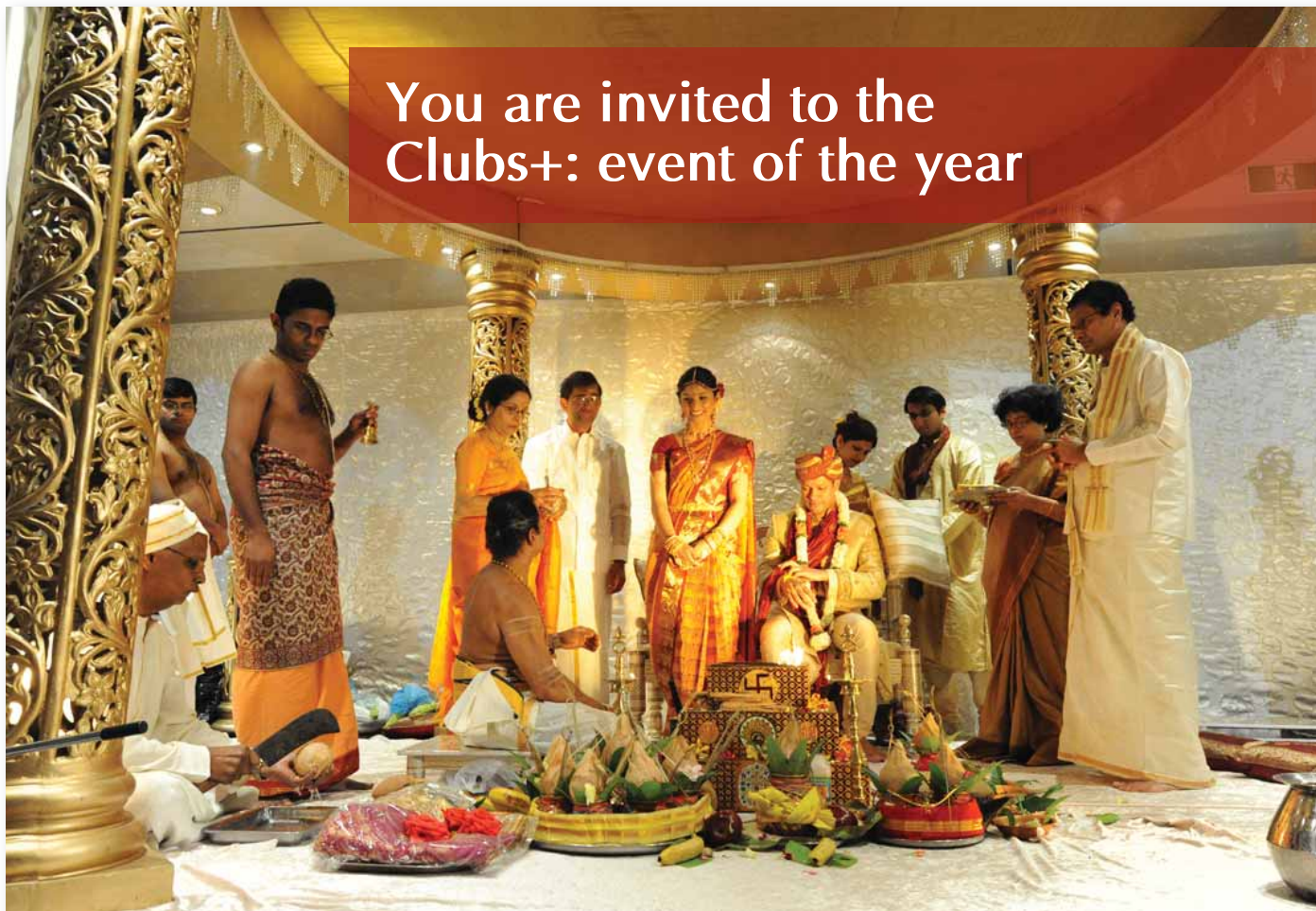
Independent Gaming, a CMDA Career Development Sponsor company, has been a genuine success story in that the clubs that have installed IG products are very positive about the affects of those products at their venues.

"It's exciting to see both the Ticket In Ticket Out System and the Jackpot Link System being offered in a completely new way to customers," Mr Shepherd added.

Independent Gaming released its voluntary pre-commitment software at the 2012 CMAA hospitality Expo, together with the VIP Player alert software.

"With the anxiety surrounding mandatory pre-commitment easing and with the Club Industry reinvigorated, this is the perfect time to bring new cost-reducing offers into the marketplace," Mr Shepherd said. "Everyone is very pleased to see the genuine interest that was shown over the two days of the CMAA Expo which is likely to translate into strong activity in the marketplace." ■

You are invited to the Clubs+: event of the year



There is an impressive roll-call of presenters and experts willing to share their successes, challenges along the way, effective marketing ideas and the strategies they have implemented to grow their weddings and events to become a vitally important contribution to their club's bottom line.

CALLING ALL Event Managers, Function Coordinators, Marketing Managers ... in fact any team member who plays a part in building your club's, weddings, events and functions business.

You are invited to the **2012 Clubs+ Weddings & Events Management Summit**.

If you fall into the any of the above groups – or related staff - you cannot afford to miss two full days of inspiration, motivation, discovery and learning.

Presented at the award-winning, five-star Epping Club on May 22 and 23, you will join with industry experts and colleagues to focus on new and exciting ideas and insights to raise the profile, reservations and reputation of your club function centre.

This is another five-star opportunity to make your club a stand-out venue of choice for all special occasions and events in your area.

Following requests from a number of the 100 industry executives who attended the Summit in 2011, we are proud to be staging the 2012 Weddings & Events Summit at The Epping Club.

This will be an opportunity to see how this impressive venue does what it does so well.

Behind the scenes, event concepts, theming and decoration will all be on show.



Be transported to far-off destinations with a delicious Indian Banquet and enjoy being a guest at one of the best venues in town.

To help Summit delegates enjoy this remarkable opportunity and experience, CMDA Sponsors Lion, CUB, Treasury Wine Estates and *Coca Cola* are joining the party with champagne, wines, beers and soft drinks to enhance the dining experience.

There are so many reasons to be a part of the **2012 Weddings & Event Summit**.

Setting the scene will be the opening presentation – ***'Spirit Of Leadership: How To Create Personal Satisfaction & Success at Your Club'*** – with popular CMDA presenter Karynne Courts from Values Connection offering a fascinating aspect of this challenging topic.

Karynne is well known to many Club Industry professionals for her powerful, inspirational and life/club-changing work.

Karynne has been inspiring and coaching leaders for more than a decade and believes that each person has the potential to be an effective leader - no matter that role within an organisation.

Karynne knows that what is within us - our values, our attitudes and our beliefs and assumptions - either expands our choices and opens us to possibility thinking, or keeps us in our limitations and self-restricting comfort zones.

Having worked with people in many clubs, including Armidale City Bowling Club and Sutherland District Trade Union Club (we are pleased to have presenters from both these clubs at the Summit) in the bigger picture, CMAA Life Member Greg Pickering, the CEO at Mounties Group, sums it up best: "Values Connection will work with you to deliver outcomes that will elevate you, your team, and your organisation to levels you only ever imagined."

Karynne also will present a Master Class - ***'Developing a Positive Staff Culture: Creating Opportunities & New Energy with Staff at Your Venue'***.

So, get ready for an exciting ride.

There is an impressive roll-call of presenters and experts willing to share their successes, challenges along the way, effective marketing ideas and the strategies they have implemented to grow their weddings and events to become a vitally important contribution to their club's bottom line.

This is information not easily obtained - even from one venue - but here, in two days, you will have access to a dozen or more club managers and industry experts who will bare

and share all they have learned - from lateral thinking, creative concepts and successful initiatives.

See you at The Epping Club on May 22 and 23. ■

➤ **A Clubs+ Special Rate** is available for anyone who has attended any of the previous **Clubs+ Summit**.

➤ Take a close look at the **2012 Weddings & Events Management Summit brochure** on **pages 52 & 53**



■ Karynne Courts from Values Connection.



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CMDA Courses April - July

Program Name	Occurrence Date	Location	Price Type	Amount	Start	Finish
RCG	11/04/2012 - 11/04/2012	Canley Heights RSL	Member	\$95.00	09:00am	03:30pm
			Non Member	\$100.00		
RSA	16/04/2012 - 16/04/2012	Castle Hill RSL Club	Member	\$135.00	09:30am	04:00pm
			Non Member	\$140.00		
Plan & Establish Systems & Procedures	17/04/2012 - 17/04/2012	CMDA - Sydney Olympic Park (SOP)	Member	\$240.00	09:30am	05:00pm
			Non Member	\$290.00		
Recruit & Select Staff	23/04/2012 - 24/04/2012	CMDA - Sydney Olympic Park (SOP)	Member	\$480.00	09:30am	05:00pm
			Non Member	\$580.00		
RSA	30/04/2012 - 30/04/2012	CMDA - Sydney Olympic Park (SOP)	Member	\$135.00	09:30am	05:00pm
			Non Member	\$140.00		
RCG	1/05/2012 - 1/05/2012	CMDA - Sydney Olympic Park (SOP)	Member	\$95.00	09:30am	05:00pm
			Non Member	\$100.00		
Prepare & Monitor Budgets	14/05/2012 - 15/05/2012	CMDA - Sydney Olympic Park (SOP)	Member	\$330.00	09:30am	05:00pm
			Non Member	\$380.00		
Financial Management	14/05/2012 - 6/06/2012	CMDA - Sydney Olympic Park (SOP)	Member	\$1,000.00	09:30am	05:00pm
			Non Member	\$1,100.00		
Duty Manager Development Program	21/05/2012 - 5/06/2012	Wollongong Golf Club	Member	\$1,560.00	09:30am	05:00pm
			Non Member	\$1,690.00		
Roster Staff	22/05/2012 - 22/05/2012	Wollongong Golf Club	Member	\$330.00	09:30am	05:00pm
			Non Member	\$365.00		
Clubs+ Weddings & Events Mgt Summit	22/05/2012 - 23/05/2012	The Epping Club	Previous attendees	\$585pp + GST	08:00am	05:00pm
			Standard Price	\$645pp + GST		
			Special! 3 or more from the one club? Buy 2 get 1 free	\$645pp for each of the paying 2		
Manage Quality Customer Service	28/05/2012 - 28/05/2012	Wollongong Golf Club	Member	\$330.00	09:30am	05:00pm
			Non Member	\$365.00		
RSA	28/05/2012 - 28/05/2012	CMDA - Sydney Olympic Park (SOP)	Member	\$135.00	09:30am	05:00pm
			Non Member	\$140.00		
RCG	29/05/2012 - 29/05/2012	CMDA - Sydney Olympic Park (SOP)	Member	\$95.00	09:30am	05:00pm
			Non Member	\$100.00		
Lead & Manage People	4/06/2012 - 5/06/2012	Wollongong Golf Club	Member	\$660.00	09:30am	05:00pm
			Non Member	\$725.00		
Manage Financial Operations	4/06/2012 - 6/06/2012	CMDA - Sydney Olympic Park (SOP)	Member	\$825.00	09:30am	05:00pm
			Non Member	\$900.00		
Develop & Manage Marketing Strategies	13/06/2012 - 13/06/2012	Blended - Sydney Olympic Park	Member	\$880.00	09:30am	05:00pm
			Non Member	\$900.00		
RSA	25/06/2012 - 25/06/2012	CMDA - Sydney Olympic Park (SOP)	Member	\$135.00	09:30am	05:00pm
			Non Member	\$140.00		
RCG	26/06/2012 - 26/06/2012	CMDA - Sydney Olympic Park (SOP)	Member	\$95.00	09:30am	05:00pm
			Non Member	\$100.00		
Analyse & Report on Gaming Data	16/07/2012 - 17/07/2012	CMDA - Sydney Olympic Park (SOP)	Member	\$480.00	09:30am	05:00pm
			Non Member	\$580.00		

■ *South Tweed Sports Chief Executive Officer Gordon Rhodes concentrates on his firearm technique between former Newcastle Knights rugby league star Paul Harragon and Australia's most prolific author Bryce Courtenay.*

It was a brilliant course. It helped to make each of us understand and appreciate what the Police Force does in our communities.



SOUTH TWEED Sports Club CEO Gordon Rhodes accepted a rare opportunity to walk in the shoes of NSW Police officers.

Gordon, a CMAA Far North Coast Zone Member, was invited to participate in the Community Awareness of Policing Program (CAPP).

This was the fifth NSW Police Force CAPP since its inception in 2010.

Some famous Australians have graduated from the CAPP program, including former Australian cricket captain Steve Waugh, seven-time surfing World Champion Layne Beachley and six-time Golden Guitar winner Melinda Schnieder.

NSW Police opened the October program to another select group of 25 community leaders from around NSW with a focus on rural leaders who completed three 12-hour shifts - just like real Police officers.

They were exposed to a variety of policing activities to better understand the complexities and demands of the onerous job.

The Community Awareness of Policing Program (CAPP) is a first for law enforcement agencies in Australia.

Developed by the NSW Police Force

Club executive signs on for unique police awareness program

Customer Service Program, CAPP provides community leaders with a unique and unprecedented insight into NSW policing.

Tweed Byron Local Area Command Superintendent Greg Jago nominated Gordon Rhodes to join the program during October, last year.

Gordon, who received his 21 Year Service Award at the CMAA AGM at Darling Harbour last month, also is involved in the Mending Fences community program in his area.

In the three-day program, participants learnt about marine search and rescue, crime fighting technology, road safety strategies, tactical options and firearms training, the Public Order and Riot Squad, as well as an array of scenarios that form part of the policing experience from the streets to the court room.

"It was a brilliant course," Gordon said. "It helped to make each of us understand and appreciate what the Police Force does in our communities.

"While most of us have time to make

critical choices, many times the Police don't have that time - they rely on their intensive training and protocols in making their on-the-spot decisions."

Tweed Byron Local Area Command Inspector Darren Steel said Gordon was identified as a recognised community leader who agreed to look at the role of police with fresh eyes.

"I am sure he found the program intriguing and, perhaps confronting at times, but it has improved his understanding of why Police do what they do and the training Police receive to carry out their job," Inspector Steel said. "It was mostly hands-on with a small 'classroom' component.

"To walk in our shoes, Gordon needed to get a firm understanding of the decisions Police have to make every day when they are out there doing their job.

"Out of this, we hope these community leaders and the wider community gain a more realistic understanding on the job we do and foster greater two-way communication."

No organisation can turn away from governance

‘WHAT CORPORATE governance means is that people outside looking into the company will see that the people inside who are practicing qualitative governance are making decisions on an intellectually honest basis and are applying care and skill in making business judgments. An example of intellectual dishonesty in the corporate context is Enron.’ - King Report. CSA Regional Director **PETER DONGAS** & CMAA Industry professional Development Manager **GEOFF MESTON** investigate ...

What Is Governance?

MUCH IS said on the role that governance, or rather the lack of adequate governance processes, has played in the issues faced by many organisations, big and small, in both the private and public sectors, as well as the not-for-profit sector (Registered Clubs).

So, what is governance, and why are good practices essential in avoiding the pitfalls? In truth, there is no single definition of corporate governance. However, Chartered Secretaries Australia (CSA) defines it this way ... *Governance encompasses the system by which an organisation is controlled and operates, and the mechanisms by which it, and its people, are held to account. Ethics, risk management, compliance and administration are all elements of governance.*

Governance, therefore, is how an organisation is run or governed, over and above its basic legal obligations. It has four critical elements ...

- **Transparency**, which entails a true dialogue with a range of stakeholder groups and a serious effort by leaders to listen and learn.
- **Accountability**, which means asking the questions: Who is responsible and to whom? What are they responsible for? What are the consequences if the rules are violated?
- **Stewardship**, which involves a clarity in all organisational decision-making so that those controlling the destiny of an organisation do so not for their own benefit, but rather for the benefit of the range of individuals and groups who have an interest in the affairs of the organisation, that is, the stakeholders.
- **Integrity**, which entails developing a culture committed to ethical behaviour.

What Does A Governance Professional Do?

THE GOVERNANCE professional can hold different titles, depending on the organisation. They may be called company secretary, chief financial officer, chief governance officer, business manager, or club manager. In essence, the governance professional ...

- Drives and advises on best practice in governance;
- Champions the compliance framework to safeguard the organisation's integrity;
- Promotes, and is the sounding board on, high standards of ethical and corporate behaviour;



- Bridges the interests of the board, management and stakeholders.

In particular, the person has a significant impact on the level and quality of the organisation's corporate governance and governance culture and often has a pivotal role in assisting the board to achieve the entity's vision and strategy. The governance professional's activities encompass legal and regulatory duties and obligations and additional responsibilities assigned by the employer.

Governance Issues Faced By Club Managers

SOME TYPICAL governance issues that many club managers face ...

- Understand the key aspects of contemporary corporate governance;
- Appreciate in detail the roles, duties and expectations of the Council, Board Chairman, directors, staff, committees and auditors;
- Develop and implement a sound corporate governance framework;
- Statutory obligations;
- Manage risk and compliance
- The potential for conflicts and adoption of appropriate strategies for dealing with conflicts of interests.

What is CSA?

CSA IS the independent leader in governance, risk and compliance. As the peak professional body delivering accredited education and the most practical and authoritative training and information in the field, CSA is focused on improving organisational performance and transparency. CSA promotes life-long learning in governance by providing relevant and up-to-date public training and tailored in-house learning. CSA's **Certificate in Governance for Not-for-Profits** provides vocational training and a qualification for a wide

range of people working in the governance area in not-for-profits who are responsible for the accountability mechanisms of an organisation. CSA offers a range of intellectual property to expand governance knowledge through by developing technical and reference information in this rapidly evolving field of organisational management.

CSA-CMAA Joint Venture

CSA HAS entered into an agreement with the CMAA to deliver CSA's ***Certificate in Governance for Not-for-Profits*** for Club Managers. This is a CSA-accredited course, suitable for a wide range of people working in the governance area. As it is an open-entry course, students are entitled to enrol without holding prior tertiary qualifications. The course focus is on providing students with practical hands-on knowledge and skills either to establish a platform for the launch of a new career in governance or to consolidate their current roles. The Certificate course comprises six modules, which are being progressively delivered through the CMAA. Details of the next delivery of a module of the Certificate in Governance for Not-for-Profits are available on the CMAA website –

www.cmaa.asn.au

Completing the Certificate course will provide ...

- Practical knowledge and skills across a wide range of governance topics that can be readily applied in the workplace;
- A strong platform to consolidate your present position in governance;
- An explicit demonstration to your employer and to others of your commitment to developing your governance knowledge and skills;
- The ability to make a substantial and valued contribution as a member of the governance team within your club;
- An insight into the importance of implementing good governance practices across the entire organisation and the importance of your personal contribution to this objective;
- The opportunity to network with presenters and other governance professionals and club managers. ■

► For more information, contact **Geoff Meston** at the CMAAA
P: 02 - 97464199 or E: geoff@cmaa.asn.au

CMAA 2012 MID YEAR EXECUTIVE LEADERSHIP CONFERENCE

2012 Jupiters Conference - 2020 VISION - Planning & Strategy: It's All About People



Tuesday - July 3

- **Start Early**
- with a **FREE** (optional) unit from the Diploma of Human Resource Management: 'Manage Human Resource Services'
- *Session One: 1-5pm*
- *Session Two: Wednesday morning*



Wednesday - July 4

- **Optional**
- *Advance your Governance knowledge & skills with CSA 'Meetings, Minutes & Resolutions' (\$495)*
- 9am-12.30pm
- **Conference Start**
- CMAA Members General Meeting
- **Business Planning & Strategy:** 'It's All About People'
- Economic Update
- **'Footy Fever'** State of Origin Game 2 telecast



Thursday - July 5

- **Keynote Speakers:** The Antarctic Boys, Cas & Jonesy tell us about their recent South Pole trek
- **Q&A Panel:** *Stories From The Front Line: 'The Generals'* Talk Strategy & Execution. SMS your questions from the audience!
- **Workshops**
- Strategic & Tactical Marketing
- Customer Service: *Why So Hard To Find, When It's So Easy To Do?*
- Service: *Changing Cultural Tack? Reprogramming the service brain*
- **Pool-side Cocktail Party**



Friday, July 6

- **Q&A Panel:** *Stories From The Front Line: 'The Lieutenants'* talk departmental strategy & tactics. SMS your questions from the audience!
- **Workshops**
- Project Management Tips - The One-Page Business Plan
- Love or Money: Financial Literacy Skills For Employees
- Capstone: Bringing It All Together - Assembling Your Pieces of the Strategic Puzzle.
- **Conference End**
- **Queensland**
- Combined Meeting of South-East Queensland Zones & Lunch
- Saturday: Combined Gold Coast-Brisbane Zones Charity Race Day

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HUNTER

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ILLAWARRA SHOALHAVEN

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ST GEORGE CRONULLA

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CMAA Mid Year Conference

@ Jupiters, Gold Coast - July 4-6

Registrations open April -

www.cmaa.asn.au

Gold Coast-Brisbane Zones Race Day

@ Gold Coast Turf Club - July 7

'Bushies' delivering on CMAA's Strategic Plan

PERHAPS THE most important item on the CMAA's Strategic Plan is growing the Association's membership. CMAA relevance in the personal and working lives of members is another key component.

The CMAA's North West State Zone has a reputation for its strong support of the CMAA – not only by attending Conferences and professional development opportunities – but through the Zone Meeting network.

With a total membership of 50 managers, it's not unusual to find up to 40 members – some travelling up to four hours - attending meetings across the vast Zone.

So, it was more than a pleasant surprise for President Phil Wheaton and his enthusiastic Committee to find nine new members at Tim Palmer's Inverell RSM Club on March 6-7 for the Meeting and Dinner.

"This is absolutely wonderful to find nine new managers seeking the support of the CMAA and our Zone," Phil told the meeting of 37 members.

The Zone's newest members are ...

Tony Gerry - Boggabilla Town and Country Club

Rex Grean - Armidale Golf Club

Wayne Patch - Wee Waa Bowling Club

Cynthia Humphrey - Wee Waa Bowling Club

Graham Wood - Tenterfield Bowling Club

Dean Lawrence - Walcha Bowling Club

Donna Britten - Walcha Bowling Club

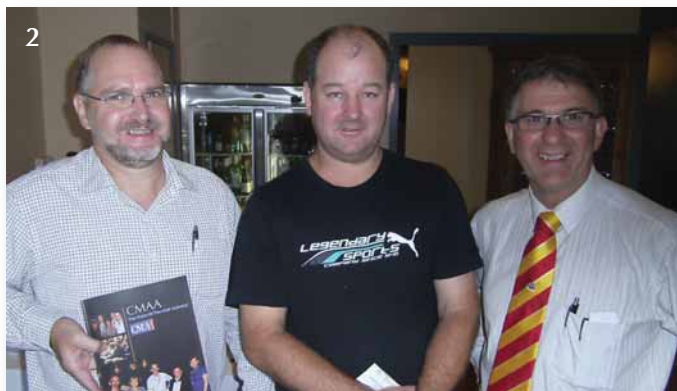
Betty Boorke - Guyra Bowling Club

Kaylene Bourke - Narrabri Bowling Club

CMAA Sponsorship & Marketing Manager Shannon Donato and CMA Magazine Editor Peter Sharp attended the Meeting to present the Head Office Report and the CMAA Dinner the previous night where more than 100 guests enjoyed the fine food and company in the impressively presented club and the town itself.

CMAA Industry Professional Development Manager Geoff Meston had been at Inverell the previous day to present a day-long Gaming Seminar with Board of Management Studies member and Seven Hills RSL Club Operations Manager David Kim and Ainsworth Game Technology Domestic Product Marketing Manager Matthew Primmer. The workshop, which was a huge success, attracted 72 guests, including club managers, club directors and Club Industry trade representatives.

North West State Zone's next event is the AGM and Dinner at Moree Services Club on May 8-9. ■



■ **1:** North West State Zone President Phil Wheaton (middle) with the nine new members who attended the Zone Meeting at Inverell RSM Club last month.

■ **2:** Zone Vice President Paul Gordon (left) and President Phil Wheaton with new member Tony Gerry from Boggabilla Town & Country Club.

Four new faces for Coast

THERE ARE four new faces on the CMAA Gold Coast Zone Committee following the Breakfast AGM and Workshop at The Surf Club Coolangatta on February 21.

The CMAA's Queensland Membership Liaison Officer Justin McGurgan conducted the Election of Office Bearers and, with Gold Coast Zone President and CMAA Federal Executive Member Steve Condren, presented the Head Office Report to the 31 members present.

The CMAA Gold Coast Zone Committee ...
 President: Steve Condren – Southport Surf Club
 Vice President: Dermot McEnroe – Northcliffe Surf Club
 Secretary-Treasurer: Tracey Evans – Nerang RSL Club

Zone Education Officer: Bryan Jones – Coolangatta Surf Club
 Committee: David Avery – Nobbys Beach Surf Club
 Rob Aldous – Kurrawa Surf Club
 Peter Idder – Southport Australian Football Club
 Steve Day – Paradise Point Bowling Club
 Brett Holland – Surfers Paradise Golf Club
 Matt Dagg - North Burleigh Surf Club

Numbers swelled to more than 70 guests for the Zone Breakfast where Stephen Ciobo, the Federal Member for Moncrieff spoke about his role as Deputy Chairman of the House of Representatives Standing Committee on Economics and a member of the Joint Select Committee on Gambling Reform. Mr Ciobo updated guests on mandatory pre-commitment and the Productivity Commission Report on Problem Gambling in Australia. ■

CLUBS ●●●
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12-MONTH CALENDAR Training Events



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.



Opportunity knocks for nine lucky members

IT WAS a day for handing out education and professional development opportunities when Illawarra Shoalhaven Zone members met at Dapto Leagues Club in late February.

Zone President David Hiscox, who has accepted the CMAA Federal Executive's invitation to become the NSW State Executive Member, welcomed 21 members, including two new members – Dominic Monti and Robert Knox, both from Wests Illawarra Leagues Club.

David announced that because of his new role with the CMAA Executive, he would stand down as Chairman of the CMDA Board of Management Studies but continue as Zone President and Federal Councillor for Division F – Illawarra Shoalhaven Zone and Far South Coast Zone.

Following Phil Ryan's Secretary-Treasurer Report, Zone Education Officer David Renehan announced the eight recipients of Zone Bursaries worth \$3,000 each for education and professional development with the CMDA. Bursary winners were ...

Ian Huthcinson, Port Kembla Golf Club; Annissa Taylor, Oak Flats Bowling & Recreation Club; Bronwyn Newman, Dapto Leagues Club; Bikram Sharma, Woonona-Bulli RSL Club; Joanne Pieper, Illawarra Leagues Club; Mandy Humphries, Oak Flats Bowling & Recreation Club; Robert Knox, Wests Illawarra Leagues Club; Bernie Brown, Dapto Bowling Club; Leigh Wagstaff, Dapto Bowling Club.

CMAA Sponsorship & Marketing Manager Shannon Donato and CMA Magazine Editor Peter Sharp attended the Meeting and Workshop to present the Head Office Report and encourage members to consider attending the 2012 AGM, Conference & Hospitality Expo at Darling Harbour.

Shannon introduced new CMDA Career Development Sponsor company Micropower Managing Director Bill Owens and Richard Berry with Bill offering members an outline of Micropower's products and services.



■ **1: CMAA Sponsorship & Marketing Manager Shannon Donato with TJS Fire & Safety Services representatives Dean Broadwood and Mahyar Barzegari.**

The day opened with a 30-minute Workshop presented by TJS Fire & Safety Services – a CMDA Career Development Sponsor company – with Director of Training Dean Broadwood and Business Development Manager Mahyar Barzegari taking members through the responsibilities of clubs and managers for all aspects of fire safety and security.

Following the workshop and meeting, members joined directors and Club Industry trade representatives for a spectacularly presented lunch.

Illawarra Shoalhaven members met at Wollongong Golf Club on March 30, with the next Zone Meeting and Lunch on Friday, July 27. ■



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Weddings & Events Management Summit 22nd - 23rd May, 2012

Position your venue as the first choice for weddings, parties, corporate bookings and entertainment.

The 2012 Clubs+ Weddings & Events Management Summit is must for managers and industry professionals who want to run more successful, profitable functions and events. Each year this Summit brings new and different inspiration, information and ideas. Hear first-hand from a great line-up of event management experts and leading industry players: inspiring presentations, masterclasses and networking with colleagues and friends.

Set in the world-class facilities of **The Epping Club... Sydney's 5 star Club**

Tuesday 22 May

8:30-9:00	ARRIVAL Coffee and Registration
9:00 – 9:10	Welcome
9:10 – 10:00	The Spirit of Leadership
Session 1	How to create personal satisfaction and success at your club. <i>Karynne Courts, Values Connection</i>
10:00 – 11:00	How The Epping Club tells its story
Session 2	Hear first-hand about the sales and marketing success of this famous club. <i>Peter Saez and Melissa Gillooly, The Epping Club</i>
11:00 – 11:15	Coffee and refreshments
11:20 – 12:30	Masterclasses: please choose one of the following:
Session 3	Creating Special Events for your Members How successful clubs keep their calendar full of great events. <i>Giorgia Masobello, Sutherland Trade Union Club</i>
	Function Package & Costing Masterclass Expert advice on pricing, menus, layout and presentation. <i>Peter Vlahandreas, Eastern Golf Club</i>
	Developing a Positive Staff Culture Creating opportunities and new energy with staff at your venue. <i>Karynne Courts, Values Connection</i>
Lunch	Lunch and networking
1:20 – 2:30	Masterclasses: please choose one of the following:
Session 4	Creating Special Events for your Members How successful clubs keeps their calendar full of great events. <i>Giorgia Masobello, Sutherland Trade Union Club</i>
	Function Package & Costing Masterclass Expert advice on pricing, menus, layout and presentation. <i>Peter Vlahandreas, Eastern Golf Club</i>
	Developing a Positive Staff Culture Creating opportunities and new energy with staff at your venue. <i>Karynne Courts, Values Connection</i>
2:30 – 3:30	From Small to Big
Session 5	How we doubled our events business at Armidale. <i>Samantha Brady, Armidale City Bowling Club</i>
3:30 – 3:45	Afternoon tea and refreshments
3:45 – 4:45	Better Systems for Busy Managers
Session 6	Time-saving ways to organise functions and events using free online services and web resources. <i>Ken Burgin, Profitable Hospitality</i>
4:45 – 5:45	Happy Hour, drinks and networking
6:00	DINNER – unique Indian Banquet presented by The Epping Club's chef & events team.



WIN AN iPad!!

Clubs+ Online Marketing Award ... sponsored by **tic technologies**. Tell us about your success with Online Marketing. The winner will receive an Apple iPad 3G, the must-have marketing accessory for 2012, PLUS free attendance at the Clubs+ Sales & Marketing Management Summit, 19-20 September 2012. Runner up wins free attendance at the Summit. Enter at www.ProfitableHospitality.com. Entries close August 30th 2012.



Wednesday 23 May

8:00am – 8:50am	Back of House Tour at the Epping Club An opportunity to see behind the scenes at Sydney's 5 star Club.
9:00 – 10:00 Session 7	Wedding and Events: Modern Trends and Opportunities <i>Victoria Black and John Haslam, ModernWedding.co</i>
10:00 – 11:00 Session 8	Life of the Party How your venue can attract locals and tourists 365 days of the year. <i>Mark Bell, Airlie Beach Hotel</i>
11:00 – 11:15	Coffee and refreshments
11:30 – 12:30 Session 9	Masterclasses: please choose one of the following: How to Create a Successful Bridal Fair Learn the secrets from award-winning Eastern Golf Club in Melbourne. <i>Peter Vlahandreas, Eastern Golf Club</i> Smart Choices with Function Equipment and Setup Insider tips on table settings, equipment and furnishings. <i>The Epping Club.</i> The Ultimate Celebration of Life - Wakes Workshop How to make these very frequent events into a positive part of your event program. <i>The Epping Club</i>
12:30 – 1.20	Lunch and networking
1:30 – 2:30 Session 10	Masterclasses: please choose one of the following: How to Create a Successful Bridal Fair Learn the secrets from award-winning Eastern Golf Club in Melbourne. <i>Peter Vlahandreas, Eastern Golf Club</i> Smart Choices with Function Equipment and Setup Insider tips on table settings, equipment and furnishings <i>The Epping Club.</i> The Ultimate Celebration of Life - Wakes Workshop How to make these very frequent events into a positive part of your event program. <i>The Epping Club</i>
2:30 – 3:30 Session 11	Event Health and Safety - the things you must know! Responsibilities and best practice under the new national legislation. <i>Jason Fullerton, Barringtons Group</i>
3.30pm – 4.00pm	Finish



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

The Epping Club, 45-47 Rawson Street, Epping, NSW

PREVIOUS SUMMIT ATTENDEES: \$585 + GST per person (offer ends on May 1, 2012)

NORMAL PRICE: \$645 + GST per person

THREE OR MORE FROM YOUR CLUB?: Pay for two (one person FREE)
\$645 + GST per person



Don't delay - book online at **www.CMAA.asn.au**.

For more information visit **www.profitablehospitality.com**,
call Tegan at **CMAA** on **02-9746 4199**
or **Profitable Hospitality 1800 001 353**



Activity Points - CMAA Members and CMDA Affiliates receive 20 Industry Activity Points for attending the Clubs+ Weddings & Events Management Summit 2012, towards achievement or maintenance of the Active Club Manager Award (ACCM).
For members who travel more than 100km from the radius of their club, a further 5 Activity points will be awarded.

Breakfast meetings popular with Central Coast members

Breakfast meetings continue to prove popular with CMAA Central Coast Zone Members.

President Boris Beleuski welcomed 32 members to Gosford RSL Club on March 7 for the Zone Meeting, then 55 guests to the breakfast with guest speaker Col Butler from the Office of Liquor Gaming & Racing.

CMAA Executive Officer Ralph Kober had an early start to the day to be in time for the 7.15am registration and 7.30 Meeting start. Ralph encouraged anyone who still had the opportunity to register for the CMAA's Conference & Hospitality Expo at Darling Harbour on March 12-13. He also spoke about the politics and process around Prime Minister Julia Gillard's decision to walk away from Tasmanian Independent MP Andrew Wilkie's mandatory pre-commitment (MPC) deal and establish a mandatory pre-commitment trial with clubs in the ACT. Ralph encouraged the Zone to consider a range of new education and professional development options being offered through the CMDA and which could be presented at venues within the Zone.

Zone Education Officer Josh Collins reminded the 16 members who had signed on for the trip to Darling Harbour



for the Conference & Expo about the details of the travel, dining and accommodation for the Sydney trip.

The members then joined industry trade representatives for a breakfast gathering of 50 guests where OLGR Official Col Butler reminded clubs and managers of their RSA and RCG refresher responsibilities, the Department's schedule of audits, the NSW Government's "3 Strikes, You're Out" legislation and the club's duty of care surrounding armed robbery security and training for staff.

Central Coast Zone's next event will be another Breakfast Meeting on May 16 at Doyalson RSL Club. ■

■ 1: Central Coast Zone President Boris Beleuski welcomes members and guests to the Zone Breakfast at Gosford RSL Club last month.

■ 2: CMAA Division D Federal Councillor Stepehn Byfield (middle) with Grant Galloway and Lisa Caswell from Bay Sports Club at the Central Coast Zone Meeting.

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Broken Hill turns on country welcome for CMAA members

IT'S ALWAYS a big event when the CMAA comes to town and Broken Hill turned on the welcome – and the weather.

It was the bi-annual St Patrick's Day Races weekend when the region turns out in force for the big race meeting and club managers, directors and Club Industry trade executives roll up for the CMAA Riverina Murray Zone Meeting, Workshop and Dinner.

The CMAA program runs over two days – March 15 and 16 - but most members, directors and trade reps stayed on, despite the rain, for the hospitality and fun at the race day.

Big Dave Staughton opened the batting with a free professional development workshop – *"Management Stress, Coping with Conflict and Reinvigorating Oneself*



to Maintain Performance" – on the Thursday afternoon at The Democratic Club where host club General Manager Karren Howe welcomed 50 guests.

Like other Zone members, Karren had just returned home from the CMAA's 2012 AGM, Conference & Hospitality Expo at Darling Harbour. However she was the focus of attention, having been inducted into the CMAA Hall of Fame at the Expo Cocktail Party.

There was also a Cocktail Party back at Broken Hill – at the Legions Club – before the formal Dinner where 120 guests enjoyed the food and entertainment.

Riverina Murray Zone Vice President Greg Ryan was in his best auctioneer's form, raising more than \$30,000 for the Zone Education and Bursary Fund.

After a buffet breakfast at the Musicians Club, it was a 9 o'clock start for the CMAA Zone Meeting on Friday where Zone President Gus Lico welcomed 33 members and CMAA Executive Officer Ralph Kober, who presented the Head Office Report.

The focus of Ralph's report was on the success of the Darling Harbour AGM, Conference & Expo along with the various education and professional development opportunities offered through the CMDA.

The mandatory pre-commitment issue was discussed, along with the NSW Government's "3 Strikes, You're Out"

legislation and its implication for clubs and their managers.

Club Moama CEO Paul Barnes was unable to attend the 2012 Conference, so Ralph presented Paul with his 21 Years Service Award in front of his fellow Zone members during the meeting.

There was a trip to the Silvertown Hotel for drinks and dinner on the Friday night before Broken Hill locals and visitors lined up for the eight-race program at the popular St Patrick's Day Race Day at Broken Hill Racecourse.

Riverina Murray Zone's next meeting will be at Club Barham on July 16-17. ■

■ **1:** Broken Hill Democratic Club General Manager Karren Howe at the CMAA Expo Cocktail Party with her certificate of induction to the CMAA Hall of Fame.

■ **2:** CMAA Executive Officer Ralph Kober presents Club Moama CEO Paul Barnes with his 21 Years Service Award at the Riverina Murray Zone Meeting at Broken Hill.



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Chefs Two-Day Management Summit

5th & 6th June



Chefs Two-Day Management Summit – 5-6 June 2012

This will be a gathering of some of the best chefs in the industry – be a part of it and bring your team for this inspiring two-day event at Canterbury League Club in Sydney.

Join special guest Mark Normoyle, Executive Chef at the prestigious RACV City Club. Leading the second largest team of chefs in Melbourne, Mark also has the distinction of having worked in the world's only seven star hotel the 'Burj Alarab' and has been a special guest of the Iron Chefs in Japan.

These two days are specially created to offer in-depth sessions for chefs, cooks and catering managers: food preparation, menu planning, cooking and supply management, food costing, waste control and productivity.

In addition is a special half day session for Executive Chefs, looking at career progression and climbing the ladder in club management.

Put the Date in your Diary!

Tuesday 5th June 2012

8:30-9:00 ARRIVAL	Coffee and Registration
9:00 – 9:10	Welcome
9:10 – 10:00 Session 1	How We Create World-Class Food in Melbourne's Best Club <i>Mark Normoyle, Executive Chef - RACV City Club, Melbourne</i>
10:00 – 11:00 Session 2	Managing for Success Reports, KPI's, Management Teams and Accountability. How to lead and grow a large business, multiple food outlets, and still love your job. <i>Mark Normoyle, RACV City Club, Melbourne</i>
11:00 – 11:15	Coffee and refreshments
11:20 – 12:30 Session 3	Cutting Gas, Electricity and Water Costs in your Club Kitchen – these case studies show real results, real fast.
12:30 – 1:20	Lunch break and networking
1:20 – 2:30 Session 4	Career Management for Chefs How to build your skills, your profile and and your earning potential.
2:30 – 3:30 Session 5	Successful Recruitment for the Kitchen – use your club's advantages in a very competitive job market.



1:20 – 3:30 SPECIAL MASTERCLASS for EXECUTIVE CHEFS	Executive Chefs: Where to From Here? Making the move from Chef to Manager. Modern management skills, industry trends, and team leadership.
3:30 – 3:45	Afternoon tea and refreshments
3:45 – 4:45 SPECIAL MASTERCLASS for EXECUTIVE CHEFS	Executive Chefs: Special Food Safety Session Auditing options, regulatory issues and changes expected for small and large clubs.
3:45 – 4:45 Session 6	How to Create Effective Kitchen Systems – building an accountable operation in your club.
4:45 – 5:45	Drinks and Networking: delectable and delicious culinary sensations ...with a well-deserved drink. Prepare yourself for the Chefs Challenge!
6:00 Dinner	Chefs Go Head to Head: You be the Judge! Join us for a dinner and a taste-test. Cast your vote on the best way to cook a range of beef, pork and seafood. Top chefs have very different opinions – who will win?

Wednesday 6th June

8:00 – 9:00	Back of House Tour of Canterbury League Club
9:10 – 10:00 Session 7	Cost Cutter: How to Get More Respect from Suppliers and the Boss All about purchasing, stock control, food costing and yield management. Real figures and real results.
10:00 – 11:00 Session 8	Masterclass: Getting More from your Equipment Combi Ovens and Cryovac Machines
10:00 – 11:00 Session 8	Masterclass: Wise Up on Food Waste New techniques to save money and create a more aware and efficient kitchen team.
10:00 – 11:00 Session 8	Meat Masterclass – better cuts, better costs and better cooking.
11:00 – 11:15	Coffee and Refreshments
11:20 – 12:30 Session 9	Masterclass: Getting More from your Equipment Combi Ovens and Cryovac Machines
11:20 – 12:30 Session 9	Masterclass: Wise Up on Food Waste New techniques to save money and create a more aware and efficient kitchen team.
11:20 – 12:30 Session 9	Meat Masterclass – better cuts, better costs and better cooking.
12:30 – 1:20	Lunch break and networking
1:30 – 2:30 Session 10	Promoting Food Events with Twitter and Facebook How a chef builds his reputation and attracts a crowd of hungry fans, using the power of social media.
2:30 – 3:30	The Law and the Chef - What you Must Know
4:00	Finish

Chefs Two-Day Management Summit – 5-6 June 2012

Canterbury League Club, 26 Bridge Road Belmore NSW 2192



TWO-DAY PACKAGE including Chefs Challenge Dinner

PREVIOUS SUMMIT ATTENDEES: **\$585** + GST per person (offer ends on May 14, 2012)

NORMAL PRICE: **\$645** + GST per person

EXECUTIVE CHEF PACKAGE including Masterclass, Lunch, Chefs Challenge Dinner on Tuesday 5th June: **\$299** + GST per person



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Activity Points - CMAA Members and CMDA Affiliates receive 20 Industry Activity Points for attending the Clubs+ Chefs Two-Day Summit 2012, towards achievement or maintenance of the Active Club Manager Award (ACCM).
For members who travel more than 100km from the radius of their club, a further 5 Activity points will be awarded.



Chefs Two-Day Management Summit 5th & 6th June



Day	Date	Meeting	Venue	Zone
APRIL				
Monday	02/04/2012	07:00	Concord Golf Club	Inner West Zone Golf Day
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	01/05/2012	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
Tuesday	08/05/2012		TBA	Far North Coast Zone Bowls Day
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
Wednesday	16/05/2012	08:00	Shelly Beach Golf Club	Central Coast Zone Breakfast Meeting
Friday	18/05/2012	11:00	Mulgrave Country Club	Victoria Zone AGM & Lunch
Tuesday	22/05/2012	11:00	Caloundra RSL Club	Sunshine Coast Zone Meeting & Lunch
Tuesday	22/05/2012		The Epping Club	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 www.asiangamingexpo.com
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	09:00	Tomakin Sports Club	Far South Coast Zone Dinner & Meeting
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
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
Wednesday	13/06/2012	11:00	The Casino RSM Club	Far North Coast Zone Meeting & Lunch
Wednesday	13/06/2012	17:00	Dubbo RSL Club	Mid State Zone AGM & Dinner
Thursday	21/06/2012	11:00	Cabra Vale Diggers Club	Nepean Zone Quarterly Meeting & Lunch
Monday	25/06/2012	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
No Meetings				
JULY				
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	Pittwater RSL Club	Manly Nth Subs Zone Mid-Year Meeting & Lunch
Sunday	22/07/2012			Clubs + Food & Beverage Workshop
Wednesday	25/07/2012	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
AUGUST				
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
Wednesday	15/08/2012	10:00	Country Club Wauchope	Great Lakes Zone AGM & Lunch
Tuesday	21/08/2012	11:00	TBA	Sunshine Coast Zone Meeting & Lunch
Tues - Thurs	21-23/08/2012	09:30	Darling Harbour, Sydney	AGE 2010
Wednesday	29/08/2012	07:30	TBA	Hunter Zone Breakfast Meeting
Thursday	30/08/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting

Sport, politics and business on agenda at Brisbane AGM

THERE WAS a change, but no new faces on the CMAA Brisbane Zone following the AGM, Workshop and Lunch at Redcliffe Leagues Club on March 21.

CMAA Executive Officer Ralph Kober, Industry Career Development Manager Geoff Meston and Queensland Membership Liaison Officer Justin McGurgan represented the Association during the day.

Zone President John Limbrick welcomed 60 members to the AGM at 10 o'clock where Ralph presented the Head Office Report, focussing on the success of the recent 2012 CMAA Conference & Hospitality Expo at Darling Harbour and the fine work being achieved through Justin's work across the Association's three main Zones in south-east Queensland.

Justin conducted the Election of Office Bearers for 2012 with all positions elected unopposed.

The CMAA Brisbane Zone Committee ...

- President: John Limbrick, Greenbank RSL Club
- Vice President: Wayne Moffatt, Club Pine Rivers
- Secretary: Sheryl McGregor, Greenbank RSL Club
- Treasurer: Sally Dickinson, Broncos Leagues Club
- Education Officer: Wendy Varley, Logan Diggers
- Committee: Christie McIlroy, Logan Diggers; Justin Charlish, Redcliffe Leagues Club; Martin Weir, Redcliffe RSL Club; Samantha Litfin, Carina Leagues Club; Scott Steele, Arana Leagues Club

The only change was Wayne Moffatt taking on the Vice President role and swapping places with Scott Steele who moved to the Committee.

Following the AGM, CMAA Queensland Major Sponsor Mailezy Managing Director Nathan Koina spoke about his company's association with the Club Industry and his support for Justin McGurgan's work across the state.

Numbers rose to more than 75 for the Workshop, where Jarrod Bleijie, MP, State Member for Kawana and Shadow Attorney-General spoke about his background and what changes the Liberal National Party will look at for the Club Industry in Queensland with a culture change for the OLGR.

Frank Balzary, from Jacaranda Advisory Group, introduced Jarrod and asked questions that had been gathered from the industry beforehand.

Mr Bleijie was likely to take on the Liquor, Gaming and Racing portfolio if the LNP was successful at the Queensland State Election on March 24.

Australia, Queensland State of Origin and NRL champion front-rower Petero Civonociva was one of the special guests from Pacific Cleaning for the lunch where more than 150 members, directors and club industry trade executives enjoyed Petero's conversation with Billy J Smith and the superb meal. For Brisbane Zone Secretary Sheryl McGregor, it was a special treat because she was at Petero's table, and the league champion, is a Fiji native.



Comedian was Fred Lang provided the laughs during lunch and there were prizes in the raffle, business card draw and impressive items in the auction. ■

■ **1:** Queensland State Member for Kawana and Shadow Attorney-General Jarrod Bleijie, MP, spoke to Brisbane Zone members about the Liberal National Party's plans for the state.

■ **2:** Frank Balzary with Jarrod Bleijie and CMAA Brisbane Zone President John Limbrick at Redcliffe Leagues Club.

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Barringtons stay in touch with latest crime trends

CRIME TRENDS and criminal modus operandi are never stagnant. Barringtons have conducted meetings with the Police Armed Hold Up Squad (AHUS) for many years to keep abreast of the latest crime trends and investigative tools to ensure all our training examples and information are current and relevant. It also allows club security, operations and gaming managers to be provided the latest crime information available.

The fact that many of Barringtons investigators and trainers are highly experienced former detectives, allows a relaxed and frank exchange of information on a large range of issues. A recent meeting with Detective Inspector Mark Valletta and others from the Armed Hold Up (AHU) Squad took place at the Hurstville Major Crime Squad offices.

Det Insp Valetta advised that that there are currently two AHU squads. The main unit investigating major robberies on larger victims such as banks, armoured cars, large clubs who are primarily targets of the professional offender. The second unit of which Det Insp Valetta is the Commander, looks after mid-level to smaller robberies

including small clubs, hotels, cafes, convenience stores and service stations. They have a unit that specialises in licenced premises but not at this level of investigation.

Barringtons Senior Armed Robbery Survival Skills trainer Bob McDougall discussed a number of important points with the squad members and can share the following information.

Crime Trends and Modus Operandi in Armed Robberies

Crime statistics for robberies are well down from a decade ago and at the moment they are down in all areas, however with a very modest clear-up rate of just 18%.

In the main, the offenders consist of gangs of young juvenile males while the individual robber is more likely to be an older drug user acting alone. The ethnicity of gangs is broad with a large number of juvenile gangs. The gangs contain a mixture of experienced juvenile criminals and inexperienced "clean-skins" with no criminal record.

The hot-spots (in no particular order) are Flemington, Rosehill, Campbelltown, City Central, Redfern and Blacktown.

Guns are the current weapon of choice, closely followed by knives or machetes, with syringes rarely seen these days. The level of violence is observed to escalate where a gang's or individual's spree of offences continues. Repeat offenders may run up 10 to 12 jobs before they are caught.

Whereas the professional gangs targeting large victims will perform



extensive surveillance with highly sophisticated planning, lesser criminals are largely opportunistic and only conduct a basic surveillance – i.e. they may visit the prospective location on the same day or hours before and use a stolen car, or car with stolen plates as their getaway vehicle.

Lower-level criminals are stealing to finance their drug habits, while criminals involved in the bigger jobs are stealing in order to support a "bling" lifestyle of partying with cocaine and other drugs.

Inside information is occasionally passed on by staff or contractors.

The squad cautions that businesses should be wary about staff and contractors having too much knowledge of the cash movements and workings of the premises.

The change bar and cash room usually are the most targeted with criminals often making staff open cigarette machines, gaming machines, Keno bar tills, bar tills etc.

In some serious cases, penalties for Armed Robbery can extend to 25 years jail in NSW (Section 96 - Armed Robbery with Wounding). The AHU squad believes the current penalties are not severe enough as most offenders are getting sentences of three to four years with an 18-month non-parole period. The number of juvenile offenders is a problem as they often walk away "scot-free" with jail time for juveniles very rare.

Offenders make very few guilty pleas, unless the Police Brief is outstanding. It's a constant battle to get the Director of Public Prosecutions (DPP) to confer with Police before making bargain decisions with the defence and as a result there is about a 50% acquittal rate. This puts the Police in the position



of sometimes laying additional or extra charges to allow for the fact that bargaining by the DPP and the defence lawyers will inevitably take place. This way, Police reason, if the DPP make a bargain, then there is still a stiff enough penalty to worry criminals.

It costs approximately \$30,000 for Police to conduct an investigation using a listening device or covert CCTV surveillance for a simple monitoring job lasting a couple of weeks. Long, complicated jobs are very hard to obtain approval for due to the cost factor. Occasionally, Police use informants under the provisions of a Controlled Operation Process, but the guidelines are very strict.

Monthly Robbery Figures	Aug11- Jan 12	Dec11	Jan12
Service Stations	75	21	12
Convenience Stores	65	17	9
Newsagent	35	12	5
Taxi	34	8	5
Bottle Shop	29	5	4
Chemist	25	4	4
Supermarket	20	4	4
Café	18	3	2
Hotel	12	2	2

** No Clubs appear on this list because all club robberies have been considered to be larger jobs for this period, so clubs were not under the scope of this group.*

To Look, or Not to Look

It has been Barringtons' advice in Armed Robbery Survival training that victims not look at offenders during a robbery. After some lengthy discussion

regarding this point, Police agreed that the objective of the victim is to stay safe, but that Police need assistance to catch criminals.

Police advise that most venues have poor-quality CCTV infrastructure and therefore footage is generally deemed useless. They are seeking the assistance of clubs and other businesses to upgrade current systems so that they do not require additional information from victims. If the CCTV system is good quality and cameras professionally positioned, identification can easily be made.

Barringtons recommend that robbery victims should never look at the offenders - regardless of CCTV camera standards.

The AHU Squad called for assistance from Barringtons to advise all its clients of the importance of identification-standard CCTV cameras in the foyer, both internal and external at the very least. Camera position is crucial.

It's also agreed that victims/witnesses should be invited/permitted to view CCTV footage to refresh their recollection of the event - if they wish - before making a statement to Police. It was further revealed that victims/witnesses need to be warned not to state any evidence that they did not actually see during the incident, but saw later on the CCTV footage. This latter point is the responsibility of the Police taking the statement.

If the matter goes to court, it is permissible for the witness to freely disclose they watched the CCTV cameras before making a statement to Police.

Barringtons advice to all Clubs is to ensure that CCTV cameras are good

standard and well positioned. After any critical incident, the footage should be burned to a disc and stored in a safe or secure location. Staff should be encouraged to view the footage before being interviewed by Police and should compile independent contemporaneous notes of the incident at the first opportunity. (Contemporaneous notes are notes made by the witness alone, within a reasonable period after the incident and signed and endorsed with the date and time of the recording by the person making the notes.) ■



■ Barringtons Senior Armed Robbery Survival Skills Trainer **BOB McDUGALL**.

► For more information, contact Barringtons consultants **Peter Jeffries (0418 266 185)** or **Aron Power (0439 643 157)** of Barringtons to organise a security risk assessment of your club including a review of your CCTV requirements.



■ Barringtons National Technical Manager **JAMIE McNAUGHTON**.

CCTV upgrades important

CCTV SYSTEMS installed in business premises during and before 2000 are more than likely to be video systems using analogue CCTV cameras and VHS video cassette. As technology advanced through the early 2000s, the video cassette systems were replaced with Digital Video Recorders (DVRs). This enabled CCTV footage to be stored within the DVR hard drives. CCTV camera quality increased in resolution and the megapixel camera became a popular camera to capture identification. Digital IP CCTV systems have revolutionised the security industry and is now the highest-

quality CCTV solution on the market. The High Definition Internet Protocol (IP) camera is a type of digital video camera typically used for surveillance and which, unlike analogue CCTV cameras, can send and receive data via a computer network and the internet. IP cameras have a resolution of at least 640x480 and can provide multi-megapixel resolution and HDTV image quality at 30 frames per second, providing high-quality image identifications such as number plate identifications and persons of interest identification. ■

- **Jamie McNaughton**, Barringtons National Technical Manager

Online, mobile gaming 'the future'

ARISTOCRAT SAYS the gaming industry will be transformed over the next three to five years by online and mobile technology. Aristocrat CEO Jamie Odell said in late February that the gaming industry would be transformed over the next three-to-five years by online and mobile technology.

He said it was important that Aristocrat, a CMDA Career Development Sponsor company, developed the content to be carried on that technology. "We're positioning Aristocrat to be part of that transformation," Mr Odell said. "It's a quite different approach ... service-supported gaming as opposed to selling the box [gaming machine] and then coming back in a few years time for a conversion."

Mr Odell said that Aristocrat was expanding its lotteries platform and its offering of downloadable games served to customers on a fee-per-usage basis.

Aristocrat was also looking at account management systems for mobile gaming



and a trial was underway in a major province in China. "Mobile gaming has the potential to completely overlap all current forms of gaming in terms of flexibility and adaptability," Mr Odell added.

Mr Odell said the trial in China could provide a potential basis for growth there. "I'd be cautious about this, but we do see it as a strong footprint and, moving into that core market, about how we can adapt the technology we already have to make it relevant to mobiles and in time to build that business," he said.

Aristocrat, on February 28, booked an annual net profit of \$66.14 million for the 2011 calendar year, down 14.3% on the prior corresponding period. But, excluding significant items for both 2011 and 2010, profit rose by 21.1% and by 34% on a constant currency basis. The strong Australian dollar against the US dollar and the Japanese yen crimped revenue by \$53.7 million and reported profit by \$7.1 million.

Aristocrat expects mixed economic conditions and currency headwinds to continue in 2012 but said the release of new games in 2012 would help boost underlying profit.

At this stage in 2012 and, based on current market conditions, Aristocrat expected strong growth in underlying full-year net profit, with operational performance well ahead of 2011. "Significant new game releases in all major markets, progress in targeting profitable segments and continued cost discipline will drive a further lift in operational performance in 2012," Mr Odell said.

Aristocrat said its underlying result for 2011 was at the top of the range of guidance provided to the market and was due to a stronger operational performance. New games, technology, systems and hardware were released in all key markets in 2011, and gains in market share were made in the US and Australia.

Performance lifted despite overlapping the large Singapore casino openings in the prior corresponding period and the challenges from the natural disasters in Japan in the current year. ■

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Thorn leading clubs move towards leasing

IF YOUR business needs finance in the sub-\$100,000 area, you probably know already that your bank may not be the solution to your problem.

A long-standing banking relationship could assist, but the growth in size of banks basically means they have moved up the scale, with small loans below \$250,000 becoming more difficult to access.

Some time ago banks pulled out of personal loans and now business financing is seeking alternatives.

Even if a business can persuade a bank to provide finance, there can be other downsides such as floating charges over a business and mortgages over personal assets. Then there are time delays resulting from banks not really focusing on this area.

A consequence of all this is a resurgent interest in business leasing, especially in the area of equipment.

Businesses wanting to finance equipment have, in recent times, found it increasingly hard, yet equipment in its many forms is essential to their operations.

Common items of equipment needing finance are computer systems, telephone systems, point-of-sale equipment, restaurant equipment, televisions and gaming machines.

Supplying and financing equipment like this has, mostly, become the province of leasing from non-banks.

One Club Industry partner company finding increasing demand as banks desert the small business loan space is Thorn Equipment Finance, a subsidiary of ASX-listed Thorn Group.

Thorn Equipment Finance offers a wide variety of financial solutions for businesses wanting to acquire new equipment essential for running their business, without tying up their working capital.

Thorn Equipment Finance General Manager Antoine Laval says companies tell him the biggest advantage of leasing is that it helps them preserve cash flow



■ Thorn Equipment Finance Business Development Manager John Cannon (left) with Club Helensvale CEO Len Brunt.

and none of them complains about payments being tax deductible.

"Provided they can find a funding alternative to non-existent bank finance, then companies don't have to find cash to buy equipment – they just have it installed, make monthly payments and their operations running keep running uninterrupted," Mr Laval said.

Thorn - a CMDA National Bursary Program Sponsor company - finds that its most popular form of finance is equipment rental.

This means payments are fully tax deductible and equipment can be upgraded during the term of the agreement.

Other forms of leasing are finance leases and hire purchase, with preferences depending on company attitudes to equipment type, intentions about ownership and treatment of tax and depreciation.

Among long-standing clients of Thorn Equipment Finance which find leasing suits their requirements are TAB outlets and the Department of Defence.

The TAB outlets lease televisions and Defence leases a variety of equipment for housing.

"Both organisations find leasing ensures access to the latest technology as well as to repair or replacement if something goes wrong," Mr Laval said. "None of this back-up would be available

from banks which is another reason they have withdrawn from this market because they can't meet these expectations."

Thorn Equipment Finance has been experiencing growing inquiries across all equipment types over the past year with IT, telephone systems and gaming machines the most popular.

Thorn group's history of providing credit to customers in Australia over the past 75 years has meant it has built up reliable systems for credit approval which usually leads to a 24-hour turnaround in lending decisions, an influential feature for small business and its experience of the lengthier procedures followed by banks.

Australia has almost two million small businesses, employing more than five million people, which is half the private sector workforce, making them an important part of the financial services sector and an indicator of the growth potential for business leasing. ■

► For more information, contact **Thorn Equipment Finance General Manager Antoine Laval** on P: 1800 623 611 or go to W: www.thornequipmentfinance.com.au



iPad 3G up for grabs in online marketing award

THE 2012 Clubs+ Online Marketing Award, sponsored this year by tic technologies, will be launched at the 2012 Clubs+ Weddings & Events Management Summit next month.

Open to all registered clubs, this is an opportunity to showcase the excellent work your club is doing, and results being achieved with clever use of your website, social media and online marketing.

Last year, there were many outstanding entries.

This year, with so many more clubs realising the power of online marketing, the competition will be even tougher.

The winner will receive an **Apple iPad 3G** – a “must-have” for 2012.

Both the winner and the runner-up will enjoy complimentary attendance at the **2012 Clubs+ Sales & Marketing Management Summit**, another glittering two-day event on September 19 and 20.

tic technologies founder and company Director Rhonda Bowen said that sponsorship of the **2012 Clubs+ Online Marketing Award** was a “perfect fit” for the organisation. “tic technologies is pleased to sponsor the event and partner



with the club industry,” Rhonda added.

For anyone interested in getting a head start with their Online Marketing Award submission, go to **www.profitablehospitality.com** to investigate the conditions of entry. ■



■ *tic technologies founder and company Director Rhonda Bowen.*

Temporary freeze on applications

The Office of Liquor, Gaming and Racing (OLGR) plans to commission a new database to manage gaming machine thresholds, poker machine entitlements, poker machine permits and gaming machine shutdown hours in clubs and hotels. The new database will merge the gaming and liquor licensing records onto a single system. The new arrangements are intended provide service delivery benefits including fewer application forms and introduction of a consolidated licence document containing applicable liquor and gaming machine details. The OLGR has advised that the changeover necessitates a freeze on processing gaming machine transfer applications and related transactions while the database is deployed and tested. The freeze on applications is scheduled to run from mid-March into early April. Clubs can direct all enquiries to the NSW Office of Liquor Gaming and Racing P: 02 - 9995 3000. ■

tic fits bill for clubs tackling online marketing challenges

TIC TECHNOLOGIES is no stranger to the world of club online marketing.

In addition to building the CMAA's core technologies for its website, **tic technologies** has created and developed many websites, using its Content Management Solution (CMS) technologies.

Multiple components can be integrated over time, including calendars, member points, e-marketing, SMS, social media, intranets, CMS extensions, Virtual Board Room, e-commerce and more.

The CMS is robust, flexible and easy to use for clubs to control content at any time.

tic technologies Senior Technical Manager Michael Campbell said tic can design whatever you want for the web.

“While also providing online technologies to other industries, tic is a passionate Club Industry supporter and

provides clubs with online technologies to enable their websites to work for members, guests, Directors and staff,” Michael added. “tic also provides ongoing support at no charge. It's our easy-to-use technologies, with the many extra features and our ongoing support that is our point of difference.”

With a **tic technologies** designed and developed website, members can renew online, buy tickets, receive regular updates, view Annual Reports and download vouchers. Members can check on member loyalty points and redeem them for member renewals, buy tickets, vouchers, or shop items because **tic technologies** integrates with Membership Database systems.

For more information, go to **www.tictechnologies.com** ■

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