

Strategic Symphony

Warwick Merry & Louise Mahler
set to get Jupiters jumping
pages 18-19



▪ Mid Year Conference Brochure
pages 31-34

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► Pages 16-17

QUEENSLAND'S LICENSED club leaders believe they have a powerful new political ally in the wake of the state's general election in March that swept the Liberal National Party (LNP) into government with a massive majority. They are hailing a man who shows the attributes of someone who'll champion their cause at a time when the industry is under severe pressure from anti-gaming forces. Jarrod Bleijie, the Member for Kawana on the Sunshine Coast is now Attorney-General and Minister for Justice.



► Page 20

NSW IS set to ban smoking in outdoor dining areas from 2015. Now, the push is on for Victoria to follow. The Municipal Association of Victoria (MAV) has put a proposal to the State Government for a state-wide smoking ban in outdoor public places, including alfresco dining areas, beer gardens and children's playgrounds. MAV president Bill McArthur says several local councils already have introduced rules banning smoking in public places, including trailblazer Frankston City Council.



► Pages 25-27

MALABAR RSL Club CEO BRETT GIBSON was one of the many fortunate CMAA Members who, through the CMDA 2012 National Bursary Program, or a Zone Bursary, got a seat aboard the flight to the **Asian Gaming Managers' Tour** in Singapore. Brett was able to enjoy the Singapore experience thanks to **National Bursary Sponsor** company **Shuffle Master Australasia** and he produced a comprehensive report on the way this experience has enhanced his professional development.



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It's another case of the first strike you don't see coming

President's Perspective with BILL CLEGG, ACCM

THE NSW Government's "Three Strikes and You're Out" policy is now fully functioning and should require "sobering" reflection for all club managers - particularly those responsible for the licensing requirements.

Rightly, the legislation is designed to rid the hospitality industry of "rogue" operators and, regardless if they are club managers, those that are not doing the right thing need to be identified, penalised and banished.

A review of the "Three Strikes" Register indicates the first metropolitan premise to have a strike imposed is Kensington Bowling Club. That's right ... **KENSINGTON BOWLING CLUB?** Must be a bikie haunt.

The story is simple - and one I'm sure we will see plenty of other similar comparisons.

A small suburban bowling club, desperate to survive, clutches at all forms of revenue to ensure the payment of the most basic of costs possible

The club takes on the riskiest of all events - the dreaded 18th birthday party.

Regardless of how many of these events turn out to be incident-free, it only takes one "disaster" to have a profound impact on the club - or any venue, for that matter.

A Breach Notice of "Licensee Permit Intoxication" attracts the strike.

There is no suggestion that the Police did not act appropriately in issuing the fine and the strike that accompanies the infringement.

Decision time for the club ... whether to have the matter dealt with in Court, or wear the fine knowing that the strike would inevitably follow.

The decision was made easy as the club did not have the financial resources to defend the matter.

Subsequent to the date of the offence, this little struggling suburban club has sought "Expressions of Interest" for an amalgamation partner.

The impact of the strike will have to be considered by any future amalgamation process and the operation of the premises.

Of course, there is also the impact on the club manager.

Following an article in the local press that detailed the club's financial plight, the impending closure and what immediate help might be offered, the manager was open and honest enough to admit that he was not properly equipped to handle the club situation. He was a Duty Manager who had been "thrown into" the job.



It is also interesting to note that the OLGR had attended the club and made recommendations on how the club could improve its policies and procedures to ensure the club would not attract Strike 2.

As I indicated earlier in this article, this example of the first strike issued in the metropolitan area, should be noted by everyone involved in hospitality - clubs, hotels, restaurants and cafes.

Many clubs and managers will find themselves in the same situation if they are found to have breached one of the regulations that leads to the automatic imposition of a strike.

Simple compliance with the Liquor Act is sufficient grounds and a defence against a prosecution.

I urge all managers and clubs to have all Breach Notices referred to the courts and then legal system for full consideration of the facts. ■

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

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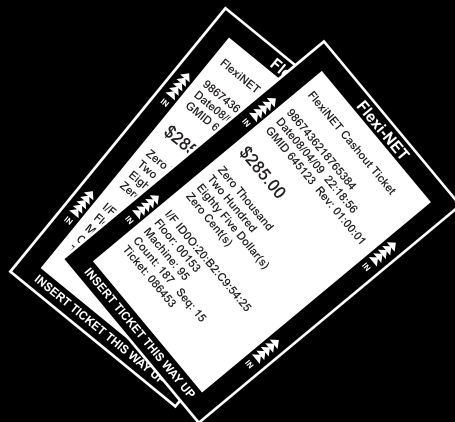
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Why would you gamble with anything else?

Excitement builds for Expo and Conference

MORE THAN 160 companies have reserved their exhibition stand at AGE 2012 – the Australasian Gaming Expo – making the event the biggest in the Southern Hemisphere and one of the larger trade shows operating in Australia.

Opening at the Sydney Convention & Exhibition Centre at Darling Harbour - 10am to 5pm on August 21 to 23 – AGE 2012 attracts thousands of industry VIPs, gaming executives and decision-makers who come to see the latest in gaming and hospitality products and services.

The Gaming Technologies Association (GTA) organises the event and recognises exhibitors and visitors with special prizes.

A 'Best Small Stand' award acknowledges the most creative, innovative and imaginative exhibition stand which engages and interacts easily with visitors.

Each day of the Expo, a prize is awarded to a visitor whose name is randomly drawn from those who've attended the exhibition that day.

In 2011, two visitors from NSW and one from Victoria each won a trip for two people to Las Vegas, including air travel and five nights accommodation in Las Vegas – and these prizes will be repeated in 2012.

All of the GTA's member companies are represented on the exhibition floor – including Ainsworth Game Technology, Aristocrat Technologies, Aruze Gaming Australia, Bally Gaming Australia, IGT (Australia), Konami Gaming Australia, Shuffle Master Australasia and WMS Gaming.



Most of these organisations are CMDA Career Development Sponsors.

More than 30 of the exhibiting companies will be attending the event for the first time, guaranteeing that visitors will be able to review and compare new and innovative products from existing suppliers and potentially, new suppliers.

All exhibiting companies are preparing stand designs, with some new product releases timed especially to be shown to the industry for the first time at AGE 2012.

Exhibitors spend time and effort ensuring their products and services are presented to exhibition visitors in the best possible setting outside a club, hotel or casino.

This makes it convenient for visitors to conveniently compare the "best of the best" under one roof at one time.

The event includes the AGE 2012 Conference, which will be facilitated and presented by Hospitality Management Development Australia (HMDA - the hospitality education arm of the CMDA) and promises to deliver compelling insights on recent industry and political developments.

It's become obvious that the industry's future "movers and shakers" are those who have the courage to absorb and learn from insights and the foresight to attend such a significant Conference.

They will be tomorrow's visionaries and they will generate a future which will satisfy global and local audiences, starting at AGE 2012.

For more information, go to the AGE 2012 website - www.austgamingexpo.com

The Australasian Gaming Expo is a trade-only event and entry to the exhibition is complimentary to gaming industry executives, courtesy of the GTA.

However, trade suppliers are not eligible to attend the exhibition unless they are exhibiting.

This means that all visitors are required to register to attend.

Registration is easy to complete online at www.austgamingexpo.com or call the Gaming Expo Help Line P: 1300 724 030.

Registration is available at AGE 2012 by completing a form. ■



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Good work in CMAA Zones outweighs political intrigue

The Executive Officer's Desk with RALPH KOBER

THE FEDERAL sphere of politics continues to be both baffling and intriguing with the occasional re-emergence of the gambling reform debate a mere distraction from the bigger issues facing the minority Government and the country, as whole.

The public and the Government know only too well that the "main game" is about economics and Australia's capability in riding the ebb and flow of the unpredictability of external influences, whether they transpire as real or supposed threats.

Hopefully, commonsense will prevail and the Club Industry can get on with the business of serving their thousands of communities.

TRAVELLING AROUND the CMAA's 21 national Zones on a regular basis, I continue to be encouraged by and take pride in the efforts of our volunteer Zone Committee Members in organising and co-ordinating Members meetings, workshops and education activities for their colleagues.

At a stage in the Club Industry's impressive history when "time" is a precious commodity and the pressure is building on managers to perform and give their all for their clubs, it is no small thing for Zone Committee Members to take on the responsibilities of office.

In turn, it is incumbent on Zone Members to do their best to support their respective Zone Committees and take up the vast array of opportunities presented in their best interest.

Whether it be by simply attending a Zone Meeting, or applying for a Zone bursary, members can increase the value proposition offered by their Zone through engaging and supporting their Committee. A number of Member focus groups and surveys are being conducted on the Federal Executive's behalf by CMDA Bursary sponsor, **rawsuga Marketing & Communications**, in gathering and analysing Member feedback and opinion on how the CMAA, as an Association of Members, can better serve and add value to the membership.



I look forward to presenting the findings and improvements to you in the future.

THE CMDA continues to offer a showcase of professional development opportunities, such as the upcoming **CMAA Jupiters Conference** in July, the Conference component of the

Australasian Gaming Expo – AGE 2012 - in Sydney in August and a multitude of industry-relevant summits, courses and events.

One of the most exciting developments this year will be the **Regional Club Management Sales & Marketing Summit**.

This event will be held in the unique surroundings of Armidale City Bowling Club and the beautiful heritage-listed Saumarez Homestead at Armidale, in northern NSW, on September 18, 19 & 20.

Regional and country club managers, as well as their city "cousins", will come together with a CMAA Regional Club Managers Forum, where any - and all - issues affecting your club can be discussed. The forum will be followed by a Welcome Barbecue, hosted by the CMAA North West State Zone.

Topics will include:

- **'The Club Of The Future'** – What you really need to know to make sales and marketing work for your club.
- **'Clever Sales & Marketing Campaigns – They Work!'** How to improve your club's reputation for food, beverage and great entertainment.
- **'Membership Growth And Stronger Renewals'**.
- **'Building Links With The Community To Sell Your Club'**.
- **'Promotions, Give-Aways, Discounts And Raffles – More Wins For The Club'**.
- **'Managing Sporting & Community Sponsorship'**.
- **'Managing The Media'** – internet, radio, print & TV.
- **'Improving Customer Service, Compliant Handling & Selling Skills'**.
- **'How To Develop A Marketing Plan'**.

It will be a great event and I urge all regional and country Zone Committees to get right behind this initiative in bringing significant education events to the bush.

The brochure for this **Regional Club Management Sales & Marketing Summit** is on **page 28** of this edition with full details, including registration and costs. See you there.

The CMAA's **2012 Mid Year Executive Leadership Conference** brochure – July 3 to 6 at Jupiters, Gold Coast – is on **pages 31 to 34** with introductory profiles of guest speakers **Louise Mahler** and **Warwick Merry** on **page 18**.

We have also just released the brochure for the **Conference** component of the **Australasian Gaming Expo – AGE 2012** – at the **Sydney Convention & Exhibition Centre** at **Darling Harbour** on **August 21 & 22**. There is a preview of AGE 2012 on **page 8** with the Conference brochure on **pages 21 to 24**.

ON A sombre note, it is with sadness I advise that popular CMAA member John Wiley, CEO of the Combined Services Club in Sydney, passed away recently following a long illness. To John's family, friends and colleagues, we extended our warmest condolences on John's passing. ■



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Despite busy year, CMAA has big plans for Members

The Business End with SHANNON DONATO

JUNE ALREADY! As well all know, this month means that the end of the financial year is almost upon us.

A time when businesses review and account for their operations over the previous 12 months.

This got me thinking about the CMAA's performance over the past year.

It certainly has been an exciting year of change for your Association.

Over the past year, we have seen the retirement of our long-serving, much-loved Executive Officer (and industry legend), Terry 'TC' Condon.

This heralded the appointment of our new Executive Officer, Ralph Kober.

This also coincided with the appointment of Geoff Meston to head up the CMDA's Professional Development team, essentially replacing Ralph's original role as Education Manager.

Then, there was my appointment as the Association's first Marketing & Sponsorship Manager.

In conjunction with this, we have also had changes to the Federal Executive, the Federal Council, Board of Management Studies, and all the way through to our 21 Zones level with new Committee members and new members attending Zone Meetings.

These changes have resulted in new additions to the amount and type of benefits the Association is able to offer our members.

Many of these new changes and benefits are based on evolving technologies such as our new webinar series of CMDA Courses.

We also have the on-line version of *CMA Magazine* and will soon have a digital video promoting the Association to all stakeholders.

We have signed nine new Career Development or National Bursary sponsors within the past nine months and have developed a raft of new events and opportunities for Members and

Sponsors to engage.

This starts with the Sponsors State of Origin Event at the Association's Sydney Olympic Park offices on June 13.

Last August, the CMAA resumed a role programming and facilitating the Conference component of the Australasian Gaming Expo. The CMDA will be back at Darling Harbour for the AGE 2012 Conference on August 21 and 22.

We recently trialled and implemented a new on-line automated booking system for Zone Meetings and events for the CMAA Sunshine Coast Zone.

We used this system at the Meeting at Nambour on May 29, which proved successful and user friendly.

We can offer this bookings system to all Zones for Meetings and events.

Within the past month, we have also conducted a significant amount of Member research to ensure we continue to deliver and exceed Members' expectations for the Association.

All of these initiatives were developed to improve how the CMAA operates and delivers its services and products to Members.

In the next 12 months, I'm confident the Association will offer even more new opportunities and benefits to members as the CMAA evolution continues.

FOR THE CMAA to continually monitor and improve our services and opportunities to Members, we recently conducted some research and, as an incentive and "thank you" for being involved in the research, all participating members went into a draw to win two tickets to the CMAA Sponsors State of Origin Event on June 13. Thank you to members who participated in the research and congratulations to Andreas Mentel – Maintenance Manager at NSW Leagues (hopefully a good omen for NSW)- on winning the tickets to our big night of networking and Origin action.

SPONSORS SPOTLIGHT



THIS MONTH, the spotlight shines on a great supporter of the Association and the Club Industry in Russell Corporate Advisory Managing Director Greg Russell. Greg, through Russell Corporate Advisory, has assisted managers and clubs to improve their operations and planning outcomes. Time to meet the man behind that big role ...

Name: *Greg Russell.*

Company: *Russell Corporate Advisory.*

Position: *Director & Principal*

First club client: *The Richmond Club in 1992 (then known as Richmond RSL Club).*

Best thing about working in the Club Industry: *The people and wide variety of challenges.*

Best piece of advice you can offer/have ever received: *The answers are in the numbers.*

Worst piece of advice you have ever received: *Sell Commonwealth Bank shares.*

I wish I had a dollar for every time: *Every time someone said: "I'll get back to you".*

When not at work you can find me: *On a boat in Refuge Bay, near Pittwater.*

Favourite sporting team: *Wests Tigers (NRL)*

My local club is: *Kuring-gai Motor Yacht Club.*

Best thing about my local club: *The "magical" location ... mobile phones don't work. ■*

➤ **SHANNON DONATO** is the CMAA's Sponsorship & Marketing Manager
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Wilkie agrees to MPC trial as Greens, Xenophon build hurdle in the Senate

THE FEDERAL Government's reworked poker machine reforms face defeat in the Senate despite winning the backing of Tasmanian Independent MP Andrew Wilkie after months of prolonged negotiation.

The Greens and South Australian Independent Senator Nick Xenophon confirmed they would not back the Government's legislation without significant changes, warning it was a "plan to do nothing".

While supporting the legislation, Mr Wilkie said he did so reluctantly and acknowledged the introduction of mandatory pre-commitment (MPC) betting curbs would rest on a future government of "good heart".

"I'm giving this my reluctant support. This is not what I would do if it were up to me," Mr Wilkie said. "I'm not going to sing the praises of this. This is not a great solution."

Mr Wilkie's support was secured through two amendments to the package, including a requirement for a MPC technology trial in the ACT to be designed, managed and evaluated by independent bodies.

Poker machine usage from neighbouring areas across the NSW border also will be assessed during the trial.

The bill also indicates poker machines will be MPC capable "at the flick of a switch", pending a successful trial of the technology.

Clubs Australia CEO Anthony Ball expressed concern that the ongoing negotiations with Mr Wilkie meant "virtually no progress" had been made on the design of voluntary or mandatory pre-commitment system.

As part of the new package, the Government has delayed its previous requirement that all new poker machines be capable of supporting pre-commitment technology from the start of 2013 to the "end of next year".

The Coalition, which does not support MPC, expressed its "grave concerns" about the effectiveness of the proposed trial but will look closely at the amended legislation.

Greens Gambling Spokesman Richard Di Natale and Senator Xenophon said they could not support the Government's latest package.

Senator Di Natale said the Greens' support could be guaranteed if the legislation included a start date for the reforms and a provision for machines to be limited to \$1 maximum bets.

"We'll support the bill providing that it's improved and it's improved through those amendments, that all machines are \$1 bet ready and we've got a start for one of the two technologies to start," he said.

Community Services Minister Jenny Macklin indicated the Government was not willing to budge on its opposition to \$1 bets, saying it was too expensive.

"The advice we have is that the costs of introducing \$1 bets would require \$1 billion to be spent just on changing the games alone," she said.

Both Senator Xenophon and Senator Di Neale reject the Government costing, saying the measure could be achieved for \$200 million.

Clubs Australia said it had been clear for several weeks that Andrew Wilkie had no concerns with the Government's proposed legislation and was simply delaying his support in the forlorn hope that he could position himself as a "king-maker".

"With that door now closed, Andrew Wilkie has effectively given up on the 'magic bullet' solutions he along with Nick Xenophon have been demanding for 20 months," Mr Ball said.

Mr Ball said he hoped Mr Wilkie would finally stick to his word and support the trial.

"Andrew Wilkie's support for a MPC trial is, of course, a back flip on a back flip," he said. "The constant bullying and threatening of clubs and the Federal Government over the past 20 months has delayed gambling reforms that were well under way before the last Federal Election.

"The Parliament should now be given the opportunity to consider the proposed legislation. In the meantime, clubs will continue to work on evidence-based measures that it expects will further drive down the rate of problem gambling." ■

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Queensland's new Minister hailed as a 'White Knight'

By HENRI LACH

QUEENSLAND'S LICENSED club leaders believe they have a powerful new political ally in the wake of the State's general election in March that swept the Liberal National Party (LNP) into government with a massive majority.

They are hailing a man who shows the attributes of someone who'll champion their cause at a time when the industry is under severe pressure from anti-gaming forces.

Their hero is Jarrod Bleijie, the youthful Member for Kawana on the Sunshine Coast (he's aged 30) who is now Attorney-General and Minister for Justice, with whom also rests responsibility for licensing and gaming.

He won over hard-bitten industry sceptics when he was guest speaker at the CMAA Brisbane Zone AGM late in March, just a few days before the State election.

Club bosses liked what he had to say then when he was in Opposition.

They like - even more - what he's saying now that he's a Minister.

"He's a breath of fresh air. He seems genuinely determined to cut through red tape and to stop intrusiveness into our industry in the areas of liquor and gaming," said CMAA Federal Executive Member Steve Condren, who's head of the Southport Surf Lifesaving Club and CMAA Gold Coast Zone President.

"He's a man who is aware of the harsh realities. He obviously understands what clubs are about," said returned CMAA Brisbane Zone President John Limbrick.

Jarrod Bleijie has forcefully re-iterated his commitment to licensed clubs since he assumed Ministerial leather.

With admirable political acumen, he paid tribute to the CMAA and its leaders in an exclusive statement to *Club Management Magazine* soon after the allocation of portfolios.

"I congratulate your association and community clubs right across Queensland for your proactive involvement in our communities," he said.

From there, the Minister's statement is emphatic in his personal and, he says, his Government's opposition to the mandatory pre-commitment scheme proposed under what he describes contemptuously as the "Wilkie Deal".



■ **ABOVE LEFT:** Federal Executive Member Steve Condren: "He's a breath of fresh air."

■ **ABOVE RIGHT:** Brisbane Zone President John Limbrick: "He obviously understands what clubs are about."

■ **BELOW:** Queensland's Attorney-General and Minister for Justice Jarrod Bleijie.

"Queenslanders should be able to decide how our local community clubs can operate and we won't be dictated to from Canberra," the Minister added. "The deal that was proposed was very restrictive in its attempt to regulate problem gamblers and was not applicable to the raft of online gambling options."

Jarrod Bleijie made clear his support for the industry well before the State election, when public opinion polls put the LNP at un-backable odds.

In January, he arranged what he describes as "a small round-table meeting to discuss the liquor industry with some of the major organisations".

From his position as Minister, he says he's looking forward to continuing this consultation with the industry, and to carrying out his government's commitment to reducing red tape.

"We want to change the culture of government from one that promotes red tape, to one that actively reduces red tape," he said, in what's seen as a reference to oppressive regulations on areas of licensed club activities.

Asked about the possible establishment of a stand-alone portfolio for the licensed Club Industry - a proposition put forward in recent years by club leaders - the Minister was circumspect.

"The administrative arrangements of government are the decision of the Premier," Minister Bleijie added. "I am thankful for the opportunity to retain liquor licensing as part of my portfolio, one which I was responsible for as a shadow minister."

There are the Club Industry watchers who remain sceptical about the future, however.

They recall that powerful factions within Queensland's conservative political parties were hell-bent on ousting gaming machines after their introduction here by the Goss Labor Government in the early 1990s.

Some feel this fervour still exists in the ranks of the new LNP Government, and that it may impact on the support and pledged dedication of the new Minister.

His performance and that of his government undoubtedly will be monitored with great interest by club leaders. ■





■ Minister Jarrod Bleijie with wife Sally and daughters Taylor, 8, and Madison, 6, after his swearing in at Government House in Brisbane. Son Jasper, 2, was bored with it all and was taking a nap.

Jarrod a winner in dance contest

JARROD BLEIJIE can claim a close affinity with the hospitality industry.

He met his wife Sally at a Rock'n'Roll contest at the Horton Park Golf Club on the Sunshine Coast back in 2000 when he was a law student, later to become an articled clerk with a local law firm.

They didn't win the dance contest, but they won each other. Two years later they married. They're now parents of two daughters, Taylor 8, Madison 6, and son Jasper 2. Their home is at Little Mountain, a desirable residential area of the Sunshine Coast hinterland.

Born in Griffith, NSW, members of Jarrod's family were in the hotel business. An uncle was a driving force behind reproductions of the iconic Ettamogah Pub concept, first on the Hume Highway north of Albury, and later on the Sunshine Coast. His parents moved with him to that part of

Queensland in 1989.

Jarrod was only 21 when he was first elected to the State seat of Kawana in 2009 to become one of Queensland's youngest parliamentarians. He was re-elected in March 24 this year with a swing of nearly 20% to the NLP. The young Minister now holds one of the safest seats in Queensland, with a buffer of nearly 27%.

Before he entered politics, he practised law with a Sunshine Coast firm, mainly in the areas of business, corporate, body corporate and property law.

His personal association with clubs has continued over the years. He is patron of the Kawana Soccer Club and of the Kawana Waters Surf Lifesaving Club where he's often a visitor. ■

- HENRI LACH

➤ The name "Bleijie" is of Italian origin. The accepted pronunciation, if you ever have occasion to speak with the Minister, is "BLAY".

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YOU MISS the point of a strategic plan if you don't comprehend the importance of having the right people to turn that plan – as brilliant as it might be – into reality. The CMAA's Mid Year Executive Leadership Conference continues on the strategic aspect of the '2020 VISION' theme and looks at the importance that people – you and your staff - play in delivering on your organisation's plans for the future and for success. Two of the world-class speakers at Jupiters will be **DR LOUISE MAHLER** and **WARWICK MERRY** ... their messages are important as they are interesting and their philosophies as interesting as they are important ...

Louise can give your vision a unique voice

TRYING TO communicate in high-stake engagements without being aware of your presence is like trying to run a race, or give a performance, and hope "she'll be right on the night".

Under enormous pressure, when Kathy Freeman ran her incredible sprint to Olympic gold and history, it was done by fully programming her every move to cater for the emotional stress. It was a masterpiece. She knew at each metre, what her next move would be and this lesson of programming for success is one from which we can all learn.

A common misconception is that our responses are focused on words. Most advice on handling difficult situations, for instance, tells us to be empathetic. Great. Good advice. Now what?

You see, we can have the most-clever phrases and expressions, the most fool-proof processes, the slickest remarks and still struggle to smooth over the situation. For most of us, we focus on words, words and more words, but we have got it wrong. Perhaps Mae West got it right when she suggested that, instead of just talking, we need to "speak two languages - body and English".

Another misperception people have when handling communication is to try to relax and be calm. But many situations that involve presentation or highly charged emotional staff are not

relaxing. It is rare to find someone, outside the Dalai Lama, who can maintain a sense of peace when confronted by an angry customer, a disgruntled employee, or a room full of semi-interested workers. Instead of trying to relax, the tension needs to be redirected in a physical way and when that is done successfully you can hear it in a voice that flows more clearly.

Dr Louise Mahler is one of the most original thinkers in business communication today. She is making inroads globally through her award-winning PhD research on Vocal Intelligence, a different, unique and award-winning study that works from the inside out.

You may wonder how an expertise in presentation, presence and communication began with an Economics degree majoring in statistics! It could be an interim 15 years studying and singing in Europe with some of the greatest opera names in the world. It was certainly inspired by several years at one of Australia's largest mining giants, but it was a scholarship and the opportunity to complete a Masters in Org Psych and PhD in business that brought it all together.

Louise is a guest presenter at several Universities and Business Schools, scoring 96% at Mt Eliza Senior and Advanced Executive Programs and 99% for a recent business conference in the USA. Identified by IBM as one of 50 creative leaders globally, Louise speaks, trains and coaches an ever-expanding audience of raving fans and loves to work with anyone who has the courage to face themselves.

You can develop, expand, adjust and improve the way you present yourself to the world through the use of your voice, body and mind connection. Remarkably, when you do, not only will you increase your influence and effectiveness, but you will become more authentic in who you are and how you relate to others.

Warwick gets kick out helping people with his own problem

"WHAT DO you want to be when you grow up?" It is a complex question that kept Warwick Merry awake for many nights.

Warwick had finished high school, fallen into an IT degree because IT grads got paid well, did work experience with HP ... and it seemed okay. When he signed up for the degree, he found that, for an extra year, he could get an accounting degree as well. After 10 years in IT, working for HP, PriceWaterhouseCoopers, Holden, Compass Airlines, Oracle and Telstra, Warwick found he simply had way too much personality to work in IT or accounting.

He was haunted by the question of what he really wanted to be when he grew up. In fact, it haunted him for several years and, it was during this time that he went through what would later turn into the content for his "Be a Goal Getter and Not Just A Goal Setter".

It is too easy to have dreams in life ... dreams that take a lot of pondering and a lot of energy because they never actually happen.

Many people confuse having "dreams" with having "goals". Warwick Merry was one of those people. He had the grandiose ideas, but they were closely followed by ... "Well, once this happens, then I'll ..."

The difference between a "dream" and a "goal" is a goal has a due date and an action plan. Goals are easy to set, but require action if you want to **achieve** them.

After a lot of dreaming, a lot of goal setting (and watching due dates come and then go), Warwick finally understood the concept of being a "goal getter" and set a course of action. His goal: to be an inspirational speaker and energise others through presentations, products and one-on-one work.

Like any business, these goals have



to be achieved one step at a time but, like most Gen-Xers before him, Warwick wanted success – NOW. Unfortunately, the road took a longer path.

Fast forward to today and Warwick has spoken and worked with thousands of people. Like him, they are all eager to achieve or looking for the answer to the question: “What do you want to be when you grow up?”

It is not the direct path he thought it would be. It has taken the “scenic route” to discover the highs and lows of marriage, divorce, starting a business, losing a business (in the divorce), starting another business, another marriage, a significant motorcycle accident, TV commercials, being a back-up singer for Josh Groban at his Melbourne concerts, performing as Dame Edna, releasing more than 30 CD products, co-authoring a best-selling book, having days of massive energy and production, having days of hiding under the doona.

Several times the question arose: “who motivates the motivator?” Warwick realised this is simply life on

life’s terms. John Lennon famously said: “Life is what happens while you are busy making other plans.”

Too many business owners get home at the end of the day questioning: “is it really worth it?”

They are working hard towards business success without really knowing what it is.

Warwick Merry – “*The Get More Guy*” - has worked with thousands of individuals and businesses to show them how to get more out of business and out of life.

Being born a country boy means that Warwick’s message is authentic. It is not simply telling others what to do, but sharing his experiences and philosophies on business and life to enable people to get more out of both.

Based on principles from his acclaimed “*Get More Business Success*” series and from the results he has achieved from working with thousands of clients, Warwick brings a refreshing down-to-earth approach to his presentations.

Whatever your philosophy, taking action in the direction of your dreams and goals will always turn into progress and growth. Decide what you want and be willing to pay the price in terms of time and effort to get there, then take massive action towards it. ■



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Anti-smoking push now causes a stink in Victoria

By KATIE CINCOTTA

NEW SOUTH WALES is set to ban smoking in outdoor dining areas from 2015. Now, the push is on for Victoria to follow.

The Municipal Association of Victoria (MAV) has put a proposal to the State Government for a state-wide smoking ban in outdoor public places, including alfresco dining areas, beer gardens and children's playgrounds.

"Smoke-free alfresco dining and playgrounds already exist or are proposed by state governments in Queensland, Western Australia, South Australia, New South Wales and Tasmania," MAV president Bill McArthur said.

"[We need] a policy right across Victoria so that there is no confusion and it keeps us up to pace with what's happening in other states."

Mr McArthur says several local councils already have introduced rules banning smoking in public places, including trailblazer Frankston City Council, which became the first to introduce a smoke-free outdoor mall.

He's calling on Victoria's Health Minister David Davis to implement the policy across the state with a view to consider a complete outdoor smoking ban that would prevent patrons and staff from lighting up anywhere on premise.

Quit Victoria Executive Director Fiona Sharkie believes the public wants traders to clear the air.

A recent Cancer Council Victoria survey indicated 70% of the 4,500 respondents would support a ban on smoking in outdoor dining areas.

But her recent opinion story in Melbourne's *Herald Sun* newspaper drew the ire of the hospitality industry when she accused clubs and hotels of exaggerating the impact of smoking bans.

Ms Sharkie wrote: "Opponents of smoke-free policy - namely the tobacco industry and the front groups that regularly spruik their messages - will have you believe that any changes to current smoking bans would see the sky fall in, and cause catastrophic downturns in the hospitality trade.

"Yet there is substantial evidence to show that loss of revenue [if any] is short-lived or never actually realised when a smoke-free policy is introduced."

CMAA Federal Secretary Allan Peter disputes that smoke-free policy's effect on business was marginal and temporary, saying trade has never fully recovered in the years since indoor smoking was banned in restaurants in 2002 and across clubs in 2007.

"Fiona Sharkie's statement is way out of context for what the reality is about [for hospitality]," Mr Peter added. "It's probably back to 70%, but they'll never get back to the total amount of income they were receiving."

Mr Peter predicts the Victoria Government, which he believes has shown itself to be cautious and astute, may wait until the owner-operated gaming machine policy begins in August before assessing any changes to smoking on premise, after which the process will be slow and steady.

Then again, he says, Queensland proposed the very same anti-smoking policy currently being bandied about in Victoria several years ago, which never got off the ground.

"They were going to bar people from smoking on golf courses and within 500 metres of a licensed premise," Mr Peter added. "It was just scaremongering."

"But, we've got to be realistic. I understand that anywhere near food service you shouldn't be smoking."

"I'm not a smoker, myself, so it suits me fine, but a lot of people like a smoke, and it's their right." ■

CMAA Federal Secretary Allan Peter disputes that smoke-free policy's effect on business was marginal and temporary, saying trade has never fully recovered in the years since indoor smoking was banned in restaurants in 2002 and across clubs in 2007.



■ **TOP:** Municipal Association of Victoria President BILL McARTHUR.

■ **ABOVE:** Victoria's Health Minister DAVID DAVIS.



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"It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change." - Charles Darwin



AGE 2012 Conference Message

Welcome to the Australasian Gaming Expo 2012 Conference from the Gaming Technologies Association.

The Gaming Technologies Association welcomes dignitaries and VIPs, exhibitors, trade show visitors and Conference delegates to the 2012 Australasian Gaming Expo.

The challenge for tomorrow's visionaries is to see what is possible and have the courage to turn their vision into reality.

They'll need to take up the mantle and generate a future which will satisfy global and local audiences.

That process starts now, here at the Australasian Gaming Expo Conference, for delegates whose foresight will be rewarded by their attendance.

All of the Gaming

Day 1: Tuesday, August 21

8am
Conference Registrations
Ground Floor Registration Desk

8:30am
Doors Open for AGE Conference
WELCOME

9:05-9:50am

Keynote: RACHEL BOTSMAN

Rachel Botzman is a social innovator who writes, consults and speaks on the power of collaboration and sharing through network technologies. She wrote the influential book, *'What's Mine is Yours: How Collaborative Consumption Is Changing The Way We Live'*. TIME magazine recently called *Collaborative Consumption* one of the "10 Ideas That Will Change The World". Rachel's thinking on how technology will change how we work and live has been published in WIRED, The Guardian, Harvard Business Review, New York Times, The Economist and Fast Company. Rachel has a monthly future tech trends column in the Australian Financial Review. Rachel has presented at high-profile events, including WIRED, The Clinton Global Initiative, TEDx, HP, Google and No.10 Downing Street. She was recently named by Monocle as one of the top 20 speakers in the world. A former director at President Clinton's Foundation, Rachel is a partner in the Collaborative Fund, a leading source of seed capital and strategic support for creative entrepreneurs who want to change the world. She received her BFA (Honours) from the University of Oxford, and undertook her postgraduate studies at Harvard University.

9:50-10:10am

MORNING TEA

10:10-10:55am

CHRIS DOWNY - Executive Director, Australian Casinos Association

"The Changing Business Model Of The Casino And Gaming Industry"

The ACA represent the 13 Australian and six NZ casinos currently operating. Chris will provide an overview of how the casino industry is adapting to the changing economic environment and the dynamics of leisure and tourism.

11:10-12pm

Cybercrime & Gambling

Online commerce and information-sharing transactions open up a new world of risk and liabilities. Two experts in the cyber-risk area discuss these issues...



Rachel Botzman



Chris Downy



Jason Drew



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JASON DREW – Director, Secom Technology
‘Securing Your Business Data Assets From Within And Without’
SIDNEY LIN – Senior Relationship Manager at St George Bank
‘A Bank’s-Eye View Of Cyber Fraud’

12-12.30pm

GEOFF KNOWLES – General Manager, Independent Gaming
‘Future Directions For TITO Technology’

An industry expert’s perceptions on what role TITO will play in the gaming rooms of the future. How far can we go with TITO?

“The first rule of any technology used in a business is that automation applied to an efficient operation will magnify the efficiency. The second is that automation applied to an inefficient operation will magnify the inefficiency.” - Bill Gates

Day 2:

Wednesday, August 22

8:30am Doors Open for AGE Conference

9-9:05am WELCOME

9:05-9:50am DANIELLE RAYNER – Director, GSL Solutions

‘Growing Your Market Share’

Technology’s role in building and broadcasting customer allegiance and value perception. Our customers have a much greater choice; we have more-intense competition - how do we make sure the customers choose ‘us’?

9:50-10:10am MORNING TEA

10:10-11am

BILL OWENS – CEO, Micropower Group

‘Integrating Your Technology & Services’

Integration: automating business processes works your data harder, which is good for business, but also mandatory for good corporate governance. Integrating your management systems saves time, saves money but also creates the required corporate governance platform to run your venue.

11:05-12pm

DON HAMMOND – State Sales Manager, Maxgaming

‘The Internet & WAN Gaming’

What can communications technology deliver if legislation allows?

12-12.30pm

AGE 2012 Conference Special Guest

“The world is changing very fast. Big will not beat small any more. It will be the fast beating the slow.”
- Rupert Murdoch

* Speakers may change due to unforeseen circumstances.



Sidney Lin



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- ❖ National Network of Club Managers & Zone Meetings
- ❖ Club Management in Australia (CMA) Magazine



Singapore Conference tour transforms bursary winners from individuals to a "TRIBE"

MALABAR RSL Club CEO BRETT GIBSON was one of the many fortunate CMAA Members who, through the CMDA 2012 National Bursary Program, or a Zone Bursary, got a seat aboard the flight to the Asian Gaming Managers' Tour in Singapore. Brett, the Vice President at City Eastern Suburbs Zone, was able to enjoy the Singapore experience thanks to National Bursary Sponsor company Club Partners and he produced a comprehensive report on the way this experience has enhanced his professional development, his industry network and his capacity to deliver on his role at his club ...

AFTER AN eight-hour flight, the Sydney contingent landed in Singapore and it was great to instantly be in the summer that Australia missed this past year. It was then into a coach and off to downtown Singapore. About 5km out, the Sands Marina Bay came into view for the first time, while we had all seen pictures the size and design of this building was something totally amazing.

After checking in, a few of us went to the roof-top pool for a swim to watch the nightly light show, then we all met at The Ku De Ta Bar for welcome drinks. With the Brisbane and Melbourne managers joining us, the whole group was together and quickly got to know each other. After drinks, many of us went to experience the local Singapore nightlife and continue the networking.

Tuesday morning started with a tour of the Sands Marina Bay Casino. While the casino takes up less than 4% of the complex floor space, it contributes more than 90% of the revenue. It is forecast that the \$5 billion-plus cost of the complex should be paid off in as

little as four-to-five years. The casino's top floor has 38 "high-roller" suites that can cater for every need in total luxury. You need to deposit a minimum of \$1,000,000 to book a room, so this would be my first and last visit to this part of the casino. The bottom two floor are set up with 2,500 gaming machines, hundreds of multi-terminal casino-based machines (roulette, baccarat and sicbo) and tables with all the casino games, both smoking and non-smoking areas ventilated very well, eliminating the need for outside gaming.

Most of the Australian gaming machine suppliers are well represented on the floor as well as games from Asian manufacturers and American-based machines. I have not been to Macau but visited Las Vegas two years ago and I rate the Sands Casino in Singapore as a more spectacular, and better laid-out casino than anything I experienced in Las Vegas. I was sure I would be back to try my luck later in the week.

Next, it was off to Sentosa Island for a tour of the Resorts World Casino. This was a complete



■ **ABOVE:** Tour host and CMAA Executive Officer Ralph Kober (right front) with the 2012 National Bursary Study Tour group.

■ **BELOW LEFT:** Scott Steele with Jack Desborough, Brett Gibson, Brett Elliss, Aron Power, Andrew Walker and Carl Pozzato.

■ **BELOW RIGHT:** The High Rollers room at the Sands Marina Bay Casino.



Most of the Australian gaming machine suppliers are well represented on the floor as well as games from Asian manufacturers and American-based machines.



■ **ABOVE:** Ralph Kober address the Conference.

■ **BELOW RIGHT:** Aron Power with Andrew Walker and Nicholas Blundell.

■ **BELOW:** Brett Gibson.



entertainment district with several hotels, retail, Universal Studios and a vast array of other entertainment and eating options. Resorts World Casino also had 2,500 gaming machines and the same tables as the Sands, with a well laid-out floor in a new and impressive building. Resorts World caters more for large groups, while the Sands concentrates on individual “high rollers”, but both venues claim they do not need to poach each other’s patrons, so a lot of people go to both casinos. While in the “high rollers” room at Resorts World, we stumbled upon a “5 Dragons” machine with a \$600 maximum bet, which would definitely raise the volatility on any gaming floor.

Regulations for both casinos were very strict and everyone’s identity was carefully checked before being admitted. Locals have to pay \$100 each time they visit, or \$2,200 for annual membership. Foreigners must have a passport to enter the casino, but they are not charged for entry. Both operators claim that the Government entry fee, used for responsible gambling initiatives, is no deterrent as it is cheaper than travelling to Malaysia to gamble. The other major regulatory constraint is the time it takes to convert a game, move a table or reposition a camera. Operators said that the regulators often take between eight-to-12 weeks to grant approvals and were amazed when we explained the quick-change process in NSW.

After a full day of casino tours, there was time for a quick swim and off to dinner at “Jumbo’s” for a date with a chilli mud crab and a few more Tiger beers. This was a great meal and excellent networking opportunity with most of the group walking over to China Town, to look through the markets and the more-traditional side of Singapore.

The next day, we headed out to the Asian Food & Hospitality Trade Show at one of Singapore’s convention centres. The first thing that struck me was the size on the exhibition halls (six-to-eight times the size of Darling Harbour). Manufacturers presented every possible item that could be used in a kitchen, hundreds of ovens, fridges and mixers and thousands of coffee machines. There was food and wine from around the world, including a good representation from Australian producers. While this part of the tour was not overly relevant to my situation, it was an experience to see the wide range of catering equipment available that can produce better products more efficiently with less labour.

Wednesday night was the start of the Asian Club Managers Conference with a cocktail party at the American Club in Singapore. After a few drinks and meeting some of the delegates from around Asia, the General Manager’ Martin Rudden, took us for a tour.

The American Club is the hub of many of the expatriates living in Singapore and is extremely focused on entertaining the entire family. The club has a pool, tennis courts, computer room, gym, gaming room, day spa, bowling alley, convenience store, with several bars and eating options, so that there is something for everyone. To keep families happy, they have a large children’s program and dedicated staff and programs to look after children. Interestingly, they are looking at removing the gaming room and turning it into a larger day spa as they believe it will generate more revenue than gaming. The hospitality from Martin and his staff was second to none and the Australian managers repaid their hospitality by spending a few hours in the sports bar after the official function. Then, it was back to the hotel to prepare for the 7.15am departure for the Conference at The Orchard Country Club.

The following two days were taken up with The Asian Club Managers Conference and Gala Dinner. There was an array of international speakers addressed a wide range of subjects. The following were, I felt, the major points of interest ...

1 - In today’s family-friendly society, more than ever, children determine where parents spend their time and money. To survive in the hospitality business, you must cater for families because if the children enjoy a venue, and are welcome and happy, the parents will go so they can enjoy themselves knowing that their children are also having a good time. Some country clubs in the U.S. now have dedicated staff and children’s programs with 400 to 500 participants. This is a major change for these once-elite and privileged organisations. In general, country clubs that welcome families in America are outperforming those more-traditional clubs. The financial benefits of embracing a family-friendly environment are obvious. In Australia, we need to look more closely at how this model is working and implement specific programs that ensure our clubs get the maximum benefit from the family market.

2 - I titled this report, “Individual to TRIBE”. At this Conference, the CMAA group became a



“TRIBE”. A tribe is defined as ... “a like group of people with similar values, education, life experiences, objectives and the need to belong to a group”. Clubs need to develop a “tribe” atmosphere where groups of people meet and enjoy each other’s company, have rituals (bingo or trivia), feel as if they belong (sub clubs), make them feel special (staff know their name) and do something different to make their clubs unique. People need to belong and feel welcome more than they need grand foyers and the best restaurants. Yes, facilities are important, but facilities don’t keep patrons coming back. People want to belong. If a club can foster and promote this kind of environment in making their members feel they belong and are a part of the “tribe” they are more likely to return and bring their friends. Admittedly, this is based on a formula of 2,000 to 3,000 members and I am aware that this same personalised treatment would be more difficult spread over 50,000 members however, the principals could be used regardless of a club’s membership size.

3 - You have to “look after No.1 first”. We are lucky to work in one of the best industries in the world. Our job is to ensure people have a good time and enjoy themselves. How can we possibly get others to enjoy themselves, if we are run into the ground, working unreasonable hours? When things get us down, pause and smell the flowers for five minutes, get enough sleep, a balanced diet and exercise routine. Socialise at a sustainable level, remember it’s a long career. If you look after yourself, you will have more energy, be more enthusiastic and creative, put forward a more-positive self, which will in turn make your club more positive.

4 - “Take the ideas of others – claim them as you own – and laugh”. Our industry is a great industry and the best ideas are often found networking, or visiting other clubs. Take every advantage that you can. If someone has an idea that works well for them, write it down so you don’t forget it. See if it will work for you and, if it does, laugh all the way to the bank.

5 - “I did it; you did not. I win; you lose ... hahaha.” Don’t get stuck on “I can’t”, or “it won’t work”. Take an educated risk, and it may

just pay off. The industry is changing at such a fast pace that you need to take risks, adapt, and change. If you just keep doing the same old things, your club will not grow and, eventually, will die. Take the risk. Be a leader, not a follower and put your club in the best possible position to succeed.

6 - Our “tribe” had a secret “super model” and likely contestant for “Australian Idol” ... no more details can be released as ... “what happens on tour stays on tour”.

Summary

All up, the Conference was very beneficial. It made me stand back to look at the bigger picture and consider other examples of what people want from a club today. Looking at the Club Industry from a different perspective raised more questions than answers. But searching for those answers might just make my club a better, more enjoyable, financially successful venue for the members.

On Thursday night, we wandered down to the Sands Casino to try our luck at the tables. The casino was crowded with an estimated 80% of tables and more than 50% of gaming machines occupied, generating a good buzz on the floor. I played a number of the table games and a few of the gaming machines - for several hours with very little luck. I got a first-hand experience of how the casino nets more than \$1.5 billion a year.

When the Conference concluded on Friday, we cruised down the river on a “bum boat” and had our final group dinner on the banks of the Singapore River. After dinner, it was off to experience the last of the Singapore nightlife and networking opportunities that went well into the early hours of the morning. Saturday was a day of sightseeing, shopping, relaxing by the pool, or just taking in the last of this great city. Then we were heading for the airport and the flight home.

This was an informative and eye-opening tour that I’m sure will benefit my professional development and future career. I would like to thank my bursary sponsor Shuffle Master Australasia for their education contribution to my career. I commend the CMAA for organising the tour that provided managers with the tools and experiences to keep our clubs at the forefront of the industry. Finally, a big thank you to “The Tribe”. While we came from diverse backgrounds and locations from around Australia, we all wanted the same thing from the tour – education, networking and some fun. I cannot recall one argument, with everyone making all tours, conferences and social events. I could not have hoped to travel with a better “Tribe” and I am sure that many of the friendships formed over a few Tiger beers during our week in Singapore will last for many years. ■



In general, country clubs that welcome families in America are outperforming those more-traditional clubs

**Clubs + Regional Club Management
Sales & Marketing Summit**
18-20 September 2012

Sales and marketing designed to revolutionise your Club's reputation, membership, catering and entertainment. Hear from sales & marketing experts, experienced club managers, and other industry authorities with great success stories to share. Masterclasses and networking, plus a special focus on regional clubs' needs and strategies - this three-day summit will be one of a kind!

Set in the unique surroundings of Armidale City Bowling Club and the beautiful heritage listed Saumarez Homestead, Armidale NSW.

Topics will include:

- The Club of the future – what you really need to know to make sales and marketing work for your club
- Clever Sales and Marketing campaigns – they work! How to improve your club's reputation for food, beverage and great entertainment
- Membership growth and stronger renewals
- Building links with the community to sell your Club
- Promotions, give-aways, discounts and raffles – more wins for the club
- Managing sporting and community sponsorship
- Managing the media – Internet, Radio, Print and TV
- Improving customer service, complaint handling and selling skills
- How to develop a marketing plan

Includes two full days of seminars and masterclasses, afternoon classes, AND a complimentary ½ day session on Day 1; a bush breakfast at the Saumarez Homestead on Day 2; plus dinner on Days 1 and 2, lunches and refreshments.

\$645 + GST per person

Three or more from your Club? Early bird special: pay for two @ \$645 + GST per person, and add one more person Free. But you **MUST** pay before 15 August 2012.

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

For more information visit www.ProfitableHospitality.com

or call Tegan at CMAA on 02-9746 4199 or Profitable Hospitality on 1800-001 353

A good plan today is better than a perfect plan tomorrow.

Welcome
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CMAA North
West Zone



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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.



CMDA addresses need for RPL services upgrade

with GEOFF MESTON

YOU MAY recall, back in the November 2011 *CMA Magazine*, I wrote an article informing all Members of the CMDA's intention to begin charging a nominal fee for Recognition of Prior Learning (RPL) applications.

I also explained the RPL process as a "pathway" to formalise your skills and knowledge learned outside the traditional classroom and education system.

This presents an option for managers to "map" their set of skills and knowledge against national standards for competency so they too can get that hallowed piece of paper... i.e. a qualification.

The article also informed readers of the CMDA's intention to begin charging a nominal fee for RPL applications to cover the basic cost of the process.

RPL has been popular for some time now, among people who have been in the workforce for a lengthy period and accumulated deep levels of experience, knowledge and expertise in certain areas of their work.

They can demonstrate that they are already "competent" (such an impersonal term to brand a person with, I think) in all criteria pertaining to a particular subject or "unit". We can then formalise and recognise that competence within the Australian national vocational training framework.

Naturally, the CMDA, as a Registered Training Organisation, is legally beholden to ensure that the applicant's claimed competency is valid and demonstrable and repeatable.

If this standard of assessment and objectivity is not maintained by an RTO, then the workforce will be overflowing with qualification holders who cannot demonstrate the requisite skills and knowledge.

This not only dilutes workforce skills, but also devalues the hard work invested by other qualification holders.

So, RPL can be very hard work for RTO



employees to assess, particularly where an applicant has a belief that they are "competent" in a particular area (or areas) of vocational education without knowing exactly what the subject, or unit, for which they are seeking recognition fully entails.

This misunderstanding then translates to an applicant having an expectation which often cannot be satisfied by the RTO until tens of hours are spent accumulating evidence documents, conducting interviews, and requesting more information.

The issue is often compounded when an application is received for numerous subject RPLs for the prestigious ACCM award.

The CMDA currently has a backlog of RPL applications which consume tremendous amounts of time and resources. These RPL applications also create dissatisfaction among members, due to the length of time to process.

We have just hired Jason Thomas as a dedicated RPL Assessor to improve the speed and quality of the RPL service.

As I mentioned in that November article, we will, unfortunately, now have to join the rest of the RTO market and commence charging a nominal fee for each RPL application.

Naturally, CMAA Members and Affiliate Members will benefit from subsidised pricing, well below "market value".

We will start charging for RPL services from June 7, 2012, for all new applications received after that date.

The CMDA will process applications received prior to June 7 for free.

You will be able to view our RPL price schedule on the CMAA website – www.cmaa.asn.au - or you can contact **RPL Assessor Jason Thomas**
P: 02 - 9746 4199. ■

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



Mitchell Brandtman
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Courses, Seminars & Conferences coming your way

Program Name	Date	Type	Location	Price Type	Amount	Start Time
Lead & Manage People	04/06/2012 - 05/06/2012	Class	Wollongong Golf Club	Member	\$660.00	09:30am
				Non-Member	\$725.00	09:30am
Manage Financial Operations	04/06/2012 - 06/06/2012	Class	CMDA - Sydney Olympic Park (SOP)	Member	\$825.00	09:30am
				Non-Member	\$900.00	09:30am
Clubs+: Chefs 2-Day Management Summit: Standard Price	05/06/2012 - 06/06/2012	Buy 2 for 3	Bankstown Sports Club	Member	\$709.50	08:30am
				Non-Member	\$709.50	08:30am
Clubs+: 1/2 Day MasterClass for Executive Chefs	05/06/2012		Bankstown Sports Club	Member	\$328.90	08:00am
				Non-Member	\$328.90	08:00am
Regional Carbon Tax Summit	12/06/2012 - 13/06/2012	Multi zone	Griffith (see Website)	Member	\$550.00	09:30am
				Non-Member	\$550.00	09:30am
Develop & Manage Marketing Strategies	13/06/2012	Blended	Blended – SOP	Member	\$880.00	09:30am
				Non-Member	\$970.00	09:30am
Deal With Conflict	18/06/2012 - 19/06/2012	Class	CMDA – SOP	Member	\$220.00	09:30am
				Non-Member	\$240.00	09:30am
RSA	25/06/20120	Class	CMDA – SOP	Member	\$135.00	09:30am
				Non-Member	\$140.00	09:30am
RCG	26/06/2012	Class	CMDA – SOP	Member	\$95.00	09:30am
				Non-Member	\$100.00	09:30am
HR - Manage Human Resources Services	03/07/2012 - 04/07/2012	Class	Jupiters Conference	Registrant	Free	01:00pm
				Registrant	Free	09:00am
Analyse & Report on Gaming Data	16/07/2012 - 17/07/2012	Class	CMDA – SOP	Member	\$480.00	09:30am
				Non-Member	\$580.00	09:30am
Develop & Update the Legal Knowledge Required for Business Compliance	23/07/2012 - 18/09/2012	Class	CMDA – SOP	Member	\$1,320.00	09:30am
				Non-Member	\$1,490.00	09:30am
RSA	23/07/2012	Class	CMDA – SOP	Member	\$135.00	09:30am
				Non-Member	\$140.00	09:30am
RCG	24/07/2012	Class	CMDA – SOP	Member	\$95.00	09:30am
				Non-Member	\$100.00	09:30am
Clubs+: Food & Beverage Workshop plus MasterClasses (online)	25/07/2012		CMDA – SOP	Member	\$533.50	09:30am
				Non-Member	\$533.50	09:30am
Effective Operational Manager Program	30/07/2012 - 15/08/2012	Class	CMDA – SOP	Member	\$1,560.00	09:30am
				Non-Member	\$1,690.00	09:30am
Club Secretary Manager Course	07/08/2012 - 15/08/2012	Class	CMDA – SOP	Member	\$690.00	09:30am
				Non-Member	\$890.00	09:30am
Upcoming Conferences to talk to your Board about!						
CMAA Mid Year conference	03/07/2012 – 06/07/2012		Jupiters Casino	1 Delegate	\$900.00	08:30am
				2+ Delegates pp	\$800.00	08:30am
AGE Expo & Conference	21/08/2012 – 22/08/2012		Darling Harbour	1 Delegate	\$550.00	08:30am
				Trade show only	Free	

2020VISION

Planning & Strategy: It's All About People



2012 Mid Year Executive Leadership Conference
July 3-6 @ Jupiters Gold Coast, Queensland



President's Message

On behalf of the CMAA Federal Executive, the Federal Council and Board of Management Studies, I welcome Association Members, CMDA Sponsor company representatives, Club Directors and Hospitality Industry executives to the Mid Year Executive Leadership Conference. With the dramas of mandatory pre-commitment now sensibly addressed, the Club Industry still faces several issues, including carbon tax legislation and the appropriate strategies for maximising business opportunities. The CMAA's 2012 Conference agenda is '2020 VISION' and this event embraces the topics and challenges facing managers and their clubs. Enjoy your Conference experience and thank you for again supporting YOUR Association.

Bill Clegg, ACCM
CMAA Federal President

REGISTRATION FEES (workshops only)

1 Delegate \$900 includes GST
2 + Delegates \$800 each*
includes GST

**Discount applies when multiple managers/directors from the same club register*

CMAA MEMBERS GENERAL MEETING

Wednesday, July 4, 1pm – 2pm
Pavilion Convention Centre,
Ground Floor, Jupiters.



Conference Sponsor

The Conference Program:

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

"Strategy without tactics is the slowest route to victory, tactics without strategy is the noise before defeat." - Sun Tsu, ancient Chinese military strategist.

'Value Added' Optional Pre-Conference Courses

Tuesday, July 3, 2012 1-5pm Session 1

Wednesday, July 4, 2012 9-12pm Session 2

Human Resource Management Development. Optional Course (FREE for Conference Delegates only) course unit over two days from the CMAA's new Diploma in Human Resource Management: **Manage Human Resource Services (BSBHRM501A).**



Start formalising your HR management future with this core unit which applies to Managers with broad experience who have responsibility for coordinating a range of Human Resources practices across an organisation. They may have other Human Resources staff reporting to them.

1. Determine strategies for delivery of Human Resources services
2. Manage the delivery of Human Resources services
3. Evaluate Human Resources service delivery
4. Manage integration of business ethics in Human Resources practices

Pre-registration essential

Wednesday, July 4, 2012 9-12:30pm

Corporate Governance Professional Development. Optional Course (\$495 pp) **Meetings, Minutes & Resolutions** presented by Australia's foremost Corporate Governance Provider: Chartered Secretaries Association (CSA).



This important program offers practical guidance on the legal issues and core functions of meetings, minute taking and recording resolutions. Examples of draft minutes, CSA's expert guidance on meeting procedures and other sources of information are used during the program. You will have the opportunity to consider the legal requirements and core functions of different types of meetings and address issues typically encountered in recording minutes. This program is ideal for anyone involved in preparing meetings or recording procedures for any form of meeting.

Pre-registration & payment essential

Conference Commences

Day 1: Wednesday, July 4, 2012

1-2pm

CMAA Members General Meeting – Members only

2:15-3.15pm

Warwick Merry: 'Be a Goal Getter, Not Just a Goal Setter'

Warwick Merry's presentations are founded on the philosophy of building a life that is based on choices, not on 'shoulds'. Warwick's continuing work shows that when people start to make better choices, they have more energy, which, in turn, leads to better choices. This is the energy-choice spiral. Warwick's sessions are full of energy with fun and practical examples of how to implement the new skills he shares with you. Warwick holds a Bachelor of Applied Science (Computing) and a Bachelor of Business (Accounting) but does not let that stop him from being an energetic and entertaining presenter.

3:30-4pm

Update: 'Our Current Business Environment'

7.30-10:30pm

'Footy Fever' State of Origin Game 3 Telecast from Suncorp Stadium **NSW vs Queensland**. Capture all the atmosphere of the big game with Conference colleagues in the **Pavillion Convention Centre**.

The Conference Program:

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



Day 2: Thursday, July 5, 2012

9-10am

Keynote Speakers: Walking to the South Pole: 'Strategy & Planning Where Survival Is Your EBIT!'

Justin Jones and James Castrission are Aussie explorers constantly pushing the boundaries of human endurance. Most recently, on January 26, 2012 – Australia Day, they made history by completing the longest unsupported polar expedition of all time. In 100 years of polar exploration, no-one had ever walked from the edge of Antarctica to the South Pole - and back - without assistance. Many had tried ... none had succeeded. After 89 gruelling days, Justin and James made it back to the coast, having skied 2,275km with everything they needed to survive in the harshest environment on Earth.

10:15-11:15am **Insights Into Business Planning:**

Stories From The Frontline - 'The Generals'

"You've got to think about big things while you're doing small things, so that all the small things go in the right direction." - Alvin Toffler

Straight from the horse's mouth! Get the inside information on the highs and lows, the obstacles, and the secrets of General Managers from Queensland, NSW and Victoria with their stories about planning and their strategic implementation experiences. Professionally facilitated Q&A Panel Session where YOU can SMS YOUR questions to the panel.

Workshop Series 1: The Marketing Strategists Deal With Revenue Sources - Customers ... Who Do We Attract? Are They Profitable? How Do We Access New Customers?

11:15-12:15pm **Marketing Strategies: Retaining & Acquiring 'Customers'**

rawsuga loyalty Director Jacqui Matthews discusses tools and strategies to better utilise our technology, analyse our data, and co-ordinate our activities to more profitably engage people to satisfy their wants and needs.

12:15-1pm **LUNCH**

1-1:45pm **Marketing Tactics: Let's Talk Distribution Channels**

Mailezy Director Nathan Koina looks at case studies using different external communication methods to get your message across.

1:45-2:15pm **Capturing The Public's Eye: Professional Marketing Materials On A Shoestring Budget**

Dave Staughton discusses outsourcing your non-core marketing skills by utilising professional products and services you can access via the internet.

Day 2 Program continued on page 4

ACTIVITY POINTS

Delegates receive 20 Industry Activity Points for attending the Conference towards achievement or maintenance of the Active Certified Club Manager (ACCM) Award.

10 points will be awarded to delegates who attend and sign the register at the CMAA General Meeting. A further 10 points will be awarded to delegates who travel more than 100km from the radius of their club to attend the conference.

VENUES

All Conference workshops and the State of Origin game telecast will be held in the Pavilion Convention Centre, Ground Floor, Jupiters Gold Coast. Smart casual attire is recommended for the Conference.

ENTERTAINMENT

Wednesday, July 4 - 7:30pm-10:30pm

'Footy Fever' - Live telecast of State of Origin Game

Pavilion Convention Centre, Ground Floor, Jupiters Gold Coast. Select beverages will be available for purchase and complimentary 'Footy' finger food provided. Please indicate your interest in attending on the Conference Registration Form. Entry to the function is restricted to registered conference delegates only. Conference ID Badge required for entry on the night: No Badge - No Entry!

ARISTOCRAT
Conference Sponsor

Register: www.cmaa.asn.au

NETWORKING & CHARITY RACE DAY

Saturday, July 7
11:30am – 6pm

CMAA Gold Coast Zone &
CMAA Brisbane Zone
Combined Charity Race Day
at Gold Coast Turf Club

\$120 per person or
Table of 10 - \$1,200
(includes GST)

Book online & send cheques
to CMAA Gold Coast Zone
P.O. Box 119
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Queensland.

The money raised from the
Race Day will go to local
charities.

All inquiries to:
Steve Condren at:
E: steve.condren@sslsc.net.au
M: 0418 766 689

Register online at
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* Speakers may change due to
unforeseen circumstances

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Conference Sponsor

The Conference Program:

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

Workshop Series 2: Revenue Maximisation -

Customer Service: The Unbeatable Competitive Advantage

2:30-3pm

Why Is Good Service So Hard To Achieve When It's So Easy To Do?

Profitable Hospitality Managing Director Ken Burgin interviews customer service professionals from some of the Gold Coast's iconic tourism providers to discover their secrets to providing consistently great quality service.

3-4:30pm

Changing Cultural Tack?

Reprogramming Your Organisation's Customer Service Brain

Tracey Lentell and **Bill Shirley** present a hands-on workshop to formulate your 'game plan' to implement the top-down processes required to address the attitudinal and operational dynamics of great and consistent service.

5-7pm

POOL-SIDE COCKTAILS

Join with other Delegates & Sponsors after another busy day for a pool-side drink, some networking, and nibbles before heading out to dinner.

Day 3:

Friday, July 6, 2012

9-10am

Industry Panel: Insights Into Operational Implementation - Stories From The Frontline: 'The Specialists'

"Everybody's got a strategy until they get hit." - Mike Tyson

Share in the adventures and stories of hard-won victories of some departmental specialists as they implemented the strategies of their Boards and General Managers. Hear about how they plan; how they communicate with and win over the staff; how they measure the results; and how they overcome the obstacles in their path. This is another professionally facilitated Q&A Panel Session where YOU can SMS YOUR questions to the panel.

10-10:30am

Love Or Money? Financial Literacy Skills For Your Employees So They Don't Ask For More Money

10:50-11:50am

Dr Louise Mahler

MAppSc Innovation & Service Management, PhD Business (RMIT)

'Giving Your Vision A Unique Voice'

Leadership – the holistic connection of mind, body and voice, plus your ability to express who you are. Understanding what your voice says about you gives an authentic way of presenting self and a deeper understanding of workplace dynamics, engagement and motivation.

12:10-1pm

Capstone: Bringing It All Together On One Page - 'Assembling Your Pieces Of The Puzzle'

Dave Staughton helps us with ideas and methods to get all the personalities, egos, and stakeholders on the same page ... then, how to maintain enthusiasm and monitor new performance.

End of Conference

1-1:30pm

CMAA Queensland Zones Meeting

1:30-3pm

CMAA Queensland Zones Lunch - Conference Delegates, CMAA Queensland Members and Club Industry Trade Representatives will enjoy an afternoon of networking and relaxation.

NOTE: CMAA Queensland Members and Accredited Trade Representatives not registered for the Conference can attend the Friday morning Workshops, CMAA Queensland Zones Meeting and Lunch.

Contact your Zone Committee for costing details.

Queensland CMAA Members and Trade Representatives registered for the Conference pay only for the CMAA Queensland Lunch.

Breakfast give Central Coast great start to day

BREAKFAST PROVED to be the successful incentive for CMAA Central Coast Zone when 33 members arrived at Doyalson RSL Club on May 16 for the Meeting and workshops.

"It is proving to be a very successful formula for managers and trade representatives in our Zone," Central Coast Zone Vice President Christine Haynes said after the meeting.

With host club CEO Darren Thornton overseas on annual leave, his deputy George Boyd welcome Zone President Boris Beleuski, the Zone Committee and members on this "brisk" Wednesday morning for the 7.30 start.

CMAA Executive Officer Ralph Kober and CMAA Sponsorship & Marketing Manager Shannon Donato made an even earlier start than the Members to be on the Coast to present the Head Office Report and discuss important Club Industry and legislative issues. Ralph congratulated Members on their support of the CMAA's AGM, Conference and Hospitality Expo at Darling Harbour and encouraged them to consider attending the Mid Year Executive Leadership Conference at Jupiters in July and the Conference component of the Australasian Gaming Expo at Darling Harbour in August.

Shannon spoke about the Association's commitment in supporting the Zones through workshops, promotions and membership initiatives, including the success of the 'Sponsors Passport' and other opportunities during the Darling Harbour Expo.

During General Business, Boris reminded Members about the Zone's annual Conference moving to Rafferty's Resort and the September 19-20 program of education and networking opportunities. When George Boyd opened the meeting room doors to welcome industry trade representatives, the breakfast guest list extended to 72 with Lyall Allen from Q-Care discussing the option of clubs diversifying their operations to encompass the growing aged care market.

Robert Jaen from CMDA National Bursary Sponsor company ClockOn Australia then spoke about the importance of effective and efficient rostering and cost-control programs.

Central Coast Zone's next event will be the AGM & Conference in September. ■



Regional Club Management Sales & Marketing Summit

at Armidale City Bowling Club
& Saumarez Homestead at Armidale

September 18, 19 & 20.

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CEO Peter Deall proudly says
"132 Club projects & NEVER LATE"

Day	Date	Meeting	Venue	Zone
JUNE				
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
Friday	15/06/2012	11:00	Mulgrave Country Club	Victoria Zone AGM & Lunch
Thursday	21/06/2012	11:00	Cabra Vale Diggers Club	Nepean Zone Quarterly Meeting & Lunch
Monday	25/06/2012	07:00	Carnarvon Golf Club	Inner West Zone Golf Day
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	Bomaderry Bowling Club	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
SEPTEMBER				
Sun - Wed	02/09-05/09/2012		The Park Hyatt, Canberra	RSL & Services Clubs Assn Conference
Tuesday	04/09/2012	11:00	Oatley RSL Club	St George Cronulla Zone Meeting & Lunch
Tuesday	04/09/2012	07:30	Penrith Golf Club	Nepean Zone Charity Golf Day
Tues - Wed	04-05/09/2012	09:00	Pambula Merimbula Golf Club	Far South Coast Zone Dinner & AGM
Tuesday	11/09/2012	11:00	Burleigh Bears R.L.F. Club	Gold Coast Zone Meeting & Lunch
Friday	11/09/2012	11:00	TBA	Inner West Zone Meeting & Lunch
Thursday	18/09/2012	07:30	Kogarah Golf Club	St George Cronulla Zone Golf Day
Wed - Thurs	19-20/09/2012	09:00	Rafferty's Resort, Doyalson	Central Coast Zone AGM & Conference
Wed - Thursday	19-20/09/2012			Clubs + Sales and Marketing Summit
Thursday	20/09/2012	11:00	Club Pine Rivers	Brisbane Zone Meeting, Workshop & Lunch
Thursday	20/09/2012	11:00	St Marys Band Club	Nepean Zone Quarterly Meeting & Lunch
Tuesday	25/09/2012	16:30	Club Rose Bay	City Eastern Suburbs Zone Meeting & Lunch
Thursday	27/09/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
OCTOBER				
Monday	01/10/2012		(NSW/ACT) Public Holiday	(NSW/ACT) Labour Day Public Holiday
Tues - Thursday	01-04/10/2012		The Sands Expo & Convention Centre	Global Gaming Expo - G2E 2012
Sun - Tuesday	06-09/10/2012		Gold Coast Convention Centre	ClubsNSW Annual Conference & Trade Expo
Wednesday	17/10/2012	17:00	Dubbo RSL Club	Mid State Zone AGM & Dinner
Wednesday	24/10/2012	10:00	TBA	Bundaberg Zone
Thursday	25/10/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
Friday	26/10/2012	11:00	Dapto Leagues Club	Illawarra Shoalhaven Zone AGM & Lunch
NOVEMBER				
Thurs - Sunday	TBA		Sheraton Mirage, Gold Coast	Leagues Club Australia Annual Conference
Friday	TBA	14:00	Carlton Brewhouse, Abbotsford	Victoria Zone Meeting & Xmas Lunch
Friday	TBA	11:00	TBA	ACT Zone Meeting & Bowls Day
Friday	23/11/2012	11:00	Arana Hills Leagues Club	Brisbane Zone Meeting & Xmas Lunch
Tuesday	27/11/2012	11:00	Matraville RSL Club	City East Zone Meeting & Xmas Lunch
Tuesday	TBA	11:00	TBA	Sunshine Coast Zone Xmas Lunch
Wednesday	28/11/2012	11:00	TBA	Hunter Zone Meeting & Xmas Lunch
Friday	30/11/2012	09:00	Brighton Le Sands	CMAA Federal Executive Meeting
Friday	30/11/2012	10:30	Brighton Le Sands	CMAA Federal Council Meeting
Friday	30/11/2012	12:00	Brighton Le Sands	CMAA Sponsors Luncheon

New face and a few changes to North West State

THERE'S ONE new face and a change of positions on the CMAA North West State Zone AGM, Trade Show and Dinner at Moree Services Club on May 9.

CMAA Hall of Fame Manager and long-serving Zone President Phil Wheaton stood down from the role he has held for more than 15 years to take a "back seat" and allow some new blood to enjoy the opportunity and the challenge of heading up one of the best-supported Zones in the Association.

Inverell RSM Club General Manager Tim Palmer has served as the Zone's Publicity Officer for several years, but accepted the nomination and unanimous support of the 32 members to take over from Phil as President.

"After so many years of successfully leading this Zone, I am honoured to have the support of so many good people, who are good managers and support each other in taking over from Phil," Tim said. "It's not possible to appropriately thank Phil for his contribution but I'm happy that he has decided to stay on as Publicity Officer."

Paul Gordon and Margaret McGrath were unanimously re-elected unopposed to their roles on the Committee, while hard-working

Education Officer Patrick Crick did not seek re-election to concentrate on his increasing role at Armidale City Bowling Club.

Kelly Anderson, Operations Manager at Inverell RSM Club, accepted the nomination as Education Officer and was unanimously elected.

The CMAA North West State Zone Committee for 2012 is ...

- PRESIDENT: Tim Palmer - Inverell RSM Club
- VICE PRESIDENT: Paul Gordon - Narrabri RSL Club
- SECRETARY-TREASURER: Margaret McGrath - Quirindi RSL Club
- EDUCATION OFFICER: Kelly Anderson - Inverell RSM Club
- PUBLICITY OFFICER: Phil Wheaton - Armidale City Bowling Club

One of Tim's first duties was to welcome Katie Farrell, from Inverell East Bowling Club, to her second Meeting.

North West State Zone hosted its annual Trade Show at Moree Services Club the previous evening when Club Industry organisations showcased their latest products and services to regional managers and directors.

Host club Secretary Manager Graham James then welcomed 80 members, directors and trade representatives to a delicious country-style barbecue dinner before the Zone added an impressive amount to its Education Fund through the annual auction.

North West State Zone's next event



will be its Zone Meeting and Dinner at Armidale City Bowling Club on August 7-8.

The Zone also will host the Regional Club Management Sales & Marketing Summit at Armidale City Bowling Club and the heritage-listed Saumarez Homestead on September 18, 19 & 20. ■



■ **1:** The CMAA North West State Zone's new Committee (from left) Phil Wheaton, Kelly Anderson, Tim Palmer and Margaret McGrath.

■ **2:** The Moree Services Club outdoor dining area was packed for the North West State Zone Dinner and Auction.

■ **3:** Phil Wheaton, Maurie Anlezark, Rod Laing and Paul Gordon celebrate Maurie's success in the Zone raffle.

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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

Roger turns on the hospitality and fun for record bowls crowd

THEY CAME from all parts for the Far North Coast Zone's annual Secretary Managers Bowls Day at Evans Head on May 15.

Zone Secretary Roger Hong's reputation for first-class hospitality has spread to the point where there almost wasn't enough room on the Evans Head Bowling Club greens for the 154 players who rolled up in perfect conditions for the bowls, a few drinks, a barbecue lunch and a few more laughs.

"It might be the biggest bowls day we have staged," Roger added. "Apart from the great support, we had a fabulous time and they came from everywhere ... Ocean Shores, Pottsville, Maclean, Yamba, Nimbin, Kyogle and Casino."

The Zone also had great support from its sponsors that included many CMDA Career Development and National Bursary sponsor companies, including ClubPlus Superannuation, Treasury Wine Estates and most of the gaming machine suppliers.

Craig McLachlan, from ClubPlus Super, was able to introduce new representative Sam Green to the many club managers who travelled to Evans Head for the event.

Lawn Bowls and the CMAA Far North Coast Zone were the biggest winners on the day.

Far North Coast Zone's next event will be its Meeting, Workshops and Lunch at Casino RSM Club on June 13. ■



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Tony the only casualty in a day of entertaining golf

IT'S HARD to believe that a relaxing game of golf could become a "life-threatening" body-contact event, but Tony Harding has a story from the annual Mid North Coast Zone Golf Day on May 10.

The likeable Aristocrat rep was simply placing his ball on the tee to play his shot during his round when an errant shot from the Tooheys group struck him on the hand.

The result was a hasty exit from the course to the local hospital for x-rays on a likely broken bone in Tony's hand.

It was the only physical mishap in an otherwise very enjoyable day for the other 87 players at the Woolgoolga RSL Golf Course at Sunset Lakes that started with a sausage sizzle breakfast at 8 o'clock before the 9 o'clock shotgun start in the popular four-person Ambrose event.

While Tony was among the saddest of the hard-luck stories for the day, there were winners and great support from a range of sponsors, including WHK Accounting, Tooheys and Carlton who provided the essential beverage and many other CMDA Career Development and National Bursary sponsors.

Mid North Coast Zone's next event will be its AGM and Lunch at Club Coffs on West High on June 12. ■



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Jupiters continues its great tradition of dining

SEEKING THE sustenance of fine victuals and beverages while you're at Jupiters for the CMAA's Mid Year Conference? Then why not try these two new restaurants they've just opened?

Prime produce is at the heart of Jupiters newest dining experience, where partnerships with Australia's best food purveyors meet a commitment to introducing the Gold Coast to the world's most artistic of culinary ability.

Chef Jeremy Allen presents a menu that demonstrates flair for innovation, taste that's unexpected and extraordinary, and a commitment to bringing out the utmost in each dish's flavour profile.

Prime will provide guests with classic dishes served to perfection, and contemporary innovation for those seeking a more modern cuisine - educating even the most seasoned of palates.

With a service model that seeks to educate its guest on the kitchen's intimate knowledge of the best cooking techniques,



food is only part of the experience. Theatre plays heavily throughout the meal presentation, and staff are trained to bring the ingredients-driven approach to life when educating guests in the menu and meal presentation.

Prime is on Lobby Level at Jupiters, overlooking the Atrium area.

Jupiters' second new addition to its premium-dining offering, Osteria Vivo, delivering an Italian experience offered nowhere else on the Gold Coast, with an approach that challenges expectations of Italian cooking.

Mastering the techniques of traditional Italian cooking at its purest, guests will re-experience the most famous of dishes found all over Italy, prepared with experience and authenticity.

Advanced cooking techniques inspired by the principles of traditional Italian cuisine deliver a simple flavour sensation. Guests are invited to experience premium produce and innovative flavouring techniques within an open environment that sees the guest at the heart of the experience.

Unique to Osteria Vivo, the service ceremony is the signature surprise element, which sees the meal come to life at the table. Flavouring techniques are presented to the guest, using oils and spices specifically sourced from Italy.

Osteria Vivo is on Lobby Level to the right of the hotel lifts. ■

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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.



Assess and improve club performance

TO ADDRESS changes in the environment, including tax, smoking and gaming legislation changes, clubs must be responsive and flexible, and make business adjustments to achieve a financially viable and sustainable trading future.

The table below is a PKF performance indicator for clubs.

Table 1 – Earnings before Interest, Tax, Depreciation, Amortisation, Rent and Donations (EBITDARD)

Performance indicator	Narration
25%	Great result
20%	Good result
15%	Acceptable (work to be done)
10%	Not sufficient/likely to fail

The following table demonstrates the difference between levels in cash flow that can be achieved with the same revenue, and the subsequent sustainable debt level with appropriate interest cover (three times) and interest rate (eight percent).

Revenue	\$10.0m	\$10.0m	\$10.0m	\$10.0m
EBITDA	\$2.5m	\$2.0m	\$1.5m	\$1.0m
Performance indicator	25%	20%	15%	10%
Sustainable debt @ 3x interest cover & 8% interest rate	\$10.4m	\$8.3m	\$6.25m	\$4.16m

Achieving optimisation

A performance indicator of 25% is a realistic aim in most cases and is generally achievable through making efficiencies to existing costs in each trading area and the wider administration segment.

To be able to make effective efficiency decisions, the board and management must understand the business drivers and make difficult decisions. There are a number of key indicators which can assist the board and management in the performance improvement process.

Among the key indicators are:

- Profit streams: What are the sources of profit? Most clubs are dependant on gaming by 80% or more;
- Main contribution areas: some club's gaming contributes 100% of total income after cost.

Contribution breakdown after all costs by trading area:

Trading area	Contribution
Bar trading	8-12% per \$1 sales
Catering trading	nil - usually a loss
Gaming	58-65% per \$1 net receipts
Advertising, Entertainment, Marketing and Promotions (AEMP)	loss (should not be more than 6-8% of net gaming receipts)
Management costs (all managers)	not more than 5-6% of revenue

The most common areas where improvements can be made are:

- Labour costs across all trading areas;
- AEMP costs;
- Under-utilised trading areas (70% unused) - consider whether these areas can earn rentals;
- Neglected gaming and replacement programs;
- The number of gaming machines being held (with accompanying low earnings and cost of services).

Understanding how to apply the key performance indicators to your business to make the necessary improvements can be difficult. ■

► For support in the process, contact **Peter Hodge** at PKF P: 02 - 9240 9879 or E: peter.hodge@pkf.com.au.

Census provides new profile

THE CLUBS NSW 2011 Club Census Report profiles the NSW Club Movement since 2008, demonstrating clubs' important social contributions and the industry's contribution to the NSW economy. The report updates the previous Socio-Economic Impact Study in 2007.

Key findings ...

- Number of clubs: 1,471
- Change in number of clubs since 2007: - 4.2%
- Memberships: 5.7 million
- Change in number of memberships since 2007: + 3.6%
- Total revenue: \$5 billion
- Average EGM revenue (% total revenue): 61.7%
- Total taxes paid: \$1.4 billion

- Social Contribution: \$1.2 billion
- Economic Contribution: \$3.2 billion

The Report concludes clubs make a considerable contribution to the NSW economy, directly employing approximately 41,300 people. In 2011, the Club Industry generated cumulative EBITDA of approximately \$720 million (estimated). The clubs' contribution to NSW Gross State Product was equal to 0.7%.

Registered clubs also provide many varied social benefits across NSW, with clubs contributing more than \$100 million in cash and in-kind support to their communities.

The Club Industry is highly effective in mustering volunteers, with almost 50,000 utilised by the industry. The total value of the social contribution of clubs in 2011 is estimated at \$1.2 billion. ■

Budget measure targets not-for-profit concessions

AFTER EXTENSIVE consultation and feedback from the not-for-profit (NFP) sector, the Federal Government announced on Friday, March 30, 2012, that it would extend the start date for the 2012 Budget measure to better target NFP tax concessions from July 1, 2011 to July 1, 2012. Charities and tax-exempt organisations will lose tax concessions (income tax, Goods and Services Tax, Fringe Benefits Tax, Deductible Gift Recipient benefits) for unrelated commercial activities that were commenced after May 10, 2011 if profits are not clearly redirected to that purpose. This includes any commercial activities undertaken by tax-exempt sporting clubs. It does not impact clubs currently subject to the mutuality calculation, unless the club supports or sponsors a tax exempt sporting club.

What Does This Mean For Clubs?

- The extended start date of July 1, 2012 will apply to new, unrelated commercial activities that commenced after 7:30 pm (AEST) on May 10, 2011.
- Existing unrelated commercial activities that commenced before May 10, 2011 will continue to be covered by transitional arrangements as announced in the 2012 Budget.
- Tax-exempt sports clubs will be taxed on unrelated commercial activities.
- Taxable clubs may be better off.
- Funds directed to sports clubs are not deductible to social/leagues clubs – new rules could allow such clubs to access concessions, for example:

1. funds and annual grants directed to sports clubs could become deductible;
2. income to fund grants treated as exempt.

What Are The Transitional Arrangements?

Under the transitional arrangements, NFP entities with existing commercial activities at May 10, 2011 initially will be able to continue their tax concessions to support these activities. At the end of the transition period, an entity operating an existing unrelated business activity will, depending on the model selected, need either to transfer the activity to a new taxable entity or pay tax on income from the activity if profits are retained.

What Action Is Required?

- Review funding sources and consider whether there are any unrelated commercial activities since May 10, 2011.
- Ensure systems are able to identify profits from new commercial activities and then trace the application of those profits within the business.
- Consider structuring opportunities to preserve and possibly increase the entitlement to concessions. ■

As a member of the ATO Clubs Consultative Committee, PKF is closely involved with these changes. PKF also has been involved in preparing submissions to Treasury and is providing advice around the tax implications of potential transactions and tax structuring. For more information, contact **Angie Hicks**, PKF Tax Consulting partner P: 07 - 3811 4433 or E: angie.hicks@pkf.com.au or **Paul Lyon**, PKF Tax Consulting Partner P: 02 - 9240 9722 or E: paul.lyon@pkf.com.au

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By **PETER SHARP**

THE PRESIDENTIAL CARD has been a proud Career Development Sponsor of the Club Managers' Development Australia (CMDA) for more than a decade.

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The **Presidential Card** website currently receives more than 70,000 hits per month - all potential new or returning customers for its partners.

Partners provide **Presidential Card** members with a discount or benefit that is honoured upon presentation of their membership card or **Presidential Card**-branded voucher.

Satisfied customers potentially will return to your businesses and promote it by word of mouth.

Presidential Card's objective is to support your business and help drive new customers.

You are free to specify any restrictions you require.

It's **FREE** to be involved.

Presidential Card simply requires a special offer for its members, who are delivered to you.

For example, you may offer a 2-for-1 Main Meal (the cheaper of the two is deducted), a percentage off the food bill or a percentage off the total bill (food & beverage).

Presidential Card works with its partners, in terms of any restrictions, e.g. valid Monday-to-Thursday and peak period exclusions i.e. Christmas, Mother's/Father's days and New Year's Eve.

All offers are always subject to availability and **Presidential Card** is happy to discuss any terms and conditions you may require.

In return, **Presidential Card** offers ...

- Free participation in the program.
- National exposure with a closed user group of 1.4 million members.
- A free listing on the **Presidential Card** website, with a direct link to your club's website.
- Marketing opportunities in **Presidential Card's** print and email newsletters.

What's Next? Joining is a simple process ...

1. Decide on an offer that best suits your establishment.
2. Download the Business Registration Agreement form at <http://www.presidentialcard.com.au/Resources/WebSite/SiteDocuments/Restaurant%20Agreement%20October%202011.pdf> and email/fax to **Presidential Card**.
3. Email your logo and up to 8 images to **Presidential Card** that best represent your restaurant. ■

Police, Govt target local bottle shops

SUBURBAN BOTTLE SHOPS are in the firing line with an examination of the possible links between take-away alcohol and domestic violence underway.

A task force, requested by NSW Police Commissioner Andrew Scipione, will conduct a full review of the alcohol

licensing system, the location of bottle shops and crime trends.

It is understood officials, from both Government and Police, are particularly concerned about the effects of "clustering" of bottle shops.

The task force, made up of Police officers and Government officials, comes after the Independent Liquor and Gaming Authority raised concerns about the potential links between heavily

discounted alcohol at bottle shops and alcohol abuse.

Hospitality Minister George Souris said the NSW Government took alcohol abuse seriously.

"Bottle shops are subject to liquor laws like all licensees," Mr Souris said.

"They must comply with those laws, including the recently-commenced 'Three Strikes and You're Out' scheme." ■



Clubs+ Food & Beverage Workshop or Webinars



A special event for: Food & Beverage Managers,
Catering Managers, Supervisors and Front-line staff!

NEW: the Clubs+ Food & Beverage One-Day Workshop at Homebush
or Five Webinars in the comfort of your own office!

Focused on the essentials to improve productivity, profitability, staff retention and service. Important practices which, if overlooked, create major challenges for club catering. Change how you do things *and* improve your results.

Bring your team along to give them a real understanding of the many ways they can be part of the bigger success of your Club food & beverage operations, and influence their own career success.

Choose the format that's most convenient:

One-day Workshop: 25 July at CMAA Training Rooms, Homebush
OR

Online Webinar series: starting 1 August: 5 x 1 hour Webinars from the comfort of your own office.

The webinar series will cover the same content as the One-day workshop. A fantastic option if time, or distance, are an obstacle!

PLUS: 3 follow up online Masterclasses!

The Clubs+ Food & Beverage program includes:

- **Kitchen Cost Control – what every manager should know**
- **Purchasing and Supply Management**
- **Menu Design and Profit Strategies - Food**
- **Menu Design and Profit Strategies - Beverage**
- **Staff Management and Retention**
- **Reputation Management – community and online**
- **PLUS 3 x Masterclasses – implementation advice and Q&A sessions**

Investment: The cost for the Sydney Workshop, 3 Masterclasses and 12-months special Profitable Hospitality 1st Class Membership for Clubs, **OR** 5 online webinars, 3 Masterclasses and 12-months special Profitable Hospitality 1st Class Membership for Clubs just **\$485**

Information & Registration: www.CMAA.asn.au or www.ProfitableHospitality.com

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