

Club Management

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It's Time To Think Jupiters

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THAT "GUT FEELING" remains an integral part of John Fitzgibbon's strategy in making Earlwood Bardwell Park RSL Club a genuine success story. On the south-western fringe of metropolitan Sydney, the club has been a working "home" to John for almost 12 years where he has built a successful business under challenging circumstances in a multi-cultural melting pot of residents and members. "Research ... do your job, earn your money," John says.



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2020 VISION - Levi's jeans, the flying kangaroo, mobile phones ... and clubs - early innovators and the strategic impacts of decision making. With the CMAA's annual Conference & Hospitality Expo over, it's time to think about the next stage of your 2012 professional development agenda. The CMAA's Mid Year Conference follows through on the **2020 VISION** concept with the theme ... *'Planning & Strategy: It's All About People'*



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A **"PADDLE"** of beers, sizzling steaks and *'The Business of Good Beer: How to Create a Great Beer Venue'* at the famous The Local Taphouse beer café, was an exciting introduction to the 2012 Clubs+: Melbourne Food & Wine Study Tour. Winners of the CMDA's Profitable Hospitality Melbourne Restaurant Bursary, Newcastle Panthers Operations Manager John Flanagan and Quirindi RSL Club Secretary Manager Margaret McGrath were part of the group.

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Wilkie making the most of MPC opportunity from Slipper's issues

THEY ARE at it again. Andrew Wilkie and Nick Xenophon are back in the headlines with their mandatory pre-commitment (MPC) campaign.

The anti-gambling agenda was back in media spotlight after the controversially appointed House of Representatives Speaker, Peter Slipper, stood down over allegations of criminal and personal misconduct. The Government is confident of a rapid resolution to the investigation into criminal allegations by a staff member, James Ashby, that Mr Slipper gave blank Cabcharge vouchers to a limousine driver on three occasions this year. Mr Slipper has stood aside as Speaker only while this specific claim is investigated.

Mr Slipper also faces civil legal proceedings over allegations he sexually harassed a former male adviser. Mr Slipper has denied all the allegations.

In light of Mr Slipper's circumstances,

Mr Wilkie, the Tasmanian Independent MP, believes he will regain some of the political clout he lost when the former Queensland Liberal-National MP secured the speakership in late 2011 and delivered Labor an extra vote in the Lower House.

Mr Wilkie is taking advice on what he says is "uncertainty and changing circumstances" in the Federal Parliament and the implications for his poker machine reform demands.

On April 23, Mr Wilkie held talks with Tony Abbott's Chief of Staff, Peta Credlin, and Labor's chief parliamentary tactician, Anthony Albanese, about his proposed poker machine reforms and other policy issues in a bid to leverage the tightened parliamentary numbers to his advantage.

Senator Xenophon claims "political karma" is coming back on Prime Minister Julia Gillard for reneging on her

original problem gambling pokies reform deal in January.

Clubs Australia says its campaign was about mandatory pre-commitment being introduced without a trial.

"Everyone has now agreed to that. There doesn't appear to be any likelihood it will be forced on clubs, pubs and casinos without a trial."

Community Affairs Minister Jenny Macklin has been in talks with Mr Wilkie, trying to overcome the last stumbling block to gain his support for the watered-down reforms and Ms Macklin wrote to him on April 20 about his demands on the pokies issue.

Mr Wilkie says he is unhappy the Government's draft legislation does not specify that poker machines have to be "flick-the-switch ready" for future governments to roll out MPC technology. Previously, he warned the Government he would be a "ticking time bomb" over the next 18 months if it didn't amend the laws to his satisfaction.

Ms Macklin claims the Government has legal advice that the gambling reform bill achieves Mr Wilkie's aim. ■



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Australia stands proud at World Clubs Conference

President's Perspective with BILL CLEGG, ACCM

WITH CMAA Federal Secretary Allan Peter and Executive Ralph Kober, I recently had the honour to represent the Association at the 85th World Conference on Club Management.

We also joined 27 other official International Delegates and many more international club managers at the 16th International Symposium. The Club Industry's international focus is varied. In Europe, the development of the European Club Education programs progresses well, with the primary objective of developing the industry leaders but, first, having to establish a sustainable organisation that can deliver the programs. In the Americas, the recovery from the global financial crisis continues and the industry now is reflecting on where they have been and what the future holds.

Bill McMahon, a consultant to US and Canadian clubs, provided the Keynote Address at the International Symposium on the theme *'Trends Changing the Club World'*. The context of Mr McMahon's presentation is relevant to all clubs around the world. Clubs operate in and need to adjust to ...

- a time-constrained society, members with busy lifestyles;
- the changing roles of women are making them major decision-makers;
- wellness & health - active aging;
- sense of community;
- green movement – eco-friendly;
- technology & communications;



Clubs, like everything else, rise and decline with the community/society they serve. The great benefits of economic difficulty is the ability to reduce overheads and become "lean", while the key success factors in a prospering economy is quality service, friendly club atmosphere, improved communications and value for membership. Clubs must maximise cost savings and revenue-producing sources ... "run the club like a business".

Of interest, the top 20% of clubs are doing well; 60% are struggling; while the other 20% could disappear. Consolidation of the Club Industry is inevitable. The trend to 20% fewer clubs is an indication that management requires greater skills and there is need for the Board of Directors to plan strategically.

Bill McMahon could easily have been talking about Australia's Club Industry. The consolidation and reduction in club numbers and the need for greater education is imperative for a successful industry to survive and thrive.

Not surprisingly, the focus of the Conference education content addressed the key areas of social media, turning healthy trends into healthy profits, strategic planning, improving the member experience, personal credibility, leadership and the changing trends in food and beverage.

Another Conference highlight was the International Breakfast when each of the Official International Delegates provided a short update on the status of their respective Associations. In my address, I reviewed the industry's position and the advances CMA Australia has made over the past 30 years.

I THOUGHT I was watching a re-run of Jurassic Park at a recently industry meeting when there was a call for the training requirements and improvements to corporate governance to be removed from the industry's agenda. If the Club Industry wants less interference from Government and less pressure from community expectations,

we need to pursue the improvements to corporate governance that the wider industry acknowledges must happen. This agenda cannot be influenced by those that are absorbed with self-interest. Your Association is committed to identifying the training needs and developing appropriate courses for the club managers of today and the approaching decades. Compared internationally, we are well positioned, but cannot think that the future will look after us - if we do not look after ourselves.

IT WAS a privilege to represent the CMAA at the recent 14th Australian Club Entertainment (ACE) Awards Dinner.

With such an impressive array of entertainers on stage and accepting awards and more than 500 people packing The Juniors auditorium, you appreciate the role the Club Industry has played in providing work opportunities for entertainers to hone their skills.

Among the sponsors who made the night possible were, Canterbury Hurlstone Park RSL (the home of the ACE Awards for more than a decade), Twin Towns Services Club, Petersham RSL Club, St Mary's Leagues Club, Bowlers Club of NSW, Ingelburn RSL Club, The Juniors @ Kingford, Bankstown Sports Club, Revesby Workers Club and Blacktown Workers Club - all clubs that have a strong ongoing commitment to providing opportunities to artists.

The CMAA and ClubsNSW, provided the administration support to the event management team and, with the added support of Leagues Clubs Australia and the RSL & Service Clubs Association, made the ACE event a true Club Industry entertainment event.

Our allied trade partners - most CMDA sponsor companies, particularly Major Sponsor Lion and Doug May - complimented the organisation and support for the event.

The success of the ACE Awards comes from the commitment of all sectors of the Club Industry in publicly acknowledging the remarkable talent of our entertainers. ■

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

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ARISTOCRAT PROMOTES RESPONSIBLE GAMBLING



Optimistic prediction taking on positive reality for clubs

The Executive Officer's Desk with RALPH KOBER

IT SEEMS just moments ago I wrote in this column earlier this year that I believed that 2012 would be a year filled with growing optimism and confidence.

I'm pleased to say that prediction is becoming reality.

The mood at the recent CMAA Conference & Hospitality Expo at Darling Harbour in March was upbeat and overwhelmingly positive.

Managers and trade exhibitors remarked on how different the attitude and demeanour of the attendees was compared to this time last year when the issue troubling the Club Industry was the uncertainty around Andrew Wilkie's mandatory pre-commitment (MPC) gambling reforms.

Attendee numbers at the CMAA Members AGM, Conference and Expo were up on last year.

Exhibitors reported that they wrote substantially more business and had more leads than 2011. I suspect all of this change is predicated on the successful outcome of the campaign against the anti-gambling reforms capably led by Clubs Australia and

staunchly supported by the Club Industry.

Effectively, MPC has been shelved and, while we are in a political "limbo" where the Government remains hesitant to introduce the draft legislation during the sitting of this Parliament, it's likely that some form of voluntary pre-commitment and hard demonstration by the industry that it takes minimising the harm associated with problem gambling seriously could be considered in the next Parliament.

At the time of writing this column, I am in Singapore leading a delegation of CMAA Members who were awarded educational bursaries under the CMAA National Bursary Program, in attending the 9th Asian Club Managers' Association Conference and the Asian Food & Hospitality Expo.

The experience has been tremendous for the bursary winners, encompassing tours of the Marina Bay Sands and Sentosa integrated resorts, tours of high-end Singaporean private clubs, such as the Orchid Country Club and the American Club, and two long and beneficial days of conferencing and

networking with Asian club managers from the Asia-Pacific region.

I know that each of the Australian club managers feels proud and grateful for such a great career development opportunity and trust that they will, in their own way, encourage more managers to apply for this prestigious study tour in the upcoming CMAA National Bursary Program, released later this year.

IT WON'T be long until members come together en masse at the CMAA's Mid Year Executive Leadership Conference at Jupiters - July 4-6 - which is shaping up to be a substantial education event, as in previous years.

Adding value to your CMAA membership is a priority and, at Jupiters, the CMDA is offering two pre-Conference optional courses - full details and information is available in the Conference Brochure (**pages 25-28 of this edition**) or go to www.cmaa.asn.au and www.ccmtravel.com.au.

Continuing on the theme of '**2020 VISION' - Strategic Management & Planning**, the Conference will be a great event and the opportunity for networking with other like-minded professional club managers is one not to be missed.

AS I reported at the CMAA Annual General Meeting at Darling Harbour in March, the Board of Management Studies and CMAA Management are conducting reviews of the Active Certified Club Manager (ACCM) award and CMDA National Bursary program to ensure they are both relevant and of value to members.

I anticipate that after the Mid Year Conference the results of these two reviews will be reported to Members and any change in either program's construct will be phased in over a reasonable time frame.

I welcome any feedback from CMAA Members regarding both programs prior to the reviews, so please contact me at E: ralph@cmmaa.asn.au.

IN SUMMARY, I encourage you and your club to continue working positively and with optimism in your day-to-day operations and trust that you are looking forward to seeing "the good times roll". ■

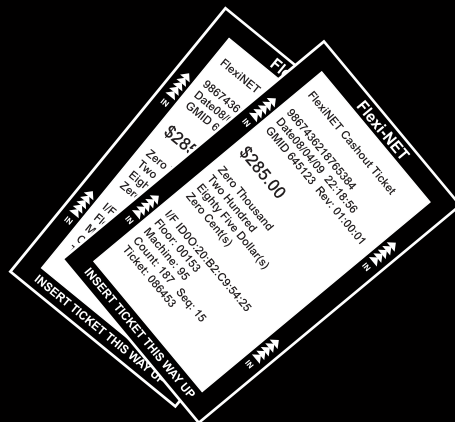


■ Members of the CMA Australia National Bursary tour group at the 9th Asian CMA Conference in Singapore.



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Members and Sponsors in the Business Spotlight

The Business End with SHANNON DONATO

BEFORE THE Easter break, I attended - and immensely enjoyed - the Nepean Zone Annual General Meeting. It was great to spend time with members and sponsors in this thriving and vibrant CMAA Zone.

The Meeting, Workshop and Luncheon were all terrific. The highlight for me - and, I suspect, many lunch guests - was rugby league champion Phil "Gus" Gould taking the time to attend the lunch and provide his thoughts on the role of the Club Industry.

While always entertaining and enlightening when he speaks, Gus's words and sentiments echoed in my mind over the following days during the Easter period.

Easter is a time where we are able to stop and take the time to reflect upon the important things in life ... family, friends and what kind of contribution we are making in our lives. This got me thinking about what I do for a living and Gus's words on the contribution our Club Industry makes to our communities.

Never one to shy away from giving his opinion, Gus spoke passionately about the role clubs play in the fabric of modern Australian society. The fact that, besides providing employment for tens of thousands of Australians, clubs also provide a social hub for people to meet and come together. Clubs provide activities such as bingo, mother's groups, golf, bowls, darts and numerous other social and sporting events - often



run at a loss and/or significant cost - to provide a place for people to spend time together.

As we know all too well, clubs don't act only as meeting places and modern versions of the "town square", but also offer social/personal support and assistance to their wider communities. Gus spoke about how clubs play a vital role in providing funding and resources to local communities and sporting groups.

A successful football player and coach, now media commentator and high-profile senior club administrator, Gus also worked in the Club Industry many years ago as a sales representative, so he is more than qualified to give a long-term, holistic perspective on the importance of our industry.

He has been impressively successful across many areas and, importantly, Gus says his passion for what he does and his subsequent success (my words, not his) harks back to his time as a junior sportsman ... an opportunity provided through clubs in his community.

Just after the Easter weekend, I spent some time with my family at Mollymook and Ulladulla on the NSW South Coast. While in town, we visited CMAA Federal Vice President Michael O'Sullivan's Milton Ulladulla Bowling Club. During our visit to this beautiful sea-side club, I witnessed three generations of one family celebrate their grandmother's birthday; we met three young Ulladulla locals as we watched the football (when the Warriors belted the Rabbitohs); and saw dozens of locals enjoying the world-class bowling greens.

Sitting there, enjoying the club's facilities and atmosphere, watching the operations of a genuine asset to the local community, I was reminded of Gus's words about the integral role clubs play in local communities and the fabric of modern society.

All of us - club managers, their staff, club suppliers and CMDA sponsors - play an important role in ensuring the

Club Industry continues to provide these opportunities and services to our communities.

So, if over the Easter period you, like me, spent a little time reflecting upon what you are contributing, I hope that like me, you were proud of your work in the Club Industry.

SPONSORS SPOTLIGHT



THIS WEEK we put Mark Swindell, from our new National Bursary Sponsor company EP&T Global in the 'Sponsors Spotlight'...

Name: Mark Swindell.

Company: EP&T Global

Position: Commercial Manager

First club client: Blacktown Workers Club

Best thing about working in the Club Industry: The great people.

Best piece of advice you can offer/have ever received: You can learn something from everyone you meet.

Worst piece of advice you have ever received: That horse never throws anyone off.

I wish I had a dollar for every time: I hear businesses complain about rising energy costs.

When not at work you can find me: At home with the kids, or playing rugby.

Favourite sporting team: NSW Waratahs (rugby union).

My local club is: The Epping Club.

Best thing about my local club: The amazing food! ■

➤ **SHANNON DONATO** is the CMAA's Sponsorship & Marketing Manager
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Sponsorship builds on Quattro's great work with clubs

By **PETER SHARP**

DURING THE past decade, the traditional club landscape has been subject to many changes when it comes to legislation and the development process. As architects and interior designers, Quattro has been closely involved with these changes.

Established 11 years ago as an architecture and interior design firm by directors Peter Hosking and Kylie Grimwood, Quattro has completed more than 50 club projects - from minor alterations and refurbishments to larger new builds.

Quattro has won these projects, either working with builders on gross maximum price or design and construct contracts with project managers and, now, directly with the clubs.

In many cases, the design often is dictated by the base building legislation of the day.

Quattro's versatility and readiness to adapt to any situation has ensured constant work with clubs across NSW and developed strong relationships with the club managers.

It is due to these positive relationships that Quattro decided to strengthen its relationship with the Club Industry by becoming a CMDA National Bursary Sponsor.

"We see the opportunity of partnering the CMAA as a great way to boost our involvement with the clubs of Australia," Peter Hosking said. "Clubs are some of our best clients and to support the CMDA through its important education and professional development program is a win-win situation."

While the process of club development has changed over the past decade, using intelligent club architecture and interior design to achieve better results has not.

Merrylands RSL General Manager Bryn Miller said: "In the hospitality industry, there are 1,400, or so, clubs and hotels in NSW - all very competitive in driving their businesses. If you have a 'wow factor' about your business, it sells itself."

Quattro strongly believes this sentiment.



■ **ABOVE:** A Quattro project ... the Lucido Bar at Wentworthville Leagues Club.



■ **LEFT:** The Quattro team.

The spatial qualities of a club and the atmosphere it creates are two key elements to its success.

Kylie Grimwood said the focus is on both at Quattro – planning of the space and the interior design. "We pride ourselves on listening to and collaborating with the client," Kylie added. "Successful design is about giving your client what they want and about educating your client on what is available and what works for them. It's about interpreting their brief."

This approach has enabled Quattro to generate consistent return work.

Dapto Leagues Club General Manager and CMAA NSW State Executive Member David Hiscox says Quattro understands the client and what they are looking for. "Their [Quattro] concepts were fantastic," David said. "We have been using Quattro for two years now ... I can't see why we'd go anywhere else."

Quattro's capabilities allow them to be involved in all aspects of the design process.

From design, document, co-ordinate and provide FF&E packages, to master planning, then right through to the last architectural detail and finish, Quattro takes the stress and pressure out of a successful project. ■

"Successful design is about giving your client what they want and about educating your client on what is available and what works for them."



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EP&T Global tackles energy, environment challenges with clubs



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P: 03 9639 7772.

By **PETER SHARP**

AS THE cost of living rises along with other uncertainties, managers in the Club Industry faced the challenging task of operating venues that provide a wide range of services and a unique social environment for their members, while supporting their local communities.

Managing such a diverse operation with multiple facilities can be a major undertaking, especially when taking into account the energy costs involved and the impact these costs have on a club's bottom line.

For more than 20 years, EP&T Global has been delivering innovative energy efficiency and environmental solutions for its customers and helping them make real and sustained savings in terms of their energy use and cost.

By combining its pioneering technology with a team of multi-disciplinary engineers, EP&T Global provides a unique approach to achieve real and significant savings in terms of energy, water and waste, that represents real financial savings for its many clients.

EP&T Global is Australian-owned and operated with a mission and a passion to help its clients make genuine energy and cost savings that can then be used to benefit other areas of their operations.

EP&T Global's team takes the time to understand its clients' businesses and tailor-make a solution that fits their specific requirements.

This is achieved by identifying energy consumption "hotspots" throughout a building that can then be rectified by the building staff and converted into savings.

EP&T Global has an extensive track record of on-time, on-budget delivery with EP&T systems installed in more than 600 sites across a wide range of industries, including a dedicated commitment to servicing the clubs sector.

The energy efficiency solutions EP&T provides are an increasingly trusted means of performance management.

In the past year alone, EP&T achieved these savings for clients ...

- \$21.4 million in utility costs;
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- 700 million litres of water.

With a range of more than 30 products and services, EP&T Global offers a

comprehensive end-to-end solution dedicated to improving the way energy is managed, highlighting areas of energy waste and helping clubs and their managers to achieve their sustainability goals.

EP&T Global's Marketing & Communications Manager Steve Grant said the rising costs of energy and pressures within the Club Industry posed a unique set of challenges to the management of clubs and their resources.

"Energy management is an increasingly important area for all clubs to address and make part of their overall strategy as the benefits they can achieve represent real value and real savings," Steve added.

EP&T Global's energy efficiency solutions focus on how to make the most from an organisation's existing infrastructure.

"We often have customers that are amazed at the savings we can achieve for them because, if such issues were unidentified or left unchecked, the costs over time can have a substantially negative impact upon their bottom line," Steve Grant added.

"Our solutions provide a unique opportunity to eliminate energy waste and optimise the resource consumption for a club, while maintaining the comfort levels of their member.

"As a result, the associated savings can be directed towards other operations of the club which benefit both their members and the communities they serve. It's the ultimate 'win-win' opportunity."

EP&T Global has recently joined the CMDA Sponsor "family" as a National Bursary Sponsor.

"We are an Australian company and understand the important and long-standing role that clubs play within Australian communities," Steve said. "So, supporting such a worthwhile Association with its focus on the education and professional development of its members fits very comfortably with EP&T's core values. It's another win-win situation." ■

... the rising costs of energy and pressures within the Club Industry posed a unique set of challenges to the management of clubs and their resources.

Chefs cooking up fast track to success

WHATEVER YOUR opinion of “*Masterchef*” and all its variations, attracting hundreds of thousands to the screen most nights has put the kitchens and chefs under a very bright spotlight.

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Today’s chefs generally have a strong focus on professional development - for themselves and their teams.

Chefs are at the front of the line to be offered the best positions and a good salary - as an executive/head chef, an operations manager - even a CEO.

Their unique insight into kitchen operations gives them a considerable advantage in the management of any hospitality operation.

However, career success generally doesn’t come without a good deal of



hard work, education and business management “smarts”.

Chefs need to be good at planning, costing, ordering, cooking, time management and team leadership - and that’s just the start.

According to one of Melbourne’s leading chefs, **Mark Normoyle**, the **Executive Chef** at the prestigious **RACV City Club**, training and ongoing learning across all areas of the business is paramount.

Leading the second-largest team of chefs in Melbourne, Mark Normoyle has the distinction of working in the world’s only seven-star hotel, the Burj Al Arab,

and has been a special guest of the “*Iron Chefs*” in Japan.

For those who want to learn more from this high achiever, here’s a great opportunity.

Mark will be a guest presenter at a special gathering for chefs in June - the **Clubs+: Chefs Two-Day Management Summit**.

The Summit - at Bankstown Sports Club in Sydney on June 5 and 6 - will be a gathering of chefs from all over the country.

Be a part of this exciting education opportunity - and bring your team.

There will also be a unique three-hour MasterClass event on Tuesday, June 5, especially for Executive Chefs. ■

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➤ **The Clubs+: Chefs Two-Day Management Summit** information brochure is on **pages 46 & 47**.

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Competitive edge drives John's passion for clubs

By **PETER SHARP**

THAT "GUT FEELING" remains an integral part of John Fitzgibbon's strategy in making Earlwood Bardwell Park RSL Club a genuine success story.

On the south-western fringe of metropolitan Sydney, the club has been a working "home" to John for almost 12 years where he has built a successful business under challenging circumstances in a multi-cultural melting pot of residents and members.

"Research ... do your job, earn your money. Talk to people who know about the changes and decisions you have to make for your club to be successful," is John's plain-speaking philosophy about managing a club. "Consultants can be helpful, but not always the answer. Every field has an expert - not necessarily a consultant. In the club business, managers know colleagues who have the answer or advice than can go a long way to solving a problem. A good manager travels, observes, experiences what's happening in the industry, then taps into that collegial network to finally make good decisions.

"At the end of the day, you know what works, what's right for your club and, sometimes despite the best evidence, you just have to trust your gut on some things ... it's that way in lots of businesses."

John's gut instincts are built on almost 30 years in clubs, starting out in March 1983 after three years working with the National Bank, then at the Corowa Bowling Club with Harry Bellette as his boss. "Because of my banking background, Harry was keen for me to work on the club's cash flow, so I was up at 5am reading the poker machine meters for two hours each day ... that's when managers knew where meters were on machines," John adds with a smile.

John was the Gaming Manager at Corowa when he "gave it away to knock around for a few years", including 12 months in London, before return to Sydney and hooking up with his predecessor at EBPRSL, Frank Mulhall. "Frank heard I was in town, he called, then spoke to Corowa and we had the next two years together here," John recalls.

It was on to the NSW Leagues Club as Deputy General Manager for 1989 to '95, then south to the St Kilda Football Social Club at Moorabbin for a few more years.

John's itchy feet took him back to Sydney where he had a few jobs as a receiver/manager until 2000 when with Frank Mulhall seriously talking about retirement, he got the invitation to come back to Earlwood as the boss.



■ *Earlwood Bardwell Park RSL Club General Manager John Fitzgibbon.*

"I learned the business from good people so it was the right opportunity at the right time when I was ready to settle in and take on the responsibility of my own club," John said. "It was a club I knew, one with plenty of challenges, but a business I knew could be better and bigger and something valuable in the community."

One of John's first, and perhaps biggest projects was to move the club operations upstairs to street level. "Everything was below street level," John says. "We had an auditorium upstairs and the rest of the club was downstairs. A positive was that it was easy for the construction team and, in the end, it was a hugely successful outcome for the club and the members. It gave us a great marketing and membership opportunity to invite residents in the area to revisit their club. We were able to make a superb venue upstairs and throw in great family dining and a world-class health and fitness facility downstairs."

That membership demographic looks more like the membership of the United Nations, with Greek, Australian, Italian and Asian residents in the area attracted to the club's impressive dining, gaming, entertainment and fitness facilities. "It was critical to physically go out and engage with the residents, so we actually went out to streets, knocked on doors to find out who was living in our area and invite them to visit the club," John said.

John points to a stable, supportive and understanding Board as the most important component in the club's success. "The only change in the Board over the past 12 years was bought about by a death. We are financially successful because we have a unified Board with a good working relationship with the management at all levels. Everyone is working for the same outcome."

At the end of the day, you know what works, what's right for your club and, sometimes despite the best evidence, you just have to trust your gut on some things ... it's that way in lots of businesses.

The RSL Club faces a lot of competition for the gaming dollar, with five of the state's top 20 clubs within a 10km radius. "We stack up well against our club competition because we pay attention to the things that are important for success ... we support our community and are always working on improvements to the club."

The business oversees 214 gaming machines - 160 at the RSL Club and another 54 machines at the EBP Sports Club, the former Earlwood Bowling Club. "The M5 conversation started 23 years ago and there was a fear the project might cause problems for the main club, so Frank [Mulhall] took on the bowling club, which was struggling at the time, and we have been working away at making it a positive contributor to the overall bottom line," John said. "We made a profit in 2010, which was pleasing and things have been going from strength to strength with a few significant changes in place there."

Those changes, which eventually produced a \$300,000 turnaround in revenue, include converting one of three greens into car parking, refurbishing the club and adding outdoor gaming. There are more plans for change, including a new 5x5x5 lease that will offer greater flexibility in all aspects of the business. "The Sports Club is coming along nicely and offers opportunity for a few interesting aspects of the business," John added.

That flexibility includes rotating most of the staff, including managers, between the locations. It's not a block rotation, but one that offers a variety of responsibility. "It stops people becoming 'stale' in one location, doing one job and exposes staff and members to each others at both venues ... it works well and the staff appreciate the variety," John added.

John's staffing structure - encompassing 70 people, including casual and part-time staff - involves a Deputy GM, Chief Financial Officer, six Senior Duty Managers, a HR Manager, Supervisors and general staff. Duty Managers and Supervisors split their time between the office and the floor of the club and between both venues.

A big part of the club's financial strategy is three luxury units on the Gold Coast that allows the business to proceed with capital refurbishments without impacting on the club's balance sheet. "We bought the units overlooking Coolangatta Beach, one at a time off the plan, to use them as collateral with the bank when we want to take on new works," John says. "We use the units as security which leaves the club unencumbered ... they are non-core assets that spread the risk. They [the

units] were well-priced at a time when we had money to invest and it has allowed us to plan and implement some important changes for the club."

Those changes, following on from two trading floor "refurbs" in the past five years, include the latest \$2 million project to upgrade the building externally and remake the foyer and toilets. After this latest restyle, John plans on a few years of cash consolidation to see how the political and legislative landscape plays out so the club can make strong financial and strategic plans for the future.

That future includes annual overseas and domestic tours to gauge the latest style, gaming and business trends. "If I don't go, then senior managers go, sometimes with a director," John added. "You never know where you will pick up the perfect idea for your own club ... it's much easier to go to Macau than Las Vegas and the things being done in the new properties there is overturning all of the conventional thinking on everything from food to lighting and furniture. A good example is the new Galaxy property which is truly amazing in so many aspects and goes against all accepted gaming design theory."

That competitive edge extends to dining at the RSL Club and John sees restaurant quarters in Newtown and Marrickville as his main competition. "We really don't have much competition from clubs in our area when it comes to food, but I want to make sure young people looking for a quality, affordable meal come to us, rather than driving or catching a train to Newtown for a good pizza and bottle of wine," John says with a hint of competitive edge in his voice.

John's conviction about successful business boils down to analysing every component of the business and measuring it against the opposition. "It's critical to precisely understand everything you do and what you offer ... what's workable, what you can win and what you have to 'go around' when you can't win," he adds. "Understand your members and your customers ... who they are, where they come from, what they expect - and how to exceed those expectations."

"And, when you have all of that information available, you can make decisions to make your business better and stronger. Sometimes though, it's important to trust your gut ... your instincts ... because your members are much more than numbers." ■

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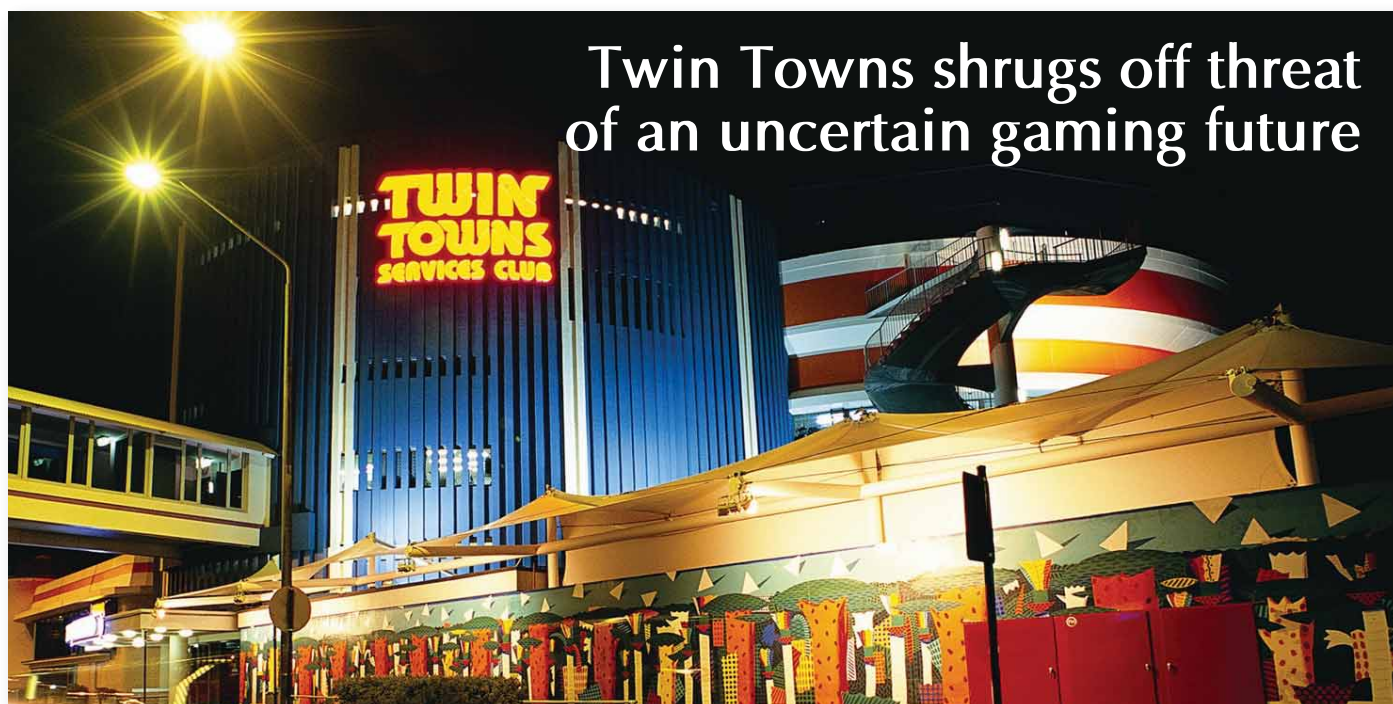
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Twin Towns shrugs off threat of an uncertain gaming future

By HENRI LACH

TWIN TOWNS Services Club (aka Twins Towns Clubs & Resorts) on the NSW-Queensland border is a financial giant that exerts a massive positive impact on the local economy. Any businessperson, contractor or supplier in the Tweed will swear to the veracity of that statement.

With its resort developments and its two other licensed clubs in the Tweed area, Twin Towns has been there when the economic chips were down, providing jobs at many levels where none would have existed otherwise, right back to its early history in the 1960s.

General Manager Rob Smith is succinct in his assessment of his club's role in the economic life of the Tweed.

"Twin Towns has led the way with successful developments at times which traditionally haven't been popular in economic terms," he said.

And Twin Towns is doing it again, with the go-ahead of a \$20 million revamp to its premises. It's Stage 1 of a longer-term \$50 million makeover. The decision comes with risks attached in

■ **ABOVE:** The club is a spectacular sight at night.

■ **BELOW:** Twin Towns Services Club ... a financial giant

the face of on-going efforts by anti-gaming zealots at political levels. But Rob is upbeat about the move.

"This work, we hope, will get some impetus back in the area," he said. "There's certainly not a lot of other building going on around Tweed Heads at the moment."

Work on Stage 1 of the project began in March and is expected to be completed in time for Christmas. It's providing scores of jobs for local contractors and tradespeople.

The project involves demolition of about 3000 square metres of the 1968-vintage Harbour Lounge and refurbishment of another 1500 square metres of floor space.



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The end result of Stage One will be a new building with alfresco areas and sports bar and TAB open to the public, without their having to sign into the licensed club. On their part, club patrons will be able to enter from the Jack Evans Boat Harbour side.

There is no time frame for the next two stages of the redevelopment.

Rob explained that they could be done at the club's leisure.

"The State Government gave us a master plan approval," he said. "Once we've completed Stage 1, that approval is available to us in perpetuity. So the club will have the opportunity to do those last two stages when we see fit."

Implementation of the \$50 million full master plan came to an abrupt halt less than a month after it was given the go-ahead by the club's board.

"It was ironic that the strategic meeting of the board to approve the project actually took place on the day of the 2010 Federal Election," Rob added. "At that stage, both the Coalition and the Labor Party had indicated that gaming wasn't on the radar; that it wasn't an election issue. So we were going ahead largely on the basis of reasonable commercial feasibility aspects. Then, within 16 days, we had Mr Wilkie and his agreement with the Prime Minister. So, the very next meeting after the approval we said, 'Whoa, we've got to stop here and re-assess our position', and the project was put on hold.

"One of the reasons we pushed the button to go ahead now with Stage 1 is because we believe it's appropriate to move on, to get the club to the position that we want to."

Despite the apparent demise of the Wilkie-style mandatory pre-commitment proposal, Rob Smith has no illusions that draconian restrictions affecting the Club Industry still may be in the wind. It's no accident, then, that the club's redevelopment



■ Digital imaging of the new-look building, with new signage, at right.

plans contain a contingency against a worst case scenario.

"The worst case scenario would be to have those machines changed," Rob said. "And if that was in the same sort of numbers that mandatory-pre commitment would have required it would amount to \$20 million [Twin Towns has 600 machines]. So we've hedged our bets and made sure that we've got the ability to not only upgrade the club, but to address that worst case scenario should it eventuate.

"We've re-jigged the design. Currently, we have a very significant footprint that's spread over four floors. What we've come up with is a design so that we could operate a fully functional, and we think pretty impressive, club all on one floor. That will be an outcome of this stage of the development," Rob concluded. ■



■ General Manager Rob Smith - celebrating 30 years.

'Casual arrangement' passes 30-year mark

2012 IS a significant year for Rob Smith. It marks the 30th anniversary of his arrival at Twin Towns Services Club. Rob was an 18-year-old on a working holiday from his home in Canberra when he walked through the club's doors in 1982, looking for casual work. He caught the eye of the then GM, Russell Roynance, who recognised this young man as a person of talent and convinced him to stay. Rob's rise through the ranks from casual barman to executive status confirmed his boss's faith and assessment, and Rob assumed the chair vacated by his mentor in 2005. He lists the opening of the club's multi-million dollar Harbour Tower resort block in 2006 among his milestones as chief executive.

More recently, Rob can take justifiable credit for the reconfiguration in 2010 of Club Banora, which saved it from oblivion. "The original master plan was never sustainable," he said. "We had to top it up by about \$1 million a year. It's now returning \$750,000 a year." A new master plan for Banora is on the table, with diversification into aged care, retail, and a new club premises. Earlier in his career, Rob was instrumental in raising the Twin Towns Junior Club from the ashes of the former South Tweed Leagues Club in 2002. Currently, he can point to a total year-end profit of \$6.8 million for 2011, and an expected turnover "in the mid-\$70 million" for the current year. The CV covering his past 30 years undoubtedly would open any door to a lucrative executive post. So what are Rob Smith's future plans? "I love Twin Towns and I love Tweed Heads," is his smiling answer. ■

STRATEGIC decisions dictate consequences at all levels

2020 VISION - Levi's jeans, the flying kangaroo, mobile phones ... and clubs - early innovators and the strategic impacts of decision making.

From the turn of last century through to the 1970s and early 80s, the coolest piece of clothing on the planet was a pair of Levi Straus denim jeans. Whether you were a rockstar, surfer, biker, or fashion-conscious member of the public, Levi's were the jean (and jacket) of choice for your tribe. When you first bought them, they were so stiff you had to soak them for a day and then bash them against a brick wall to stop them feeling like you were putting on a pair of concrete pants. They even had a very slick TV ad campaign with the song ... "When I get into my Levi's, I get into a feeling; do you want me, or want me for my Levis?" Phew ... deep stuff. Levi's strategy was bullet-proof.



In the 1980s, things started to go wrong. There were a lot of newer brands coming on to the market due to changing customer tastes and, perhaps, a new generation's social impulse to buck the trend. They were "tribal specific" cool as opposed to "generic" cool. What did Levi's do? They were possibly slow to act; then changed their styles and became followers instead of leaders; and released ranges *they thought* would satisfy the new consumer.

Did it work? **NO!**

The Levi's case often is discussed in Strategic Management studies because it's a great example of a famous brand and strategy losing its connection with its external competitive environment. They didn't go out and **ENGAGE** the new customers to find out what the issue really was. So, they allowed too many new entrants to take some market share and have never regained their status. They really needed to reinvent themselves ... but didn't.

Qantas is another great case study of strategic change. The flying Kangaroo enjoyed massive success as an international carrier when flying was a relatively expensive method of travel which, to a degree, tended to limit access to the masses. Its strong reputation was built on safety and

quality - and it wasn't cheap. The safety was founded on expensive Australian aircraft servicing that increased the airline's operating costs. As more airlines entered the market and new markets opened up, Qantas has found it could not compete with its existing cost structure intact, so remains in conflict with their Australian workers as they seek to utilise cheaper labour overseas to remain price competitive. Keep your eye on Qantas.

The following article was derived from 'The Motley Fool' at <http://www.fool.co.uk/> "Back when I bought my first mobile phone, Nokia (NYSE: NOK) was the must-have brand. The industry was young, the mobile internet hadn't yet awoken, something like three-out-of-four phones sold were Nokia, and the company had a lock on the market.

"But Nokia has since been outshone by Apple (Nasdaq: AAPL) and its ultra-desirable iPhones and iPads, and this week has been forced to release a profit warning. The erstwhile king of the castle is now expecting to make a loss for the first two quarters of the year, where previously it had been forecasting break-even.

"Their shares plunged on the news, falling 15%, and are now down nearly 90% over the past four years.

"What went wrong?

"Consider that other troubled competitor, Research In Motion (Nasdaq: RIMM). RIM is the maker of those once-

Companies may stay the same but the market never does.

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wanted BlackBerry devices, which caught on strongly in the corporate market. But with their focus on email and instant messaging, they've been upstaged by modern devices like tablets that can do that just as well, while being able to surf in 'proper computer' style, take photos and synchronise everything via the 'cloud', too.

In Too Early

"These two companies did something in common. They both entered the fray when the technology was woefully inadequate, and they succeeded by making the most of a bad job.

"I remember an old Nokia phone I had. It was one of the early WAP phones (Wireless Application Protocol - remember that, you antiques experts out there?). It cost hundreds of dollars, and by hooking up with a WAP provider, I could get some sort of rudimentary web-type data services. But with bandwidth so poor, a dearth of WAP services and the inadequacies of those tiny little displays, it was, frankly, useless.

"Now compare Nokia and RIM with Apple. I remember many years ago being

disappointed when Apple dropped its Newton line, one of the world's first forays into mobile computing, with handwriting recognition and all that. But it was a sound commercial decision, because even though we had a few years of rudimentary PDAs after that, what mobile computing needed was connectivity.

"And when the technology was up to it and Apple rejoined the fray, it was able to blow the competition away. Mobile technology had progressed far enough for iPhones, and later iPads, to work as genuine everyday devices that provided integrated services right from the start, and not cute gadgets that kind of worked, most of the time, if you held the

stylus just right and squinted. Apple didn't have to reinvent its mobile offerings by moving on from older obsolete technologies.

Lessons To Be Learned

"Companies may stay the same but the market **never** does. Companies must be flexible and nimble in their strategies. Management need to be constantly vigilant for hints of change; engage with customers instead of telling them what they want; address generational change; keep some money in the bank for a rainy day; and embrace technology."

Hope to see you at Jupiters (July 4-6) to continue the discussion ... ■



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The clubs, hospitality & gaming legal specialists.



Our team (L to R): Brett Boon, Partner, Sherif Mouakkassa, Senior Associate, Vivienne Young, Senior Associate, David Brand, Special Counsel & Phillip Wade, Special Counsel.

Thomsons Lawyers works with more than 60 major clubs and industry associations across Australia, with our legal specialists consistently delivering innovative and practical solutions to give you the commercial edge.

We can assist with all your legal needs including registered clubs, liquor & gaming law, corporate governance, dispute resolution, all aspects of property development, conveyancing, leases, licences and commercial projects, amalgamations and workplace relations and anti-discrimination law.

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AGE 2012 changes to weekdays format

AGE 2012 - the Australasian Gaming Expo - has moved to become a weekday event, making it easier for hospitality executives to attend.

2012 marks the 23rd AGE, for the first time, presented Tuesday to Thursday - August 21 to 23 - with a new brand to match the new days. With so many exhibitors spread across such a large area, organisers have extended Expo hours - 10am to 5pm - each day.

Since 1990, the AGE has been the biggest gaming equipment exhibition in the Asia-Pacific region. In August annually, the Sydney Convention & Exhibition Centre at Darling Harbour is the venue for more than 170 exhibitors to showcase products and services, including more than 700 of the latest in poker machines and games.

Presented by Gaming Technologies Australia, the Expo includes a wide range of hospitality equipment

suppliers, gaming machines and related equipment. Suppliers of audio-visual equipment, building services, cash handling, entertainment systems, food and beverage, information and communications technology, furniture, interior design, point of sale systems, security systems, signage and staff uniforms all present their best products and services for hospitality executives.

Visitor attendance is always strong from all Australian states, New Zealand, South-East Asia, the Americas and Europe. AGE 2011 visitors indicated that new product was a key strategic differentiator for the industry.

Newly available products - and some



not yet available - are on show at the Expo, particularly the latest in gaming machines and games. Gaming machine suppliers showcase their most spectacular and most innovative games knowing all visitors will automatically compare them with competitor products.

HMDA, the Hospitality Industry arm of the Club Managers Association Australia, will present the Conference component at AGE 2012.

A prize is drawn from all visitors who attend each day. In 2011, two NSW visitors and one from Victoria, each won a trip for two to Las Vegas, including airfares and five nights accommodation.

AGE 2012 is a trade-only event and entry is complimentary to Gaming Industry executives. Trade suppliers are not eligible to attend the event, unless exhibiting. This means all visitors must register to attend. Registration is easy to complete online at www.austgamingexpo.com or call the AGE HelpLine on **1300 724 030**. Registration is also available at the Expo by completing a form. ■



TMA invites you to join us on STAND 3423 at the Australasian Gaming Expo 21 - 23 August 2012

Tito

- ♣ Tickets available either plain or customised
- ♣ For customisation: Up to 10 colour-printing on tickets
- ♣ Production lead time is 2 weeks from artwork signoff
- ♥ Several security options available including UV, Holograms, White Phantom Marks
- ♣ Tickets supplied in bundles of 200, 400 or 600 tickets
- ♣ Supply your existing design or TMA can create a complete new design for your business
- ♣ Multi-image repeat
- ♥ Top of Form marks for all printer manufacturers
- ♣ Tested on IGT and Aristocrat machines

Rolls



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TMA's roll manufacturing division specialises in printing, slitting and supply of standard register rolls, EFTPOS rolls, thermal rolls and customised rolls.

Custom Rolls

Our focus is to support our customers with increased capability improving quality control and adding value at every level.

Equipment Cleaning



- Hand Cleaning / Sanitising
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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

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
Nerang 4211
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
www.ccmtravel.com.au or
www.cmaa.asn.au



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* Speakers may change due to
unforeseen circumstances

ARISTOCRAT

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.

A tour de force for Gold Coast

with **JUSTIN MCGURGAN**

CONGRATULATIONS TO CMAA Gold Coast Zone - especially Education Officer Bryan Jones from Coolangatta SLSC - for putting together an awesome initiative for members. Bryan organised a three-day tour to the 2012 AGM, Conference & Hospitality Expo in Sydney. This enjoyable and educational event included a hosted tour of some of Sydney's best clubs on Sunday, March 11, followed by dinner that evening. Gold Coast Zone subsidised Conference registration, flights, twin-share accommodation and tour costs on Sunday for the first 15 members to book. The Zone subsidy offered more than \$900 value for \$500. For Members seeking/continuing ACCM status, tour members received 40 ACCM points for attending all events. Considering that to attain and/or maintain active status of a CCM Award, a minimum of 50 Industry Activity Points is required in each two year period, this incentive was almost too good to resist.

After an early flight out of Coolangatta on the Sunday morning, the group boarded the tour bus with 15 Gold Coast members which grew to 25 with Brisbane Zone managers and some of our favourite CMAA Sponsors in Tony Beier of Aruze, Frank Bennett of Ainsworth, Matt Humphries of Aristocrat and John Cannon of Thorn Equipment Finance.

The first tour stop was Campbelltown Catholic Club - "The King of Clubs" - and a tour hosted by Executive Manager Club Operations Craig Epton and big Tony. After a "lifesaving" coffee at Samba Cafe & Grill, the group saw the club's new lounge facilities, the fantastic Aquafit fitness and leisure centre, Rydges Hotel and the Cube convention and entertainment centre. Everyone was impressed by the unique "precinct" feel of the entire complex. It was a great start to the tour and we thank CEO Michael Lavorato and his team for their generosity and time. This is a significant stop on any Sydney club tour.

Next stop was just down the road at Wests Campbelltown. Duty Manager Richard met us and we went to the VIP car park to explain their impressive VIP loyalty program. The way this club promotes and runs their loyalty system surprised us all. Most knew this was what



we wanted to see, but were amazed at the concept and the process. The club tour included all F&B and gaming areas with their unique signature machine layout previously investigated by many Queensland gaming managers. After a superb lunch in the Pizza Mex restaurant, we thanked GM Tony Mathew and his staff for a real "eye-opener" experience.

Our third stop was Club Central Hurstville, where we were met by Operations Manager Michael Sue See, who took us to the very busy gaming room. With 255 machines, this was more comparable with the size of Queensland clubs - until we heard the figures they were doing. We were astounded at the popularity of the gaming facilities, which were first rate. The club was very tasteful, with fantastic diversification opportunities, given the land holding surrounding the club. I lost the tour party briefly, but found them enjoying a cold drink in the Sports Bar. As it was getting late, we headed to the bus for the final tour leg and Darling Harbour accommodation. Thanks to CEO Mike Walker and Michael Sue See for such a warm welcome.

After a quick check-in, it was straight to the Pyrmont Bridge Hotel, the home of visiting Queensland club managers. Then a walk (taxi for some) to Chinatown and the Golden Century Restaurant for the traditional Chinese banquet. Thank fully, they gave us a private dining room. While all the best stories always stay "on tour", it's important to note that many in the group looked great in their fake moustaches at dinner and beyond.

It's not possible to appropriately thank ZEO Bryan Jones for his organisation and



■ **TOP:** The CMAA Gold Coast Zone Study Tour group on the stairs of the Campbelltown Catholic Club.

■ **ABOVE:** Gold Coast Zone Education Officer and Study Tour organiser Bryan Jones in full flight.

entertainment on the tour. Bryan and his fellow Gold Coast club managers embody the spirit and camaraderie that is the best part of being a CMAA member. This is a very strong Zone that just grew much stronger through the efforts of Bryan and Zone President Steve Condren from Southport SLSC.

Special thanks also to our sponsors and friends in Matt from Aristocrat and Frank from Ainsworth who ensured we didn't go hungry or thirsty.

This wonderful initiative is a great way of continuing the professional development of managers in your Zone and I welcome the opportunity to assist any Queensland Zone with ideas and suggestions for similar initiatives.

Justin McGurgan, CCM
CMAA Queensland
Membership Liaison Officer
M: 0417 632 311
E: justin@cmaa.asn.au ■



Bursary winners enjoy Melbourne's impressive restaurant experience

A “PADDLE” of beers, sizzling steaks and *‘The Business of Good Beer: How to Create a Great Beer Venue’* at the famous The Local Taphouse beer café, was an exciting introduction to the 2012 Clubs+ Melbourne Food & Wine Study Tour.

Winners of the Profitable Hospitality Melbourne Restaurant Study Tour Bursary, Newcastle Panthers Entertainment Group Operations Manager John Flanagan and Quirindi RSL Club Secretary Manager Margaret McGrath were part of the group.

“I admire Steve Jeffares and his partner for daring to be different,” John Flanagan said. “It is a brave move to create something so ‘outside the square’, and their passion and vision has paid off. An exciting place to be and a great start to our taste of Melbourne.”

The Local Taphouse passionately caters to Australia's growing taste for craft beer. Tapping more than 220 different beers each year, it has been acclaimed the best beer bar in the land by Willie Simpson, the renowned beer journalist and author of *‘The Beer Bible’*.

The following morning, everyone enjoyed breakfast and the rustic European charm that is The European, in Spring Street opposite Parliament House.

Our back-of-house tour with our generous and knowledgeable hostess Josephine was an eye-opener.

“This was inspirational. What organisation! We could all certainly learn something from the incredible efficiency, structure and organisation that was evident here” Margaret McGrath commented. “This gave me support to

encourage our staff to work in our areas, which are much larger than the kitchen at The European, with great outcomes. Last week they demonstrated how to work efficiently, serving record numbers with the same number of staff, in the same space, and in quicker time frames than previously!”

Following our tour of The European and its hidden treasure, The Supper Club, which evolved from the tradition of chefs and other hospitality professionals dropping by for a relaxing night-cap into the wee hours, and the stunning roof-top bar Siglo, it was time to head down town to the RACV City Club - our lunch stop. On the way, everyone was on the lookout for the hidden cafés and restaurants, in the back lanes and alleyways for which Melbourne is renowned.

From all-day breakfasts ... “never seen so many” said John Flanagan, to “new and fresh ideas to change the décor and ambience of our spaces” said Ryde Parramatta Golf Club Operations Manager Lee Bristow ... there was much to inspire and stir the creative juices.

Arriving at the iconic RACV City Club, our host - Executive Chef Mark Normoyle - offered a warm welcome. Mark is the second-largest employer of chefs in Melbourne and was initially brought on board to lead the kitchen team and be at the forefront of the opening of the new RACV City Club, in 2002.

Training and working alongside some of the world's finest international chefs has instilled in Mark a great sense of pride, dedication and a desire to succeed with passion and enthusiasm. His professionalism was impressive, and his

generous sharing of his experience and how he manages to run this high-profile club without any gaming activity, overseeing seven food outlets, busy function spaces and more than 80 chefs, was so greatly appreciated by the group.

Our lunch in the Wine Bar was fresh and interesting and the special individual desert surprise from pastry chef Pierrick Boyer a highlight.

John, Lee and Harry all commented on the extraordinary generosity of all our hosts. “I was very surprised that everyone we spoke with was so open and willing to share,” Lee said. “A lot of chefs will simply not do that. This was a valuable networking opportunity with a focus on professional experience.”

John added: “Something I did not expect was the openness of all the chefs and operators we spoke with. It's a very good experience to network with people such as these who genuinely seem to want other businesses to do well, and grow the industry together.”

Harry appreciated the amount of time that all our hosts set aside for the group. “I would not have expected that busy chefs and managers would be able to spare 30 minutes to talk with us - let alone 90 minutes. I appreciate their generosity very much.”

Meeting with Frankston RSL Club General Manager Rob Morrison (voted best Sub Branch in 2011) and his team is always a high point of these tours and brings us back to basics.

What does it take to ensure bistro bar sales contribute over 40% of the overall bar sales?

A changing culture from a beer-driven clientele to a much broader market has greatly increased wine sales - and the bottom line.

Under Rob's leadership, venue sales

growth has quadrupled over the past five years and weekly meal covers consistently exceed 3,500 - edging up to around 4,700.

Margaret McGrath was particularly impressed. "To see how Frankston RSL Club has been turned around in such a socio-economic climate is extraordinary. Thanks to Rob for sharing so much."

Ryde Parramatta Golf Club Executive Chef James Fell found the "big picture" thinking most valuable. "It's good to see the holistic approach," James said. "The importance of a business plan, how to direct and inspire staff, how profits and business performance can be improved ... it's all these aspects that make the difference."

Following our breakfast at Crown Promenade's contemporary Mesh Restaurant on Saturday - an interesting contrast in style, décor, and food service to our previous day's breakfast venue - we had the pleasure of meeting with Crown Casino's Executive Sous Chef Brad French.

Brad, who has a long history with Crown Casino in a management capacity, has a strong commitment to education for chefs.

In fact, he recently spent time lecturing young aspiring chefs at Crown Casino's own teaching facility.

The demands of a growing family and the lure of the cut and thrust of a responsible and hugely demanding management role was impossible to refuse.

Brad now oversees an extensive

portfolio - the logistics of serving between 3,000 and 4,000 function meals a day - and feeding more than 8,000 staff - is mind boggling.

As Head Chef Harry Zantiras and Mark Gavinel, the HR/Food & Beverage Manager at Canley Heights RSL & Sporting Club were heard to observe, education and career development is essential to a chef's success.

From their perspective, they too see the value in investing in one's education and moving up the corporate ladder for ultimate financial remuneration and career progression.

A fascinating time with Brad followed ... from menu development, to new versus old equipment, local/fresh versus imports, recycling, top meats cuts, staff training, food storage, sous vide versus fresh to plate ... it was no holds barred.

It was also fascinating to hear Lee and Brad engage in a lively discussion over molecular cooking.

After this, some of the group took a boat trip up the Yarra River to visit a local seafood supplier.

Drinks and canapés on the decking overlooking the Yarra was an opportunity to make new friends and catch up with industry acquaintances at the Wharf Hotel in Docklands, while waiting for the chef to cook up their seafood on the barbecue.

Dinner at The Society Restaurant, hosted by Paul DiMattina, the director of The DiMattina Group, was another

memorable evening when we enjoyed the Italian tradition of good food, simply served, with elegant surroundings and great service.

Our final lunch was another very different experience.

Here we met with owner/operator Carolyn Liem who offered insights and advice about building a successful restaurant and managing the chef and kitchen staff - particularly when they knew more than she did when she first started.

The Livingroom was included in *The Age 'Good Food Guide'* in the first year of its opening and, in 2012, was awarded One Hat.

The Age 'Good Food Guide' - 15/20 One Hat, sums it up to perfection and shows what imagination, passion and hard work can do ... "Disappear down a quiet side-street away from the parking battles of Glenferrie Road and you slip into a culinary pleasure zone. Livingroom sits on a corner, its split levels cosily furnished with wooden tables and knowingly mismatched wooden chairs. Chef Darren Daily, formerly of Sud, curates fascinating flavours on a plate. His appealing menu might include beetroot-cured salmon stained to translucent ruby, with vanilla pickled cucumber; or lemon thyme and goat's cheese fritters with truffle honey - salty, sweet and fragrant at once. Service is warm relaxed and professional, and the wine list reflects the owner's love of wine-region travel. A real find." ■

The Bursary Winners ...



MARGARET MCGRATH - I gained an enormous amount of knowledge that will be utilised within our establishment. The tours of the back-of-house kitchen were excellent and it gave me support to encourage our staff to work in our areas which are much larger than one of the kitchens we visited in Melbourne. I will be giving feedback at our regional meeting and I have already been over-enthusiastic with suggesting that we should try to send some of our bursary winners to Melbourne. This is one tour that so many would appreciate the benefits that have been gained. I was very grateful that all the Executive Chefs took time out of their busy schedule [much busier than mine] to convey their practices and ideas. I have visited Melbourne a few times, but have never had the guided tour round Melbourne streets and lanes to see the hive of activity that is so prevalent and even so early in the morning. Many thanks for such a wonderful experience. ■



JOHN FLANAGAN -

This was a fantastic experience. The tour provided a different perspective on the way that our clubs traditionally present food, wine and beer. There are so many ideas that can be introduced to the day to day running of our café, bistro, restaurant and bars

that can improve our customers experience and increase probability for the business. I encourage all CMAA members to support the bursary program and submit applications to participate in education tours. The chance to experience the difference in our diverse industry only proves to bring excitement and enthusiasm back into our own business. ■

CMDA Courses May – July 2012

Program Name	Date	Location	Price Type	Amount	Start Time
Prepare & Monitor Budgets	14/05/2012 - 15/05/2012	CMDA – SOP Sydney Olympic Park	Member	\$330.00	09:30am
			Non Member	\$380.00	09:30am
Financial Management	14/05/2012 - 6/06/2012	CMDA – SOP	Member	\$1,000.00	09:30am
			Non Member	\$1,100.00	09:30am
Duty Manager Development Program	21/05/2012 - 5/06/2012	Wollongong Golf Club	Member	\$1,560.00	09:30am
			Non Member	\$1,690.00	09:30am
Roster Staff	22/05/2012 - 22/05/2012	Wollongong Golf Club	Member	\$330.00	09:30am
			Non Member	\$365.00	09:30am
Clubs+: Weddings & Events Mgt Summit	22/05/2012 - 23/05/2012	The Epping Club	One price	\$709.50	09:30am
Manage Quality Customer Service	28/05/2012 - 28/05/2012	Wollongong Golf Club	Member	\$330.00	09:30am
			Non Member	\$365.00	09:30am
RSA	28/05/2012 - 28/05/2012	CMDA – SOP	Member	\$135.00	09:30am
			Non Member	\$140.00	09:30am
RCG	29/05/2012 - 29/05/2012	CMDA – SOP	Member	\$95.00	09:30am
			Non Member	\$100.00	09:30am
Lead & Manage People	4/06/2012 - 5/06/2012	Wollongong Golf Club	Member	\$660.00	09:30am
			Non Member	\$725.00	09:30am
Manage Financial Operations	4/06/2012 - 6/06/2012	CMDA – SOP	Member	\$825.00	09:30am
			Non Member	\$900.00	09:30am
Clubs+: Chefs 2 Day Management Summit	5/06/2012 - 6/06/2012	Bankstown Sports Club	One price	\$709.50	08:30am
Clubs+: 1/2 Day MasterClass for Executive Chefs	5/06/2012 - 5/06/2012	Bankstown Sports Club	One price	\$328.90	08:00am
Develop & Manage Marketing Strategies	13/06/2012 - 13/06/2012	Blended – SOP	Member	\$880.00	09:30am
			Non Member	\$970.00	09:30am
RSA	25/06/2012 - 25/06/2012	CMDA – SOP	Member	\$135.00	09:30am
			Non Member	\$140.00	09:30am
RCG	26/06/2012 - 26/06/2012	CMDA – SOP	Member	\$95.00	09:30am
			Non Member	\$100.00	09:30am
HR - Manage Human Resources Services	3/07/2012 - 4/07/2012	Jupiters Conference	Registrants	Free of charge	01:00pm
					09:00am
Analyse & Report on Gaming Data	16/07/2012 - 17/07/2012	CMDA – SOP	Member	\$480.00	09:30am
			Non Member	\$580.00	09:30am
RSA	23/07/2012 - 23/07/2012	CMDA – SOP	Member	\$135.00	09:30am
			Non Member	\$140.00	09:30am
RCG	24/07/2012 - 24/07/2012	CMDA – SOP	Member	\$95.00	09:30am
			Non Member	\$100.00	09:30am
Effective Operational Manager Program	30/07/2012 - 15/08/2012	CMDA – SOP	Member	\$1,560.00	09:30am
			Non Member	\$1,690.00	09:30am

Breakfast served for Inner West members



CMAA INNER West Zone hosted its first breakfast Meeting of the year at Campsie RSL Club on March 26. Zone President and recently endorsed Division B Federal Councillor Douglas Kirkham welcomed members from 11 clubs and CMAA Executive Officer Ralph Kober presented the Head Office Report. With breakfast served at 8 o'clock, Guest Speaker Russell Brown, an Occupational Health & Safety Consultant/Professional from Recovery Partners, spoke to more than 60 guests on recent changes to the OH&S Act. ■

Wheels of change turning with BMS

YOU CAN'T expect to meet the challenges of today with yesterday's tools and expect to be in business tomorrow. There has been substantial change within the organisation – CMAA and CMDA – including the most recent change at the top of the CMDA Board of Management Studies. BMS Chairman David Hiscox has stood down from the role to be State Executive Member of the CMAA Executive. David also holds the roles of Division F Federal Councillor and President of the Illawarra Shoalhaven Zone. Orange Ex-Services CEO Cameron Provost, a BMS member and recent past President of the CMAA Mid State Zone, was unanimously supported to succeed David as Chairman. At the CMAA's Sydney Olympic Park offices on March 3, there was an unofficial "coronation" when Industry Professional Development Manager Geoff Meston presented a cake to mark David's last BMS Meeting. ■



■ *Outgoing CMDA Board of Management Studies Chairman David Hiscox (left) and his successor Cameron Provost celebrate the changeover with a cake.*

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Day	Date	Meeting	Venue	Zone
MAY				
Sat - Tues	05-08/05/2012		McCormick Place, Chicago	NRA Show & Study Tour
Monday	07/05/2012		(Qld) Labour Day Public Holiday	(Qld) Labour Day Public Holiday
Tuesday	08/05/2012		Evans Head Bowling Club	Far North Coast Zone Bowls Day
Tues - Wed	08-09/05/2012	09:00	Moree Services Club	North West State Zone Dinner & AGM
Mon - Tues	07-08/05/2012		Twin Towns Services Club	RSL & Service Clubs National Conference
Tues - Thurs	08-10/05/2012		Marriott, Surfers Paradise	Leagues Club Australia Gaming Conference
Tuesday	10/05/2012	10:30	Woolgoolga RSL Golf Club	Mid North Coast Zone Golf Day
Wednesday	16/05/2012	08:00	Shelly Beach Golf Club	Central Coast Zone Breakfast Meeting
Friday	18/05/2012	11:00	Mulgrave Country Club	Victoria Zone AGM & Lunch
Tuesday	22/05/2012	11:00	Caloundra RSL Club	Sunshine Coast Zone Meeting & Lunch
Tuesday	22/05/2012		The Epping Club	Clubs+ Online Marketing Competition
Tues - Wed	22-23/05/2012		The Epping Club	Clubs+ Weddings & Events Management Summit
Tues - Thurs	22-24/05/2012		The Venetian Resort, Macau	G2E Asia www.asiangamingexpo.com
Thursday	24/05/2012	11:00	Vikings Erindale	ACT Zone Meeting & Lunch
Wednesday	30/05/2012	11:00	Windale Gateshead Bowling Club	Hunter Zone AGM & Lunch
Thursday	31/05/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
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
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	TBA		Grand Hyatt Hotel, Melbourne	RSL & Services Clubs Assn Conference
Tuesday	04/09/2012	11:00	Oatley RSL Club	St George Cronulla Zone Meeting & Lunch
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

Sporties rolls out welcome mat for St George members

ST GEORGE Cronulla Sutherland Members got a first-hand look at the impressive Moorebank Sports Club – “Sporties” – for the Zone Meeting, Workshop and barbecue lunch on March 27.

Zone Education Officer and Sporties General Manager Tracey Lentell welcomed 30 members for the 9.30am Meeting where Zone President and Association Federal Executive Member Ian Todd invited CMAA Executive Officer Ralph Kober to present the Head Office Report. Ralph presented a comprehensive report covering the CMAA AGM, Conference & Hospitality Expo at Darling Harbour; latest developments around the Federal Government’s decision to walk away from the mandatory pre-commitment legislation agreement with Andrew Wilkie and Clubs Australia engaging with Minister Jenny Macklin for the MPC trial in the ACT and the CMAA’s role with ClubsNSW on the NSW Government’s Working Party on Club Industry issues defined in the IPART review.

CMAA Marketing & Sponsorship Manager Shannon Donato and CMA Magazine Editor Peter Sharp also attended the Meeting. Tracey Lentell spoke to Members about the Zone Bursary program and opportunities for attending the CMAA Mid Year Executive Leadership Conference at Jupiters (July 4-6). Ian Todd reminded members that the next Meeting would be at Arncliffe Scots Sports & Social Club on June 5, with the annual Golf Day at Kogarah Golf Club on September 18.

At the finish of the Meeting, CMDA Career Development Sponsor representatives Marianna Kinsey (Community First Credit Union) and Richard Berry (Micropower) updated Members on the latest developments within their organisations.

CMDA National Bursary Program Sponsor company Gobsmacked Loyalty Solutions (GSL) Managing Director Danielle Rayner then presented an hour-long workshop, discussing the transition from tradition rewards offerings to loyalty drivers in the current business model.

More than 50 guests, including other CMDA Sponsor representatives, then moved to Sporties impressive outdoor barbecue facility for lunch and networking. ■



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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

Entertaining day at Paddo RSL Club

ZONE BURSARIES and an ACCM Award were highlights of the City Eastern Suburbs Zone Meeting at Paddington RSL Club. Zone President Rocky Massaria welcomed 18 members, including the full Zone Committee, CMAA Federal President and Life Member Bill Clegg, CMAA Executive Officer Ralph Kober, CMAA Marketing & Sponsorship Manager Shannon Donato and CMA Magazine Editor Peter Sharp to the March 27 Meeting, Workshop and Lunch. Ralph and Bill combined to present the Head Office Report, including the successful CMAA AGM, Conference & Hospitality Expo at Darling Harbour earlier in the month and developments around the Gillard Government's decision to chart its own course regarding a trial of mandatory pre-commitment in the ACT. Ralph also presented Club Bondi Junction General Manager Peter Gasson with his Active Certified Club Manager Award. Education Officer Graeme Tonks then announced Barry Ryan, David Cunningham and Steve Lovett as winners of Zone bursaries to attend the CMAA Mid year Conference at Jupiters in July. Graeme said 14 members were eligible for the bursaries after attending all four Zone Meetings in 2011. The day opened with a 90-minute Workshop on Club Renovations, presented by CMDA Career Development Sponsor company Rohrig representatives David Vokes (National Business Development Manager) and NSW Client Relations Manager Trevor Porter. Following the Meeting, Paddo RSL Club General Manager Ross Lamb welcomed more than 60 guests, including Club Industry trade representatives for a delicious three-course meal and entertaining raffle draw. ■



- **1:** City Eastern Suburbs Zone Committee (from left) Graeme Tonks, Rosy Dever, Brett Gibson, Rocky Massaria, Greg Hadley.
- **2:** Rohrig National Business Development Manager David Vokes delivers the Workshop.
- **3:** CMAA Executive Officer Ralph Kober presents Peter Gasson with his ACCM award.
- **4:** City Eastern Suburbs Zone Education Officer Graeme Tonks with Zone Bursary winners Steve Lovett (left) and David Cunningham.



Food & Beverage Workshop or Webinars



Clubs+ Food & Beverage Workshop or Webinars



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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

Students serve up North Coast's best hospitality

LUKE BARNES isn't exactly a "new" member, but he was among five new faces at the Far North Coast Zone AGM and Bursary Lunch at the North Coast Institute of TAFE on March 28. It has been 12 years since the Mullumbimby Ex-Services Club General Manager attended a CMAA Zone Meeting. "I've been a bit busy," Luke said with a smile as he was welcomed by Zone President Phil Kelly and the other 28 members. Gail Jack and Christine Goodman from Tweed Heads Bowls Club, Mark Tuddenham from South Tweed Sports Club and Teresa Emerson from Kingscliff Sports Club were the other "first-timers" at Kingscliff.

Another first-timer was Geoff Coombes, the Secretary Manager at Culburra Bowling Club and Illawarra Shoalhaven Zone Member, who was on holidays visiting his predecessor at Culburra, now Yamba Bowling Club General Manager Phil Boughton, and decided to drop in for the Meeting.

Jason Fullerton from CMDA Career Development and National Bursary Sponsor company Barringtons opened the day with a Workshop, "Risk Management in 2012 – What Has Changed?" Jason, a former Sydney detective and one of the most-respected security and compliance consultants in the business cited several case studies to illustrate issues and problems facing clubs and their managers.

Following Jason's presentation, Phil called on CMA Magazine Editor Peter Sharp, who had travelled to Kingscliff to present the Head Office Report, to conduct the Election of Office Bearers for 2012. It was something of a formality with the Committee re-elected unanimously and unopposed. The Far North Coast Zone Committee is ...

President: Phil Kelly – Kingscliff Beach Club

Vice President: Phil Mallon – Casino RSM Club

Secretary: Roger Hong – Evans Head Bowling Club

Treasurer: Mark Bannerman – Maclean Lower Clarence Services Club

Education Officer: Sharon Shankland – Maclean Lower Clarence Services Club

Publicity Officer: Ian Willis – Maclean Bowling Club

The Meeting also agreed to host its annual Conference at Yamba Bowling Club in September and to announce its 10 bursaries at the June Meeting at Casino RSM Club.

Following the Meeting, two representatives from Kingscliff Coast Guard Service asked clubs to consider the organisation as its resource for first aid training.

Following the Workshop, Meeting and presentation, Members joined industry trade representatives for the annual TAFE Bursary Lunch, where Hospitality School Director Gillian Bruce's students served up a delicious three-course meal with drinks provided by Tooheys, CUB, Robert Oatley Vineyards and Schweppes.

In previous years, the Zone has presented a cash prize to the TAFE Hospitality School's top student, however Gillian announced that, in a change of format, the funds would be used on projects across the course. ■



■ 1: Far North Coast Zone Committee members (from left) Roger Hong, Phil Kelly and Mark Bannerman.

■ 2: Far North Coast Zone President Phil Kelly with new members Gail Jack, Christine Goodman and Luke Barnes.

■ 3: Phil Kelly and Phil Mallon with Kingscliff TAFE Director of Hospitality Gillian Bruce.

■ 4: Phil Kelly with Barringtons Security consultant Jason Fullerton.



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Tuesday 22 May

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



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Wednesday 23 May

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



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

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



- 1: Ralph Kober with Larry Collins, Kim White and Allan Hudson at the Great Lakes Zone Meeting at Port City Bowling Club.
- 2: Great Lakes Zone Members at the March 28 Meeting.
- 3: Some of the 'action' from the Great Lakes Zone Bowls Day at Taree West Bowling Club.

Great Lakes continues to build on successful 2011

GREAT LAKES Zone continues to build on a successful 2011 with a well-supported Meeting and Lunch at Port City Bowling Club on March 28.

Zone President Larry Collins doubled as host club manager, welcoming 23 members to the Members to the 9.30am Workshop, the Meeting and Lunch.

Greg Russell, Managing Director or CMDA Career Development and National Bursary sponsor company Russell Corporate Advisory, took guests through the topic, "Monitoring Performance & Data Analysis".

CMAA Executive Officer Ralph Kober, who travelled to Port Macquarie to present the Head Office Report, also conducted a 15-minute pre-Meeting Workshop dealing with CMDA Career Development and the Active Certified Club Manager (ACCM) process.

The workshops moved into the Meeting format where Ralph spoke about the significant issues affecting the Club Industry and encouraged Zone Members, who strongly supported the 2011 Mid Year Executive Leadership Conference at Jupiters, to attend the 2012 event.

While some Members indicated they planned to be at the Gold Coast (July 4-6), the Zone followed up on its plans to undertake a study tour in May 2013 to the Club Managers' Asian Expo in Hong Kong.

Zone Secretary Damian Clements said reaction to the 2011 Mid Year Conference Study Tour had been so positive that the Zone had decided to expend its horizons to Hong Kong next year.

Following the Workshops and Meeting, Members joined Directors and industry trade representative for a delicious Asian banquet and Zone Bursary Auction where local CMDA



Sponsor companies donated prize and auction items that raised more than \$18,000 towards the Zone education and professional development projects.

The Great Lakes Zone AGM and Lunch will be at Country Club Wauchope on August 15 with the Christmas Lunch and Meeting at Crescent Head Country Club on December 5. ■

Joe hands over but John ensures experience stays

JOHN TURNBULL has been in the club business too long to let a talented person get away. The Nepean Zone President showed at the Nepean Zone AGM why he is one of the most successful club CEOs in the business.

John, who was re-elected unopposed for his 15th year as President, showed his appreciation of Joe Bayssari's 15-year contribution to the Zone when he refused to let his outgoing Zone Education Officer "get away" without a job.

Joe had decided to stand down as ZEO in favour of his colleague and Seven Hills Toongabbie RSL Club Operations Manager David Kim, who is also a member of the CMDA Board of Management Studies. "I believe David's role with the BMS offers the Zone better opportunities," Joe told the Meeting. Members agreed and unanimously endorsed David in the only change to the Zone Committee. When CMA Magazine Editor Peter Sharp had all but finished the Election of Office Bearers, John stepped in to nominate Joe as the lone Committee Member.

President: John Turnbull - Liverpool Catholic Club

Vice President: Michael Alexander - Lithgow & District Workmen's Club

Vice President/Publicity Officer: Michael Ekert - Emu Plains Sporting & Recreation Club

Treasurer: David Marsh - St Johns Park Bowling Club

Education Officer: David Kim - Seven Hills-Toongabbie RSL Club

Secretary: Antoinette Sultana - Liverpool Catholic Club

Committee Officer: Joe Bayssari - Seven Hills-Toongabbie RSL Club

More than 70 members attended the AGM at St Johns Park Bowling Club on March 29 where Peter Sharp and CMAA Marketing & Sponsorship Manager Shannon Donato presented the Head Office Report, focusing on the success of the CMAA's Conference & Hospitality Expo at Darling Harbour; the CMAA's role with ClubsNSW on the NSW Government's Working Party on Club Industry issues defined in the IPART review; and latest developments around the Federal Government's decision to walk away from the mandatory pre-commitment legislation agreement with Andrew Wilkie and Clubs Australia engaging with Minister Jenny Macklin for the MPC trial in the ACT. John Turnbull advised Members not throw away their "unAustralian" media options because the MPC battle was far from resolved.

John also welcomed Mark Wilkie from Liverpool Catholic Club to his first Nepean Zone Meeting.

During the Head Office Report, Peter Sharp invited CMAA Division C Federal Councillor Michael Wiesel, a Nepean Zone Member, to present John Edmondson Memorial Club Assistant General Manager Peter Suggett with his 21 Year Service Award.

Peter also asked John Turnbull, a CMAA Hall of Fame Manager, to present Wentworthville leagues Club Assistant Gaming Manager Chris Whitely with his Active Certified Club Manager (ACCM) Award.

The day opened at 9.30 with a Workshop, "Build Your Future", presented by David Vokes, the National Business Development Manager for Rohrig, a CMDA Career Development Sponsor company.



■ JOHN TURNBULL



■ DAVID VOKES



■ MARIANNA KINSEY



■ PHIL GOULD

Community First Credit Union Marketing Manager Marianna Kinsey then spoke about the institution's range of products and services framed specifically for CMAA Members. Marianna also outlined Community First's commitment to the McGrath Foundation through its pink credit card and sponsorship program.

Following the Meeting, host club General Manager David Marsh welcomed more than 130 guests to lunch in the impressive auditorium where Shannon Donato interviewed Channel 9 rugby league commentator and Penrith Panthers General Manager Phil Gould, who spoke about the club's commitment to winning back the "western heartland" through an impressive and extensive program to re-establish the Panthers with its communities.

During lunch, Joe Bayssari also announced the 12 winners of Nepean Zone Bursaries ...

Robert Dipede - Canley Heights RSL Club

Michael Ekert - Emu Sports Club

David Stevenson - Cabra-Vale Diggers Club

Chris Donovan - Liverpool Catholic Club

Alex Natsis - Campbelltown RSL Club

Lauren Heydon - Warragamba Workers & Sporting Club

Lisa Catterson - Club Paceway

Lorraine Pozza - Club Paceway

David Kim - Seven Hills-Toongabbie RSL Club

Matthew Farrugia - Seven Hills-Toongabbie RSL Club

Richard Seddon - Smithfield RSL Club

Michael Bramman - Smithfield RSL Club ■

Bill and Tom right men in emergency

WORKING IN clubs throws up some interesting challenges. In his *President's Perspective* column in recent months, Federal President Bill Clegg has reminded managers that maintaining professional skills – at all levels – will always be a responsibility and an asset. Those words came to life recently when Bill, the General Manager at Randwick Labor Club, and Duty Manager Tom Tuan were thrown into an emergency situation. A letter in the *Southern Courier* newspaper on April 3 from Dale Hafer, of Clovelly, best explains the scenario ...

"On March 23, my uncle was celebrating his 87th birthday at Randwick Labor Club. We were enjoying a light lunch when he suddenly choked and stopped breathing. Bill Clegg immediately commenced CPR and Tom Tuan brought the oxygen. The pair worked tirelessly until paramedics arrived. The family wishes to thank the well-trained and well-equipped staff of Randwick Labor Club, the NSW Ambulance Service and the Prince of Wales Accident & Emergency Department."

Some would say that Dale Hafer's uncle was "lucky" to have his episode in a venue with staff properly trained and equipped for such an event. However, famous film producer Samuel Goldwyn perhaps best summed up the reality of this moment ... *"The harder I work, the luckier I get."*

Well done, Bill and Tommy. ■

CLUBS 
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12-MONTH CALENDAR Training Events



MAY

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

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

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

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

JUNE

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

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

JULY

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

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

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

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

AUGUST

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

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

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

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

SEPTEMBER

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

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



All elements in place for a great day at Bayview

IT WAS all there ... perfect weather, great club, superb course, a big field of hopefuls, first class food and drinks. Manly Northern Suburbs Zone hosted its annual golf day at Bayview Golf Club on Friday, March 30, with 94 players putting their reputations on the line. It was an early start with registration and sausage sizzle from 7am with a shotgun start an hour later for the four-person Ambrose event. Apart from the golf, there was on-course hospitality with Bursary Sponsor Sean Garlick providing Garlo's Pies for hard-working players along with *Coca-Cola* beverages and a wine tasting of the finest Robert Oatley Vineyards products back at the clubhouse. When the smoke cleared, the golfers adjourned to the comfortable surrounds of the clubhouse to compare scores and enjoy lunch, drinks, the presentation and a few raffles. CMA sponsors Lion, CUB, Pernod Ricard, *Coca-Cola* and Casella Wines provided the beverages. Main event winners were Josh Collins, Daniel O'Brien, Bob Ingram and David Hastie from the Club Partners team. ■



Chefs Two-Day Management Summit

5th & 6th June



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

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

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

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

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

Put the Date in your Diary!

Day 1: Tuesday 5th June 2012

8:30 – 9:00 ARRIVAL	Coffee and Registration Welcome
9:10 – 10:00 Session 1	How We Create World-Class Food in Melbourne's Best Club <i>Mark Normoyle, Executive Chef - RACV City Club, Melbourne</i>
10:00 – 11:00 Session 2	Career Management for Chefs – how to build your skills, your profile and your earning potential. <i>Mark Normoyle, RACV City Club, Simon McNamara, Canterbury Leagues Club, Simon Skelton, Wentworthville Leagues Club</i>
11:00 – 11:15	Coffee and refreshments
11:20 – 12:30 Session 3	Cutting Gas, Electricity and Water Costs in your Club Kitchen - these case studies show how to achieve real results, real fast. <i>Ben Pearson, AVANA Group</i>
12:30 – 1:15	Lunch break and networking



SUMMIT MANAGEMENT PROGRAM

1:20 – 2:30 Session 4
How to Create Effective Kitchen Systems - building an accountable operation in your club.
Simon Skelton, Wentworthville Leagues Club

2:30 – 3:30 Session 5
Successful Recruitment for the Kitchen - use your club's advantages in a very competitive job market.
Jenny Milner, AVANA Group & Jeremy Glew, Placed Recruitment

3:30 – 3:45: Afternoon tea and refreshments

3:45 – 4:45 Session 6
Managing for Success. Reports, KPI's, Management Teams and Accountability. How to lead and grow a large business, multiple food outlets, and still love your job.
Mark Normoyle, RACV City Club Melbourne

4:45 – 5:45 Session 5
Drinks and Networking: delicious culinary sensations, with a well-deserved drink. Prepare for the Chefs Challenge!

6:00 Session 6
Chefs Challenge Dinner: Chefs Go Head to Head: You be the Judge! Join us for a dinner and a taste-test. Cast your vote on the best way to cook a range of beef, pork and seafood. Top chefs have very different opinions - who will win? *Helmut Gundendorfer, Bankstown Sports Club, Paul Rifkin, Campbelltown Catholic Club & Simon McNamara, Canterbury Leagues Club, MC. Cameron Smith, Triple R 'Eat it' radio personality*

EXECUTIVE CHEFS MASTERCLASS

1:20 – 2:30
Executive Chefs: Where to From Here? Making the move from Chef to Manager. Modern management skills, industry trends, and team leadership.
Trevelyan Bale, Blacktown Workers Club

2:45 – 3:30
Round Table Session,
Mark Normoyle and Trevelyan Bale

3:30 – 3:45: Afternoon tea and refreshments

3:45 – 4:45
The Food Safety Landscape – Changes Ahead
Auditing options, regulatory issues and changes expected for small and large clubs.
Isobel Kidd, Fisher:Kidd



Day 2: Wednesday 6th June

8:00 – 9:00	Back of House Tour - Bankstown Sports Club Must register in advance – places limited. www.profitablehospitality.com
9:10 – 10:00 Session 7	Cost Cutter: How to Get More Respect from Suppliers and the Boss All about purchasing, stock control, food costing and yield management. Real figures and real results. <i>Cenon Montejo, Mounties & Scott Drinkwater, Fine Line Consulting</i>
10:00 – 11:00 Session 8	Masterclass: Wise Up on Food Waste. New techniques to save money and create a more aware and efficient kitchen team. <i>Mark Baylis, Unilever</i>
10:00 – 11:00 Session 8	Masterclass: Getting More from your Equipment. Combi oven can reduce kitchen running costs, energy requirements and increase efficiencies and productivity. <i>Dean Sharp & Don Gethings, Comcater</i>
10:00 – 11:00 Session 8	Meat Masterclass: better cuts, better costs and better cooking. <i>Meat & Live Stock Australia</i>
11:00 – 11:15	Coffee and Refreshments
11:15 – 12:30 Session 9	Masterclass: Wise Up on Food Waste. New techniques to save money and create a more aware and efficient kitchen team. <i>Mark Baylis, Unilever</i>
11:20 – 12:30 Session 9	Masterclass: Getting More from your Equipment. Combi oven can reduce kitchen running costs, energy requirements and increase efficiencies and productivity. <i>Dean Sharp & Don Gethings, Comcater</i>
11:20 – 12:30 Session 9	Meat Masterclass: better cuts, better costs and better cooking. <i>Meat & Live Stock Australia</i>
12:30 – 1:20	Lunch break and networking
1:30 – 2:30 Session 10	Promoting Food Events with Twitter and Facebook How a chef builds his reputation and attracts a crowd of hungry fans, using the power of social media. <i>Craig Macindoe, MuMu Grill & Ken Burgin, Profitable Hospitality</i>
2:30 – 3:30 Session 11	The Law and the Chef - What You Must Know <i>Jason Fullerton, Barringtons</i>
4:00	Finish



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

Bankstown Sports Club, 8 Greenfield Parade, Bankstown NSW 2200

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

Northcliffe Surf Club among region's magnets for tourists



By HENRI LACH

MORE TOURISTS to the Gold Coast are patronising the strip's licensed surf lifesaving supporters' clubs, according to figures from tourism authorities.

Returns of a recent questionnaire issued to visitors show surf clubs are on a favoured list of dining destinations for many.

Club executives up and down the coastal strip will tell you that the reason is obvious: why would anyone want to sit in the dingy confines of a restaurant or a pub (or even a suburban club) when a relaxing view of the Pacific Ocean, with great food, is on offer?

There's no doubt, then, that surf clubs really are in the box seat of the licensed clubs' arena on the Gold Coast. Fine food from in-house operations and magnificent ambience are their magnetism - and they are all showing a profit.

The BMD Northcliffe Surf Club is up there among the leaders. [The BMD tag is the result of a successful bid last year by that development company for the club's naming rights.]

Northcliffe's General Manager Dermot McEnroe succinctly sums up the commercial aspects of surf clubs' operations: "Our profit is a means to an end, and that's keeping our beaches safe."

With that in mind, his club completed a \$2 million refurbishment in November last year, with the help of a BMD subsidiary, JMAC Constructions.

"We're the victims of our own success. We needed the extra room," Dermot said.

The five-month long project is an investment that's already showing dividends, with an increase in patronage as members and guests are attracted to the new ambience.

The upgrade includes a revamped TAB facility, with a new bar and an extended dining area to accommodate up to 230 patrons. There's now a kids' room adjacent to the main area.

The gaming room also has had a makeover, with input from Aristocrat's experts from Sydney. Uncharacteristically, perhaps,

■ **ABOVE:** The revamped club at twilight, with the rebuilt wing at the left.

the number of machines has been reduced from 70 to 58.

"We were 'over-machined', Dermot explains. "The area is now much more 'player friendly', more comfortable."

And, paradoxically, while there are fewer machines, gaming revenue has increased by 29% in the past few months.

Dermot points out, however, that gaming accounts for only 30% of income.

"We have a good balance of revenue, but food is our core business," he emphasised.

The quietly spoken Irish expatriate is not given to boasting or histrionics but, if pressed, he'll tell you that since the renovations were completed income from meals has increased by 18%.

"We do an average of 700 to 800 meals a day," he said.

The all-day bistro serves breakfast from 7 o'clock, and dinner until 10 pm. It is no exaggeration to say that the food there is superb at all times of the day. A quick chat with diners after they've had their meal will confirm that.

Importantly, the \$2 million upgrade also includes improved dressing rooms and toilet facilities at the ground level for lifesavers.

"We have to provide proper and attractive amenities so we can attract volunteers who want to become a part of our club," Dermot said.

The club has more than 350 volunteers and a contingent of 400 nippers. It's bagged a swag of trophies and awards in recent years, at state, national and international levels, as published records show.

Northcliffe also has been innovative in introducing a system of three patrol periods a day for its volunteers, while neighbouring clubs work on a two patrol system.

Dermott's at home in the club or on the beach

DERMOT MCENROE'S

professional and home lives are closely entwined. While he heads the surf club, his whole family is involved in the surf lifesaving movement.

Wife Lieza is a patrol vice-captain, while children Dhyllan, 22, Siobhan, 20, and twins Ben and Georgia, 17, are fully fledged Northcliffe volunteer lifeguards. Erin, 11, is a nipper. "She can't wait to become a lifeguard," her proud dad says.

Dermot relishes the situation. "I probably get to see more of my

family than a lot of other husbands and fathers," he said.

He will celebrate his eighth year as head of the BMD Northcliffe Surf Club in July. During his tenure, his club has won a raft of awards, which are proudly posted on the club's website.

Dermot, in fact, wears two hats - as General Manager of the Supporters' Club and Executive Officer of the surf lifesaving organisation. It's a system that predates Dermot's arrival at Northcliffe. He believes it works well, with a spirit of co-operation and an ability of the two entities to maximise their efforts.

"The big strength is in the close relationship," he said. ■



■ The McEnroe family of surf lifesavers (from left) Ben (twin), Dhyllan, Zach, Siobhan, Georgia (twin), wife Lieza at the back, nipper Erin at the front.

"This allows for more flexibility for the lifesavers to organise their work and personal lives around their commitment," Dermot said. [Volunteers patrol Northcliffe Beach at weekends and public holidays from September to May.]

Like licensed club executives everywhere, Dermot - a staunch CMAA supporter and currently a committee member of the Association's Gold Coast Zone - is breathing a cautious sigh of

relief that the Federal Government's mandatory pre-commitment plans appear to have been put on hold, at least until 2016.

"I believe we would have lost a big percentage of our gaming revenue if the proposal had gone ahead," he says. "We would not be able to provide the same service to our members and our lifesavers." ■

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WHEN YOU are up for an award, there's no sweeter sound than your name following the words ... "and the winner is".

There was a room full of excitement and anticipation at the annual Australian Club Entertainment (ACE) Awards dinner at The Juniors at Kingsford last month.

More than 500 guests - from the Club Industry, category sponsor companies and clubs and the who's who of the entertainment - business packed The Juniors Auditorium for the spectacular entertainment, delicious meal and memorable moments when the best in the business for 2011 accepted their awards.

Tom Burlinson (Male Vocal Performer and Club Performer of the Year) was the big winner on the night. In his acceptance speeches, an emotional Burlinson said he was overwhelmed to receive the awards. "I have been nominated for several awards during my acting and entertainment career ... this is the first time I have won and I am at loss for what to say. This is a huge thrill," he told the audience.

Rhonda Burchmore, who was also a Guest Presenter, made a stirring acceptance speech when she picked up the Female Vocal Performer award.

The crowd rose to its feet in welcoming Australian television and entertainment statesman Brian Henderson to present the ACE Lifetime Achievement Award to Ian "PeeWee" Wilson and his fellow performers - Woody Finlayson, Merv Dick and Owen Booth - from The Delltones, acknowledging their 50 years of performing and recording in Australia.

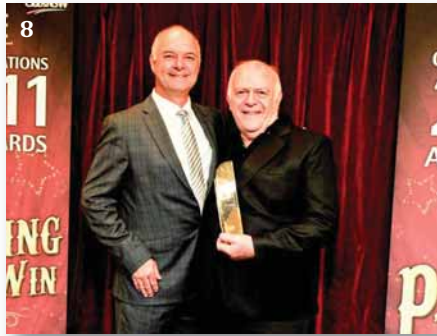
"Hendo's" appearance - and the event - attracted Sydney metropolitan media attention with a "Sydney Confidential" feature in the Daily Telegraph and on Radio 2UE. ■

► Photography for this CMA Magazine special feature courtesy of **Snapstistas Photography P: 0411 549 470**



- 1: Ed Jones from Gopher Graphics with The Robertson Brothers.
- 2: Mark Walker from Gold Crest Security with Jellybean Jam.
- 3: Rhonda Schou from Bankstown Sports Club with Di Solomon (left).
- 4: Mark O'Brien from Schweppes Australia with Chris Connolly.
- 5: Warren Smith from St Marys Rugby League Club with Mary Schneider who accepted for Melinda.
- 6: ACE Awards Master of Ceremonies Darren Carr won Best Sight Act and Versatile Variety Act awards and accepted for Troy Cassar-Daley (Country Male Performer), Paul Martell (Comedy Act), Daryl Braithwaite (Original Music Performer) and Mental As Anything (Original Music Group).
- 7: Guest Presenter Lucky Star with Kellie Gillis who accepted for The McClymonts.
- 8: CMAA Executive Officer Ralph Kober with Larry Sadlier from The Juniors at Kingsford.
- 9: Franky Valentyn with the Children's Show Award.
- 10: Warwick Brook from DeBortoli Wines with Joseph Macri.
- 11: Brian Henderson with The Delltones and their ACE Lifetime Achievement award.
- 12: Robin Hunt from the Robin Hunt Organisation with P.J. Lane.
- 13: Dance Dance Dance team members with Best Dance Production award.
- 14: Danny Fitzgerald from Petersham RSL Club with Darren Carr.
- 15: Bianca Fazzalaro from Creative Gifts with Brendan Montana (Magic To The Max).
- 16: The Williams Brothers with the Vocal Group award.
- 17: Kay Kelly from Blacktown Workers Club with Abbalanche.
- 18: Neville Brown from Canterbury Hurlstone Park RSL Club with Rhonda Burchmore.
- 19: Glenn Cushion from Ingleburn RSL Club with Tom Burlinson.
- 20: Bill Clegg from CMAA and Doug May from Lion Nathan with Tom Burlinson.
- 21: Lion National Sales Manager Doug May with the Tooheys hostesses.

... there's no sweeter sound than your name following the words ... "and the winner is"



Hamilton Island unveils new Premium Palm Bungalows

HAMILTON ISLAND has opened the first phase of its newly refurbished Premium Palm Bungalows, providing a luxurious yet affordable romantic or family getaway.

Undergoing a \$4 million refurbishment, the Premium Palm Bungalows offers guests the option of a little more luxury while retaining the relaxed simplicity of a "back to nature" private retreat.

More than 30% of the Palm Bungalows have been refurbished and are available to guests with 60% to be completed by the spring and the balance in 2013.

The Premium Palm Bungalows feature a king-size bed, single divan, air-conditioning and all-white bathroom

with premium fittings and decor. Guests now have access to an expandable kitchenette with microwave, bar-fridge and tea/coffee-making facilities for in-room entertaining and relaxation.

The free-standing bungalows are sleek yet simple and accommodate up to a maximum of three adults (with a complimentary rollaway bed) or ideal for small families with two adults and two children (under 12 years) sharing the divan.

Located footsteps from Catseye Beach and the Marina, each free-standing bungalow includes its own fully furnished private balcony with a hammock surrounded by beautifully landscaped tropical gardens. Guests



have access to the main resort pool overlooking the ocean, complete with a swim-up bar and complimentary use of non-motorised water sports.

The bungalows have been designed by award winning Australian interior designers, Hare + Klein, who have also created the interiors of Hamilton Island's luxurious day spa, Spa, wumurdaylin. ■



Casella Wines vintage update, flood report

CASELLA WINES, the family business behind the popular [yellow tail] label, started harvesting grapes early in January. Up until late February, the vintage conditions were the best Casella had seen in many years. Ideal weather conditions produced quality fruit with excellent varietal characters and good sugar/flavour balance.

Late in February, parts of Australia were affected by heavy rain that led to flooding in many regions of south-west NSW.



■ *The hastily-constructed levy bank around the Casella winery at Yenda in the NSW Riverina held firm against the threat of floodwaters during February and March.*

Unfortunately, the Yenda area, where the Casella winery is based, was hit with rising water levels of up to one metre.

Managing Director John Casella and his team acted quickly, building a levee around the winery circumference to prevent water from entering the production facility. This proved an effective and timely solution and kept the winery site dry.

More than 80% of the vintage had been processed before the flood and the fruit is of extremely high quality. Unfortunately, some local red grapes that had not been harvested were lost.

Casella Wines, a CMDA National Bursary Sponsor company, is in the fortunate position of sourcing fruit from more than 30 GI regions across Australia, so fruit continues to be harvested from Victoria and South Australia for the [yellow tail] label. Casella has joined with multiple production facilities in NSW, Victoria and SA to process this fruit, while some access routes to the Yenda site remain blocked. This also ensures that Casella's growers are not disadvantaged and are able to submit their grapes for processing.

The waters in Yenda have receded and the winery operation resumed last month and domestic orders are being fulfilled.

"This event has been challenging for everyone involved in our business - staff, growers, suppliers and customers," John Casella said. "I'm very grateful to everyone for being so understanding. I also express my gratitude to our industry friends who are helping us process our fruit and complete our vintage. It's difficult times like these that the Australian wine industry bands together and I am proud to be part of such an esteemed group of colleagues." ■

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