

# Club Management

Publication No PP227838/003

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Daily Press Group

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**Subscription rate is \$60 a year.**  
ISSN 0045-7205



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**THEY CAME** from near and far ... from the Northern Territory, Victoria, Queensland and regional NSW – along with a few from the big smoke, of course. When 80 CMAA members and friends descended upon the Armidale City Bowling Club - with high energy and expectations for the inaugural **Clubs+ Regional Club Management Sales & Marketing Summit** - they were not disappointed ...



## ► Page 23

**IN THE** first month of owner-operated poker machines in Victoria, clubs are reeling over a Baillieu Government decision to impose a poker machine tax worth up to \$35 million to counter the bungled introduction of the new monitoring system. Poker machine venues are being slugged \$35 per month on each of the state's 27,500 machines for three years to cover "legacy" costs to former gaming operators Tatts and Tabcorp, after Intralot was unable to introduce its own technology in time for the transition ...



## ► Pages 25-28

**WITH THE** CMAA's major Conferences in the rear vision mirror, it's time to look towards 2013 – and beyond. Following on from the successful **'2020 VISION'** series of Conferences – Darling Harbour, Gold Coast and AGE 2012 – the CMAA has released its Conference brochure for the **2013 Conference** at Darling Harbour on March 12 & 13. The theme is, **'The Fork In the Road'**, and the topics and world-class speakers will deliver options and solutions for managers and clubs tackling the challenges of business ...



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## Recent resignation prompts look at CMAA's core values

**President's Perspective** with BILL CLEGG, ACCM

**I WAS** both disappointed and curious when a Member wrote resigning his membership quoting that the CMAA was not being true to its "core values". Considering the issue, it was assumed in that comment that the CMAA should take into account the best interests of corporations that operate within the wider Club Industry. This comment was made by a comparatively younger manager who has progressed well within the Club Industry. His progression had been supported by his CMAA membership through the opportunities the education and professional development programs have provided him – along with bursaries, attending overseas conventions and trade shows, provided by the CMAA's supporters and partners through the CMDA. As CMAA President, I have often reflected on the words and actions of our Association's founders ... "We must be a strong national organisation and then we can bargain with employer organisations. I am filled with pleasure and pride that our organisation is now firmly established on a national basis. Our conditions are not what I'd like them to be, but they have improved." This quote was from Norman "Latches" Robinson when he handed on the Presidency to Les Evennett in 1974. One core aim of the Association's founding fathers was "at all times, to safeguard individual and collective interests". This remains as relevant today as it was in 1958. While the terms, "aims" and

"objects" over the years have given way to a more-modern "purpose, "values" and "behaviour", the meaning remains the same. Members should recall the distribution of the CMAA – Purpose, Values & Behaviour Matrix that was developed by the CMAA's key stakeholders. This matrix detailed the CMAA's values and provided examples of "Beyond the Line" behaviour being exceptional, "Above the Line" behaviour being expected and "Below the Line" behaviour as unacceptable. All of the CMAA's members, stakeholders and partners are expected to acknowledge and abide by the expected behaviours when dealing with members as individuals and as the collective body. Members do not have to look far to see examples of "Below the Line" conduct from organisations and individuals that purport to be part of this industry, yet conduct themselves unethically and unprofessionally. The CMAA will never partner those organisations and will hold individuals accountable. For those people who refer to the CMAA's core values but have no inclination of what they are, they appear below ...

- Human Dignity
- Belonging / Fraternity
- Insight
- Innovation
- Accountability & Ethics
- Self Actualisation

On reflection, our founders would be pleased with the development of their "aims" and "objects" and how they are applied today.

**AGAIN, IN** reviewing the CMAA's history, two issues were at the forefront for the Executive in the very early days. First, was the relationship between the Board of Directors and Management. Second, was the need to improve education required for Directors and Management. Not much has changed in more than 50 years. Both of these issues are part of the next tranche of the Corporate Governance regulations that the NSW Government is considering. The O'Farrell Government recently reinforced its desire for the industry to act on its own behalf and recommitted to regulative control if the industry does not act on Corporate Governance. A current issue has forced the CMAA to seek legal advice and make representations to the responsible Minister on the provisions of the Gaming and Liquor Administration Act 2007 and Registered Clubs Act 1976. Broadly, the issue surrounds the powers conferred on inspectors and requirements for persons to answer questions and provide information, and the protection of a Club Manager when that information may be detrimental to persons who make the decision on their employment. The Protected Disclosures Act 1994 provides protection to persons making a public interest disclosure when that disclosure is made voluntarily. Central to the CMAA's concerns are that managers are compelled to make statements under the investigative powers, however are not provided any protection. In the best interests of the community club movement, this issue needs to be resolved. ■

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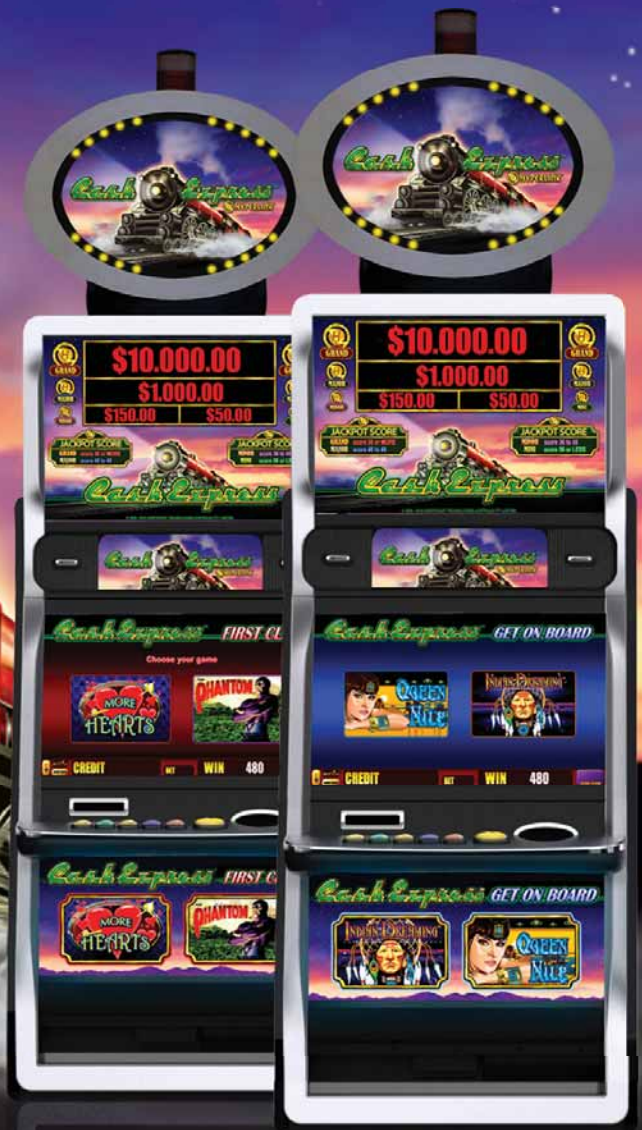
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# Social Design offers major applications for Industry

**The Executive Officer's Desk** with RALPH KOBER

**AT THE** recent AGE 2012, the CMAA, for the second consecutive year, presented the Conference component via the HMDA arm. The Conference highlight, without doubt, was the presentation on "Social Design" from international author and social design expert Rachel Botsman. The presentation differentiated from the too-often tired and mundane offering that seems to be prevalent across many industry conferences addressing "social media" to focus on what really is more important - the essence of a "society", its design and what constitutes its framework and relationships. The concepts and systems of social design remarkably mirror those of organisations such as the CMAA and registered clubs, particularly with respect to their reason for being and objectives. Ingrid Burkett, the Social Design Fellow at the University of NSW Centre for Social Impact (CSI), also has contributed to the design of policy and processes in a diversity of fields including community development, social investment, social enterprise and social procurement. Here is an excerpt from the CSI website ([www.csi.edu.au](http://www.csi.edu.au)) that further explains the thinking behind social design for you to consider ...

"When we think of 'design', we often think of high-end products: buildings, household goods, cars, or fashion. But 'design' is about more than products and

it's certainly about more than fashion or the latest styles. At the heart of good design is a search for ways to create a better world. Design is about finding solutions, practical innovations, and making improvements that enhance people's lives, address problems or open up possibilities for a better life. When you think about design like this, 'social design' is about applying general design principles to our social realities and 'designing' ways to address social issues (such as poverty or social isolation), and ultimately creating a more just and sustainable society. Social design can point to a particular outcome of a design process: i.e. design for a social purpose. So social design can focus on the design of products that benefit people (e.g. the design of water purifiers for people living without potable water); or services (e.g. designing more inclusive financial services); or processes (e.g. designing participatory decision-making processes inside organisations). Importantly, social design does not have to involve the creation of something new. It can help us to focus on how things can be improved, or how we can design greater effectiveness into existing systems. Improving service delivery for a particular group of people could be just as challenging as developing and designing new technology systems to service excluded communities. Social

design gives us a framework through which we can open up our thinking about social issues. It allows us to challenge the assumptions that are imbedded in the way we've designed responses to date, and helps us to create responses that may be more effective, generate greater impact or lead to better outcomes for people. A great deal of attention has been given to 'design thinking'. Design Thinking is a practical methodology of problem-solving incorporating processes such as ...

- Step 1: Defining problems;
- Step 2: Researching or analysing these problems;
- Step 3: Ideating potential solutions;
- Step 4: Prototyping possible solutions;
- Step 5: Reviewing the objectives;
- Step 6: Implementing solutions;
- Step 7: Learning or reflecting on how well these solutions addressed the problem.

Good design needs to incorporate thinking, research, action, values, and a capacity for learning and reflection. In other words: it requires our heads, but also our hands and hearts.

So, what's the point of all of this, you ask? Well, the CMDA is now formulating its over-arching theme for its education and conferencing for 2013 that will challenge managers to evaluate and reflect on their own capacity to problem solve and meet the demands of the 'society' that constitutes their own organisations. So, start thinking about your own club, its make-up, its players and their relationships and how you can influence a change in outcomes through a better understanding of how a society works. ■

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## When going got tough, the tough got going

**The Business End** with SHANNON DONATO

**UPON RETURNING** from a recent out of town Zone meeting, our Executive Officer Ralph Kober casually relayed a story to me that I believe epitomises what the CMAA stands for and got to the heart of who we are and what we stand for. Ralph mentioned that a member stood up, totally unprompted, wanting to address his peers and thank the CMAA for its support. The member informed his colleagues that he had experienced what he felt was some nefarious and grossly unfair dealings with his Board. The Board, he said, had been seeking to dismiss him without due process or adequate severance compensation. He went on to say that the CMAA had stood by him and supported him throughout his entire ordeal. He was effusive about how hard and vigorously the CMAA had campaigned on his behalf and how grateful his was for the support - and positive outcome - in his hour of need. I have no doubt he was grateful for not only the support of our Industrial Relations team but, just as importantly, was thankful for solidarity and support he received from his fraternity of comrades - his fellow members. I know these situations are commonplace at Zone Meetings and everyday activities in our Industrial Relations offices here at CMAA Head Office but, in casually relaying this story from a recent Zone Meeting, it struck me just how extraordinary the CMAA is.

### The Strength Of Our Membership

**IN MY** column last month, I reported on a few of the strategies and objectives that came out of the Federal Executive's Strategic Planning meeting at Jupiters before the Mid Year Executive Leadership Conference. One of the key directives/strategies was to perform a review of the Association's current Membership Operations with a view to enhancing the resources we have to service our Members' needs; as well as refining our Membership growth/sales strategy. I am pleased to report that

review has been performed and the report and strategy been prepared for the Federal Executive. I am very excited about the additional benefits the proposed changes will offer CMAA Members and I am equally excited about the growth/sales strategy for bringing in new members to the Association. In 2013, you will be hearing, seeing and experiencing a lot of changes in your membership experience. Members will receive new 'Member Packs' with various "goodies" and benefits not provided in the past, new communications from the Association via new mediums and various new promotions and campaigns (get used to the term 'Member get Member'). All of these new strategies are designed to increase the strength of the membership/Association and improve the benefits we are able to offer our members.

### Bradley our top tipster for 2012

**THERE'S BARELY** a passionate rugby league fan that I know who wasn't in an NRL footy tipping competition of some kind ... either online, at the local club or in the office. The CMAA's 2012 NRL Footy Tipping Competition was another huge success with the ultimate winner being decided on the last game of the premiership. In the end, the rugby league men, "the true believers", came out on top with Cabramatta Leagues Club CEO Bradley Woodhead getting the "cash" on 138 points. The "cash" was actually two A Category seats at the Melbourne Storm v Canterbury Bulldogs grand final spectacular at ANZ Stadium on September 30 along with two nights accommodation with breakfast included at the world-class Pullman Hotel - a stone's throw from the stadium. Bradley withstood the pressure from a big field of tipsters to get across the line by one point from Luke Walker, the CEO at Wests Illawarra Leagues Club. And we will be back, bigger and better, with the CMAA's 2013 NRL Footy Tipping Comp ... enjoy the off-season.



■ CRAIG BUNARD

### Sponsor Spotlight

**AS WE** all know, our CMDA Sponsors play an integral role in supporting the Association in providing the enormous level of service and support to Members. This week, I introduce a new CMDA sponsor - Craig Bunard, the Managing Director of Instore Vision, which produces promotional video clips for web marketing and digital signage for clubs. Having employed Craig's service for the Association (check out his video handiwork on the "About CMAA" page on our website at [www.cmaa.asn.au](http://www.cmaa.asn.au)), and having seen lots of the great work he has done for dozens of Clubs, I feel very lucky to have secured Instore Vision as an Association Sponsor - see **page 14** and article from Craig on **page 37**. And Craig has a great new ad on the inside back cover of this edition.

**Name:** Craig Burnard.

**Company:** Instore Vision.

**Position:** Managing Director.

**First Club Client:** Castle Hill RSL Club.

**Best thing about working in the Club Industry:** There's never a dull moment.

**Best Piece of advice you can offer, or have received:** Have the courage to follow your conviction.

**Worst Piece of advice you have received:** Look after the pennies and the pounds will look after themselves.

**I wish I had a dollar for every time ... I heard somebody say:** "I wish I had a dollar for every time ..."

**When not at work you can find me:** In the great outdoors.

**Favourite sporting team:** Manly Sea Eagles.

**My local club:** Asquith Leagues Club.

**Best thing about my local club:** The Irish Bar on Friday night. ■



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■ NORRIS GOUDY



**AS A** leading Australian gaming systems company that develops and markets a range of networked solutions for gaming machines, **eBet** is all about delivering unique products to the marketplace.

**eBet** also prides itself on being the sole distributor of **WMS** gaming machines in Australia. The growth of the company and the success of the products in the field is not only about products, but the people it employs. Recruitment of the team is about experience and knowledge of the gaming and hospitality industry.

**eBet** CEO Tony Toohey has come from the industry as an operator of large and prosperous clubs and has been recruiting to ensure the team is well rounded and loaded with experience. "We are fortunate at **eBet** to have a vast number of people within the company with hospitality and gaming industry experience," Mr Toohey said. "This experience has been acquired over many years, both as venue operators and as providers of products and services to the industry. This means **eBet** can view both the problems faced by venues and the solutions put forward by systems providers with a high level of understanding and practical experience."

Norris Goudy a well-known stalwart of the Gaming Industry in Australia and abroad, has joined the **eBet** team as Commercial Director. Norris is highly impressed with the commitment to research and development that **eBet** invests in. "**eBet** has taken time to gain an understanding from customers about what they require the product to achieve and constant efforts are made to 'future-proof' systems and ensure the systems are keeping up with the latest

technologies and the pace of the industry." Norris also is excited about the new **WMS** products and the current success that the machines are experiencing in venues.

Nick Whiteway, who joined **eBet** as Sales Manager NSW & ACT, comes from the wine industry where his major customers included Dan Murphy's, Coles and independent hotels Australia wide. Customer service is key to Nick's experience and he seeks to ensure **eBet's** customers experience the highest level of service and return on investment from **eBet's** leading edge gaming solutions.

John Klapsis has worked extensively in the gaming industry and his experience includes gaming advisor and sales consultant. John also has technical qualifications and has been involved in the installation of many multi-site hotel groups. "I am passionate about my customer's best interests, which is shown in the results of their venues," he said.

Nicole Thomas is another recruit to the **eBet** team as Marketing Manager. Nicole looks after **eBet** and **Odyssey** and has been in and around the gaming industry for the past 20 years in various roles within clubs and trade. "The products and services that **eBet** and **Odyssey** offer are exciting and cutting edge. I enjoy working with the team, who are all dedicated and passionate about what they do," she added.

Tony Toohey said the next 12 months would be very interesting. "We have more exciting products that are going to hit the market and the enthusiasm of the team will ensure a great result," he said. ■

## Paul Oneile new eBet Chairman

**PAUL ONEILE** has joined the Board of **eBet Limited** and appointed non-executive Chairman after Michael Hale decided to stand down as Chairman. Mr Hale said that after 13 years as Chairman and because he was now based in the United Kingdom, it was in the best interests of shareholders to have a new Chairman. "As the second largest shareholder, I am committed to remaining actively involved in the company and will continue as a non-executive Director," Mr Hale added. "I am pleased that Paul has accepted the invitation to join the **eBet** Board and has agreed to succeed me as Chairman. As **eBet** enters its next phase of growth and development, Paul's experience in the gaming and entertainment industries will provide **eBet** with invaluable strategic insights and industry perspective."

Mr Oneile has extensive experience in the entertainment and gaming industries, both locally and internationally. Mr



■ PAUL ONEILE

Oneile was CEO of Aristocrat Leisure Limited from 2003 to 2008, Chairman and CEO of United International Pictures (UIP) from 1996 to 2003 while based in London, and Managing Director of The Greater Union Organisation in Australia from 1990 to 1996.

Mr Oneile said he was very pleased to join the Board of **eBet** and to accept the invitation from the Board to become its next Chairman.

"With the growth in **eBet's** business and the momentum generated since its acquisition of **Odyssey Gaming**, I believe that there are significant opportunities for future growth and development," he added. "I look forward to leading **eBet** in the next phase of its development, and growing shareholder value."

Mr Oneile's appointment to the Board will be subject to gaming regulatory approval, and shareholder approval at **eBet's** Annual General Meeting in November 2012. ■



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# Craig delivers on the vision for clubs and the industry

**INSTORE VISION** launched in 2007 as a vehicle to create motion content for digital signage.

Founder Craig Burnard had previously built a successful community print advertising business focusing on supermarkets and shopping centres.

But, with rapid technological advancements, this soon became outdated, compelling Craig to venture into the digital and online world.

**Instore Vision** was designed to ride the wave of the technology boom, by digitally re-engineering customers' existing print and photographic marketing material into animation.

The content is broadcast quality, useable for television screens and websites.

This enables businesses to re-purpose already-developed marketing material, as well as encouraging better use of their online potential.

While early customers included TAFE NSW and TAFE Queensland, the first club client was Castle Hill RSL Club in western Sydney.

A series of animations were created from its printed material promoting its new bars and restaurants.

As well as appearing on the gigantic screen in the main foyer, on-line versions also receive hundreds of viewings on YouTube and via the club website.

This gave rise to the idea of a TV-style 30-second commercial with voice-over, music and moving text.

Craig's advertising and sales background is valuable in developing the story line and script.

Recent customers include Petersham RSL Club, The Epping Club, Randwick Labor Club, and Central Coast Leagues Club, as well as industry partners ERM Online and Tic

Technologies, another CMDA partner company.

**Instore Vision** helps capture the most compelling features of the offer or service, driving increased viewings on web sites, YouTube, Facebook, LinkedIn, and the growing number of social media sites.

Craig has found that "customers like the functionality of being able to copy and paste a YouTube link to their commercial in their email communication.

"As it isn't an attachment, the open rate is around 70%, and recipients generally like to view a video when it is offered".

A recently formed partnership with the CMAA as a CMDA Sponsor is enabling increasingly more clubs take advantage of marketing through this technology.

**Instore Vision** is based in Sydney but also has customers in Queensland and Victoria.

As Craig points out ... "Distance is no object in a technology-based business, as all the information is exchanged electronically."

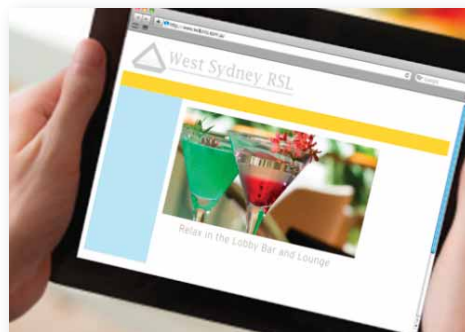
The company also collaborates with AV integrators and club marketers, and is developing a revolutionary interactive touch-screen promoting offers and advertising in club foyers.

There's also an interactive "virtual concierge" - ideal for clubs that wish to greet patrons, but do not have the physical, permanent staff to do so.

Craig intends to be an active CMDA participant and is already finding his feet in the industry where he confides that he is discovering that "there is never a dull moment in 'clubland'." ■



■ *Instore Vision Managing Director*  
**CRAIG BURNARD.**



**instore  
vision**

► For more information on the **Instore Vision** range of products and services, contact **Managing Director Craig Burnard** on M: 0421 960 182 or E: [craig.burnard@instorevision.com.au](mailto:craig.burnard@instorevision.com.au) or go to W: [www.instorevision.com.au](http://www.instorevision.com.au)



# Discrimination a bad taste for vision impaired

**DESPITE FEDERAL** and state laws allowing admission, NSW residents with guide dogs continue to be refused entry to hospitality venues, causing embarrassment and humiliation.

NSW Disability Services Minister Andrew Constance and Federal Disability Discrimination Commissioner Graeme Innes recently re-launched the 'Guide Dogs Welcome Here' campaign.

Guide Dogs NSW/ACT's latest records reveal that at least one guide dog user a month reports that they have been denied access to an outlet, with many other incidents going unreported. A Guide Dogs survey found that between 2009 and 2010, one-in-three guide dog users had similar experiences.

Guide Dogs CEO Graeme White urged

hospitality venues to ensure all staff are aware of the relevant guide dog access laws.

A Roy Morgan survey for Guide Dogs confirmed there is low public awareness of the guide dog laws, with 42% of the public unaware that guide dogs could legally enter a restaurant and 36% unaware they could legally enter hotels and clubs.

Mr Constance said it is important, not only for hospitality venues, but for all Australians to be aware of the access rights of people with guide dogs.

Mr Innes, who is blind and uses a guide dog, has experienced first-hand the humiliation and frustration of being refused entry to a restaurant. "It's quite upsetting and disappointing when I'm refused entry to or questioned about coming into a restaurant with my guide dog, because it's like I'm being treated differently from everyone in the community," said Mr Innes, who is a human rights lawyer.

Hospitality venues are encouraged to request a free *Guide Dogs Welcome Here*



■ NSW Disability Services Minister Andrew Constance with Jaci Armstrong and her guide dog Crystal.

information kit and place the *Guide Dogs Welcome Here* sticker in their front window to show their support of the campaign. The kit, which also includes an educational DVD and an information sheet about the guide dog access laws and tips for assisting patrons with impaired vision, are available from Guide Dogs NSW/ACT P: 02 - 9412 9300 or W: [www.guidedogs.com.au](http://www.guidedogs.com.au) ■



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**THEY CAME** from near and far ... from the Northern Territory, Victoria, Queensland and regional NSW – along with a few from the big smoke, of course.

When 80 CMAA members and friends descended upon the Armidale City Bowling Club - with high energy and

expectations for the inaugural **Clubs+ Regional Club Management Sales & Marketing Summit** - they were not disappointed.

Starting with a rousing overview of the critical importance of a structured and intelligent approach to Sales, Marketing and Promotions from CMAA ▶



‘Congratulations on putting together such an amazing event. You really have your finger on the pulse at bringing all the information and people together to produce terrific results and I hope to work with you again soon.’

- *Melissa Gillooly, Epping Sports Club*

‘This event was very well organised, as usual. There were interesting and inspiring ideas and information to be taken from all the sessions I attended. Many of these will be of value in our club.’

- *Eileen Smyth, Wests Tamworth Leagues Group*

‘It was very interesting to hear from managers in other clubs. Even though the clubs vary in size, the ideas are valuable and can be adapted. It was very important to hear about the changes in social media too as it is so easy to be left behind.’

- *Samantha Johnson, South Tamworth Bowling Club*





- Industry Professional Development Manager **Geoff Meston**, the pace was on for the next three days.

Day 1 incorporated a two-hour forum for 20 regional CMAA Managers which gave participants the opportunity to discuss issues of concern such as solar energy, manager education, and membership among many others, in an open environment.

It was best summed up by **Erin Langman**, the CMAA Victoria President and General Manager at Echuca Workers Club in rural Victoria: "The opportunity to hear from other managers and discuss the challenges we face, as well as new ideas, was invaluable. It inspired and motivated me. There should be more of these events."

A motivational presentation by **David Ferrier** introduced the concept of a '**Sales Battle Plan**' – *proper preparation prevents poor performance* – to overcome potential customer resistance to commitment.

A panel discussion with **Robyn Henderson** from Networking to Win; **Max Hitchins**, The Hospitality Doctor;

**David Ferrier** from Resultzcorp, and CMDA National Bursary Program Sponsor company **Profitable Hospitality** Managing Director **Ken Burgin** - who again excelled in organising and presenting an outstanding program - set the scene for the next two days.

During the special '**Sponsor Showcase**', **Club Five Dock RSL** was announced the winner and **The Surf Club Kurrawa** took second prize in the **2012 Clubs+ Online Marketing Award**, sponsored by **tic technologies**.

**Craig Burnard** from new CMDA National Bursary Program Sponsor company **Instore Vision** demonstrated the impact that a well-scripted, well-photographed and well-produced video can have as a selling tool.

Dinner on Day 1 was a fitting introduction to country hospitality, courtesy of the CMAA's famous and fabulous North West State Zone.

Hay bales, old iron farming memorabilia and toe-tapping country music set the scene, with the mouth-watering barbecue cuisine from ►



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'The photography session with Mark Burgin was very useful and informative. This will be most helpful for us when we are updating our in-house TV loop.'

- Chris Campbell,  
Young Services Club



- Armidale City Bowling Club Head Chef **Kevin Jones** and his team proving a huge hit with the carnivores among the delegates and guests.

Dinner guests sampled some of the most succulent lamb imaginable - straight from the paddocks of nearby Milly Hill Lamb - plus delicious sausages and tender beef ribs. It was all complemented by a delightful offering of wines from CMDA National Bursary Program Sponsor company **Robert Oatley Vineyards**.

Day 2 was a move to the magnificent National Trust-classified Saumarez Homestead.

Starting with a hearty country breakfast, a cosy log fire and seminar sessions packed full of excellent eye-opening content, this was the perfect environment for first-class learning, networking, bonding and sharing.

According to **Matt Dagg**, the General Manager at North Burleigh Surf Lifesaving Club - one of nine clubs to



bring along three or more team members - the 2012 Sales & Marketing Summit was a must for those interested in getting the most from their marketing. "Club marketing has changed forever," Matt said. "There is a rapid movement away from the traditional mediums. We touched on the latest trends in marketing, including Facebook, Green Screen video and the critical importance of great photography. It was most beneficial to hear from so many clubs of varying sizes, and vastly different locations and demographics. They all had different stories and no matter the size, everyone wants to embrace the latest and greatest marketing opportunities. The opportunities were there too, for those not involved in the strategy and planning. This really was an eye opener for front-of-house team members. The insights and knowledge gained will help ensure that what is planned in the back office is also delivered by service staff - a step in the cycle which is often overlooked."





► And, Matt should know ... two years as Special Events Manager at Village Roadshow – Warner Bros, before a seven-year stint as Food & Beverage Director at the five-star Gold Coast International Hotel working with in-house marketing teams, massive marketing budgets, huge targets and stringent accountability measures, places him as something of an expert on the value and power of getting the **RIGHT** marketing mix.

Presentations by other club managers who face the same challenges and frustrations regardless of club size, were well received and offered an abundance of ideas and inspiration.

Feedback acknowledges the extraordinary generosity of those within the Club Industry to share what works, what doesn't and provide some essential shortcuts to success.

The star-studded transformation that took place for dinner at Saumarez Homestead, demonstrated the consummate skill, professionalism and teamwork of the Armidale City Bowling Club staff in managing extremely challenging logistics.

EVERYTHING has to be trucked into the Homestead. In two hours, this skilful crew turned a functional conference



space into a glamorous, glittering up-market dining venue, serving delectable food (prepared in the club kitchen) without missing a beat – this is definitely 5-star standard.

A brilliant evening followed, with lots of fun, conversation, networking and great food, enhanced by magnificent wines from **Treasury Estate Wines** – Matua Valley Sauvignon Blanc and Devil's Lair Shiraz were stand-outs.

The success of yet another **Clubs+** event from the **CMDA** and **Profitable Hospitality** supports the **CMAA's** commitment to excellent training initiatives and bodes well for the future.

It's another example of the consistent, high-quality educational programs that makes **CMAA** membership so important and worthwhile. ■



'The Sales & Marketing Summit has been a great success. The value of being pushed out of our comfort zone, and being prepared to deal with objections in the sales process became very clear. There were some excellent ideas that came out of all the sessions.'

- Dennis Lane,  
Parkes Services Club



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## Ipswich Brothers move on despite memories flooding recent history



By HENRI LACH

**LITTLE EVIDENCE** remains of the deadly floods that devastated Ipswich and parts of South-East Queensland in January last year - but memories remain vivid. Stroll through the corridors of the Ipswich Brothers Leagues Club and you'll come across any number of members who'll tell you of their loss to the deluge, or of that suffered by friends and relatives.

Brothers Leagues General Manager Mark Hennelly was among the fortunate ones. He's still counting his blessings that his club - and his home - were spared when waters failed to reach predicted high levels. Damage to homes and property in others in parts of the city, however, was significant.

"We were lucky in Ipswich that it was rising water, not raging water, even though it caused a lot of discomfort for a lot of people," Mark said.

He recalls with a touch of pride the role his club played in providing meals and comfort for the locals affected, and for the volunteers who came from as far away as Victoria to help in rescue and clean-up work. More than 21 months down the track, Mark is looking to the future with optimism tinged with caution. "We've got a few projects on the drawing board, but a couple have had to be put on hold," he said.



- **TOP:** The club is popular with patrons - and pigeons.
- **INSET:** Ipswich Brothers Leagues Club is planning its own field of dreams.
- **ABOVE:** Ipswich Brothers Leagues Club General Manager Mark Hennelly ... reflecting on the future.

Mark and his board made some judicious investments over the years.

The club building is located on freehold land with a conservative value of \$20 million, so collateral has not been a problem.

The club owns four houses and a vacant block of land across the road.

Sixteen years ago, it also bought just over six hectares (15 acres) of vacant

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▶ land to the south-east of the club. Now, this is being put to good use. Two extra playing fields are in the final stages of planning on the site - at a total cost of \$1.5 million, helped by a \$600,000 State Government grant approved late last year. These are not just practice facilities. Both will be international-standard floodlit fields, but building them won't be an easy exercise.

"The area is flood prone, so a lot of earth work is required," Mark added. "We'll need car parking and other amenities, plus buffer zones."

Despite the difficulties and the cost involved, Mark is confident the project will be a welcome boost to rugby league in the Ipswich area. Two other major projects are on hold, however. One is a \$7 million extension to the club building with provision for more floor space in the dining area, a new bar, improved lighting and upgraded façade.

"We did all our projections based on income over the next five years," Mark said. "But there were many tight periods in the cash flow. Even a small hic-cup could have put the club under immense pressure. So the board rightfully agreed with the management recommendation that we not proceed at this stage. The development approval for the project is valid for another three years, and probably could be extended beyond then, so the plan simply is on the backburner."

The other project on hold is development of a swimming complex on the vacant land opposite the club, designed for players' fitness and members' recreation. Again, the management and the board looked carefully at the figures. "Once more,

## Feathered ferals foil force, finesse

**UNDESIRABLE TENANTS** are an annoying distraction for Mark Hennelly and his club. Feral pigeons have discovered that structural crevices in the club's building design provide ideal nesting sites. Scores of pairs now flock there to raise their broods. Their effect on the surrounds - and sometimes on patrons - is not pleasant. "We've tried all sorts of non-aggressive means to get rid of them," Mark said. "We tried feeding them dry rice ... that was supposed to swell up inside the birds and put them down, but that made them produce more droppings. We tried chipboard cut-outs of owls ... that was supposed to scare them, but the pigeons were cuddling up to them. We had a couple of plastic snakes up there ... that hasn't worked either." Mark is usually a moderately-spoken man, but he's moved to strong language when it comes to the pigeons: "When we sow rye grass seed on the fields, the b#\*!s came down and ate it," he said. The club is seeking Council's help to eradicate the problem. — HENRI LACH ■



we're sitting on our hands waiting for a better climate," Mark said.

The current climate undoubtedly is fraught with some serious question marks.

The impact of the Carbon Tax tops the list.

"We don't know what's going to happen in the future with this tax," Mark added. "On electricity alone is going to cost us \$50,000 more a year. We've been told that refrigerant gas - although it's only a small component of expenses - will treble in price. It's now going to be \$1,000 dollars a kilogram. We don't know what the effect is going to be on all our raw materials, such as fruit and veggies."

Pressure from anti-gaming factions and the continuing, but lessened, threat of mandatory pre-commitment

legislation are additional concerns.

Meantime, the club continues to hold its own in the face of growing competition for the recreational dollar.

A new hotel opened by a major chain at nearby Booval last year has proved a magnet for many of the younger crowd who formerly patronised the club.

"A lot of our business was directed at the 18-to-25 age group," Mark said. "Our bar and our food have gone 'soft', and it's hard to compete with the major chains in take-away alcohol."

Despite the obstacles, Mark is confident that Brothers, with its 20,000 members and 235 gaming machines, will continue to maintain its status as the city's leading club.

"We're not setting any records, but we'll have a reasonable year," Mark concluded. ■

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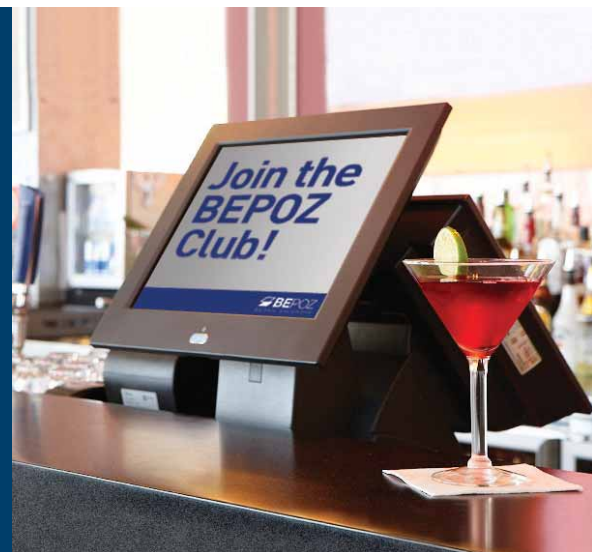
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## Latest class graduates from Aristocrat GMDC program

■ *Trevor Croker, Aristocrat's Managing Director (A&NZ), with Lloyd Pollard from Bargo Sports Club, Jason Petrolo from Dapto Leagues Club, Matthew Farrugia from Seven Hills Toongabbie RSL Club and David Costello.*

**MANY RISING** stars of the Club Industry emerged from the 13th year of the 2012 Gaming Management Development Course (GMDC).

The graduation presentation, which was hosted by Leagues Clubs Australia's Education Sponsor Aristocrat, was attended by several club CEOs and Gaming Managers, along with course presenters and participants.

Trevor Croker, Aristocrat's Managing Director - Australia & New Zealand, congratulated the 44 participants on their dedication in completing the course. LCA CEO Peter Turnbull thanked Aristocrat for their investment in the future of the Club Industry by sponsoring the GMDC. In that time, almost 700 students have completed the highly regarded program.

Jason Petrolo, from Dapto Leagues Club, took out first place and the David Costello Bursary to study at UNLV. Jason started at

Dapto as an 18-year-old, cleaning ashtrays and picking up glasses with hopes of learning how to do bar work. Three years later, he commenced a supervisory role and completed a Diploma of Hospitality with promotion to Duty Manager in 2008. Still in that role, Jason recently took on club gaming/installation analyst work. The GMDC helped Jason undertake a vast learning load in the 10 months to June 28.

Matthew Farrugia, from Seven Hills Toongabbie RSL Club, was second and received a three-day study tour bursary to Melbourne. Matthew has been at his club for almost eight years and his career path and education is similar to Jason's. Matthew is a Duty Manager, working in gaming, promotions, marketing and is the club's Customer Service Manager. He hopes to become an Operations Manager or Gaming Manager role within the next three years. Some of the major benefits Matthew received from the GMDC were being invited to view some of the largest venues across the state and having their senior management deliver presentations on club strategies, gaming installations and primary focuses.

Lloyd Pollard, from Bargo Sports Club, finished in third place and will go to Melbourne on the three-day study tour. Lloyd has spent 12 years working in

clubs, studying a Bachelor of Commerce majoring in Hospitality Management, Tourism & Marketing at the University of NSW. Lloyd worked hard climbing the ladder into middle management, taking on a role with the Canterbury Hurlstone Park RSL Group as the Operations Manager at Bargo Sports Club. Lloyd soon was promoted to Manager of Bargo Sports Club and is a Senior Management Team member of Canterbury Hurlstone Park RSL Club. Lloyd is keen to continue his learning and development and hopes to be the CEO of a large NSW club.

All participants acknowledged their clubs in allowing the time to undertake the course, along with Aristocrat in co-ordinating the program. Clubs visited during the course program included Mounties, Canterbury Leagues Club, St Marys Leagues Club, Wests Campbelltown, Wests Newcastle, Sutherland Tradies and Bankstown District Sports Club.

Course presenters included Tim McAleer, Lindsay Verdon, Jonathan Brain, Toby Kennett, Caroline Lumley, Mary O'Neill and John Willis. Sessions covered as part of the course included **'The History of Gaming in Australia', 'Cashflow Analysis', 'Floor Layout & Design', 'Customer Service & Ethics', 'Compliance'.** ■



# Duopoly Legacy Fee slugs Victoria's clubs

By **KATIE CINCOTTA**

**IN THE** first month of owner-operated poker machines in Victoria, clubs are reeling over a Baillieu Government decision to impose a poker machine tax worth up to \$35 million to counter the bungled introduction of the new monitoring system.

Poker machine venues are being slugged \$35 per month on each of the state's 27,500 machines for three years to cover "legacy" costs to former gaming operators Tatts and Tabcorp, after Intralot was unable to introduce its own technology in time for the transition.

In a letter sent by Intralot to Gaming Minister Michael O'Brien, the new monitor says it was charged \$24 million to use Tatts and Tabcorp's data and technology over the next six months, as Intralot ran out of time to implement its own monitoring regime.

Victoria's Opposition Gaming Spokesman Martin Pakula told *The Age* newspaper that poker machine monitoring had turned into a "cash grab wrapped in a shambles". "It's a shambles the Minister was warned about way back in December," Mr Pakula added.

Mr Pakula told *CMA Magazine* that clubs shouldn't have to pay the price for the Government's poor planning.

"Having chosen Intralot to be the Monitor, the Minister then chose to be a spectator for months, while negotiations between Intralot, Tatts and Tabcorp got right out of hand. He was warned that the protracted negotiations would affect Intralot's ability to be ready by August 16 and those concerns proved to be well founded. In the wash-up, clubs are paying through the nose - to the tune of almost \$35 million - with no consideration of turnover, or capacity to pay. And to rub salt into the wound in most clubs, Tatts and Tabcorp are, I understand, still carrying out the monitoring," the Shadow Minister for Gaming concluded.



■ **FROM LEFT:** Victoria Gaming Minister MICHAEL O'BRIEN, Victoria Opposition Gaming Spokesman MARTIN PAKULA, Victoria CMAA President ERIN LANGMAN

The Member for Western Metropolitan has been inundated with letters from angry club managers, including this one from West Heidelberg RSL Club Manager Rob Stone.

"After August, we anticipated that we would be lucky to make an extra 10% increase in revenue, maybe," Mr Stone wrote. "After all of the additional costs associated with being an RSL and, after costs with TGS and Intralot and now the legacy costs, I believe we will be extremely lucky to have an increase of 5%. Couple this with the increase in superannuation we will be lucky to be trading in two years."

Victorias CMAA President Erin Langman, who heads up Echuca Workers & Services Club, can't believe the "madness" of this three-year legacy fee.

"This fee is a kick in the guts to our club," Ms Langman said. "Why do we have to pay it for three years? I was prepared to pay for the legacy system until we were connected to Intralot, but to drag it out for three years is ridiculous and a complete rip-off. Why should the venues have to pay for a Government error? To be told of it so close to the transition is downright unprofessional and demonstrates the lack of thought that has gone into the biggest change to this industry in 20 years."

Chris Byrne, the General Manager at the Yarraville Club, is disappointed but also pragmatic about the fee.

"The legacy charge is something that as a club we do not support," he said. "But, as it stands, this charge has been imposed upon us without consultation - and we have to pay." ■

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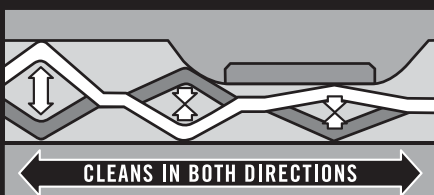
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## INDUSTRY UPDATE

# Are your 'Peacekeepers' really keeping the 'Ps'?

By MARK WALKER

**SINCE I** started training our security for registered clubs back in 1982, the role of the "Peacekeeper" has evolved dramatically for the better. In the early 1980s, you were lucky to get a smile out of a "bouncer", let alone an informative conversation on all the services that a club has to offer, and the benefits of becoming a valued member.

Over the past 30 years, our training has evolved into six distinct categories – and, with some gentle poetic licence, all categories begin with 'P'.

In short, the duty of each of your club's security officers is to provide the safety and protection of your club's **Public Image; Patrons; Performance; Personnel; Property; Premises.**

Here are some obvious examples...

Your club's **Public Image** - Are all of your guards dressed smartly and easily identifiable? Do they welcome your patrons on entry and bid them farewell as they leave? Do they approach "lost" patrons before they're asked?

Your club's **Patrons** - Are all of your guards trained in harm minimisation? Are they familiar with your Fire & Evacuation Procedure? Do they have a zero tolerance of anti-social behaviour and in RSA?

Your club's **Performance** - Do your guards encourage memberships? Are they familiar with your club's licensing requirements? Do they have clear bomb threat training? Do they keep precise incident reports?

Your club's **Personnel** - Do your guards offer to walk staff to their cars at night? Do they approach rowdy patrons before having to be asked to by your management? Do they cut off alcohol to patrons before your bar staff have to?

Your club's **Property** - Do your guards regularly patrol your car parks? Do they escort your cash clearances? Are they trained in armed hold-up procedures?

Your club's **Premises** - Do your club's guards know the location and types of your fire extinguishers? Do they patrol your rest rooms and report problems?



■ *Gold Crest Security Managing Director MARK WALKER.*

► **Mark Walker** is the **Managing Director of Gold Crest Security** - a CMDA National Bursary Sponsor company - that keeps the 'Ps' for more than 30 clubs in Sydney. **Mark** and his team is offering a complimentary advice and assessment for all CMAA members. Phone **1300 137 339** and ask for Mark, Grant or Brad.

Do they patrol the outside of your premises and check each fire door and exit?

There is a short and simple Security Audit insert in this edition of *Club Management in Australia Magazine* that **Gold Crest Security** clients and service management find handy when assessing the service quality of the security personnel at their clubs - to assess whether your 'Peacekeepers' really are keeping the 'Ps'. ■





# The Fork in the Road

## GETTING TO 2020

**CMAA Annual Conference, AGM & Hospitality Trade Expo**

**Tuesday, March 12 & Wednesday, March 13 2013**

*Sydney Convention & Exhibition Centre - Darling Harbour*

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



# The Fork in the Road

## GETTING TO 2020

## Conference Program



LOUISE MAHLER



SCOTT PAPE

*"One day Alice came to a fork in the road and saw a Cheshire cat in a tree. Which road do I take? she asked. Where do you want to go? was his response. I don't know, Alice answered. Then, said the cat, it doesn't matter." - Lewis Carroll*

### Day 1: Tuesday, March 12, 2013

- 8:00am** **Conference Registrations** - Registration Desk  
Ground Floor, Sydney Convention & Exhibition Centre
- 8:30am** Doors Open for **CMAA Annual General Meeting** - Hall 6  
CMAA Members **only**
- 9:00am** **CMAA Annual General Meeting**  
Welcome - Conference Sponsor, **Aristocrat**  
ACCM, 21-Year & 30-Year Service Awards
- 10:15am** **Morning Tea** - Foyer  
**CMAA Hospitality Trade Expo Opens** - Ground Floor, Hall 5  
Sydney Convention & Exhibition Centre
- 10:30am - 11:30am** Hall 6  
**Dr Louise Mahler**  
***Putting On Your Game Face - Entering New Frontiers***  
Choice! Choices! A fork in the road is a metaphor for a deciding moment in life or in business when a major choice of options is required, but we limit those choices by following old well-worn paths. In the end, it isn't a fork at all. It's just a halt and then a retreading of the same old track of behaviour, outcomes and baggage. So get ready for the new journey! This fork is a great time to build your preparedness. Ready yourself to face challenges and emotional situations in new ways. There are different ways to skin a cat and they involve well-researched processes, body language, movements and sounds. Handling resistance and barriers to change should not be a crisis. It is a game and can be enormously rewarding. You may even walk away smiling with a song in your heart.
- 11:30am - 12:15pm** **Approaching The Fork - The Year Ahead.**  
**HOSTPLUS - Scott Pape - 'The Barefoot Investor'**  
SCOTT PAPE is a former investment advisor with one of Melbourne's leading finance firms EL&C Baillieu, a media commentator, author and hosted his own radio show. Scott's book, *The Barefoot Investor*, is a best-seller in Australia. He is fast achieving status as the most popular financial advisor in Australia, built on speaking his mind and, in his own words, "keeping it real".
- 12:30pm** **CMDA 2013 National Bursary Program Lunch** - Hall 6
- 4:00pm** **Hospitality Expo Closes**
- 4:00pm - 6:00pm** **Exhibitors & Delegates Cocktail Party** - Hall 6  
All accredited trade exhibitors, Conference and Expo delegates are welcome to mingle, network and relax in a convivial atmosphere post Day 1 of the Conference. There will be short presentations to acknowledge the achievement and recognition of the Peter Cameron Award and Hall of Fame presentations.







## President's Message

On behalf of the Federal Executive, Federal Council and the Board of Management Studies, it gives me great pleasure to welcome CMAA Members and all eligible delegates to the CMAA's Annual 2013 Conference and Hospitality Trade Expo. This event continues to be a spectacular success with more conference delegates and trade show visitors attending than ever before. Your participation at this year's conference and exposition is greatly appreciated. Thanks to our wonderful trade suppliers who again will provide an excellent array of innovative and exciting products and services for management to review.

**Bill Clegg, ACCM**  
CMAA Federal President



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

*"The fight is won or lost far away from witnesses - behind the lines, in the gym, and out there on the road, long before I dance under those lights." - Muhammad Ali*

## Day 2: Wednesday, March 13, 2013

- 9:00am - 10:30am** Hall 6  
**The Panel Topic:**  
***Prepare For Unknown Terrain: Engage 4 X 4 At The Fork In The Road***  
**4 Views On Change From 4 Key Stakeholders.**
- 1. The Club President: Martin Baird**, former Chairman of the NSW Council of Chartered Secretaries Australia - Four items your chairperson must be aware of and 'tick off' from a Governance point of view
  - 2. The Accountant: Atle Crowe-Maxwell**, Partner BDO - Four critical balance sheet KPIs to monitor before, during and after change.
  - 3. The Lawyer: Brett Boon**, Partner Thomsons Lawyers - Four critical areas to check in four contracts (e.g. employment; loan; supply; construction)
  - 4. The Employees: Paul Lyons**, Organisational Psychologist - Four critical issues to ensure your people support the strategy.
- 10:30am** **Morning Tea** - Foyer  
**CMAA Hospitality Trade Expo Opens** - Ground Floor, Hall 5  
Sydney Convention & Exhibition Centre
- 10:45am - 11:35am** **Masterclass One - Demystifying The Not-For-Profit Balance Sheet (Statement of Financial Position)**  
**Scott Flaxman** of the Davidson Institute (Westpac Financial Education) unravels the mystery of the Balance Sheet and explains the importance of understanding the story it tells about your Club.
- 11:40am - 12:30am** **Masterclass Two - Changing Tack, What About Your Brand Awareness?**  
What better organisation than a brewery to talk about branding?  
**Andy Gibson**, Chief Marketing Officer at Carlton United Brewing offers an inside view into the impact of change on customer perceptions and behaviour, and how Carlton addresses those issues.
- 12:30am - 1:00pm** **Money Talks - Fuelling Your Change Journey**  
**John Tancevski**, CEO of Community First Credit Union discusses options to best leverage your cash.
- 4:00pm** **Hospitality Expo Closes**



***Stay tuned for our  
pre-Conference  
Professional  
Development  
activities on  
Monday,  
March 11***



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



## Conference & Expo Overview

### Conference Investment

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

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

### Hospitality Expo Visitor Policy

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

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

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

Trade Representatives **not exhibiting** will be required to pay an entrance fee of **\$1,000 + GST**.

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

### Conference Sessions

Conference sessions on both days will be held in Hall 6.

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

### 2013 CMAA Members' Annual General Meeting

9:00am - 10:30am Tuesday, March 12 in Hall 6.

Includes CMAA 21 Year & 30 Year Member Service Awards.

### ACCM Activity Points

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

### CMDA 2013 National Bursary Program Lunch

12:30pm - 2:00pm on Tuesday, March 12 in Hall 6.

### CMAA Cocktail Party

4:00pm - 6:00pm on Tuesday, March 12 in Hall 6.

The Cocktail Party will feature presentations for

- CMAA Hall of Fame Award
- Peter Cameron Award



# The right way to go about the RPL process

By **JASON THOMAS**

**OVER THE** past few months we have talked a lot about RPL (Recognition of Prior Learning), the federal requirements that dictate the collection and suitability of evidence, and its relationship to the Active Certified Club Manager (ACCM) accreditation. This month, I want to put all of this into context and define what is expected from your RPL application. In other words, it's about the right way to go about RPL.

Take Dorothy (Dot) for example. Dot is employed at the ACME RSL Club in Warner Brosville. For the past four years, Dot has held the position of Human Resource Manager and wishes to apply for RPL against the unit of competency (UoC) SITXHRM002A Recruit, Select & Induct Staff.

After progressing through the initial stages of consultation and payment (outlined on our website and in *CMA Magazine* August edition), Dot has agreed to undertake the RPL process and is now at the stage where she needs to accumulate her evidence for RPL. The following is a summary of the evidence that Dot has collated to successfully attain her RPL against this unit ...

- **Job Description** - based on her current position within the club detailing the responsibilities she has within the organisation. Remember, if the job description is too vague, or does not reflect the needs in the UoC, then it should not be used in your submission.
- **Third Party Report** - Dot uses this form to re-affirm her duties within the club against the UoC. This, coupled with her job description, reflects her **Currency** against the UoC.
- **Resume** - Again, this is tailored towards the UoC in question. To do this, Dot has used examples obtained from the range statement within the UoC to express, where possible, her previous experience in other jobs, as well as her current role. This is just to ensure that the same language and terminology is used aligned to the UoC. Obviously, if Dot has not undertaken these duties in the past, she would not be including them in her resume.
- **References** - To support and provide **Authenticity** towards her claims outlined in her resume, Dot contacts previous employers and obtains written references stating that she has held these positions and that the roles highlighted in her resume are correct.
- **Supporting Evidence** - Dot also provides examples of documentation she has used; created, written in her workplace, such as minutes of meetings where recruitment was discussed; interview questions she has used and written notes on during interviews (her Third Party Report does the same thing here for her current place of employment).
- **Supplemental Evidence** - Dot provides copies of training, memberships, workshop attendance and subscriptions to support her application. This will assist her to address the need to provide **Sufficient** evidence.
- **Examination** - Dot completes the brief questionnaire that she received in her RPL Pack to ensure that she has



This is just one way that a person may successfully apply for RPL against a Unit of Competency, but goes a long way to highlighting the complexity and validity of the process against recognising that which you're already know and can do on a daily basis.

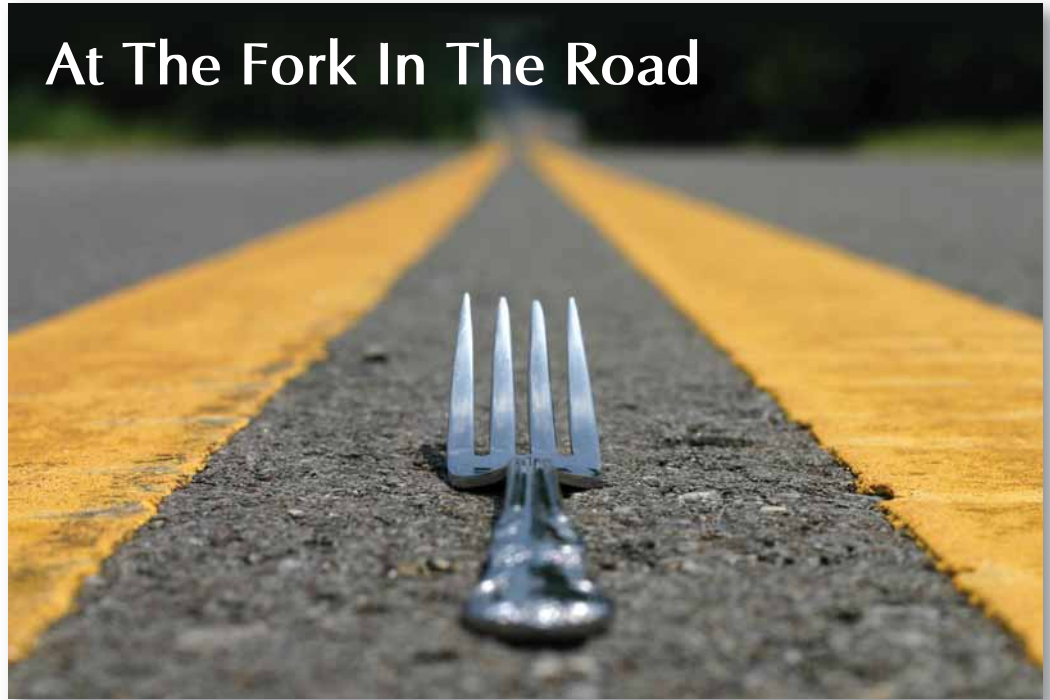
addressed every aspect of the UoC, and re-enforced her current knowledge of the subject matter in her proposal.

- **Summary** - Dot's RPL Administrator will arrange a time to discuss her proposal and provide questions to support her application and to ensure **Validity** of submission has occurred.

This is just one way that a person may successfully apply for RPL against a Unit of Competency, but goes a long way to highlighting the complexity and validity of the process against recognising that which you're already know and can do on a daily basis.

As always, if you have any questions, or would like to discuss your RPL options in further detail, contact **JASON THOMAS** at the CMDA P: 02 - 9746 4199 or E: [jason@cmaa.asn.au](mailto:jason@cmaa.asn.au) ■

## At The Fork In The Road



### Leading Your Organisation Through Change: A Management Plan – 5 Rules for Success

**OUR CONFERENCES** in 2013 will deal with all aspects of the management of change involved when altering the strategic attitude of our business. This article provides some food for thought as we approach 2020.

Study after study has shown that successful change demands more than plans and processes; it requires an understanding of the human side. Plans and processes themselves do not create the change.

**THE TERM** “change management plan” means different things to different people. Technology professionals are likely to view it as a formal process for tracking and documenting changes to systems and code. Human Resource professionals may argue that it is an intangible process that deals with how organisations view opportunities associated with change. *At an organisational level, a change management plan means defining and implementing the best strategic and tactical plans to deal with changes in the business environment and to profit from those opportunities.* Depending on the situation, any one of these answers can be correct. However, for the purpose of this article, we will focus on managing organisational change.

Change can be threatening to individuals and organisations. Yet successful adaptation to change is crucial to the success of any organisation. *It is common for leadership teams to focus their attention on creating the best strategic and tactical plans, failing to consider the human side of change management.* Failing to address the human side of change can be costly. Studies show that employee resistance and a lack of proper training are key hindrances to organisational change. While no single change management plan or methodology fits every organisation, there is a set of best practices that can be adapted to a variety of situations. Here are five best practices you can implement to create a solid foundation for successful change.

**1 – INVOLVEMENT** - Change is inherently unsettling for people at all levels of an

organisation. All eyes are on the leadership team for guidance and support when organisational change occurs. For change to be successful, the key stakeholders must model the way. The senior leadership team must visibly embrace the new approaches to motivate and challenge the rest of the organisation. Change is aborted when leaders do not demonstrate the same commitment they expect from others. Equally important is the need for the change efforts to include plans for involving leaders throughout the company in order to create a sense of ownership. Pushing responsibility for design and implementation down so that change “cascades” through the organisation helps to ensure that all concerned feel they have a stake in the plan’s success.

**2 – COMMUNICATE** - Senior leaders must focus on creating a communication plan that clearly articulates the vision of where they want to go and the benefits of doing so. Too often, leaders make the mistake of believing that others understand their vision as clearly as they do. Even when employees understand the vision and need for change, they often resist because change involves loss (loss of control, predictability, and often jobs). Leaders need to listen and acknowledge these feelings in order to reduce the level of employee anxiousness. The best change programs reinforce core messages through regular, timely communications that are both practical and inspirational. When creating a communication strategy, leaders should ensure that it is ...



- ▶ - **Clearly Written:** Communicate clearly and honestly with employees throughout the change process. Always keep the target audience in mind when communicating change information. Messages directed at investors should be significantly different than those targeted for first-line managers.
  - **Business Necessity:** It is critical that employees understand why the organisation needs to make the change(s). For employees to buy into the organisation's change effort, they must understand why the organisation is facing a period of change and potential benefits to them.
- 3 - **TRAINING** - Early training allows employees to build greater skills and confidence which in turn reduces stress and resistance. In addition to understanding any new technology or process, managers need to be trained on the skills that will help them manage resistance to the change initiatives. **Skills that can help managers "manage change" include: team building, coaching, feedback, setting priorities, negotiating priorities, stress management, dealing with conflict, systematic problem-solving and effective delegation.**

4 - **FEEDBACK & RECOGNITION** - While it is always important to "inspect what you expect", it is equally important to set up the change effort so that people in the organisation experience some early wins. These early wins increase individual support for change while also having the benefit of helping to sway the attitudes of change-sceptical employees. It's also important to communicate how the employees' work will change and how they will be measured during and after the change effort. Setting clear expectations and providing frequent informal feedback will help to build employee confidence and shape the key behaviours needed for positive results. Last, it is important to keep in mind that for recognition to be most effective, it needs to be personal, immediate, sincere and specific. Highly visible rewards are a great way to reinforce the organisation's commitment to the change. Likewise, disciplining people who stand in the way of change will reinforce the organisation's commitment to the change effort.

5 - **STAY THE COURSE** - We have found that any new process left unmanaged or improperly measured deteriorates over time - there are no exceptions. If leaders wish to institutionalise change, the change must become part of the organisation's culture. **Change cannot be viewed by employees as the "flavour of the month".** Leaders will need to recognise that change is viewed by many as risky and scary. These emotions make it easy for employees to slip back into their comfort zones and return to familiar habits and processes. Leaders must make sure they are hyper-vigilant to what employees are doing to ensure that follow-through is timely.

*Study after study has shown that successful change demands more than plans and processes; it requires an understanding of the human side. Plans and processes themselves do not create the change. Organisational change occurs only through the sustained, collective actions of the employees who are responsible for designing, executing and living the change. Therefore, it is essential that leaders model the way and communicate with exceptional clarity. Leaders must provide training to build new skills and they must pay greater attention than usual to what employees are doing.* ■

- This is an article written by **Colleen Mills, Ph.D.**, an organisational psychologist and executive coach of the Atlanta-based leadership development and executive coaching firm FASTLANE Coaching.  
<http://www.tagonline.org/articles.php?id=266>

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## CMDA & HMDA Professional Development: October – December 2012

Program Name	Dates	Location	Price Type	Amount	Start Time	Finish Time
<b>Analyse &amp; Report on Gaming Data</b> (this course has prerequisites – please contact us	16/10/2012 - 17/10/2012	CMDA Olympic Pk	Member	\$480.00	09:30am	05:00pm
			Non Member	\$580.00	09:30am	05:00pm
<b>RSA</b>	29/10/2012	CMDA Olympic Pk	Member	\$135.00	09:30am	04:00pm
			Non Member	\$140.00	09:30am	04:00pm
<b>RCG</b>	30/10/2012	CMDA Olympic Pk	Member	\$95.00	09:30am	05:00pm
			Non Member	\$100.00	09:30am	05:00pm
<b>Finance Summit</b>	13/11/2012 – 14/11/2012	Liverpool Catholic Club & Canterbury Leagues Club	Member	See <i>CMA Magazine</i> brochure for details		
			Non Member			
<b>Effective Operational Manager Program</b> - delivered by CMAA Riverina Murray Zone	12/11/2012-14/11/2012 18/02/2013-20/02/2013	Coomealla & Albury	Member	Contact CMDA for Zone contact details		
			Non Member			
<b>Duty Manager Development Program</b>	19/11/2012 - 28/11/2012	CMDA Olympic Pk	Member	\$1,560.00	09:30am	05:00pm
			Non Member	\$1,690.00	09:30am	05:00pm
<b>Financial Management 101</b> short course by <b>Westpac</b> Davidson Institute	19/11/2012 – 20/11/2012	CMDA Olympic Pk	Member	\$900.00	09:30am	05:00pm
			Non member	\$950.00	09:30am	05:00pm
<b>Lead &amp; Manage People</b>	20/11/2012 - 21/11/2012	CMDA Olympic Pk	Member	\$660.00	09:30am	05:00pm
			Non Member	\$725.00	09:30am	05:00pm
<b>RSA</b>	26/11/2012	CMDA Olympic Pk	Member	\$135.00	09:30am	04:00pm
			Non Member	\$140.00	09:30am	04:00pm
<b>RCG</b>	27/11/2012	CMDA Olympic Pk	Member	\$95.00	09:30am	05:00pm
			Non Member	\$100.00	09:30am	05:00pm
<b>Manage Physical Assets</b>	27/11/2012 - 5/12/2012	CMDA Olympic Pk	Member	\$1,200.00	09:30am	05:00pm
			Non Member	\$1,320.00	09:30am	05:00pm
<b>Roster Staff</b>	27/11/2012	CMDA Olympic Pk	Member	\$330.00	09:30am	05:00pm
			Non Member	\$365.00	09:30am	05:00pm
<b>Manage Quality Customer Service</b>	28/11/2012	CMDA Olympic Pk	Member	\$330.00	09:30am	05:00pm
			Non Member	\$365.00	09:30am	05:00pm
<b>Business Planning</b> short course by <b>Westpac</b> Davidson Institute	6/12/2012	CMDA Olympic Pk	Member	\$450.00	09:30am	05:00pm
			Non Member	\$500.00	09:30am	05:00pm

See *CMA Magazine* pages 38 & 39 for the exciting new courses we are partnering with the **Davidson Institute - Westpac Financial Education** ... more courses coming in 2013!

## Govt reviews Gambling Act

**THE FEDERAL** Department of Broadband, Communications and the Digital Economy is reviewing the Interactive Gambling Act (IGA) 2001. In late May, the Department released an interim report on the review for public comment. The interim report takes into account the difficulties in enforcing the existing prohibition on online gaming and the fact that Australians are spending in the vicinity of \$1 billion annually on illegal offshore online sites that lack adequate consumer protection and harm minimisation controls. The report recommended the IGA be amended to facilitate the “managed

liberalisation” of online gaming, starting with a five-year trial of online tournament poker. Due to the current political landscape, it is unlikely that significant change will occur in the regulation of online gambling. Given that the review of the IGA was commissioned on the basis of State Government concerns, any future policy change also will require the consideration of state and federal governments. However, the interim report does provide an opportunity to put forward the Club Industry’s view if/when changes occur that provides for opening up of online gaming in Australia. A copy of the Clubs Australia submission to the interim report can be found at [http://www.dbcde.gov.au/broadband/online\\_gambling/2011\\_review\\_of\\_the\\_interactive\\_gambling\\_act\\_2001](http://www.dbcde.gov.au/broadband/online_gambling/2011_review_of_the_interactive_gambling_act_2001) ■



# CMDA 2013 National Bursary Program

**For CMAA members only who are financial members prior to September 1, 2011**

*\* Bursary applications are judged in November each year. The program title reflects the year in which the awards are actually taken up and presented, in this instance 2013, at the next CMAA Annual Conference in March 2013. Bursary winners are required under the Rules & Conditions of the Bursary Awards 2013 Program to take up their bursary at the time and to the destination stipulated within the bursary, and to be financial members of the CMAA at the time of taking up their bursary.*

Peter Clarebrough Memorial Gaming Bursary	Asian Club Management Conference & Expo Bursary	Melbourne Restaurant Study Tour Bursary	Active Certified Club Manager (ACCM) Award Bursary	Diploma of Human Resources Mgt Bursary
<p><b>TWO (2)</b></p> <p>Bursaries to attend the <b>Global Gaming Congress in Las Vegas</b>, casino tours and 1 week of paid tuition with the <b>University of Las Vegas</b> in October 2013.</p> <p>Includes all travel (economy class), twin-share accommodation, conference registration, and paid tuition at UNLV. Bursary also includes \$US1,000 in spending money.</p>	<p><b>TWELVE (12)</b></p> <p>Bursaries for a study tour to the <b>10th Asian CMAA Club Managers Conference in Macau &amp; the HOFEX international trade exhibition in Hong Kong</b> in early-May 2013.</p> <p>Includes travel (economy class), twin-share accommodation, conference &amp; expo registration and associated activities costs.</p> <p>Bursary also includes \$US500 in spending money.</p>	<p><b>TWO (2)</b></p> <p>Bursary winners will join Ken Burgin on the <b>"Profitable Hospitality Food &amp; Wine Tour"</b>.</p> <p>This tour is a unique opportunity for passionate club hospitality professionals to experience back-of-house tours, visits to leading restaurants, clubs and food precincts in Melbourne. The tour coincides with one of Australia's leading food &amp; beverage tourist events, the Melbourne Food and Wine Festival. Thursday, March 7 to Sunday, March 10.</p>	<p><b>SIX (6)</b></p> <p>Bursaries for those members who are intending to attain the <b>Active Certified Club Managers Award (ACCM)</b> the CMAA's prestigious internal Club Industry recognition award.</p> <p>Winners can use the bursary to cover the fees for registration on any or all of the ACCM Education Criteria training courses and/or recognition of prior learning (RPL).</p>	<p><b>SIX (6)</b></p> <p>Bursaries to enrol into the CMDA's new and nationally recognised qualification: <b>BSB50607 Diploma of Human Resource Mgt.</b></p> <p>The Diploma consists of eight units of competency and can be undertaken by class attendance and/or recognition of prior learning (RPL).</p> <p>This bursary is ideal for HR co-ordinators and managers as well as generalist managers.</p> <p><i>NB: the Diploma will be offered from 2013</i></p>
<p><b>ACTIVITY:</b></p> <p>A minimum of <b>30 Industry Activity Points</b> required within the last 12 months.</p> <p><i>* Recipients of an overseas tour award in the last 3 years (2010-2012) at any CMAA level are ineligible as are previous winners of this bursary.</i></p>	<p><b>ACTIVITY:</b></p> <p>A minimum of <b>30 Industry Activity Points</b> required within the last 12 months.</p> <p><i>*Recipients of an overseas tour award in the last 3 years (2010-2012) at any CMAA level are ineligible.</i></p>	<p><b>ACTIVITY:</b></p> <p>A minimum of <b>20 Industry Activity Points</b> required within the last 12 months.</p> <p><i>*Previous winners of this award in the last 3 years (2010-2012) are ineligible to apply.</i></p>	<p><b>ACTIVITY:</b></p> <p>A minimum of <b>15 Industry Activity Points</b> required within the last 12 months.</p>	<p><b>ACTIVITY:</b></p> <p>A minimum of <b>15 Industry Activity Points</b> required within the last 12 months.</p>

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# CMDA 2013 National Bursary Program

## Submitting your Application

\*\*\* Applications for bursaries **are to be submitted no later than Friday, NOVEMBER 2, 2012** \*\*\*

Applications should be marked 'Private & Confidential' and forwarded to:

Attention: **Geoff Meston, Manager – Industry Professional Development**

**Club Managers Association Australia**

**Locked Bag 4317, Sydney Olympic Park NSW 2127**

**P: (02) 9746 4199; F: (02) 9746 5199; E: [geoff@cmaa.asn.au](mailto:geoff@cmaa.asn.au)**

*Winners are required under the Rules & Conditions of the Bursary Awards 2013 Program to take up their bursary at the time and to the destination stipulated within the bursary and to be financial members of the CMAA at the time of taking up the bursary. Applicants must meet the eligibility criteria and complete the application requirements.*

## Rules and Conditions

An independent Selection Panel will assess an application on the basis of how successfully it meets the application criteria. The selection of award winners will be based on the merit of the application. The decision of the Selection Panel will be final and NO further correspondence or communication will be entered into. The awards are **NOT** transferable. The CMDA Board of Management Studies reserves the right to cancel or re-issue any bursary that cannot be undertaken by an award recipient.

Other conditions may apply. Contact the CMDA for further clarification on any of these matters on (02) 9746 4199.

Details of bursaries are accurate at the time of printing, but may change without notice.

**Successful applicants are required to be present for the Award Ceremony at Darling Harbour during the CMAA Annual Conference in March 2013.**

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## Application Criteria

**For current CMAA financial members only who have been a financial member since September 1, 2011.**

**Applicants can apply for a maximum of ONE (1) Overseas Bursary and/or ONE (1) Non Overseas bursary.**

**Provide the following information in this sequence**

Note that applications will be deemed incomplete if any of the criteria is not addressed as required.\*

*\*Refer to the Sample Bursary Application Layout*

### CRITERIA - SECTION 1 – NOMINATION

**Include** a letter from your General Manager / Secretary Manager or President indicating that the information submitted is correct. The letter also should indicate the level of support undertaken by the club, i.e. that ***the club will assist you*** initially as an award winner ***with the financial costs and time from work to attend the CMAA Annual Conference Award Presentation Ceremony at Darling Harbour in March 2013 to receive the award*** and, importantly, with the financial support and time from your workplace to undertake the bursary.

### CRITERIA - SECTION 2 – APPLICATION STATEMENT

1. Applicants can apply for **1 Overseas Bursary** only
2. A **separate application statement** must accompany **each** bursary applied for (clearly identify the Bursary)
  1. **Describe** in up to 500 words (for **each** bursary application):
    - i) How winning the bursary will assist you and your role within the club; and
    - ii) The implications of your winning the bursary to your club operation and its future.

### CRITERIA - SECTION 3 – EMPLOYMENT

1. **Describe** briefly your current role and attach your job description to all applications. List in chronological order from present to past your employment history – include titles, name of clubs, positions, levels, tenure, dot point summary of your duties and responsibilities;
2. **Insert** a current organisation chart of your club's management structure and **highlight your position** on it.

### CRITERIA - SECTION 4 - INDUSTRY & EDUCATION ACTIVITY

**List and provide evidence** of your professional development activities over the last three years with regard to:

1. Industry Activity – e.g. conferences, seminars, CMAA meetings, industry consultation meetings;
2. Education Activity – e.g. attendance on CMAA-approved accredited and non-accredited courses.

# CMDA 2013 National Bursary Program

## Sample Bursary Application Layout

In order for you to submit a complete application that meets all the CMAA 2013 Bursary Awards criteria, you are encouraged to format your application similar to the layout summarised below.

**Note that each Criterion – Section should be addressed on a separate page.**

## REFER TO THE FULL APPLICATION CRITERIA

Page 1	Page 2	Page 3	Page 4
NOMINATION	APPLICATION STATEMENT	EMPLOYMENT	INDUSTRY & EDUCATION ACTIVITY
<p>Ensure that you have, on club letterhead, a signed statement from your General Manager, Secretary Manager or President verifying the information within your application is correct.</p> <p>Ensure that the letter has clearly highlighted the level of support* your club will provide you as an award winner as per the full nomination criteria.</p>	<p>Remember you can only apply for one overseas bursary.</p> <p>Any application statement you submit must meet the following criteria:</p> <p>Describe, in no more than 500 words, how winning the bursary will assist you and your role within the club <b>AND</b> be <b>specific*</b> as to what are the implications i.e. the results of your winning a bursary to your club's operations and its' future.</p>	<p>Describe your current role briefly and verify it by supplying your job description. If you do not have a formal job description to hand, you will be required to create one.</p> <p>List, underneath your description of your current job role, in order from present to past, your employment history as per the full employment criteria.</p> <p>Attach your club's current management or organisation chart structure and ensure you highlight with a marker pen <b>YOUR</b> position within that management structure.*</p>	<p>Create two headings; 1 - 'Industry Activity' 2 - 'Education Activity'</p> <p>Under each heading, list your attendance at these activities.</p> <p>Ensure you include dates, activity descriptor, and provider name.</p> <p>List the activities in order, most recent to past.</p> <p>Examples of 'Industry Activity'* includes CMAA Zone Meetings, industry consultation meetings, CMAA office bearer e.g. Zone President &amp; Zone Education Officer.</p> <p>Examples of 'Education Activity'* includes training with CMAA or other accredited providers such as TAFE, attendance at industry conferences, seminars and workshops.</p>
<p><b>*TIP – make sure the level of support is clearly defined, otherwise you could find that you may not be able to take up the award without the club's support, financially or otherwise.</b></p>	<p><b>*TIP – be very specific in your explanation.</b></p>	<p><b>*TIP – you can draw your management structure if you do not have access to a computer-generated organisation chart.</b></p>	<p><b>*TIP – to work out your Industry/Education activity points for eligibility for any of bursaries; refer to page 3 of the CMAA 2013 Bursary Awards.</b></p> <p>Ensure that the CMAA is advised of any activities that are undertaken for entry onto your file to ensure you have enough activity points.</p> <p>Contact Evonne Bosnich at the CMAA (02) 9746 4199 if you are unsure of how many activity points you have accumulated.</p>



# Finance Summit takes on big issues for clubs

**NUMBERS ARE** not the most-exciting of topics for some people in the Club Industry. But, just try running your club successfully without informed financial oversight.

The **CMDA 2012 Financial Summit** will investigate the strategies and issues to be successful for clubs of all sizes and locations.

The Summit will be presented at **Liverpool Catholic Club** and **Canterbury League Club** on **November 13 & 14**, with a gala networking dinner the Liverpool club's spectacular dining venue on the Tuesday night.

**Big Dave Staughton** – a favourite at CMDA professional development events – will be the facilitator and a presenter at the two-day Summit that will offer a range of learning and networking opportunities along with world-class speakers to help every manager and every club rethink how, why and where their club is headed financially.

The Summit opens on Tuesday, November 13, at Liverpool Catholic Club and continues the following day at Canterbury League Club – two of the most successful and impressive businesses in the industry. The CMDA will organise transfers between the venues for all delegates requiring assistance.

Liverpool Catholic Club also boasts one of the best hotels in

Sydney's west, so delegates can solve overnight accommodation challenges by booking at the LCC's Mercure Hotel – P: **02 – 8777 0600** or go to the website <http://www.mercuresydneyliverpool.com.au/> to secure your booking.

A "taste" of the all-important topics for the 2012 Finance Summit includes ...

- Driving Financial Performance & R.O.I.
- Debt Restructuring Strategies
- Three Things Keeping CFOs Awake At Night
- Implications Of The Latest Legal Cases
- Internal Controls & Avoiding Fraud
- Women & Finance
- Retirement Planning
- Labour Control
- Deconstructing The Pricing Paradigm
- Systems Integration
- Club Financial Management – Yesterday, Today & Tomorrow

For more information, contact CMAA Industry Professional Development Manager **Geoff Meston** P: **02 – 9746 4199**; E: [geoff@cmaa.asn.au](mailto:geoff@cmaa.asn.au) or go to [www.cmaa.asn.au](http://www.cmaa.asn.au) and go to the CMDA home page. ■



Day	Date	Meeting	Venue	Zone
<b>OCTOBER</b>				
<b>Monday</b>	<b>01/10/2012</b>		<b>(NSW/ACT) Public Holiday</b>	<b>(NSW/ACT) Labour Day Public Holiday</b>
<b>Tues - Thursday</b>	<b>01-04/10/2012</b>		<b>The Sands Expo &amp; Convention Centre</b>	<b>Global Gaming Expo – G2E 2012</b>
<b>Sun - Tuesday</b>	<b>06-09/10/2012</b>		<b>Gold Coast Convention Centre</b>	<b>ClubsNSW Annual Conference &amp; Trade Expo</b>
Wednesday	17/10/2012	17:00	Dubbo RSL Club	Mid State Zone AGM & Dinner
<b>Thursday</b>	<b>25/10/2012</b>	<b>09:30</b>	<b>Sydney Olympic Park</b>	<b>CMAA Federal Executive Meeting</b>
Friday	26/10/2012	11:00	Dapto Leagues Club	Illawarra Shoalhaven Zone AGM & Lunch
<b>NOVEMBER</b>				
<b>Thurs - Sunday</b>	<b>09-11/11/2012</b>		<b>Sheraton Mirage, Gold Coast</b>	<b>Leagues Club Australia Annual Conference</b>
Friday	TBA	14:00	Carlton Brewhouse, Abbotsford	Victoria Zone Meeting & Xmas Lunch
Friday	02/11/2012	11:00	Arana Hills Leagues Club	Brisbane Zone Meeting & Xmas Lunch
Friday	16/11/2012	11:00	Weston Creek Labor Club	ACT Zone Meeting & Bowls Day
Tuesday	27/11/2012	11:00	Matraville RSL Club	City East Zone Meeting & Xmas Lunch
Wednesday	28/11/2012	11:00	Lake Macquarie Yacht Club	Hunter Zone Meeting & Xmas Lunch
<b>Friday</b>	<b>30/11/2012</b>	<b>09:00</b>	<b>Drummoyne Sailing Club</b>	<b>CMAA Federal Executive Meeting</b>
<b>Friday</b>	<b>30/11/2012</b>	<b>10:30</b>	<b>Drummoyne Sailing Club</b>	<b>CMAA Federal Council Meeting</b>
<b>Friday</b>	<b>30/11/2012</b>	<b>12:00</b>	<b>Drummoyne Sailing Club</b>	<b>CMAA Sponsors Luncheon</b>
<b>DECEMBER</b>				
Tuesday	04/12/2012	11:00	St George Motor Boat Club	St George/Cronulla Zone Meeting & Xmas Lunch
Tuesday	04/12/2012	18:00	Story Bridge Hotel	Brisbane Zone Sponsors Cocktail Party
Tues - Wed	04-05/12/2012	09:30	West's Leagues Club, Tamworth	Nth West State Zone Xmas Dinner & Meeting
Tues- Wed	04-05/12/2012	09:00	Milton Ulladulla Ex-Services Club	Far South Coast Zone Xmas Dinner & Meeting
Wednesday	05/12/2012	10:00	Crescent Head Country Club	Great Lakes Zone Meeting & Golf Day
Thursday	06/12/2012	11:00	Hornsby RSL Club	Manly Nth Suburbs Zone Meeting & Xmas Lunch
Friday	07/12/2012	11:00	TBA	Inner West Zone AGM & Xmas Lunch
Friday	07/12/2012	11:00	Wallerah Bay Recreation Club	Central Coast Zone Meeting & Xmas Lunch
Friday	07/12/2012	12:00	Collegians, Balgownie	Illawarra Shoalhaven Zone Xmas Lunch
Friday	07/12/2012	10:00	Club Helensvale	Brisbane-Gold Coast Combines Zones Xmas Lunch
Wednesday	11/12/2012	11:00	TBA	Far Nth Coast Zone Meeting & Xmas Lunch
Tuesday	11/12/2011	11:00	TBA	Mid North Coast Zone Meeting & Xmas Lunch
Wednesday	12/12/2012	11:00	Evans Head Bowling Club	Far North Coast Zone Meeting & Xmas Lunch
Thursday	13/12/2012	12:00	Liverpool Catholic Club	Nepean Zone Xmas Lunch
Friday	14/12/2012	11:00	TBA	Sunshine Coast Zone Meeting & Xmas Lunch
<b>Friday</b>	<b>14/12/2012</b>	<b>09:30</b>	<b>Sydney Olympic Park</b>	<b>CMAA Federal Executive Meeting</b>



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# BUSINESS PLANNING

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## ENSURE THE LONG-TERM VALUE OF YOUR CLUB

Careful, early planning could significantly increase the potential value of your club. This short course is designed to help you build a structured business plan, clarify your medium and long-term goals, and identify the resource you'll need to ensure the long-term value of your club.

This short course is completed over 1 day and is applicable to general managers, duty managers and CEO's alike.

### We'll help you learn how to:

- Address key elements that should be included in your business plan
- Implement short to medium-term business plans and longer-term succession plans
- Set goals for key performance areas
- Identify risks that may affect your club and how to minimise their effect
- Use the resources and skills of key advisers

**Upcoming Dates** Thursday, 6 December 2012

**Venue** CMDA At Sydney Olympic Park

**Time** 9:00am - 5:00pm

**Enrol** at our website [www.cmaa.asn.au](http://www.cmaa.asn.au)

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The key to continued financial success rests in a manager's ability to make effective financial decisions. This short course hones in on the drivers of cash flow and sustainability in your club. You'll see what your financial statements really mean and ways you could use them to your advantage every day. We use real life examples and case studies, presented in an easy to follow practical format.

This short course is run over two days and is applicable to general managers, duty managers and CEO's alike -a must for anybody monitoring financial performance within a club.

## We'll help you learn how to:

- Interpret your financial statements
- Measure and analyse your financial performance in your club
- Identify ways to improve cash flow and financial efficiency
- Use a 'break even analysis' to support financial decision-making and surplus planning
- Building a cash flow budget
- Plan for and manage seasonality
- Understand the financial impact of growth
- Understand how to plan effectively

**Upcoming Dates** 19 November 2012 - 20 November 2012

**Venue** CMDA Sydney Olympic Park

**Time** 9:00am - 5:00pm

**Enrol** at our website [www.cmaa.asn.au](http://www.cmaa.asn.au)

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# Amendments to NSW Workers Compensation laws

**THE NSW** Parliament recently passed the *Workers Compensation Amendment Legislation 2012* ("amending Act"). The amending Act amends both the *Workers Compensation Act 1987* and the *Workplace Injury Management and Workers Compensation Act 1998*. The changes are many and detailed, with significant changes including ...

- Injured workers will be paid at 95% of their pre-injury average weekly earnings for the first 13 weeks of incapacity.
- From weeks 14-130, injured workers will be paid at 80% of their pre-injury average weekly earnings if they are doing less than 15 hours of work per week. For workers doing over 15 hours of work per week, they will receive 95% pre-injury average weekly earnings.
- After week 130, a worker must be totally incapacitated, or partially incapacitated and have returned to work, in order to continue receiving weekly compensation.
- Payment of weekly compensation will depend on a work capacity determination being made by the insurer.
- A new dispute resolution process for disputes about work capacity will feature an internal review by the insurer and a merit review by WorkCover.
- An injured worker's entitlement to medical and related expenses will cease 12 months after the worker ceases to be entitled to weekly payments of compensation.
- If there is no entitlement to weekly benefits, medical and related expenses are only payable for 12 months from the date of injury.
- There will be no entitlement to a lump sum payment if the injured worker's whole person impairment is less than 10%.
- Lump sum payments for permanent impairment will be merged into one entitlement. There will be no separate payment for pain and suffering.
- An injured worker will no longer be entitled to bring a further claim for permanent impairment where the injury has deteriorated.
- In most circumstances journey claims have been abolished.

- Claims for nervous shock, brought by relatives of deceased or seriously injured workers, have been abolished.
- No compensation is payable in respect of an injury that is associated with a heart attack or stroke, unless the nature of the employment concerned gave rise to a significantly greater risk of the worker suffering the injury.
- Compensation will be paid for a disease contracted by the worker in the course of employment, but only if the employment was the main contributing factor to contracting the disease.
- The current legislation imposes an obligation on an employer to provide suitable employment to an injured worker, unless it is not reasonably practical to do so. Under the changes, a WorkCover inspector may issue an Improvement Notice to ensure an employer provides suitable duties to injured workers.

The amending Act has facilitated a multi-purpose re-structure of the workers compensation scheme and the impact will be greater than just on insurance premium payments, with increased emphasis on better return to work outcomes. ■

## Police warning to clubs on intoxicated persons

**NSW POLICE** have issued a reminder to clubs of the relevant steps in managing intoxicated persons on licensed premises. If an intoxicated person is on licensed



premises, the licensee will be held to have permitted intoxication - unless the licensee can prove that ...

- the intoxicated person was asked to leave the premises;
- contact or attempted contact was made with Police for assistance to remove the person from the premises;
- the person was refused service of alcohol after it was realised he/she was intoxicated;
- all other reasonable steps to prevent intoxication were made.

The licensee must otherwise prove that the intoxicated person did not consume alcohol on the premises. These steps are outlined in section 73(5) of the *Liquor Act 2007* (NSW) which carries the following offences ...

- Permitting intoxication on the licensed premises - maximum penalty: 100 penalty units (\$11,000);
- Selling or supplying liquor to an intoxicated person - maximum penalty: 100 penalty units (\$11,000).

In light of the NSW Government's new "3 Strikes" legislation, clubs are advised to review procedures for managing intoxication on club premises to ensure compliance with the Liquor Act. ■

## CLUB AUDITORS HARLEY RUSSELL & DAY CHARTERED ACCOUNTANTS

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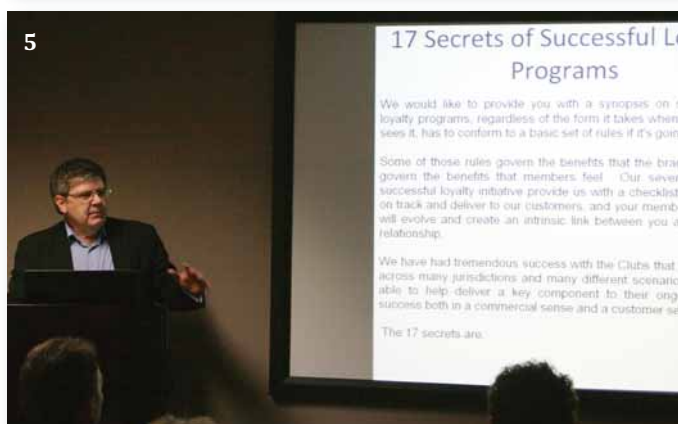
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# Standing room only for Caboolture workshops

**IT WAS** a case of standing room only for the CMAA Sunshine Coast Zone Workshops to start the day at Caboolture Sports Club on September 18. Both workshops – the first by Sunshine Coast Zone President Kelvin Patch and the second with Dean James from Customer Relations Management – followed the Zone Meeting where CMAA Federal Executive Member and Gold Coast Zone President Steve Condren was joined by CMAA Division G – Gold Coast Zone, Brisbane Zone, Sunshine Coast Zone, Ipswich & Darling Downs Zone and Central & Northern Queensland Zone – Federal Councillor Wayne Moffatt and CMAA Queensland Membership Liaison Officer Justin McGurgan to support the Zone and present the CMAA Head Office Report. Kelvin welcomed 20 members to the Meeting where Justin encouraged members to consider and promote the revised CMAA Affiliate Program and the Active Certified Club Manager Award, with a major component of the CMDA 2013 National Bursary Program factored toward financing members seeking to achieve the ACCM. The function room was filled with 55 guests for the workshops with host club manager Kelvin Patch taking managers, directors and industry trade representatives on a tour of the award-winning Caboolture Sports Club before tackling the benefits of a Master Plan. Dean James then moved on to **'Developing Customer Loyalty'**, providing an insight into what it takes to create a successful loyalty program. Following Dean's presentation, Kelvin and his management team welcomed more than 75 guests for lunch. Sunshine Coast Zone will combine with Brisbane Zone for a Charity Race Day at Corbould Park, Caloundra, on Saturday, October 28, and the Christmas Meeting and Lunch will be at Mooloolaba Surf Club on December 14. ■



- **1:** Kim Simoes, Luke Ponti, Lachlan Meehan, Brett David and Luis Nhue.
- **2:** Steve Spano, Donna Brittain, John Brittain and Dean James at the Sunshine Coast Zone Lunch at Caboolture Sports Club.
- **3:** CMAA members, directors and industry trade representatives packed the room for the Sunshine Coast Zone workshops.
- **4:** Michael McCarthy with Jeff Simmons and Stephen Gallacher.
- **5:** Dean James from CRM tackled the challenging topic of 'Developing Customer Loyalty' in his workshop.

# Darryl takes reins at Far South Coast AGM

**THE CLUB** Industry almost invariably offers managers the opportunity of promotion through a move to a new club. That change also means a change within the CMAA Zones the member is moving from and to. So it was with CMAA South Coast Zone President Craig Clark, who recently moved on as Secretary Manager at Moruya Golf Club for an opportunity at Cairns in Far North Queensland. Craig's departure, after two years at the helm, meant a change of personnel at the Zone AGM, at Queanbeyan Kangaroos Club on September 12. CMAA Marketing & Sponsorship Manager Shannon Donato and *CMA Magazine* Editor Peter Sharp travelled from Sydney for the AGM and CMAA Dinner the previous night where host club manager Leigh Kiely welcomed more than 80 guests. John Weir and Darcy Nelson were in their finest form as they pushed the fines session to the limit and their Zone Charity – Snowy Rescue Helicopter Service – funds past the \$1,000 mark on the night with the "last card standing" game. The Queanbeyan event lifted the Zone's 2012 fundraising effort past the \$4,000 mark. Following the fun and friendship at the Dinner where one guest bid \$250 for an autographed Greater Western Sydney Giants AFL football, delivered by CMDA Major Sponsor HOSTPLUS representatives Joseph D'Addona and Paul Castillo. CMAA members arrived on time for the AGM where Peter Sharp presented the Head Office Report, with comments from Zone member and CMAA Federal Vice President Michael O'Sullivan. Zone Education Officer Darryl Bozicevic and Zone Secretary Graham Wise also presented their reports to the 23 members, including two new members - Kylie Weik and Robert Beuzeville from Bermagui Country Club. With all positions declared vacant, Darryl accepted the nomination to take over from Craig Clark as President with Luke Ryan filling the ZEO role. There also two new faces – Scott Ingram and Jack Desborough – on the Zone Committee ...

- President: Darryl Bozicevic, Milton-Ulladulla Ex-Services Club
- Secretary-Treasurer: Graham Wise, Tomakin Sports & Social Club
- Education Officer: Luke Ryan, Tathra Beach Bowling Club
- Committee: John Weir, Yass Soldiers Club; Michael Mutsch, Merimbula RSL Club; Scott Ingram, Bombala RSL Club; Jack Desborough, Goulburn Soldiers Club.

Far South Coast Zone will hold its Christmas Dinner & Meeting at Milton-Ulladulla Ex-Services Club on December 4 & 5. ■



- **1:** The new Far South Coast Zone Committee (from left) John Weir, Luke Ryan, Scott Ingram, Darryl Bozicevic, Michael Mutsch, Jack Desborough and Graham Wise.
- **2:** CMAA Federal Vice President Michael O'Sullivan with new Far South Coast Zone members Kylie Weik and Robert Beuzeville from Bermagui Country Club.
- **3:** CMAA Marketing & Sponsorship Manager Shannon Donato with HOSTPLUS representatives Paul Castillo & Joseph D'Addona at the Far South Coast Zone Dinner at Queanbeyan Kangaroos Club.
- **4:** Darryl Bozicevic with John Weir.



# Hunter Zone starts busy day over breakfast

**THE SUCCESSFUL** trend of strong attendance at breakfast meetings continued with Hunter Zone welcoming 65 guests to its Meeting and Workshop at Beresfield Bowling Club on August 29.

Zone President Paul Cousins welcomed CMAA Federal Secretary Allan Peter and CMAA Division D Federal Councillor Stephen Byfield who made the trip to present the Head Office Report and discuss the major issues affecting the Club Industry and managers in the region and around Australia.

Allan also responded to members' comments and questions regarding the CMAA's partnership with HOSTPLUS as the Association's new Major Sponsor and preferred superannuation provider.

During the Meeting, Stockton Bowling Club Secretary Manager Gordon Laffan spoke about the frightening experience

for two of his staff during a recent well-planned hold-up, on lock-up, following a well-publicised, successful fund-raising day at the club. Gordon said he was thankful that his staff reacted and performed as directed, and survived to tell their tale. He recommended all managers investigate the Barringtons Armed Robbery training program. Gordon also thanked the local club manager community for the many calls of support and offers of assistance to keep his club operational after they were left with low cash reserves.

Beresfield Bowling Club General Manager Ian Frame spoke about his recent visit from Licensing Police, checking new RSA Competency Card requirements.

Following the Meeting, Ian welcomed the 65 guests to breakfast where Director Jacqui Matthews and Thuy Nguyen from Rawsuga provided an entertaining and informative presentation, *'The Real Value Of Loyalty'*.

Dates for the Zone's 2013 Meetings also were resolved ...

- Wednesday, February 27: Zone Meeting & Breakfast at Pelican RSL Club.



- Wednesday, May 28: Annual General Meeting & Lunch at Cessnock Supporters Club.
- Wednesday, August 28: Meeting & Lunch at Club Lemon Tree.

Hunter Zone's next event will be the annual Christmas Lunch at Lake Macquarie Yacht Club on Friday, November 30. ■

- 1: Stephen Byfield with Allan Peter with Hunter Zone Committee Members Paul Cousins, Andrew Walker and Ian Frame at the Hunter Zone Meeting at Beresfield Bowling Club.
- 2: CMAA Hunter Zone President Paul Cousins (right) with Rawsuga Director Jacqui Matthews and Thuy Nguyen who presented at the Breakfast Meeting.



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# Golfers sparkle like weather at Kogarah

**IT WAS** a full field of 26 teams for the annual St George Cronulla Sutherland Zone Charity Golf Day at Kogarah Golf Club on September 18. Zone President and CMAA Federal Executive Member Ian Todd welcomed CMAA Members, CMDA Sponsor companies and Club Industry suppliers from across the region on a perfect spring day at the course bordering Sydney's International Airport, the Cooks River and Alexandra Canal. And the golf was as impressive as the weather with former St George rugby league champion forward Graeme Wynn leading the Carlton United team to victory. Following the golf, there was a superb smorgasbord lunch with beverages from the CMDA's sponsors, along with the auction of an autographed Greater Western Sydney Giants foundation team football, donated by **HOSTPLUS** and an impressive range of raffle prizes donated by sponsors. ■





# Meeting kicks off busy September for Committee

**OATLEY RSL** Club was the venue for the CMAA St George Cronulla Sutherland Zone Meeting, Workshop and Lunch on September 4.

With the Zone's Charity Golf Day (see page 44) a few weeks away, it kicked off a busy month for the Zone Committee.

CMAA Federal Executive Member and Zone President Ian Todd welcomed 20 members for the Education Workshop to begin the day's program at 10am.

Jason Fullerton, the Senior Business Manager for Barringtons - a CMDA Career Development Sponsor and National Bursary Program Sponsor - led managers through recent important changes to the Workplace Health & Safety Act in his 90-minute session.

Following Jason's workshop, Ian welcomed 29 Members to the Zone Meeting, where CMAA Executive Officer Ralph Kober presented the Head Office Report and addressed issues affecting the

Club Industry and managers and took questions from the floor.

Ralph touched on the topics of gambling reform; the review of the Interactive Gambling Act by the Federal Government's Department of Broadband, Communications & The Digital Economy; corporate governance mandatory training in NSW; director responsibilities, including liability risks attached to recent amendments to the Federal Tax Act 2012; the NSW Government's '3 Strikes' laws; and the implications of the NSW Smoke Free Act.

Ralph also invited Members to investigate and apply for the range of professional development opportunities available through the 2013 CMDA National Bursary Program, with the focus on funding courses to achieve the Active Certified Club Manager (ACCM) award.

Former CMAA Federal President and Life Member Les Evennett was a welcome guest and attended both the Workshop and Zone Meeting.

Following the Workshops and Meeting, more than 50 guests sat down to lunch in the Oatley RSL Club function room.

St George Cronulla Sutherland Zone's next event will be the Zone Meeting and Christmas Lunch cruise at St George Motor Boat Club on Tuesday, December 4. ■



- **1:** Barringtons Senior Business Executive Jason Fullerton presented the Education Workshop at Oatley RSL Club.
- **2:** St George Cronulla Sutherland Zone Education Officer Jamie Neill with Jason Fullerton and Zone President Ian Todd.
- **3:** Jamie Neill, Michelle Chapman, Debbie Harris, Ian Todd and CMAA Executive Officer Ralph Kober address a question from the floor of the Zone Meeting.



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# Conference makes impressive debut

**IT WAS** a successful and impressive start for the Far North Coast & Mid North Coast Conference and Combined Zones Meeting at Yamba Bowling Club last month.

Phil Kelly and his Far North Coast Zone Committee decided last year to tackle the “mini-conference” project. When Mid North Coast Zone President Glenn Buckley heard about the event, he suggested to Phil that his Zone might join the party, support the Far North Coast effort and offer his members the education and professional development opportunities of the two-day event.

So, after a lot of hard work, the Conference kicked off on Tuesday, September 11, where General Manager Phil Boughton welcomed CMAA members, directors and Club Industry trade representatives to the popular and impressive Yamba Bowling Club.

After registration and lunch, the program started with the Combined Zones Meeting where both Phil Kelly and Glenn Buckley reported on activities in their Zones and CMAA Executive Officer Ralph Kober delivered the Head Office Report.

Following the Meeting, Jason Fullerton, the Senior Business Manager for Barringtons - a CMDA Career Development Sponsor and National Bursary Program Sponsor company - led delegates through recent important changes to the Workplace Health & Safety Act in his 60-minute session.

Session 2 was Ainsworth Game Technology's National Product Marketing Manager Matthew Primmer on the topic, ***'Let The Numbers Do The Talking'***.

CMDA Career Development Sponsor companies Lion Nathan, CUB and Robert Oatley Vineyards provided the beverages for the Conference Dinner where more than 100 guests enjoyed the good food, company and auction during an entertaining evening.

Day 2 started with Mike Fowler from Energy Brokers offering an overview of the current market conditions and price volatility. Mike also investigated and explained the alternatives available to clubs.

In Session 4, Tony Johnston from CMDA Career Development Sponsor company Eastern Commercial Lawyers then offered an entertaining and interesting look at his area of expertise in income diversification for clubs, amalgamations, corporate governance, liquor and gaming licence applications and statutory interpretation.

Far North Coast Zone's next event will be the Meeting and Christmas Lunch on December 12.

Mid North Coast Zone will host its Meeting and Christmas Lunch on December 11. ■



- **1:** Phil Kelly with Roger Hong (back) Glenn Buckley and Ralph Kober.
- **2:** Far North Coast Zone Secretary Roger Hong with Conference presenter Jason Fullerton from Barringtons.
- **3:** Mid North Coast Zone President Glenn Buckley with Conference presenter Matthew Primmer from Ainsworth Game Technology.
- **4:** Far North Coast and Mid North Coast CMAA members at the combined zones Meeting at Yamba Bowling Club on September 11.



# New faces sign on to Central Coast Committee

**CMAA CENTRAL** Coast Zone kicked off its two-day Conference with the Zone Annual General Meeting at Rafferty's Resort last month.

CMAA Federal Secretary Allan Peter and *CMA Magazine* Editor Peter Sharp were at the Cams Wharf function centre for the AGM where Allan presented the Head Office Report to 35 members and conducted the Election of Office Bearers for 2012-2013. Zone President Boris Beleuski, Vice President Catherine Dougherty, Secretary James Smith and Zone Education Officer Josh Collins did not seek re-election. With no formal nomination for the role, CMAA Division D – Hunter Zone, Central Coast Zone & Great Lakes Zone – Federal Councillor Stephen Byfield, a Central Coast Zone Member and CEO at Diggers @ The Entrance, was appointed interim President. Jason Willis replaced Catherine Dougherty, Lisa Caswell replaced James Smith and Daniel Brian replaced Josh Collins as ZEO. Allan Peter said he expected there would be a Zone Meeting called before the end of 2012 to formally elect a new Presidnet.

The Central Coast Zone Committee is ...

- President: Stephen Byfield, Diggers @ The Entrance
- Vice Presidents: Christine Haynes, Diggers @ The Entrance; Jason Willis, Wyong RSL Club
- Secretary: Lisa Caswell, The Bay Sports Club
- Treasurer: Michael Kowaliw, Diggers @ The Entrance
- Education Officer: Daniel Brian, Mingara Recreation Club
- Publicity Officer: Troy Sheary, Mingara Recreation Club

In his Report, Boris thanked the Committee for its work over the past year and during the five years he had been Zone President. He voiced his concerns about the CMAA's decision to move from Club Plus to **HOSTPLUS** as the Association's preferred superannuation provider. There was also discussion and questions from the floor about this matter with Allan Peter responding and reading from a solicitor's letter regarding the Association's position on events out of the Central Coast Zone.

Following the AGM and morning tea, the Zone Conference opened with Darren Schieb from Aristocrat, the Conference Sponsor, welcoming delegates and introducing Liverpool Catholic Club CEO John Turnbull who spoke about his journey



through the Club Industry and the business model that makes his organisation one of the most successful in the industry. Other speakers included Dr Koichi Saito from the Saito Nippon Corporation that controls 30 companies, former CMAA Federal Vice President Danny Munk, popular speaker Dave Staughton, Cameron Louis from IGT, and John Gould from Voyager Gaming.

Central Coast Zone will host its Christmas Lunch and Meeting at Wallarah Bay Sailing Club on December 7. ■



- 1: CMAA Federal Vice President Allan Peter (middle) with members of the Central Coast Zone Committee (from left) Michael Kowaliw, Christine Haynes, Troy Sheary, Daniel Brian, Lisa Caswell and Jason Willis.
- 2: CMAA Federal Vice President Allan Peter addresses the Central Coast Zone AGM.
- 3: Darren Schieb from Aristocrat welcomes delegates to the Central Coast Zone Conference.
- 4: Liverpool Catholic Club CEO John Turnbull.
- 5: Christine Haynes with Conference speaker Danny Munk.



# Nepean turns on great day for great golf

**EVERYONE'S A winner** at the annual Nepean Zone Golf Day. The weather gods smiled upon the Zone organising team of Joe Bayssari, David Marsh and Antoinette Sultana, who again did first class job with the organisation and presentation of the four-person Ambrose event at the Penrith Golf Club. Joe and Dave decided a few years back that scores were a distant second behind the enjoyment of the players so, at the end of the day, they draw the winners out of a hat. Everyone has a great day and goes home happy – with a prize from the vast range of products donated by CMDA Sponsors and companies who support the Zone and clubs across the area. There were 111 golfers and Antoinette did the photography. Hole sponsors were Treasury Estate Wines and Merlot Constructions. Carlton United and Treasury Estate Wines with Tooheys and Coca-Cola were the major sponsors of the lunch. ■





# ACCMs highlight of Burleigh Bears event

**IT WAS** a big day for two young managers at the Gold Coast Zone Meeting, Workshop and Lunch at Burleigh Bears Club on September 11.

Aaron Muirhead, from Redlands Bay Golf Club, and Damian Gerebtzoss, from Southport RSL Club, received their Active Certified Club Manager (ACCM) awards in front of more than 100 colleagues and industry representatives.

CMAA Federal Secretary Allan Peter, also an Association Life Member, and Steve Condren, the Gold Coast Zone President and Queensland's first CMAA Federal Executive Member presented Aaron and Damian with their prestigious achievements.

The presentations were part of the lunch program following the Zone Meeting and Education Workshop earlier in the day.

Allan Peter, Steve Condren and CMAA Queensland Membership Liaison Officer Justin McGurgan combined to present the Head Office Report and respond to questions from more than 40 members at the Zone Meeting.

It has been another busy year for Ken Burgin, but the popular Managing Director of Profitable Hospitality was back on deck for the Gold Coast Zone Education Workshop that followed the Meeting. Ken's Workshop topic was **'Building A More Profitable & Popular Food Business'** and he worked through detailed cost-control strategies, purchasing, menu pricing and promotions to make food service more profitable for clubs. More than 60 managers, director and industry trade representatives got a practical workshop that delivered a strong message about more control and better results in the café, bistro and restaurant, menus and function packages.

There were networking drinks before host club manager Ian Amos welcomed more than 120 guests to lunch where legendary rugby league administrator Ken Arthurson and popular Queensland Origin player and team manager Chris "Choppy" Close entertained their audience with their memories and opinions on the game. Ken Arthurson, who now lives on the Gold Coast, was the Chairman of the Australian Rugby League for many years, particularly during the Super League revolution, and, following his playing days with the club, went on to be Chairman of the Manly Warringah Rugby League Club. Chris Close was a Cunnamulla-born block-busting centre who played for Brisbane Valleys and Redcliffe in the Brisbane premiership,

Manly and the Gold Coast in the ARL premiership and for Hull Kingston Rovers in the English premiership. But it was his man of the match game in the inaugural NSW v Queensland State of Origin series that lives long in the memories of league fans. Chris also played in the centres and on the wing for Australia at the top of his career.

Gold Coast Zone's next event will be the combined Christmas Lunch with Brisbane Zone at Club Helensvale on December 7. ■



- 1: Education Officer Bryan Jones, Secretary Tracey Evans, President Steve Condren and CMAA Federal Secretary Allan Peter at the Gold Coast Zone Meeting.
- 2: Damian Gerebtzoss accepts his ACCM Award from Steve Condren and Allan Peter with Justin McGurgan.
- 3: Aaron Muirhead accepts his ACCM Award at Burleigh Bears Club.
- 4: Members listen to reports during the Gold Coast Zone Meeting.
- 5: Guest speakers Ken Arthurson and Chris Close entertained guests during lunch following the Gold Coast Zone Meeting and Workshop.

# Bally showcases new games, revolutionary touch-screen technology

**BALLY TECHNOLOGIES** showcased its new **ALPHA 2 Pro Series** cabinets, the trailblazing iDeck, and Elite Bonusing Suite applications at AGE 2012. Bally validated its promise to bring the best innovations for local gaming operators in Australia.

Bally is in full operation in Australia with all of its technology, expertise and product portfolio. The iDeck - the industry's first-of-its-kind, button-less, touch-screen button deck - was showcased at Darling Harbour from August 21 to 23. The award-winning iDeck is designed to increase player-game interaction as its versatility offers customisable features and interactive bonusing events. With this revolutionary innovation, when new game content is installed, the button configuration instantly changes to match the game. Operators will never need to change a button deck again.

All of the games in Bally's showcase at AGE 2012 were featured on the new, state-of-the-art, Pro Series cabinets, which were built for easy serviceability and maximum player comfort. The Pro Series cabinets are driven by Bally's new **ALPHA 2** platform, enabling new levels of interactivity and visual quality with 3D-graphic animations. The **ALPHA 2** operating system allows for a better gaming experience with interactive and graphically stunning games, taking Bally's game portfolio to the next level.

The Pro V32 cabinet, highlighted by a 32-inch vertical touch-screen, delivers striking animations and 3D graphics. Featured in this cabinet were the games, *Las Vegas, Dragon*, and *Roar 'N Rumble*. Bally's Pro V22/22 Upright cabinet stands out thanks to its cutting-edge design, interaction, and custom surround sound. Games presented on this cabinet were *Pharaoh's Dream*, *Tiki Treasure*, and *Chimney Stacks*. These games offer features such as stacked wilds and free games bonuses.

The Pro Slant cabinet also made an appearance at AGE 2012. This cabinet's armrests and video displays are positioned to provide optimal player comfort, with dimensions that improve sight lines on the gaming floor. Presented in these cabinets were *Mayan Treasures*, *Rainbow Dragon* and *Gold Nuggets*. In *Gold Nuggets*, players have the opportunity to exchange symbols, such as Golden Nuggets for "wild" reels. The more symbols collected, the more wild reels and the possibility for players to obtain credit rewards.

Most of Bally's stand-alone non-progressive games offered for Australia feature a progressive option - **Jackpot Lanterns** - already built into the games' math. The operator can choose to enable or disable this optional feature. **Jackpot Lanterns** is a two-level, Chinese-themed mystery progressive randomly triggered that sits over any standard video theme for added game bankability.

On the systems side, live demonstrations of Bally's **iVIEW Display Manager(DM)**, a picture-in-picture style player-user-interface for EGMs, were on show during the Expo. This backwards-compatible technology, which works on any manufacturer's gaming devices with a touch-screen display, enables operators to display dynamic messaging at the point of play.

When combined with Bally's Elite Bonusing Suite applications, **iVIEW DM** delivers interactive bonusing events and the ability for players to earn valuable rewards - all without interrupting play on their base game. These interactive applications, such as U-Spin Bonusing, enable players to spin a fortune wheel for a chance to win non-cashable prizes or redeemable points.

Among other systems products featured in Sydney, Bally offers operators SDS which provides powerful accounting and player-tracking, improving venue operations. The primary function of the SDS system is game accounting and player-tracking data collection. This integrated information system continually monitors gaming machines, other gaming devices and customer gaming activity. SDS provides real-time data, accurate automated meter and jackpot functions. Constant monitoring of floor activity allows for increased game security and employee accountability, as well as immediate notification of needed machine maintenance and jackpots. ■

## Clubs must address AUSTRAC compliance

**IN 2006** the Federal Government introduced the Anti Money Laundering & Counter Terrorism Financing Act.

This impacted on registered clubs and hotels that provide gaming as these services were listed as "designated services" under the Act, obliging clubs and hotels to assess the risk of money laundering and terrorism financing and to introduce an Anti Money Laundering and Counter Terrorism Financing Program to address such risk and the stipulated provisions within the legislation.

There has been increased participation by the regulator, AUSTRAC, in 2012.

Before March 31 each year, clubs and hotels that have gaming must submit a Compliance Report.

This has been a requirement since 2007.

Organisations that provide false information in their compliance reports expose themselves to a penalty up to 10 years imprisonment and/or \$1,100,000.00 in fines.

In 2012, Barringtons – A CMDA Career Development and National Bursary sponsor company - have been working closely with its clients who have been subject to audits by AUSTRAC Inspectors.

Through consultation, Barringtons have worked with its clients and the requirements of AUSTRAC to ensure they do not expose themselves to offences under this legislation. Barringtons recommends all clubs and hotels that provide gaming should take a close look at their obligations and compliance with the Anti Money Laundering and Counter Terrorism Financing Act. Clubs and hotels having difficulty, should contact the Barringtons office immediately to ensure compliance in this area.

For more information, the **Barrington Group** offices are located at **Suite 6, 7 Anella Avenue, Castle Hill, NSW. P: 02 - 9899 0600** or go to **www.barringtongroup.com.au** ■



# Video impact dramatically improves web marketing

By **CRAIG BURNARD**

**LIKE A** good many blokes, shopping is not my strong point. The need to purchase a present however, recently forced me into the mall. Retailers are doing it tough. Shop windows are full of tempting offers and merchandise designed to attract attention, lure us inside, where we part with hard-earned cash.

Your club's website is not unlike a shop window. Today's consumer is time poor and in a hurry. And, like a shop window, your website has only seconds to grab the attention of the passing shopper or visitor. So, your website homepage needs to shout for attention and engage passing visitors quickly, before they all-too-quickly move on.

How do you tempt your passing visitor to "step inside" your website and spend valuable time discovering more about you?

The answer lies in a short, home page video commercial.

Most of your visitors will be surfing the net on a smartphone, laptop or mobile device. They expect fast, concise information. Statistically, almost 70% of website visitors will opt to view a video when it is offered. A video commercial with voice-over, moving text and background music will grab attention and engage the viewer in a more impactful and meaningful way than static images and copy.

Your video commercial is similar to a TV ad in that it focuses on "the sizzle, not the sausage". It rapidly identifies with the audience, captures attention, presents the offer, and closes with a call to action. This usually all happens in less than 30 seconds. Your web video therefore does not need to be a "Ben Hur" production. A video commercial not only adds interest to your website. It can be uploaded on to the world's second-largest search engine, YouTube. Google-owned YouTube alone has more

than 800 million unique visitors every month. There's almost 20 competing video-sharing sites out there – many are free and reach a massive world-wide audience.

Video-sharing sites allow you to tag your video to the most-relevant search words, i.e. venue hire, restaurant, entertainment, prizes, etc. Most allow you to track the number of viewings and monitor results – and you don't have to stop there. Videos can be uploaded onto Facebook, which boasts 11 million Australian users. Then there's Google Places that tags your address to GPS map-based searches. Your video can be pasted as a hyperlink into your emails – so, no annoying attachments, or spam rejection.

Today's technology enables videos to be created simply and cost effectively. Adding video to your website will not only increase your visitor "dwell time" but lend a big hand in helping search engines find you more easily. ■

► **CRAIG BURNARD** is a Director at **Instore Vision**. For more information on the range of **Instore Vision** products and services, P: **0421 960182** or E: **creative@instorevision.com.au** ■

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## Ainsworth presents classic entertainer

**AINSWORTH'S NEW A560st** – launched at AGE 2012 in Sydney in late-August – is an engineering masterpiece that embodies the attributes of a classic entertainer. The **A560st** provides for state-of-the-art technology with its dual widescreen LCD platform, powerful **Quadtronic** processor, compact storage, premium sound system and an intuitive player interface supporting a 15-button play deck with a programmable button option. The **A560st** offers amazing gaming content with high-resolution graphics and themes synonymous with the Ainsworth **GamePlus** range. The **QX32 Progressive Jackpot Controller** offers the flexibility every venue demands. Operating up to eight linked banks simultaneously and up to 32 individual progressive pools across a mix of mystery and symbol-driven progressives with a wide range of denominations with one single jackpot controller, the possibilities are endless. The Ainsworth **World of Jackpots**

library was enhanced with three symbol-driven themes – **Jackpot General**, **Jackpot Zone** and **Year of the Dragon** – with more innovative progressive brands to be released in the next year. Ainsworth's striking three-level link progressive package provides a player interactive **Jackpot Zone** feature where players trigger scatter wins during the feature to enter the 'Zone' they are rewarded with guaranteed jackpots. Ten free games are offered with an array of stacked wilds appearing and re-triggers. **Jackpot Zone** is designed for the 2c, 4c and 5c market and is available again in the triple screen **Super A560** cabinet. Ainsworth's newest four-level SAP – **Quad Shot** – range features titles, including **Hotter Than Hot**, **Pearl Power**, **Big Thunder**, **Golden Glory**, **Moon Money**, **Paws Galore**, **Electric Nights** and **Starfire**. Incorporating a strong 50-line math model, **Quad Shot** is an impressive innovation. Scott Clarebrough, Ainsworth Group General Manager Strategy & Development, said the company has been building for the future. "Now, we're ready to further raise the performance bar with more leading edge brands and exceptional game titles, Scott added. "Ainsworth is committed to delivering players with quality entertainment experiences." ■

**PLAY THE FUTURE**



► For more information, contact Ainsworth National Sales Manager Peter Black E: [peter.black@ainsworth.com.au](mailto:peter.black@ainsworth.com.au) or visit [www.ainsworth.com.au](http://www.ainsworth.com.au)



## Casella Wines boosts beer interests with CCA deal



**CASELLA WINES** has today announced an agreement with *Coca-Cola Amatil* (CCA) to form a joint venture partnership.

A new entity will take over Casella's current beer brewing operations after December 2013 and, from that time, the joint venture company - Australian Beer Company - will brew and market the company's beer products.

This vision to form a joint venture does not include Casella's winery business which will remain 100% family-owned and operated by Casella.

Casella Wines Managing Director John Casella said the agreement with CCA marks an exciting new chapter for Casella Wines and the company's expansion into the beer category.

"Many synergies exist between the two companies, and the

prospect of any future partnership with CCA would provide tremendous scope to develop our brewing operations faster and more broadly than we could do on our own," John said.

"CCA's distribution network and proven credentials in beer and marketing capabilities are unrivalled, as are our world-class facilities, precision in manufacturing, and ability to deliver quality products year on year.

"We're confident that the strengths which both parties could bring to a partnership would be a winning combination and would deliver vast opportunities to further develop our brewing operations.

"Given we're only in our infancy with regard to our beer brewing initiatives, CCA's future participation in the joint venture is a great endorsement of our capacity to transfer our skills and knowledge of winemaking into brewing beer and our vision for the future."

*Coca-Cola Amatil's* Group Managing Director, Terry Davis, said the new agreement with Casella gives CCA access to a world-class, low-cost brewery that enables CCA to re-enter the premium beer market in Australia after December 16 with sufficient initial manufacturing capacity to cater to approximately 15% of the premium beer market in Australia."

Under terms of CCA's sale of its share in Pacific Beverages, CCA cannot sell, distribute or manufacture beer or cider in Australia until after December 16, 2013. ■



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