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IT IS CMDA 2013 National Bursary time again ... that glittering period when the Club Industry turns its eye to exotic far-away places; study tours and education opportunities. **CMAA Industry Professional Development Manager GEOFF MESTON** this month reiterates his thoughts on what the judges assessed as the good parts of the winning applications as well as the "please don't do that again" aspects in other applications. The four-page **2013 National Bursary Program Guide** starts on **p25**.



► Pages 38-39

CMAA FEDERAL Secretary Allan Peter has been heavily involved in helping Victoria's clubs make the transition to owner-operated gaming and says it has never been more critical for the state's three lobby groups to put egos aside and come together for the sake of the industry. Mr Peter says the Victorian Government's new "progressive" tax regime, which will see clubs pay up to 50% of their net gaming machine revenue as tax, poses financial ruin for many clubs if they fail to convince the Government of its improbability.



► Pages 40-41

IN THE August edition of *CMA Magazine*, we reported that the **Federal Fair Work Act 2009** was being reviewed by an independent expert panel - **Professor Ron McCallum, AO**, a labour law academic; the **Hon Michael Moore**, a retired Federal Court Judge; **Dr John Edwards**, an economist. Their brief was to conduct an evidence-based assessment of the operation of the Fair Work Legislation. The Panel's 294-page report has made 53 recommendations to **Federal Workplace Relations Minister Bill Shorten**.

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Community, media hysteria must focus on real reasons

President's Perspective with BILL CLEGG, ACCM

THE RECENT tragic death of teenager Thomas Kelly, from what appears to be a random act of violence, again saw a typical "blame game" response from the local community.

Heading the list of issues responsible for the tragedy was alcohol, lack of CCTV coverage, lack of policing and excess numbers of licensed outlets.

These facts all hit the "blame list" well before the alleged assailant was captured and the real reasons behind the assault determined.

The community outrage - without the facts - is a further example of the community expectations that are placed on our Club Industry.

A recent Coronial Inquiry into the death of Greg Woods, following an alcohol and drug-fuelled buck's party in Sydney - found that the group had consumed alcohol, cannabis, cocaine, ecstasy and heroin.

His best mate has been charged with the manslaughter of Greg Woods.

When Minister George Souris, attending a Community Forum after the death of Thomas Kelly said: "*Drug-taking, the use of methamphetamines, the use of*

steroids ... has created a far bigger social problem, and bad behaviour that emanates from that is not solely the responsibility of alcohol", the Forum dismissed the comment.

However, it was reported ... *the Assistant Commissioner, Mark Murdoch, got a roar of applause when he told the crowd in plain language: 'I'm going to cut straight to the chase. It's the abuse and availability of alcohol that's the problem.'*

Statistics, of course, are always used to support the case.

Also at the Forum, Don Weatherburn, the Director of the Bureau of Crime Statistics, while acknowledging drugs were an issue - especially "ice", said it was alcohol that was far and away the biggest concern.

Certainly separate from this issue was the release of the latest figures on Violent Premises in NSW, with the lowest numbers on record reported.

We are all aware that the Registered Club movement has been reducing violent instances in our premises for years.

Thankfully, when the statistics were used on the bans and limitations applied to Newcastle licensed premises, it was

acknowledged that similar bans in Kings Cross would only move the problems elsewhere.

Subsequent to all of the factors cited previously, the NSW Commissioner of Police, Andrew Scippione, has included video games as a contributing cause for the increases in youth violence.

Those experienced Club Industry professionals appreciate and would support Mr Souris' comments that drugs are becoming a real issue in the levels of intoxication and subsequent violence.

Years ago, club managers and security staff knew pretty much what to expect when approaching an intoxicated person.

Now, the levels of aggression that can be levelled against club staff are of great - and increasing - concern.

In time, when the real reasons that lead to the saddest of losses for a family are revealed, let's see if there is a similar community outcry, or whether the social issues that may have driven the violence, are too great for even an outraged public.

IT WAS with similar hysteria that the media and anti-gambling "crusaders" attacked the recent announcement of a ClubsNSW initiative for a Salvation Army Chaplin trial at the Mingara Recreation Club on the NSW Central Coast, to assist problem gamblers and drinkers.

Against comments from other Christian leaders, the Salvation Army have shown the same courage that takes them to where others - and particularly our "crusaders" - don't dare.

The CMAA has commented before that community expectations are greater - and will continue to mount on the Club Industry - particularly while the Federal focus is on reforms and beyond.

The "Sallies" have always been welcomed into licenced premises and, while mingling with many who could be their best customers, I've never witnessed, nor heard of, anything other than the greatest respect for their efforts.

This ClubsNSW initiative should be applauded and supported.

It's hoped the trial will provide an effective research-based tool that can be rolled out, not only within NSW, but nationally. ■

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



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CMAA offers initiatives for members in 2013 and beyond

The Executive Officer's Desk with RALPH KOBER

WE ARE well and truly into the back half of the year and it seems so much has happened in such a short period of time.

With regard to the Association's activities, both annual conferences attracted a high participation rate from members this year, as has the re-certification of NSW RSA licence holders, the various industry summits presented regionally and in the metropolitan cities, and the many training courses offered.

Pleasingly, the planning has started for the 2013 CMAA Calendar and it promises to feature a range of new initiatives that will go across state borders and act to increase membership both at the CMDA Affiliate and CMAA Member levels.

Part of that planning will be to recognise the valued support that now-retired CMAA members gave during their working lives to the Association. They will now receive the *CMA (Club Management in Australia) Magazine* complimentary each year and be invited to participate in planned networking events that enable each person to catch up with former colleagues and friends and stay in tune with the Association.

It's important to acknowledge that the Association of today that members enjoy and are proud to be a part of was founded on the efforts of those of the past and that the Association's history is



■ *CMAA Life Members Barry Stevenson, Les Evennett and Brian Frost.*

a pillar of strength to the individual club manager and the Club Industry as a whole.

THIS YEAR'S CMDA 2013 National Bursary Program has been refreshed with the bursaries on offer giving applicants a chance to win some significant professional development opportunities.

The IGT Peter Clareborough Study Bursary to attend the University of Las Vegas and the G2E Expo and Conference in Las Vegas in October 2013 will give two members the opportunity of the careers.

More than 12 bursaries are on offer for members to attend the 10th CMA Asian Club Managers' Conference, to be held in Macau and the international HOFEX Trade Expo in Hong Kong in May 2013.

Profitable Hospitality again is offering two members a great trip to Melbourne visiting some of the city's best restaurants and food service providers over three days.

Also on offer will be a number of bursaries covering the cost of the ACCM education courses for those members undertaking this prestigious Club Industry recognition award.

The CMAA also is now offering the Diploma of Human Resources and a number of fully funded bursaries to complete the qualification will be offered.

For more information contact CMAA Industry Professional Development Manager Geoff Meston on E: geoff@cmaa.asn.au

CMAA Zone Committees now can concentrate on offering their Zone members bursaries that centre around Conference attendance and education courses.

THE FOLLOWING excerpt is a timely reminder to CMAA Zone Committees of the Guidelines for Trade Representation - Zone Attendance Eligibility by which trade suppliers are deemed entitled to

attend stand-alone CMAA Zone activities such as meetings, social events and fundraisers ...

1. *Host clubs to liaise with Zone Committee on requirements for meeting/workshop/breakfast/lunch/dinner/activity et al.*
2. *Host clubs to liaise with Zone Committee on costs and collection of payments.*
3. *Host clubs to liaise with Zone Committee on product to be supplied by CMAA sponsors.*
4. *Host clubs to liaise with Zone Committee on breakfast/lunch/dinner entertainment.*
5. *The CMAA has strict guidelines on exposure given to industry representatives at Zone Meetings, social activities such as lunches and sporting fundraising events and Zone Conferences. Accredited CMAA suppliers and sponsors ONLY. NO sales brochures are to be placed on tables/chairs.*
6. *Industry suppliers are invited to attend stand-alone CMAA breakfast/lunches/dinners and CMAA activities and events, such as sporting fundraisers and education workshops and conferences, provided they fall into any of the following categories:*
 - (a) *CMDA Corporate Sponsors.*
 - (b) *CMDA National Bursary Sponsors.*
 - (c) *CMAA Expo Exhibitors.*
 - (d) *CMA Magazine Advertiser.*
 - (e) *Small Businesses in local rural areas who would not be covered by the above, but who support the local CMAA Zone by way of sponsorship approved by the CMAA.*

Other Industry suppliers who do not support the CMAA are not encouraged to attend these CMAA events and activities.

These guidelines have been long devised and enforced to protect our valued Sponsors and our members from trade suppliers who believe that paying for a lunch and bringing a token raffle prize gives them the right to ambush market our managers at CMAA events.

The trade suppliers who support manager education and professional development through contributing to the Association in the categories listed above are those whom the members should be encouraged to support. ■

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Planning Strategically...

WE RECENTLY conducted in-depth research with members across various CMAA Zones, with the assistance of another great CMDA National Bursary Sponsor, **rawsuga**. The research proved very enlightening in many areas and helped us better understand the areas that are of highest importance to members. The information gathered from Members has been incorporated in to the Association's Strategic Plan and will allow us to maintain and grow our support and relevance to Members. Some focus areas for our membership include ...

- Clearer and more concise information on the Certified Club Manager (CCM) program;
- Developing 'Future Leaders Forums' for emerging Secretary Managers/CEOs to run throughout various regions;
- Communicating the various benefits the Association can offer Members across the various stages of their career (e.g. from career "Ascension to Pension");
- Providing additional information on the Industrial Relations support and representation available to Members;
- Ensuring we are communicating with Members – past, current and potential - using the most effective communication platforms;
- Developing new professional development programs;
- Reviewing and updating our membership recruitment and retention strategies.

You will see these activities come to life in coming months and always we welcome **YOUR** input to ensure we are meeting **YOUR** needs.

Providing More For Members ...

WORKING WITH CMDA Sponsors and assisting them in supporting CMAA Members by improving our Members' experience with the Association is a key part of my role as Sponsorship &

Marketing Manager - and one I thoroughly enjoy. A recent example of this is a promotion we ran last month for delegates at the **AGE 2012 Conference** - managed and facilitated under or **HMDA** banner. The promotion gave every delegate who registered for the Conference a chance to win a weekend for two (including flights and accommodation) to Melbourne, courtesy of our generous National Bursary Sponsor, **CCM Travel**. **CCA (Coca-Cola Amatil)** also offered the first 20 Conference Delegates to register the opportunity to RSVP to a complimentary Sydney Harbour Cruise on board the "Bella Vista", with canapés, **CCA** products and entertainment, after Conference Day 1. The participants and winners of both promotions were obviously delighted with these experiences and these promotions were a great example of how our Sponsors continue to support our members. We are constantly working with our CMDA Sponsors to provide new opportunities for Members and encourage Members to support those Sponsors who support them.

Sponsor Spotlight

PKF HAS integrated **PKF's East Coast Practice (PKF ECP)** and **BDO** in Australia. From August 1 **PKF ECP** officially became part of the **BDO** network in Australia and has adopted the **BDO** brand. While this is a significant step for everyone involved in this change, the integration will not affect or change any arrangements with clients. The only change clients will see is a further enhancement of **BDO** services at the local, national and international level. The integration brings the **BDO** network back to the fifth-largest full service audit, tax and advisory firm in Australia. While acknowledging size can be an important factor, **BDO** believes that big just means big – it's not an indication of quality. What is most important to **BDO** is their culture of building solid relationships and delivering exceptional service to our Members. **BDO's** integration brings together like-minded people striving for

the same thing - to demonstrate value to clients and staff. In achieving this, **BDO** also seeks to provide stability and success for all of their stakeholder groups. This is an exciting time for the new **BDO**, and they would be delighted to discuss how their newly strengthened team can further assist your objectives. While their experienced campaigners - **Peter Hodge** and **Paul Cheeseman** - remain **BDO** also has some of the sharpest minds in the club and hospitality industry. In this month's edition, I introduce members to **Atle Crowe-Maxwell**, one of **BDO's** many club industry specialists ...

Name: *Atle Crowe-Maxwell*

Company: *BDO.*

Position: *National Leader – Tourism, Leisure and Hospitality.*

First Club Client: *South Sydney District Rugby League Football Club.*

Best thing about working in the Club Industry: *It's an ever-changing and dynamic industry.*

Best piece of advice you can offer/have received: *Be nice to everyone on the way up, because you are bound to see them on the way down.*

Worst Piece of advice you received: *You don't need a plumber to fix that, you can do it yourself.*

I wish I had a dollar for every time: *Wests Tigers lost to a team below them on the ladder.*

When not at work you can find me: *In the garden, or with my family.*

Favourite sports team: *Wests Tigers (NRL).*

My local club: *Harbord Diggers Club.*

Best thing about my local club: *The location! And the support that they give the local community. ■*



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- Up to 9 winners per jackpot
- One main prize and a shared pool of up to 8 prizes
- Flexi-Feature game, which advertises the "must be won before" value after every jackpot hit

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**3 GAMES
IN 1**

PKF East Coast Practice integrates with BDO

PKF EAST Coast Practice has integrated with **BDO** in Australia, is now officially part of the **BDO** network in Australia and has adopted the **BDO** brand.

The integration – from August 1, 2012 – brings the **BDO** network back to the fifth largest full service audit, tax and advisory firm in Australia.

While this is a significant step forward for everyone at the new **BDO**, it will not affect the services that **Peter Hodge**, **Paul Cheeseman** or **Atle Crowe-Maxwell** provide to CMAA members around Australia.

Indeed, the only change **BDO** sees is a further enhancement of its service at the local, national and international level.

Finding Finance

In recent times, obtaining funding from a club or hotel financier has become more difficult to secure. The reasons for this are largely associated with the introduction of ...

1. Smoking regulations
2. The threat of mandatory pre-commitment/other legislative changes.

Therefore, clubs considering further/new funding should think about their performance as judged by the industry scorecard used by banks and contained in the Independent Pricing & Regulatory Tribunal (IPART) Review of Registered Clubs Industry final report, and in table 7.6 Earnings Before Interest, Taxes, Depreciation and Amortisation (EBITDA) percentage as an indicator of financial stress.

By way of demonstration, the table is reproduced here ...

Table 7.6 - EBITDA % as an indicator of financial distress

EBITDA % range	Financial condition
> 25%	Business flourishing - ability to reinvest and reinvent as required.
15% - 25%	Solid financial position - needs to critically evaluate capital purchases.
10% - 15%	Stable financial position - sufficient cash flow to maintain current business operations. May find it difficult to reinvest and reinvent as required.
5% - 10%	Financial distress - changes required to ensure viability.
0% - 5%	Serious financial distress - serious questions as to whether the club can operate as a going concern.

This table shows that any venue operating with an EBITDA below 15% would appear to have a problem, as stated in the financial condition, particularly if it wishes to borrow funds.

To illustrate this position, the following table sets out revenue, EBITDA and percentage, and a sustainable level of debt with three times interest cover required by financiers for a loan application to be considered.

Table of revenue, EBITDA and percentage and sustainable debt levels

Revenue	EBITDA %	%	Sustainable debt level with 3x interest cover
\$10m	\$2.5m + 25>	25>	\$10m+ debt
\$10m	\$1.5m + 15-25	15-25	\$6.25m+ debt
\$10m	\$1.0m + 10-15	10-15	\$4.17m+ debt
\$10m	\$0.5m + 5-10	5-10	\$2.08m+ debt
\$10m	\$0.0m + 0-5	0-5	No capacity to borrow

Note: The sustainable debt levels are on the base EBITDA (i.e. \$2.5 million and with interest cover of three times and with an interest rate of 8%).

This table shows that any club below 15% will struggle with sustainable debt. This is confirmed in IPART Revenue at the bottom of page 124, which states: "A 15% threshold is likely to capture clubs that are not necessarily in financial distress but may be underperforming if a lower threshold were used (for example, 10%), there would be less scope for the club viability panel and industry specialists to suggest a range of initiatives to 'turn around' the trading performance of the club."

Therefore, any club at a level EBITDA of 15% or less will need to address and correct its position if it is looking to borrow funds in the near future.

- The EBITDA percentage should be moved toward 20%-25% as quickly as possible by ...
- Recognising the club's underperformance;
- Identifying the areas of underperformance and making the necessary corrections (management capacity);
- If necessary, seeking assistance with the turn-around or with producing an independent document/pre-lending review to permit the proposed funding;
- Positioning the club or hotel to understand the shift in banking needs and the new club performance requirements so as to receive funding is now more important than ever.

Furthermore, the push back also experienced from funders in relation to finance brokers will mean clubs must ...

- Develop a philosophical approach to maximise cash flow/profits;
- Recognise the appropriate KPIs and, at a minimum, achieve levels of best practice;
- Take a more strategic approach to business and with their financiers.

(- NOTE: The advice outlined above is general in nature and does not take into account individual circumstances and is current at the time of writing.) ■



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Change of days hits the jackpot with Expo visitors

THE CHANGE of days proved to be a jackpot for The Gaming Technologies Association (GTA) with the Australasian Gaming Expo – AGE 2012 – at Darling Harbour last month.

When the AGE was first held in 1990, it was decided that a weekend day might be appropriate, as many venues without poker machines located interstate or otherwise outside the Sydney metropolitan area might not have the opportunity to visit otherwise.



In that 22 years, the industry has completely transformed and there's more than 5,700 venues operating poker machines in Australia.

After feedback from exhibitors and visitors in recent years, the GTA renegotiated its arrangements with the Sydney Convention & Exhibition Centre to hold AGE 2012 as a mid-week event for the first time.

More than 8,000 people registered to attend the three-day Expo and two-day Conference, presented by Hospitality Management Development Australia (HMDA).

The GTA has, for more than 10 years, closely collaborated with the CMDA and HMDA to bring informative and engaging Conferences to the AGE.

This was the third of three of Australia's most prestigious club, hospitality and gaming industry conferences encompassing the year-long theme, **'2020 VISION'**.

HMDA is the hospitality arm of Club Management Development Australia (CMDA), which is a Registered Training Organisation (RTO) providing specialised education and professional development for the Club Managers' Association of Australia (CMAA) and the hospitality industry in general.



The CMAA has been the peak body for more than 2,600 professional club managers in 21 Zones around Australia for more than 55 years, with its administration offices located at Sydney Olympic Park.

CMAA can now also represent all management across the hospitality industry.

This AGE 2012 Conference - in the year of the London Olympic Games - focuses on the need for the hospitality and gaming industry to be **'Smarter, Faster, Stronger'** in every management, operational, and technical aspect of their business to remain innovative, relevant and competitive in a very turbulent operating environment.

The 23rd Australasian Gaming Expo was staged on August 21 to 23, which brings the AGE into line with the operating days of other top gaming industry events worldwide.

CEO Ross Ferrar said the GTA believed the change would provide more convenient access for many visitors, with 93% of exhibitors surveyed as part of AGE 2011 supporting the concept.

Until late on the Monday before the Expo, more than 50 specialised vehicles, including "cherry picker" boom lifts and forklift trucks ran almost non-stop to build 185 exhibition stands.

More than 1,000 truck-loads of the world's best and latest gaming and hospitality equipment were moved into the Expo, including more than 750 new gaming machines.

At 15,000 square metres - roughly the size of an Aussie Rules football oval -



- AGE 2012 was easily the biggest event of its type in Australia and one of the world's biggest.

More than 40 of those 185 companies were at the Gaming Expo for the first time in 2012, which guaranteed visitors would see the companies they know, but many more they had not encountered.

All of the GTA's member companies are represented on the exhibition floor - including Ainsworth Game Technology, Aristocrat Technologies, Aruze Gaming Australia, Bally Gaming Australia, IGT (Australia), Konami Gaming Australia, Shuffle Master Australasia and WMS Gaming. Many of the CMDA's "family of sponsors, 22 companies showcased their products and services at AGE 2012. ■

At 15,000 square metres - roughly the size of an Aussie Rules football oval - AGE 2012 was easily the biggest event of its type in Australia and one of the world's biggest.



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Geraldine a winner at Expo Conference

GERALDINE RITCHIE certainly finished up a winner at the Australasian Gaming Expo at Darling harbour last month

The St Marys Rugby Leagues Club xxxxxx Manager decided it was an important opportunity to make the most of the three days at AGE 2012 when she registered for the AGE 2012 Conference.

Presented by **Hospitality Management Development Australia (HMDA)** on August 21 and 22, the two-day Conference offered the opportunity to enhance education and professional development with world-class speakers offering information, concepts on advice on the rapidly changing environment in clubs, hotels, casinos and hospitality venues.

This was the last of three of Australia's most prestigious club, hospitality and gaming industry conferences encompassing the year-long theme, **'2020 VISION'**.

This AGE 2012 Conference - in the year of the London Olympic Games - focused on the need for the hospitality and gaming industry to be **'SMARTER, FASTER, STRONGER'** in every management, operational, and technical aspect of their business to remain innovative, relevant and competitive in a very turbulent operating environment.

As with previous CMDA-HMDA events this year, there was an impressive incentive for industry executives to make professional development a priority with a great prize opportunity for everyone who registered for the Conference.

And Geraldine's name came out of the prize draw at the end of the last Conference session on Day 2.

CMDA National Bursary Sponsor CCM Travel Managing Director Catherine Mancuso shared an AGE 2012 Expo stand

with the CMAA and Catherine was at the Expo to present Geraldine with her prize.

Geraldine was excited to learn she will enjoy the sights and sounds of Melbourne, thanks to CCM Travel. The prize includes ...

- 2 nights accommodation at the Crown Complex in a deluxe room
- 2 economy class tickets (Sydney-Melbourne-Sydney) on Qantas Airways
- Return limousine transfers (Melbourne Airport-Crown-Melbourne Airport) ■



- Geraldine Ritchie accepts her AGE Conference Registration prize from CMDA National Bursary Sponsor company CCM Travel Managing Director Catherine Mancuso.

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AGE Conference completes busy schedule of world-class events

THE CMAA completed its busy schedule of major conference events for 2012 with the Australasian Gaming Expo Conference at the Sydney Convention & Exhibition Centre at Darling Harbour last month.

The two-day Conference was a component of the annual three-day Australasian Gaming Expo – AGE 2012 – from August 21 to 23.

The AGE 2012 Conference, presented by Hospitality Management Development Australia (HMDA), also was the final chapter in the trilogy of the ‘2020 VISION’ theme that started with the Association’s AGM, Conference and Hospitality Expo at Darling Harbour in March, followed by the Mid Year Executive Leadership Conference at Jupiters Casino on the Gold Coast in July.

HMDA is the hospitality arm of Club Management Development Australia (CMDA), which is a Registered Training Organisation (RTO) providing specialised education and professional development for the Club Managers’ Association of Australia (CMAA) and the hospitality industry in general.

CMAA Executive Officer Ralph Kober said he was very pleased with the outcome of the ‘2020 VISION’ concept and the delivery of education and professional development opportunities to club and hospitality executives across Australia with the three conferences this past year.

“It has been a challenging and very successful year for the Association, the CMDA and now the HMDA in planning and delivering an impressive program of speakers, topics and workshops based ▶



- **ABOVE:** Conference delegates enjoyed the world-class speakers.
- **FAR LEFT:** AGE Conference Keynote Speaker Rachel Botsman.
- **LEFT:** Chris Downy, the outgoing Executive Director of the Australian Casinos Association.

► on the concept of change through strategic planning,” Mr Kober added.

“Our Darling Harbour Conference in March, the Jupiters event in July and now this AGE Conference has showcased world-class speakers dealing with and offering solutions for club and hospitality managers across Australia.

“The CMDA Board of Management Studies, CMAA Industry Professional Development Manager Geoff Meston and his team, have done an outstanding job in delivering three conferences of this standard and we are already working on raising the bar for industry executives in 2013.”

This AGE 2012 Conference - in the year of the London Olympic Games - focuses on the need for the hospitality and gaming industry to be **‘Smarter, Faster, Stronger’** in every management, operational, and technical aspect of their business to remain innovative, relevant and competitive in a very turbulent operating environment.

Conference registration opened at 8am on August 21 with Keynote Speaker Rachel Botsman opening the high-powered event at 9 o’clock.

A social innovator who writes, consults and speaks on the power of collaboration and sharing through network technologies, Ms Botsman wrote the influential book, *‘What’s Mine is Yours: How Collaborative Consumption Is Changing The Way We Live’*. TIME magazine recently called *Collaborative Consumption* one of the “10 ideas that will change the world”. Her thinking on how technology will change how we work and live captured the Conference delegates with her works published in WIRED, The Guardian, Harvard Business Review, New York Times, The Economist and Fast Company. Rachel has a monthly future tech trends column in the Australian Financial Review.

Outgoing Australian Casinos Association (ACA) Executive Director Chris Downy followed with ***‘The Changing Business Model Of The Casino & Gaming Industry’***. The ACA represents the 13 Australian and six NZ casinos and Mr Downy provided an overview of how the casino industry is adapting to the changing economic environment and the dynamics of leisure and tourism.

Online commerce and information-sharing transactions open up a new world of risk and liabilities. Two experts



in the area of cyber-risk - Jason Drew and Sidney Lin – discussed two major issues. Jason Drew, a Director with Secom Technology - a CMDA National Bursary sponsor company, - looked at ***‘Securing Your Business Data Assets From Within & Without’***, while Sidney Lin, a Senior Relationship Manager at St George Bank, provided ***‘A Bank’s-Eye View Of Cyber Fraud’***.

Other speakers across the two days



will included Manager, Geoff Knowles and xxxxxxxx xxxxxxxxxx xxxxxxxx xxxxxxxx from Independent Gaming; GSL Solutions Director, Danielle Rayner; Micropower CEO Craig Kinross; Cameron Louis, IGT’s Sales Manager (ANZ) Strategic Solutions; and Richard Griffiths, the CEO of the Greater Western Sydney Giants - the AFL’s newest club – tackled the appropriate topic, ***‘Setting Up Shop In A Hostile Environment’***. ■



- **ABOVE LEFT:** St George Bank’s Senior Relationship Manager Sidney Lin returned to Darling Harbour for the AGE Conference.
- **ABOVE RIGHT:** CMAA Industry Professional Development Manager Geoff Meston facilitated the two-day Conference.
- **ABOVE:** Independent Gaming General Manager Geoff Knowles and xxxxxxxx xxxxxxxxxx xxxxxxxx.

THE IMPRESSIVE list of CMDA Career Development Sponsor companies and National Bursary Program sponsors were among the 185 companies represented at the Australasian Gaming Expo - AGE 2012 - at the Sydney Convention & Exhibition Centre last month. Many of the world's top product and service providers in the gaming and hospitality industries were on show with their latest and most innovative products. The companies showcasing products and services included 22 CMDA sponsors ...

- | | |
|--------------------------------------|---------------------------------|
| - Ainsworth | - IGT |
| - Aristocrat | - Independent Gaming |
| - Aruze Gaming | - Konami Australia |
| - Bally Technologies | - Maxgaming NSW |
| - CCM Travel | - Micropower Software Solutions |
| - CMAA | - Paynter Dixon |
| - Community First Credit Union | - rawsuga |
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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>TWO (2) Bursaries to attend the Global Gaming Congress in Las Vegas, casino tours and 1 week of paid tuition with the University of Las Vegas 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>TWELVE (12) Bursaries for a study tour to the 10th Asian CMAA Club Managers Conference in Macau & the HOFEX international trade exhibition in Hong Kong in early-May 2013.</p> <p>Includes travel (economy class), twin-share accommodation, conference & expo registration and associated activities costs.</p> <p>Bursary also includes \$US500 in spending money.</p>	<p>TWO (2) Bursary winners will join Ken Burgin on the "Profitable Hospitality Food & Wine Tour".</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 & beverage tourist events, the Melbourne Food and Wine Festival. Thursday, March 7 to Sunday, March 10.</p>	<p>SIX (6) Bursaries for those members who are intending to attain the Active Certified Club Managers Award (ACCM) 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>SIX (6) Bursaries to enrol into the CMDA's new and nationally recognised qualification: BSB50607 Diploma of Human Resource Mgt.</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>ACTIVITY: A minimum of 30 Industry Activity Points 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>ACTIVITY: A minimum of 30 Industry Activity Points 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>ACTIVITY: A minimum of 20 Industry Activity Points 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>ACTIVITY: A minimum of 15 Industry Activity Points required within the last 12 months.</p>	<p>ACTIVITY: A minimum of 15 Industry Activity Points 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

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.

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 AND be specific* 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 YOUR 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 & 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>*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.</p>	<p>*TIP – be very specific in your explanation.</p>	<p>*TIP – you can draw your management structure if you do not have access to a computer-generated organisation chart.</p>	<p>*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.</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>

Bursaries 2013 – how about applying this year?

DESPITE MY best attempts at slowing down time, and therefore my aging process, I am shocked to discover that it is National Bursary time again. Yes, that glittering period when the Club Industry turns its eye to exotic far-away places; study tours and education opportunities. The printers start rolling out insightful pearls of wisdom; the keyboards are clicking feverishly with eloquent prose, oozing through every paragraph; and brows are furrowed with earnest concentration as we seek that elusive sip from the cup of success. Ahhh yes!... we all love the smell of a freshly printed bursary application in the morning!

After last year's bursary judging, I wrote an article illustrating what the judges assessed as the good parts of the winning applications as well as the "please don't do that again" aspects in other applications. I thought this may be an opportune time to revisit that insightful tome of bursarial delights.

In my 2012 **S.M.A.R.T Guide** to bursary application, I mentioned that your letter of application should be **VERY SPECIFIC** in what you intend to accomplish with the bursary; the outcomes of your winning should be **MEASURABLE** (none of this "it will improve my abilities as a duty manager" business). Your intent and outcomes must be **ATTAINABLE**

(or **ACCEPTABLE** to your workplace) ... and **REALISTIC** (are you willing to undertake the specified task?) ... and **TIMELY** so you can achieve your outcome within a reasonable period.

OTHER HINTS: if you want a trip overseas, make sure your application specifies the correct country (conference) you intend to visit, as getting there does little to impress the judging panel. Read the entry rules very closely and stick to them. Provide **ALL** the elements required and no more. Stick to the word count. Make sure your application clearly states your name and the bursary you are applying for. Finally, it **MUST** be received by CMDA by the due date. Late entries cannot be included as we must abide by the specified rules to ensure transparency and fairness.

The table below is a summary of issues and hints. If you take into account my points and avoid some issues listed below, you have a great opportunity to be in with a winning chance. If you haven't applied before because you think there is no chance of you winning, you should definitely give yourself a chance this year and apply ... you never know. Good luck everyone and thanks for your support. ■

"So early in my life, I had learned that if you want something, you had better make some noise." – Malcolm X

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

The Fork In The Road, Getting To 2020



OUR DECISION this year to use a broad theme concept threading through our professional development activities has proven to be very successful in enabling us to establish some topic continuity and build on complementary subject issues.

As we operate in an era of extreme uncertainty regarding major social and technological change; patchy economic and regulatory conditions; and increased competition fighting for a slice of the Club Industry's traditional slice of the pie, our **2020 VISION & STRATEGY** theme provided us with the perfect platform to deal with multiple aspects of strategic management.

Looking ahead to 2013, the logical theme progression is to address how we can go about making whatever change is necessary to maintain our market share and generate a sustainable return on investment to stay alive and healthy. Really, we are looking at a fork in the road for many venues - and that involves choice and change. The biggest challenge facing every business today is change. It will also be the biggest challenge you face next year, and over the next five years. Change confronts and challenges our ability to create value for customers and remain relevant.

(<http://www.fortunegroup.com.au/managing-change-in-the-workplace>)

Thus, the professional development theme for 2013 will be, **'The Fork In The Road, Getting To 2020'**. Virtually all projects need people to do something different before they can realise their benefits. This may be to use different technology, follow different processes, cooperate with new people, or behave differently. A 2002 McKinsey study showed that the Return on Investment for a project was more than four times higher

when Change Management was included in the initiative. This study covered about 40 organisations.

(<http://www.project-laneways.com.au/change-management/why-is-change-management-important.html>)

So it's imperative that every manager understands how to engage the team, and lead the business, in collaborating around change. When it comes to effectively managing change, "nobody's as smart as everybody" because businesses must consistently identify and resolve critical change issues, innovate the way they work and find new and different ways to grow.

And it's a "party that never ends" ... a constant work-in-progress that is exciting when you embrace it - but chilling when you deny it.

Understanding How Change Affects People

THE FIRST thing a manager must appreciate before considering any change management initiatives is how change affects employees - how readily they will accept the change and the emotional "pain" that accompanies change. By understanding the interplay of these psychological issues with the actual change, a manager will concentrate on the objectives of the change (not the problems) and increase the ability to effectively implement change.

(<http://www.fortunegroup.com.au/managing-change-in-the-workplace>)

We will release more information on our courses, conferences and summits for 2013 in the coming months. I look forward to seeing you and working on our change management knowledge and skills. ■

Really, we are looking at a fork in the road for many venues - and that involves choice and change. The biggest challenge facing every business today is change.

Understanding what constitutes 'evidence' in the RPL process

IN CMA Magazine last month, I discussed the newly approved process for applying for RPL (Recognition of Prior Learning) against the CMDA's various products, such as ACCM accreditation, or single units of competency.

This month, I want to expand a little further on the idea of what constitutes "evidence" in your submission for RPL and to help clarify what should, and what shouldn't, be used as guidelines for accumulating evidence.

For those who may have missed the August edition, RPL is the recognition of **current** skills and knowledge, learnt or obtained through prior learning initiatives, usually undertaken in an informal manner, such as on-the-job training, or mentoring.

As a Registered Training Organisation, the CMDA is governed by legislative bodies and, as such, must comply with the rules on the submission of evidence towards RPL.

When identifying what to submit as part of your evidence towards RPL, there are four principle rules you should apply to assist in identifying its appropriateness ...

- **Validity**
- **Sufficiency**
- **Authenticity**
- **Currency**

To ensure **Validity**, your evidence must cover all of the requirements outlined within the Units of Competency. These points will be discussed with you over the phone during your initial contact call in brief. This also will be supported by a copy of the Unit of Competency being included in your tailored RPL pack. There will also be other assorted material to help you along the path.

Sufficiency applies to any evidence that can demonstrate ongoing exposure to the unit in a variety of different situations. Ideally, your resume or CV,



along with written letters of references and ongoing records of various training or professional development programs you have undertaken will help to address this.

But, be careful, if you haven't updated your resume/CV in a few years, don't provide enough variety in your submission, or don't address each "Elements & Performance Criteria" outlined in the Unit of Competency, you may be requested to undertake some form of assessment to ensure full understanding of the unit of competency in question; or have one of our courses recommended to you to undertake.

Authenticity ... one of the common arguments in the Vocational Education Sector is how do we ensure that the evidence submitted is the work of the student in question? To address this issue, be prepared for your RPL Administrator to contact you after you have submitted your evidence to arrange a time to speak to you in detail about the evidence you have submitted. It's just a few questions, so don't get too worried (unless it's not your work that you have submitted) and should look to allocate anywhere from 10 to 45 minutes depending upon the number of units you wish to RPL for. If this is not a viable option for you, we can provide flexible time-sensitive alternatives for you to conduct at your own pace.

Currency ensures that you are up to date with contemporary and modern practices currently used in the club and hospitality industry today. This is reflected in the latest version of the Training Package (currently SIT07 v3 at time of print), the Statements of Attainments we issue, the expectations we set to ensure our program meets current industry standards.

As always, if you are in doubt, or have further questions relating to CMDA's RPL Process, please contact **CMDA RPL Administrator Jason Thomas**
P: 02 - 9746 4199 or
E: jason@cmaa.asn.au ■

VALIDITY

Dimensions of Competency

Relevant to Industry
Critical Evidence

Essential Skills and Knowledge

AQF Level

Range Statement 'musts'

Elements and Performance criteria

Employability Skills

SUFFICIENCY

Consistent

Combination of Assessment Approaches

More than One Occasion

All Aspects of Competency

Range of Situations or Contexts

Able to be Repeated

AUTHENTICITY

Observations

Genuine

Proof

Relates to Candidate's Performance

Questions

Reliable Source

Learner's Own Work

Verifiable

CURRENCY

Recognised Standards
Industry Practice

Not Superseded
Industry/Workplace Requirements

Recent

Relevant
Aligned with Regulations, Codes, Legislation



CMDA Professional Development: September - November

Program Name	Date(s)	Location	Price Type	Amount
Analyse & Report on Gaming Data	16/10/2012 - 17/10/2012	CMDA Sydney	Member	\$480.00
			Non Member	\$580.00
Coaching Skills	25/09/2012	CMDA Sydney	Member	\$220.00
			Non Member	\$240.00
Duty Manager Development Program	03/09/2012 - 19/09/2012	CMDA Sydney	Member	\$1,560.00
			Non Member	\$1,690.00
Lead & Manage People	10/09/2012 - 11/09/2012	CMDA Sydney	Member	\$660.00
			Non Member	\$725.00
Manage Quality Customer Service	12/09/2012	CMDA Sydney	Member	\$330.00
			Non Member	\$365.00
Monitor Work Operations	18/09/2012 - 19/09/2012	CMDA Sydney	Member	\$220.00
			Non Member	\$245.00
RCG	25/09/2012	Moama Bowling Club	Call the club	
RCG	25/09/2012	CMDA Sydney	Member	\$95.00
			Non Member	\$100.00
RCG	30/10/2012	CMDA Sydney	Member	\$95.00
			Non Member	\$100.00
RCG	27/11/2012	CMDA Sydney	Member	\$95.00
			Non Member	\$100.00
RSA	24/09/2012	Moama Bowling Club	Call the club	
RSA	24/09/2012	CMDA Sydney	Member	\$135.00
			Non Member	\$140.00
RSA	29/10/2012	CMDA Sydney	Member	\$135.00
			Non Member	\$140.00
RSA	26/11/2012	CMDA Sydney	Member	\$135.00
			Non Member	\$140.00
Roster Staff	04/09/2012	CMDA Sydney	Member	\$330.00
			Non Member	\$365.00
Supervisor Boot Camp	18/09/2012 - 26/09/2012	CMDA Sydney	Member	\$750.00
			Non Member	\$950.00
Regional Sales & Marketing Summit	19/09/2012 - 21/09/2012	Armidale	One price	\$755 (GST Incl)
Finance Summit	13/11/2012 - 14/11/2012	Sydney	One price	\$645 + GST

Making the most of the holidays and festive season

A TIME FOR PLANNING AHEAD

MID-NOVEMBER to mid-January is a special time for hospitality businesses with many opportunities and a few traps for the poorly prepared. It's not too early to prepare for the lucrative holiday season and popular CMDA workshop facilitator and motivational speaker **DAVE STAUGHTON** draws up a "battle plan" to make it bigger and better than 2011 ...

You Can Expect

- Inquiries for festive functions & corporate celebrations
- More or less customers depending on your location - holiday tourist time
- December team-building events, late-January strategy days & sales meetings
- Summer sports events – cricket is on
- Opportunities for gaming – more holiday players and entertaining the lonely
- Expensive Public Holiday wages
- Interrupted deliveries and shut-downs
- Staff wanting seasonal holidays, tend to resign (New Year), or don't turn up for shifts

Get Some Help

- Get your smart staff involved – prior preparation prevents poor performance
- Find a young person to help with

Website & local area marketing

- Ask for more from the clubs & groups you sponsor
- Harness your connections & alliances in the local area

Get A Plan

- Ask your staff for ideas – how can we do better this year?
- Create a 'Festive Season Marketing Plan' for November to February
- Staff rostering & holidays
- Create and work your Checklist

Make The Most Of Every Customer – Get The Staff To Sell More

- Food up-sell & add-on sell – competitions, incentives & package bundles
- Bottle shop up-selling – think holiday packs, ice, eskies
- Decorations – balloons, tinsel, Christmas tree, red & green napkins, Santa hats
- Collect names – business card draw to fill your database

Get More Tourists & Visitors – Work Your Local Alliances

- Connect with local accommodation – motels, caravan parks & holiday rentals
- Drop in a stack of events flyer or menu to local accommodation – one per room
- Work the Visitor Information Centre volunteers – visit with a box of biscuits
- Special offer "A-Frame" signs out front draw tourists

Promote Your Christmas Season Functions – Early Birds Get The Booking

- Mail, email & phone all of your bookings from last year
- External signage – put up a Christmas functions sign on the fence
- Internal signs – use titles, pictures & words that sell to promote your festive season

Offer Christmas Team-Building Activities To Local Businesses – Low-Cost Events

- Bare-foot bowls with a festive theme
- Golf driving range competition with professional lesson

- Christmas karaoke or 'kris kingle'

Promotions – Get More Functions

- Work your databases - members & events database
- Ads on your website
- SEM – Google, Adwords
- Local area marketing
- Sponsorship marketing – put up signs at clubs you sponsors (toilets, noticeboard)

Work Your Sponsors – Ask For More From Clubs, Charities & Groups You Sponsor

- A3/A4 laminated signs on back of toilet door promoting events
- A permanent sign on fences or walls
- A4 event signage on noticeboards
- Ads in their newsletters or email footer

Christmas Menu – Choose Your Menu & Make It Sound Mouth-watering

- 2 & 3 course festive season specials
- Soup or seafood entrée
- Turkey, pork with crackling
- High margin in pies & offal
- Avoid tinned gravy – make your own
- Make your own pudding serves (buy mills&wares and press into dariole molds)
- Pavlova with fresh strawberries
- Wine & beer pairings for dishes on the menu
- Nice wines or sparkling by the glass

Expense Control – Watch Your Costs

- Reduce electricity – watch your use of expensive air-conditioners
- Get a margin chart – sell high-margin focus products
- Perfect portion control – we are here to feed them, not fatten them
- Buffet wastage – not too much, but be ready to replenish
- Wages – reward your loyal staff – full-timers, not casuals, on high-wage days
- Trim hours/roster on peak wages days – Christmas Day, Boxing Day, New Year's Day etc.

Prepare For A Quiet February – Get The Data & Communicate More

- Collect names & details
- Start an alliance database, an events database, a functions database
- Create a Facebook Fan page and get people to join
- Work your February events – Valentine's Day, etc. ■



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

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

In recognition of the great work that clubs do outside the big cities a dedicated CMAA member forum will encourage discussion around issues unique to non-Metropolitan club managers.

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

Day 1

2:30 – 3:15

Sales & Marketing for Modern Clubs. The Club of the Future: Revising the concepts of Sales, Marketing and Promotions to drive your strategies.
Geoff Meston, CMAA

3:15 – 5:15

Sales & Marketing for Modern Clubs.
Understanding the essentials for successfully growing membership, reputation and profits.
David Ferrier, Resultzcorp

OR

3:15 – 5:15

CMAA Members Forum. Regional and country managers come together to discuss issues challenging them, which are unique to non-metropolitan clubs. Hosted by Ralph Kober, CEO, CMAA

5:15 – 6:00

Free time at the Club!

6:00 – 9:00

Welcome Barbecue, Drinks & Country Music. Armidale City Bowling Club. With special thanks to the North West CMAA Zone.

Day 2

From 7:30

Bush Breakfast at Saumarez Homestead.
Start the day in country style with bacon & egg rolls, fresh fruit and great coffee or tea.

8:30 – 9:30

Session 1

Developing a Sales Culture in your Club. Building skills, enthusiasm and financial achievement.
David Ferrier, Resultzcorp

9:30 – 10:30

Session 2

How to Develop a Sales & Marketing Plan. Sales is different to Marketing, and both must work together for successful results.
Melissa Gillooly and Adele Zeaiter, The Epping Club.

10:30 – 10:45

Morning tea

10:45 – 11:45

Session 3

Networking for Success. How to build sales connections in your town, region and the big city – move out of your comfort zone.
Robyn Henderson, Networking to Win

11:45 – 12:45

Session 4 - 1

Making Sport Sponsorship Really Work. How clubs of all sizes can get value for money and build lasting loyalty with local sporting groups.
Melissa Gillooly, The Epping Club
Patrick Crick, Armidale City Bowling Club

Welcome
BBQ hosted by
CMAA North
West Zone



11:45 – 12:45

Session 4 - 2

Teach your Staff How to Sell.

Fast training techniques to improve sales and service skills – building a culture of quality and results. David Ferrier, Resultzcorp

12:45 – 1:15

Sponsor Showcase

1:15 – 2:00

Lunch

2:00 – 3:00

Session 5

Our Calendar for 12 Months of Success – Innovative Clubs show how they achieved great results in their marketing and promotions, plus a few lessons learned for next time.

Adele Zeaiter, The Epping Club, Peter Vlahandreas, The Eastern Golf Club.

3:00 – 4:00

Session 6

Building Results with the Tourist Dollar. Rod Laing of Wests Tamworth shows us how his club uses tourism to go from strength to strength, and how your club can build visitor spending. Rod Laing, Wests Tamworth

6:30

Country Flavours – Showcase Dinner. Head Chef Kevin Jones brings us the best of Australia in a personal selection of great food and wine.

Day 3

9:00 – 10:00

Session 7

Saumarez Homestead

How To Stay Ahead Of The Pack Using Green Screen Marketing and YouTube To Market Your Events.

Marketing wizard Max Hitchins (#1 in the 2011 World's Top 30 Hospitality Gurus) shows us simple but effective ways (that no one else is using) to make a big impact with club and event promotion.

Max Hitchins, The Hospitality Doctor

10:00 – 11:00

Session 8 - 1

What Smart Marketing Managers Do. Success guide for managers who take on this important role, in small and large clubs.

Lucy Carpenter, Orange Ex Services Club, Melissa Gillooly, The Epping Club, Peter Vlahandreas, The Eastern Golf Club.

10:00 – 11:00

Session 8 - 2

A Picture's Worth 1000 Words. Smart use of photographs for all areas of club marketing – print, posters, Facebook, websites and video.

Mark Burgin, professional photographer

11:00 – 11:15

Morning tea

11:15 – 12:15

Session 9

Reaching Different Demographics. How to understand and reach more people in your local community - families, seniors, young males and females. Modern, old-fashioned, thrill seekers or comfort lovers.

Cameron Provost, Orange Ex Services Club, Patrick Crick, Armidale City Bowling Club, Peter Vlahandreas, The Eastern Golf Club.

12:15 – 1:15

Session 10

Online Marketing Shortcuts. How to reach, impress and connect with more members and visitors, using your website, Facebook, YouTube and even Twitter. Ken Burgin, Profitable Hospitality with the Winner of the 2012 Clubs+ Online Marketing Award.

1:15 – 2:15

Farewell Lunch

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

\$685 + GST per person

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

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

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

WIN AN iPad!!

Clubs + Online Marketing Award ... sponsored by **tic technologies**. Tell us about your success with Online Marketing. The winner will receive an Apple iPad 3G, the must-have marketing accessory for 2012, PLUS free attendance at the Clubs+ Sales & Marketing Management Summit, 18-20 September 2012. Runner up wins free attendance at the Summit. Enter at www.ProfitableHospitality.com. Entries close August 30th 2012.



ROBERT OATLEY
VINEYARDS

instore
vision



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ATO releases new guide for company tax

THE AUSTRALIAN Taxation Office has released a new guide to company tax returns for not-for-profit organisations, including clubs that are not exempt from income tax and which will need to lodge a tax return for the Financial Year 2011-12. The new guide is available on the ATO website at <http://www.ato.gov.au/content/00322422.htm> The guide addresses some common errors made by organisations when submitting tax returns, which may lead to delays and increased costs when not accurately recorded. Clubs should read the guide and call the ATO – P: 1300 130 248 – with inquiries. ■

Salvation Army chaplain trial at Mingara Club

AN AGREEMENT between ClubsNSW and the Salvation Army (Eastern Territory) means a Salvation Army Chaplain will attend Mingara Recreation Club on the NSW Central Coast for 15 to 20 hours a week for a 12-month trial period.

ClubsNSW claims the best way to help people with problems - including gambling and alcohol - is to encourage them to seek help and provide a support network that includes a link to counselling.

This stands in contrast to anti-gambling advocates who believe problems will be solved by issuing gambling cards (mandatory pre-commitment) and reducing maximum bet levels.

The 12-month trial will provide anecdotal evidence whether the presence of a chaplain can build on the considerable work already done by clubs and the existing measures already in place. The reality is that people who have a problem with gambling are often suffering from pre-existing conditions,

such as mental illness, or are experiencing personal hardship of some kind.

It is hoped that these individuals will be encouraged to talk to a suitably qualified person that they can trust and take an important first step towards improving their situation.

Contrary to some media reports, the Salvation Army chaplain will not patrol gaming floors and will not interfere with patron activity, or "tap people on the shoulder".

The chaplains have a clear understanding of their role and boundaries relating to appropriate engagement with patrons and staff and their work will focus on pastoral support, counselling and referral.

The Salvation Army is funding the trial and will report back to ClubsNSW on its effectiveness in quarterly reports during the next 12 months. If the trial proves successful, the Salvation Army and ClubsNSW will invite clubs state-wide to participate in the scheme.

NSW Gaming Minister, George Souris, has loaned his support to the chaplain trial.

Mingara Recreation Club was selected to host the trial due to its record of best practice and its ability to support the trial in terms of staffing, communications and resourcing. ■

Govt applies Kings Cross harm measures

THE NSW Government has announced harm minimisation measures for venues trading within the Kings Cross Liquor Accord precinct. The measures are a result of an Office of Liquor, Gaming and Racing audit into all late-trading venues in Kings Cross, which found that the area has a high incidence of violence. The Government's announcement specifically relates only to venues trading within the Kings Cross Precinct. No licensed clubs will be affected by the additional measures. Under the proposal, Section 136D of the *Liquor Act 2007* will be amended so that ...

Every night ...

- glasses, glass bottles and glass jugs will be banned after midnight;
- all licensed venues trading past midnight must maintain a digital CCTV system covering entries and exits, the footpath immediately adjacent to the venue, and all publicly accessible areas within the venue (excluding toilets). It must operate continuously from opening time until one hour after closing and footage must be provided to authorities within one working day of a request;
- venue managers will immediately notify police of any violence causing injury, and preserve the crime scene;
- incident registers must be maintained at all times.

Friday & Saturday nights ...

- shots, doubles, and ready-to-drink (RTD) beverages (over 5% alcohol) cannot not be sold after midnight;
- no-one will be permitted to purchase more than four alcoholic drinks at any one time after midnight;
- from 11pm, two RSA marshals must be on duty in each venue;
- no alcohol will be sold or supplied on the premises one hour before closing. ■

Tatts taking its best game to Qld

TATTS GROUP will move its head office from Melbourne to Queensland next year. Tatts Chairman Harry Boon said the Queensland Government had "helped create an environment with long-term and secure licences for Tatts". "The growing importance of electronic and online service delivery channels has meant that trusted and facilitative licensing arrangements are becoming increasingly important considerations for businesses which reach across state borders," Mr Boon said. The announcement comes as a significant blow for Victoria and the Baillieu Government, with dozens of jobs expected to go. Mr Boon said the Queensland workforce would exceed 1,250 skilled professionals, including a technical team of more than 250, a computer centre at Eight Mile Plains and a new corporate office. Tatts will be Queensland's third-largest listed company, worth around \$3.9 billion. Victoria Premier Ted Baillieu blamed the previous Labor Government, saying its decision to take "scratchies" away from Tatts and effectively end its monopoly in the state had led to the move. Opposition gaming Spokesman Martin Pakula said the only decision that had affected on Tatts in past 18 months was a decision by the Baillieu Government to award the monitoring licence to Intralot, rather than Tatts. "A decision to move to Queensland this week is much more likely to have been the result of a decision made by the Government recently than a decision made by the former Government four years ago," Mr Pakula said. ■

Victoria's big 'game-changer' demands industry solidarity

By KATIE CINCOTTA

CMAA FEDERAL Secretary Allan Peter has been heavily involved in helping Victoria's clubs make the transition to owner-operated gaming and says it has never been more critical for the state's three lobby groups to put egos aside and come together for the sake of the industry. Mr Peter says the Victorian Government's new "progressive" tax regime, which will see clubs pay up to 50% of their net gaming machine revenue as tax, poses financial ruin for many clubs if they fail to convince the Government of its improbability.

The CMAA Victoria's Annual General

Meeting at Mulgrave Country Club in July saw 17 clubs discuss the new tax regime, with most agreeing that with the first tax payment due in August, many smaller clubs won't survive.

"I'm extremely disappointed that the peak industry bodies haven't fought harder against the tax regime, especially with the first payment due in August, or in November with interest," Mr Peter said. "If they can't pay that, they have to close, or amalgamate. That's incredible.

Mr Peter argues that with so many clubs set to be slugged 40% to 50% tax per machine, an urgent case needs to be put to the Victoria Gaming Minister Michael O'Brien.



■ CMAA Federal Secretary
ALLAN PETER

The solution, he believes is in appointing an executive member from each club organisation – Clubs Victoria, Community Clubs Association of Victoria and the RSL's ANZAC House – to form a lobbying committee that can address and ▶

Change-over smooth, but not all convinced about smooth sailing

By KATIE CINCOTTA

AT 11PM on August 16, 92% of Victoria's poker machines shut down for nine hours to allow venue owners to take ownership of their machines. The historic move marks a welcome transition for the state, as clubs and hotels take the reins from long-time gaming giants Tatts and Tabcorp.

CMAA Victoria President Erin Langman reports a textbook transition for the Echuca Workers & Services Club, which she admits was sometimes stressful in the lead-up to ensure everything was done efficiently and accurately. "Change-over day went smoothly," Ms Langman said. "The lead-up was a little bumpy. But just before 11pm, we shut the 84 machines down and, at 8am, they came back up and I did a little fist pump."

Ms Langman says it's a wonderful feeling to finally be in control of your club's destiny, which she announced on the club's Facebook page. "I am really looking forward to taking control of the club's biggest revenue earner," she said. "It almost puts us on a level playing field with NSW on our doorstep by being able to control the gaming machine product on our floor.

"It will be a learning curve, but this new regime will put us in a much better spot financially and enable us to strongly consider redeveloping the club."

CMAA Victoria Education Officer Stephen Hodge says there were no technical glitches with the changeover at his Morwell club, but he knows some clubs such as Maffra Community Sports Club did experience problems, with about 12 of their 35

machines down for a week. A day later - Friday, August 17 - the first day under their own steam, only one of those offline machines at Maffra was back in action. For others, the signs were more than positive. One AFL club reported being up by several thousand dollars on the first day of owner-operation across its gaming venues.

Chris Byrne, who heads up the Yarraville Club, says they switched over 68 machines with 10 new machines still to come. "We didn't have any major problems," Mr Byrne said. "The key to it all was pre-planning."

Mr Byrne believes the 10-year licences offer little financial security for clubs, which makes it hard to make redevelopment plans. "I still believe clubs should get perpetual licences - and that's something that the industry needs to lobby towards, which was raised at the CMAA's AGM," he added. Mr Byrne says the next six to 12 months is a fragile time for the Club Industry as clubs get a handle on things and finally free up cash flow previously funnelled to Tatts and Tabcorp.

But the duopoly aren't going quietly, with both companies seeking a combined \$1.3 billion compensation from the Victorian Government, which they believe they are entitled to with the expiry of their poker machine licences. In what is widely being perceived as a dummy spit, Tatts has also decided to move its headquarters from Victoria to Queensland.

Mr Hodge can't believe Tatts and Tabcorp are even attempting legal action. "They've had it so good for so long, and now they're like the little boy who's been pushed over and is going to take the soccer ball home," he added.

Dale Curtis, lawyer and Gaming Manager for Collingwood Football Club, isn't convinced the lawsuit will succeed.

But if it does, club managers in Victoria aren't under any illusions, of where the money will likely come from – higher gaming taxes – which threaten to take a huge chunk out of the substantial revenue promised from finally claiming poker machine ownership. ■

► argue against such critical business issues as the new tax. "The peak industry bodies need to be more active – together, not individually – or it just won't work," Mr Peter added. "It requires a unified body, not run by egos, but by the best interests."

More pressing still is the transfer to the new gaming back end, with Intralot addressing concerns from club managers at the AGM. Mr Peter says the mood was positive - if a little apprehensive - about the logistics of the August 16 change-over when 27,500 machines transferred to Intralot's monitoring system. He believes the monitoring system Intralot has developed for Victoria is impressive and, once operational, will mark a step forward for Victoria's club scene. "All the groundwork – the cabling and the connections are nearly all set up. The system is very good ... state-of-the-art. I would say it's better than NSW," he said.

CMAA Victoria Education Officer Stephen Hodge, who heads up the Italian Australian Sporting & Social Club of Gippsland and is on the Clubs Victoria Council, says 2012 has been a tough year. His club is down by 6% – leaving them

\$300,000 behind on their average \$5 million annual revenue, which is enough to put them on edge. "In this situation I've had to look at retrenchments, which is not a nice thing," Mr Hodge said. "Two people have gone – one in the office, and one in the kitchen who has been there 18 years."

Mr Hodge is angry that the Government's delay in awarding the Monitoring Licence has resulted in more fees for venues who will be sluggish with both a monthly fee from Intralot and a base monitoring fee to cover the duopoly's exit. "The Government has no right to ask us to pay that extra money when they have taken that long to do anything," he added. "How can they turn around and charge us another \$29 per month because they were too slow getting it out. Why should we suffer those consequences?"

For his 42 machines, Mr Hodge will pay around \$30,000 a year for monitoring which he describes as "a joke".

He's hoping expertise from his gaming consultant, and former CMAA Federal Executive Member Danny Munk, also the



■ Victoria Gaming Minister
MICHAEL O'BRIEN

former COO of the largest club group in NSW, the Panthers Entertainment Group, will provide direction.

As Victorian clubs begin to manage their own gaming business, Mr Hodge concurs with Mr Peter that managers struggling to make decisions should trust in the expertise and advice offered by Club Industry groups, who he agrees need to band together to fight for the industry's future. ■

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Fair Work Act operating as intended with the Act's objects

The Independent Expert Panel reviewing the *Fair Work Act 2009* recommends that Commonwealth, state and territory governments should expedite the development of a national long service leave standard with a view to introducing it by January 1, 2015.

IN THE August edition of *CMA Magazine*, we reported that the Federal Fair Work Act 2009 was being reviewed by an independent expert panel - Professor Ron McCallum, AO, a labour law academic; the Hon. Michael Moore, a retired Federal Court Judge; Dr John Edwards, an economist.

Their brief was to conduct an evidence-based assessment of the operation of the Fair Work Legislation.

The Panel's 294-page report has made 53 recommendations to Workplace Relations Minister Bill Shorten.

Overall, the Act comes through this review with flying colours. The system of enterprise agreements underpinned by the NES (National Employment Standards) and Modern Awards is delivering fairness to employers and employees.

The following are some of the recommendations that are of interest to the CMAA, starting with the recommendations that may significantly encourage flexibility and productivity. The Panel recommends that ...

- the institutions created under the Fair Work Act, Fair Work Australia and the Fair Work Ombudsman, extend their role to include actively encouraging more productive workplaces, including through promoting best practice in the productivity enhancing provisions of agreements, developing model productivity clauses for awards and agreements, and sponsoring training workshops for employers and employees on how to enhance workplace productivity.
- the provisions, in relation to Individual Flexibility Arrangements, be amended to make IFAs easier to access and more attractive to employers and employees. The amendments should include ...
 - # a requirement that enterprise agreements include the model flexibility term as a minimum;
 - # clarification of the BOOT to clearly include non-monetary benefits;
 - # extending the minimum term of an IFA to 90 days;
 - # a requirement to notify the FWO of the existence of the IFA;
 - # new defence against a subsequent claim

that an employer believed on all reasonable grounds that the requirements for an IFA had been met. However, the Panel has rejected the view that assent to an IFA may be required as a precondition to gaining employment

- to enhance its role in dispute settlement, FWA be given the power to initiate compulsory conciliation when the parties have been unable to reach agreement, including in greenfield negotiations
- the time limits for lodging unfair dismissal applications and for general protections claims (involving dismissal) be amended to align them to 21 days; FWA be given the power to dismiss unfair dismissal applications in certain circumstances; FWA be able to deal with applications by way of a hearing process that is informal, inquisitorial and determinative. FWA also should have the power to make costs orders against a party that is unreasonably pursuing a proceeding.
- the right to seek flexible work arrangements be extended to a wider range of caring and other circumstances.
- if an employee requests additional unpaid parental leave or flexible work arrangements, the employer must hold a meeting with the employee to discuss the request, unless the employer has agreed to the request.
- the Panel recommends that Commonwealth, state and territory governments should expedite the development of a national long service leave standard with a view to introducing it by January 1, 2015.
- the Panel recommends that the better off overall test in s.144(4)(c) and s.203(4) be amended to expressly permit an individual flexibility arrangement to confer a non-monetary benefit on an employee in exchange for a monetary benefit, provided that the value of the monetary benefit foregone is specified in writing and is relatively insignificant, and the value of the non-monetary benefit is proportionate.
- The Panel recommends that s.203 be amended to require enterprise agreement flexibility terms to permit individual flexibility arrangements to deal with all the matters listed in paragraph 1(a) of the



■ Federal Workplace Relations Minister
BILL SHORTEN

- ▶ model flexibility term in Schedule 2.2 of the FW Regulations, along with any additional matters agreed by the parties.
- The Panel recommends the FW Act be amended to prohibit the making of an enterprise agreement with one employee.

Unfair dismissal

The Panel recommends that the time limit for lodging unfair dismissal applications should be extended to 21 days (to align with the recommended amended time limit for general protections claims involving a dismissal).

Fair Work Australia - Name Change

The Panel recommends the FW Act be amended to change the name of Fair Work Australia to a title which more aptly denotes its functions. It is recommended that the new title contain the word "Commission" and that it no longer contain the words "Fair Work".

Modern Award System

The Panel acknowledges "the difficulties imposed on employers with the complex

▶ ODD SPOT

Russian Sports & Social Club Inc.

The Supreme Court in NSW handed down a decision in July 2012 in relation to "ASSOCIATIONS & CLUBS – Incorporated Associations - requirements pursuant to the Associations Incorporations Act 2009(NSW), whether the Club was required to keep accounts and minutes of proceedings in English language. While section 50.(3) is clear – *"If any document required to be kept under this section is, either in whole or in part, in a language other than English, a copy of the document wholly in English must be kept with the document"*. The plaintiffs were seeking an order that a translation be provided with a proper certificate by a duly accredited translator. The Judge held ... *"there is no requirement for translation to be provided by a duly accredited translator"*. The Judge also made the observation that given the type of club ... *"it would be natural that at least many of the members would read and speak Russian"*. The plaintiffs, one being the club President, appeared to be fluent in the Russian language. In reality, this matter was all to do with Board politics. ■

phase-in arrangements for Modern Awards", but nonetheless expresses the view that the end result of the modernisation process will be a complete, stable and easy to apply set of Modern Awards. The FW Act be amended to change the name of Fair Work

Australia. It is understood that Workplace Relations Minister Bill Shorten will deal with this report in a relatively short time and will introduce a Bill reflecting the Government's view on parts or all of these non-controversial recommendations. ■

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Day	Date	Meeting	Venue	Zone
SEPTEMBER				
Sun - Wed	02/09-05/09/2012		The Park Hyatt, Canberra	RSL & Services Clubs Assn Conference
Tuesday	04/09/2012	11:00	Oatley RSL Club	St George Cronulla Zone Meeting & Lunch
Tuesday	04/09/2012	07:30	Penrith Golf Club	Nepean Zone Charity Golf Day
Tues - Wed	04-05/09/2012	09:00	Pambula Merimbula Golf Club	Far South Coast Zone Dinner & AGM
Tuesday	11/09/2012	11:00	Burleigh Bears R.L.F. Club	Gold Coast Zone Meeting & Lunch
Friday	11/09/2012	11:00	TBA	Inner West Zone Meeting & Lunch
Tues - Wed	11-12/09/2012	09:00	Yamba Bowling Club	Far North Coast Zone Mini-Conference
Tuesday	18/09/2012	11:00	Caboolture Sports Club	Sunshine Coast Zone Meeting & Lunch
Tuesday	18/09/2012	07:30	Kogarah Golf Club	St George Cronulla Zone Golf Day
Wed - Thurs	19-20/09/2012	09:00	Rafferty's Resort, Doyalson	Central Coast Zone AGM & Conference
Wed - Thursday	19-20/09/2012			Clubs + Sales and Marketing Summit
Thursday	20/09/2012	11:00	Club Pine Rivers	Brisbane Zone Meeting, Workshop & Lunch
Thursday	20/09/2012	11:00	St Marys Band Club	Nepean Zone Quarterly Meeting & Lunch
Tuesday	25/09/2012	16:30	Club Rose Bay	City Eastern Suburbs Zone Meeting & Lunch
Thursday	27/09/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
OCTOBER				
Monday	01/10/2012		(NSW/ACT) Public Holiday	(NSW/ACT) Labour Day Public Holiday
Tues - Thursday	01-04/10/2012		The Sands Expo & Convention Centre	Global Gaming Expo - G2E 2012
Sun - Tuesday	06-09/10/2012		Gold Coast Convention Centre	ClubsNSW Annual Conference & Trade Expo
Wednesday	17/10/2012	17:00	Dubbo RSL Club	Mid State Zone AGM & Dinner
Wednesday	24/10/2012	10:00	TBA	Bundaberg Zone
Thursday	25/10/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
Friday	26/10/2012	11:00	Dapto Leagues Club	Illawarra Shoalhaven Zone AGM & Lunch
NOVEMBER				
Thurs - Sunday	09-11/11/2012		Sheraton Mirage, Gold Coast	Leagues Club Australia Annual Conference
Friday	TBA	14:00	Carlton Brewhouse, Abbotsford	Victoria Zone Meeting & Xmas Lunch
Friday	TBA	11:00	TBA	ACT Zone Meeting & Bowls Day
Friday	23/11/2012	11:00	Arana Hills Leagues Club	Brisbane Zone Meeting & Xmas Lunch
Tuesday	27/11/2012	11:00	Matraville RSL Club	City East Zone Meeting & Xmas Lunch
Tuesday	TBA	11:00	TBA	Sunshine Coast Zone Xmas Lunch
Wednesday	28/11/2012	11:00	Lake Macquarie Yacht Club	Hunter Zone Meeting & Xmas Lunch
Friday	30/11/2012	09:00	Brighton Le Sands	CMAA Federal Executive Meeting
Friday	30/11/2012	10:30	Brighton Le Sands	CMAA Federal Council Meeting
Friday	30/11/2012	12:00	Brighton Le Sands	CMAA Sponsors Luncheon
DECEMBER				
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	Wallarah 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	TBA	11:00	TBA	Far Nth Coast Zone Meeting & Xmas Lunch
Tuesday	11/12/2011	11:00	TBA	Mid North Coast Zone Meeting & Xmas Lunch
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
Friday	14/12/2012	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting

Committee re-elected unopposed as Kim accepts ACCM Award

CMMA GREAT Lakes Zone Members unanimously returned the Committee at the AGM at The Country Club Wauchope on August 15.

All Committee members were re-elected unopposed when CMAA Executive Officer Ralph Kober conducted the Election of Office Bearers before delivering his Head Office Report.

The Great Lakes Zone Committee is ...

PRESIDENT: Larry Collins, Port Macquarie City Bowling Club

VICE PRESIDENT: Kim White, Club Old Bar

SECRETARY: Damian Clements, Forster Bowling Club

TREASURER: Allan Hudson, Kendall Services & Citizens Club

EDUCATION OFFICER: Peter Negus,
North Haven Bowling & Recreation Club

PUBLICITY OFFICER: Russell Cooper, Port Macquarie Panthers

During the Meeting, Ralph also presented Kim White with her Active Certified Club Manager Award and acknowledged her contribution to the CMAA through the Great Lakes Zone.

Before the Zone AGM, there two education workshops, along with a special presentation from Ralph Kober on CMDA Career Development and the steps to achieving the ACCM Award.

Gerard Lill, from Etsua IT specialists, took the first 40-minute session from 9 o'clock before Mark Swindell, from CMDA National Bursary Sponsor company EP&T Global, tackled the important topic, **'Energy & Water Efficiency in Clubs'**. Mark is the Commercial Manager – Partnerships with EP&T Global and he took his audience through the principles behind fine tuning a club's existing infrastructure to reduce waste utility consumption and the outcomes that can be achieved. Mark addressed the impact of the Federal Government's Carbon Tax along with techniques for managing this new consequence for clubs. Mark focused on the importance of engaging staff in achieving sustainable practices so they become integral to the club's business model.

The Zone's next event will be the Christmas Meeting and Golf Day at Crescent Head Country Club on Wednesday, December 5. ■



- 1: The Great Lakes Zone Committee (from left) Allan Hudson, Larry Collins, Damian Clements and Kim White.
- 2: CMAA Executive Officer Ralph Kober presents Kim White with the ACCM Award.
- 3: Great Lakes Members listen to reports during the Zone Meeting at The Country Club Wauchope.



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- **ABOVE:** A new lounge provides after dining comfort.
- **BELOW LEFT:** The entrance to a very popular venue.
- **BELOW MIDDLE:** The new Cabana Bar & Lounge is a magnet for the younger set.
- **BELOW RIGHT:** Skylights now brighten the main dining area at Southport Sharks Australian Football Club.
- **NEXT PAGE:** State-of-the-art equipment is available to Fitness Centre members.

... it's elbow room only at the popular Frenzy Food Court most days ...

By HENRI LACH

"THE SHARKS!" For club goers on Queensland's Gold Coast, that's an abbreviation for one of the biggest, most popular, and most successful: The Southport Sharks Australian Football Club.

There's no argument that this club, with a multi-million dollar annual turnover, more than 52,000 members, 250 employees and 280 gaming machines, is up there with the Leviathans of the Licensed Club Industry - by any standard, in any State.

Equally, there's no doubt that its success is due in no small part to the forward thinking of its Board and its CEO, Dean Bowtell, who came up through the ranks to take the helm in 2007.

The club currently has completed a \$3.5 million internal makeover, but it's also looking much further ahead.

The makeover, which began late last year, has produced impressive results.

"We wanted to make it a comfortable destination, to attract people to come again," Dean said.

Skylights have been opened up to provide natural lighting in a formerly dim area adjacent

to the club's main island bar; acoustics have been improved with relocation of the entertainment stage and addition of sound buffers; a bar has been added to the club's prestigious Carmody's restaurant so diners can enjoy pre-dinner and post-dinner drinks away from the main hurly-burly of activities; a new lounge now adjoins the main dining area where patrons can relax before and after their meal.

And the pièce de résistance of the renovations is an innovative new Cabana Bar & Lounge with its own food outlet, aimed at the younger set. As its name suggests, it has a Spanish theme featuring a "tapas" menu which celebrates a wide variety of appetizers and snacks of that nation's traditional cuisine.

There are five "cabana"-style (small hut) lounge booths as well as open seating areas, all overlooking the football ground in a fresh-air atmosphere.

A similar concept has proved highly successful for the Norths Leagues Club in Sydney, and Dean is optimistic of a similar result here.

The next big-ticket item on The Sharks' agenda is a nine-storey resort hotel on the south-west corner of the club's substantial car



► park. Gold Coast City Council granted planning approval for the project last year.

Latest estimates put the cost of the project at about \$27 million.

When it's all done, the resort hotel will have its own car parking space and a total of 161 rooms.

Why the odd figure of rooms? "That's just the way it's worked out," Dean said with a smile.

It's not going to happen tomorrow, however. "It'll be another 12 months or so before we get it all together and decide on the resort's naming, corporate structure and financing before building can begin," he said.

Dean is confident the hotel will be a valuable adjunct to the club's revenue flow, providing accommodation for conference delegates and others using the club's events centre facilities.

Local Councillor Dawn Crichlow, who has strongly supported the plan from its inception, believes it also will be a long-term asset for the local community.

"It will be great for Parkwood and for



Southport. It will create an oasis in suburbia," Cllr Crichlow said.

Once it gets under way, the hotel resort will be one of many new projects in the Parkwood area, west of the Southport CBD.

Construction of the new Gold Coast University Hospital nearby is advanced, traffic work for the rapid transit has begun, and the Parklands area is on the cards to be transformed into an athletes' village for the Commonwealth Games in 2016.

Meanwhile, Dean Bowtell continues to concentrate with enthusiasm on his club's day-to-day operations. All areas are

doing very well, thank you. For instance, it's elbow room only at the popular Frenzy Food Court most days; you need to book in advance for dinner at Carmody's; the sports room with its own bar is never short of patrons and punters, the games room and its 280 machines is continuing to serve the club well; the events centre rarely has a free weekend.

And Dean is particularly pleased with response to The Shark's Fitness Centre. It was originally planned for that facility to be run by a Melbourne-based company. This failed, so the club decided to take it over on its own accord.

It restructured the operation and now is leasing more than 160 pieces of state-of-the-art cardio and strength equipment for a total fitness regime.

"It's been a great success. We have a near-capacity of more than 3,500 members," Dean said.

The centre also provides the club's footballers with a crucial venue for fitness training. The Southport Sharks Australian Football team is enjoying a good season after its inclusion last year in the North East Australian Football League. ■



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Golfers show impressive resolve at The Grange

THE ILLAWARRA region of NSW is famous for its bitterly cold winter westerly winds. And the weather gods decided to test the hardy souls who braved the testing conditions for the annual Illawarra Shoalhaven Zone Charity Golf Day at The Grange on Monday, August 6. Despite conditions that would have made lesser men and women roll over and curl up for an extra few hours in a warm bed, more than 100 players appreciated a heart-warming coffee from Leigh Fitzgerald and the Global Coffee Solutions team and a much-appreciated sausage sizzle before the shotgun start just after 8am. It was a four-person Countdown event and, while the scoring was not spectacular, the spirit was willing and generous, with more than \$30,000 raised for education and the Zone's preferred charities across the region. ■



Changing of guard ahead for Illawarra Shoalhaven Committee

THERE IS about to be a major changing of the guard in the Illawarra Shoalhaven Zone. At the quarterly Meeting at Bomaderry Bowling Club on July 27, Zone President David Hiscox and Zone Secretary-Treasurer Phil Ryan informed the meeting of 35 members that they would not stand for re-election at the Zone AGM at Dapto Leagues Club on October 26.

David is the NSW State Executive Member on the CMAA Federal Executive and the CMAA Federal Councillor for Division F – Illawarra Shoalhaven Zone & Far South Coast Zone. He has served as President, Secretary and Zone Education Officer over the past 10 years and told the Meeting he believed it was appropriate that, with his other responsibilities, it was time for him to stand aside, offering an opportunity for another member to take on an Executive role.

Phil Ryan, the CEO at City Diggers Club in Wollongong, has served as Secretary-Treasurer for more than five years and reiterated David's comments about the appropriate for another member to step up the opportunity of Committee experience.

David Renehan is the Zone Education Officer, taking over from Dennis Skinner 12 months ago.

In his Head Office Report, CMAA Executive Officer Ralph Kober paid tribute to the work that David and Phil had given to the Zone and David's enthusiasm for his roles on the Federal Council and the Federal Executive.

There were four new members at the meeting ...

- Craig Smith, from Sussex Inlet RSL Club
- Gordon Tolman, from Bomaderry RSL Club
- Michael Carrall, from Warilla Bowls & Recreation Club
- Andrew Gunn, from Warilla Bowls & Recreation Club

David also acknowledged the departure of Dapto Citizens Bowling Club Secretary Manager Troy Sommerville to Mooloolaba Bowling Club and Bernie Brown's appointment as General Manager at Corrimal RSL Club.

Host club General Manager Gary Wilbraham welcomed more than 60 guests to the lunch when the good news came through the Troy's deputy, Sandra Pegg had been appointed to take over from him at the club.

Following the AGM on October 26, Illawarra Shoalhaven Zone will host its Christmas Lunch at Collegians Balgownie on Friday, December 7. ■

- 1: Marianna Kinsey from Community First Credit Union addressed members before the Zone Meeting opened.
- 2: Chris Allen with Bomaderry Bowling Club General Manager Gary Wilbraham.
- 3: Ralph Kober with David Hiscox and Phil Ryan.



Redland Bay turns on great day of golf

AARON MUIR and his team at Redland Bay Golf Club turned on the hospitality and the weather for CMAA Brisbane Zone's annual Corporate Charity Golf Day on August 2. Nathan Koina from the CMAA's Queensland Major Sponsor, Mailezy, was the major sponsor for the four-person Ambrose event that attracted 80 players, along with another 10 supporters and on-course drinks teams. With more than 10 sponsored holes on the course, there was plenty of fun and entertainment. The days started with a barbecue lunch followed by a shotgun start to the action. Peter O'Grady, from Club Pine Rivers, was MC for the post-round ceremonies where Total Workplace Solutions, with Danielle Peters steering the ship, took out first prize. ■



■ *The winners ... Danielle Peters (middle) and the Total Workplace Solutions team.*



Zone re-invests in Members' careers with \$33,000 for bursaries

THE CMAA's North West State Zone believes in the theory that "money is made round to go around".

At the August 7-8 Dinner and Zone Meeting at the Armidale City Bowling Club, the Zone raised just over \$32,000 in the annual Auction and Raffle – then gave away \$33,000 in Zone bursaries and professional development opportunities.

Zone Secretary-Treasurer Margaret McGrath reported that host club managers Phil Wheaton and Patrick Crick turned on the best of hospitality and friendship during the two days at Armidale.

Apart from the usual range of Zone bursaries following the annual auction, the Zone threw in 10 bursaries worth \$500 to attend the Regional Club Management Sales & Marketing Summit to be presented at Armidale on September 18 to 20 at the Armidale City Bowling Club and the Saumarez Homestead. "It was a very big couple of days and everyone enjoyed every aspect of the meetings, workshops and social activities," Margaret added.

Popular Club Industry stalwart Jamie Gallen accepted a special invitation and made the trip across from Woolgoolga, where he is managing the bowls club as part of the Coffs Ex-Services Group, to round up the auction funds during the dinner on Tuesday night with more than 160 guests packing the function. The following day at the Zone Meeting, CMAA Federal Secretary Allan Peter joined Executive Officer Ralph Kober to present the Head Office Report to 39 members. Zone President Tim Palmer also welcomed new members ...

- Wayne Whitby, Mungindi RSL Club
- Annette Miller, Tenterfield Bowling Club

The Zone Bursary winners were announced during the Meeting ...

- Dennis Condon Bursary - Fred Geldof, Uralla Bowling Club; Kellee Anderson, Inverell RSM Club.
- CMAA 2013 Mid Year Conference - John Campbell, Gunnedah Services Club; Paul Gordon, Narrabri RSL Club; Anne Marie Gerathy, Tamworth Services Club.
- CMAA 2013 Conference - Eileen Smythe, Wests Leagues Club; Phil Wheaton, Armidale City Bowling Club.
- AGE 2013 - Margaret McGrath, Quirindi RSL Club; Sharon Goodhew, Narrabri RSL Club; Bob Ryan, Armidale Ex Services Club.

Clubs Sales&Marketing Summit - Kristian Brooks, Tamworth Services Club; Deon Lawrence, Walcha Bowling Club; Maurie Anelzark, Lightning Ridge Bowling Club; Geoff Shanley, West Diggers Club; Paul Clarke, Walgett RSL Club; Paul Gordon, Narrabri RSL Club; Tim Palmer, Inverell RSM Club; Bob Ryan, Armidale Ex Services Club; Grant Walden, Manilla Bowling Club; Katie Farrell, Inverell East Bowling Club.

North West State Zone's next event will be the Christmas Dinner and Meeting at Wests Leagues Club, Tamworth on December 4-5. ■



- 1: The North West State Zone Meeting at Armidale City Bowling Club.
- 2: The annual North West State Zone Auction and Raffles raised more than \$32,000 for education and professional development.
- 3: More than 160 guests packed the venue for the CMAA Dinner.



There was much soul searching and the decision to close the bowling club was not taken lightly.

Murwillumbah Bowling Club closure has a positive bias

By **HENRI LACH**

THIS IS a sad story with a potentially very happy ending.

It's about the demise of the near-century-old Murwillumbah Bowling Club in far northern NSW, a club that fell on hard times and went looking for a saviour.

They thought they'd found one in the Murwillumbah Services Club.

Services Club CEO Guy Diven recalls how the story unfolded ...

"The Manager of the bowls club approached us in February 2010 and said they were in deep trouble. In March, they sought expressions of interest for amalgamation. We were the only club that expressed any interest. We went through the amalgamation process and we formally took over on December 1, 2010."

So the Services Club now owned the bowling facility lock stock and barrel including the freehold, after paying out a debt of \$218,000.

"That wasn't a huge amount, but it was enough for them to struggle, and they didn't have the cash flow to extend the debt," Guy said. "The freehold was an important insurance policy. We felt it was important that we maintain that public asset - to keep the bowling club going, and we were hopeful at the time that we could do this."

That proved an unsustainable task, however, as subsequent events revealed.

"In the first year the bowls club ran at a loss of \$69,000 for the seven months," Guy added. "It was on track this past financial year for a loss of more than \$130,000."

"Our effective subsidy last year to keep the club going was \$1,100 per bowling member."

"Our ex-service subsidy last year was only \$90 a member."

"It just didn't make sense - it was way out of kilter."

As well, efforts to restore catering at the club as a possible financial crutch failed.

"We went to market twice via an open tender," Guy said.

"The first one saw a quality of applicants at best at 'C' grade, which we felt would have done more damage than good."

"On the second round, the applications improved only marginally, and then we went to invitation."

"We spoke to two potential caterers."

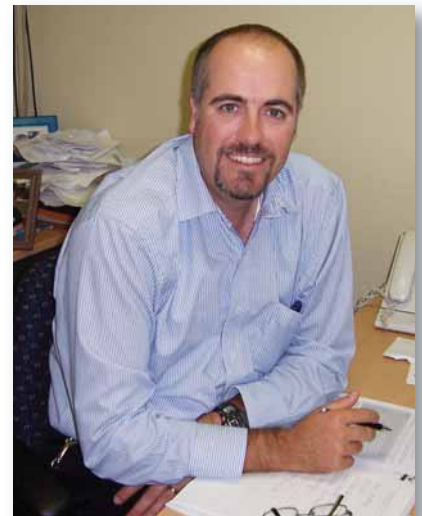
"They came in and had a look, and walked away."

Guy believes this was not because of the kitchen and dining facilities or the equipment. It was because the club was just a couple of streets from the CBD and the potential caterers felt they couldn't make a go of it.

"We've got six hotels in town, plus our Services Club," he said. "People are going to flock to those venues first. And this is a very important point ... in the financial year 2009-10 when the bowls club had catering, it lost \$126,000."

There was much soul searching and the decision to close the bowling club was not taken lightly.

"We went through a whole consultation process, including ▶



- **TOP LEFT:** The bowling club site - "great potential".
- **TOP:** Murwillumbah Services Club CEO Guy Diven.
- **BELOW:** The Murwillumbah Services Club - important savings.

► involvement with the Royal Bowls Association," Guy added. "We also drew on a Russell Corporate Advisory report that clearly showed the club was not viable."

So, the 91-year-old Murwillumbah Bowling Club officially closed its doors at 8pm on June 30.

Public reaction to the closure has been muted.

While a number of "old timers" expressed sadness at the club's demise, most felt that the closure was inevitable in the current economic climate.

Guy feels the Services Club and its 4,000 members are now going to be much better off, as will local organisations which depend on the club's largesse.

"We'll be able to work towards improving our facilities and services, and we're in the process of master planning the Services Club site," he said.

"There's a saving of \$130,000 this year and we estimate we'll save just under \$400,000 in the next three years by having that bowling club shut. We'll be able to get back to the core reason why we're here, and that's supporting our

community, organisations and local projects.

"We're very committed to the local hospital auxiliary, and we'll be able to ramp up the funding for that, and for the RSL. They haven't had a grant for the last 12 months. They've suffered ... all the small sporting clubs have suffered. We had to reduce or stop funding other sports," Guy said.

As to the future of the bowls site ...

"We'll continue operating functions from that venue for the next six months while we conduct a review," Guy added. "We want to make sure that we create jobs out of that site and provide benefit to our membership, whatever form that may take. We are not going to be in any hurry to make a decision as to the future of such a significant parcel of land. It has to be the right decision, however long that may take." ■

Not the desired outcome but effort has silver lining

THE FORMER Murwillumbah Bowling Club site covers an area of 1.14 hectares (about 2.8 acres). The site currently is zoned "Recreational" by the Tweed Shire Council, with a Council valuation of \$590,000 as of July 1, 2011. Local real estate agents estimate that were the land re-zoned to either commercial or residential the value would sky rocket to - conservatively - between \$2 million and \$3 million. They can see no barriers to such re-zoning and describe the site as having great potential. Coles is the only giant that has a presence in the town. The streets of Murwillumbah's CBD are a-buzz with rumours that two other major retailers have expressed strong interest in the site. Murwillumbah Services Club CEO Guy Diven is not in a position to comment on such rumours. There is little doubt, however, that when the site's fate finally is decided, the Services Club can look forward to a good return on its original investment of \$218,000. So far as the loss of the bowling club is concerned ... "every cloud has a silver lining" ... springs to mind. ■

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Changes to Victoria gambling legislation

A NUMBER of changes to Victoria's gambling laws came into effect on August 16. These changes are to ensure that gaming venue operators continue to meet their regulatory responsibilities. Requirements for displaying player information materials - posters, talkers and brochures - in gaming venues also changed on August 16. This means the posters, talkers and brochures currently displayed in gaming venues must be replaced over four months. The Victorian Commission for Gambling and Liquor Regulation issued copies of the new materials to gaming venues in late August, including information about how to display them in accordance with gambling regulations. Existing gaming venue operators have until December 16, 2012 to replace the existing player information materials in their venue. However, new venues commencing from August 16 will be required to display the new materials as soon as they are received. A new requirement for gaming venues to display a "responsible gambling sign" also takes effect. At least one sign must be displayed outside each entrance to the gaming machine area of a venue and must be clearly visible to patrons. The posters, talkers, brochures and responsible gambling sign are part of a range of initiatives to promote responsible gambling in Victoria and provide information about gaming machines to people who play them. While the new player information materials appear similar to the existing materials, some important information has changed, including the VCGLR's contact details. Gaming venues should understand this when replacing materials to ensure the correct version is displayed. The VCGLR is responsible for supplying gaming venues with replacement stock of player information materials. Venues can order replacement stock by sending an email to contact@vcglr.vic.gov.au with stock requirements and venue details. Orders will be supplied within 14 days, so venues should ensure they have enough stock to last when ordering replacements. ■

NSW passes Smoke-Free Act

THE Tobacco Legislation Amendment Bill 2012 secured passage through the NSW Legislative Council on August 15, without amendment.

The Bill amends the *Smoke-Free Environment Act 2000* to prohibit smoking in commercial outdoor dining areas.

The Bill specifically prohibits smoking only in connection with the consumption of food in outdoor areas and not to the other services provided by clubs in outdoor areas, such as gaming, wagering and the consumption of beverages.

A "commercial outdoor dining area" is a dining area where seating is provided for food purchased for immediate consumption.

Typically, this food will be eaten on a plate using cutlery, as opposed to finger food. Smoking cannot be permitted within 4 metres from the seated dining area.

The Bill prohibits smoking only while food is being consumed, or available for consumption, e.g. if a club has a kitchen that provides food for consumption in an outdoor seating area between 9am and 5pm, after the kitchen is closed and patrons have stopped eating, the outdoor area will not be considered a food consumption area and smoking would be permitted.

In recognition of the Memorandum of Understanding between ClubsNSW and the NSW Coalition, which maintains the status quo in regard to smoking in outdoor areas for its first term in government, the restrictions to commercial outdoor dining areas will not commence until March 2015. ■

Political donations legislation changes

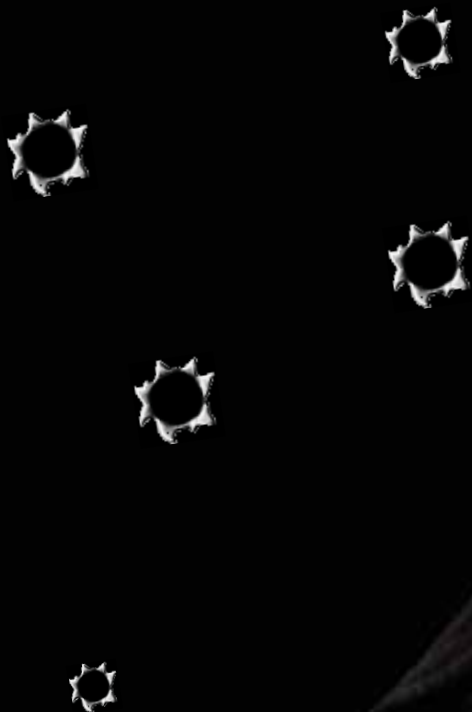
IN MARCH, the *Election Funding, Expenditure and Disclosures Act 1981 (NSW)* was amended to limit donations to state-based political parties and candidates by individuals only. The law now prevents all corporate entities from contributing to any candidate for election to the NSW Parliament or the NSW branch of a political party. This means clubs cannot make any state-based donations. Board members and staff of clubs are entitled to attend political functions and may personally contribute up to \$5,000 per year to each political party or \$2,000 per year to each candidate for election. Giving more than \$1,000 to a party or candidate in a year must be reported to the Electoral Funding Authority. This contribution cannot be refunded by a club/company or made on the

club's behalf. Clubs that provide in-kind contribution to a political party, such as discounted or free room hire for a political party branch meeting, cannot offer that discount to the political party.

Clubs should charge market rate for rooms used by political parties. It is also a breach for clubs to provide free or discounted services (such as office space, vehicles etc.) or advertising (such as a poster within the club) to a candidate for election to NSW Parliament or state political party. However, this is allowed only if paid for at market rate. Clubs can host fundraisers for the state-based political party or candidate(s), where individuals make donations. However the club must charge full market price for the cost of hosting the event.

Federal political donations remain unrestricted, so clubs can donate to federal candidates and federal political parties, but the amounts must be declared if they exceed the reportable annual threshold (approximately \$11,000). Clubs can run third party political campaigns, such as the "Licence to Punt" campaign expressing support for a particular policy, party or candidate. ■

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