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'MIXED EMOTIONS' is how Chris Byrne, the CMAA Victoria President, describes the year that was for Victoria in 2013. "I think everyone was expecting gaming to pick up a lot quicker than what it did, but there were some issues there that were not anticipated." Despite early technical issues, Mr Byrne is pleased by Intralot's progress, with turn-around times for machine deployments down from 90 days to six weeks, with the hope that within six months clubs a new machine could be up and running in 30 days ...

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EVERY YEAR, thanks to the generous support of the group of Club Industry companies who form the band of CMDA National Bursary Sponsors, Association members around Australia reap the benefit of more than \$100,000 in education and professional development provided through the Bursary Program. The list of 2014 Bursary recipients has been decided and these fortunate club managers will formally receive their awards at the CMAA Bursary Sponsors Lunch as part of the 2014 Conference & Hospitality Expo at The Dome, Sydney Olympic Park ...



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CMAA remains focused on Strategic Plan priorities

President's Perspective with BILL CLEGG, ACCM

AS THE year draws to a close, there are still a number of priorities on which the CMAA Executive remains focused.

For some time, the Executive have been reporting the need for change ... not only to the formal structure of the Association, but also the operational procedures due to the introduction of the *Fair Work Australia (Registered Organisations) Amendment Act 2012*.

Changes to the rules are in the final stages of approval by Fair Work Australia.

It has been a frustrating process, as interpretations within FWA continue delay final approval.

The Financial Management of the CMAA has always been a priority and the actual controls previously implemented, far exceed the requirements.

The financial operation of all Zones has progressively evolved to ensure full compliance and it should be noted how proactively the Association's Zone Officers have embraced the requirement of compulsory training through the Union Governance Course.

The primary sessions of the course covers Context and Legal Requirements for Union Governance, Conflict of Interest and Disclosure of Financial Interests, Financial Management and Reporting.

Being a Registered Training Organisation and an organisation representing professional management, it is only appropriate that the CMAA should not only ensure compliance, but also exceed expectations.

Focusing on delivering the Strategic Plan (**see Page 7**) is an ongoing process. Members would be aware of the focus on membership the CMAA Team have been pursuing.

First, through direct contact with lapsed members and engagement with non-active members, a number of challenges have been identified.

The changing nature of the Club Industry has undoubtedly placed more pressures on management teams and the expectation of relevance to attend, not only CMAA events, but the wider club-related events, is having an impact.

The Executive cannot express greater appreciation to those individual

managers who have engaged with CMAA Executive Officer Ralph Kober in recent months to detail their current relationship with the CMAA. Their comments and the ongoing communication we receive from the membership, is critical to maintaining the Association's relevance to all levels of management.

The Career Timeline is a key factor in the Strategic Plan – a concept of the CMAA being involved throughout the entire career path of a member ... from Line Staff to CEO. It's about the 'Ascension to Management to Pension' concept, and the many entry and exit points along the way.

While the CMAA may not be as relevant to the CEOs of the nation's largest clubs as it may have been during career progression, there will always be a connection worth maintaining.

If we are to maintain our aspiration of being a 'knowledge bank' for our industry's future leaders, we need those managers who have had successful careers to be the mentors for the future.

All executives who have had their careers impacted by the CMAA in some way ... through education, national or zone bursary, employment advice and networking have an opportunity to give back to their Association and their colleagues. Or, as is too often forgotten, the many years of Award negotiations that so many have relied on for career progression and protection can be an inspiration to re-engage with the Association to foster the future.

The best vehicle for that knowledge transfer is the CMAA.

THE PAST year has had its challenges, particularly the ASQA audit and review, which not only weighed heavily on all of the CMAA's resources, but also resulted in an unavoidable focus away from our a primary object of professional development.

The momentum seen recently in attendances at CMDA and Clubs+ summits and courses is particularly pleasing as a focus remains on the transition to the CMDA's revised training package.

The recent Finance Summit – at Campbelltown Catholic Club and Revesby Workers Club – proved to be a

most informative experience, providing invaluable information – particularly for managers who either have entered into, or are planning to enter into discussions with a financial institution.

I must express our appreciation to those managers who provided their own insights into strategic diversification. Michael Lavorato, the CEO at Campbelltown Catholic Club; Ed Camilleri, the CEO at Revesby Workers Club; and David O'Neil, the CEO at Castle Hill RSL Club all were generous with their time and relating their experiences to the Summit delegates.

Again, I must commend all CMAA and CMDA staff – particularly CMAA Industry Professional Development Manager Geoff Meston and the Board of Management Studies – who continue to work towards the future and assessing the needs of managers.

IT HAS been a particularly sad year for many of the CMAA family who have lost loved ones.

As 2013 comes to an end, we can only look forward to another year with optimism and the ambition for a better year.

I pass on my personal best wishes and the wishes of the CMAA Federal Executive for a safe and enjoyable holiday season and a rewarding 2014. ■

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



Notice of Annual General Meeting

The **Annual General Meeting** of the Members of the **Club Managers' Association Australia** will take place at **9am on Tuesday, March 3, 2014**.

The **Annual General Meeting** will be conducted in the Conference area of **The Dome at Sydney Olympic Park, Homebush Bay**.

Members will receive **10 Activity Points** for attending the **Annual General Meeting** and signing the **Members' Register**.

- **ALLAN PETER, ACCM**
Federal Secretary, CMAA

CMAA Strategic Plan Update

Our goal is relevance ... Our strategy is how we attain it

The Federal Executive, Federal Council and management convened in July at the mid-year conference to determine the Association's strategic plan for the next three years.

The strategic plan's purpose is to give all members and management clear direction in the way to achieve significant goals that will enhance both the value the Association provides to members and the foundation on which to build a sustainable and financially sound organisation going into the future.

The Plan has three strategic priorities:

Membership • Training & Professional Development • Industrial Representation

Acknowledging that 'one size does not fit all', the emphasis of the Plan will be to assist members at various stages of their careers with appropriate products and services that are more relevant to them as they move through the ranks of management and as they mature.

CMAA's Partnership with you from "Ascension to Management to Pension"

Career Timeline

Staff Supervisor Duty Manager Senior DM Dept. Manager Asst. Manager Secretary Manager
 [-----][-----][-----][-----][-----][-----][-----]

Each of the three strategic priorities has key areas of action that are underpinned by dedicated strategies and tactics that are **SMART**: Specific Measurable Attainable Relevant Time-bound. A helicopter view of these key areas of action are summarised in the table below;

Membership <i>myassociation</i>	Training & Professional Development <i>mycareer path</i>	Industrial Representation <i>myrepresentation</i>
Focus on 3 key areas of action Communication <i>mybranding</i> & information packs Membership Collateral Database, targeting & benefits Member Acquisition Member Get Member & CMDA Affiliate recruitment campaigns	Focus on 5 key areas of action Innovation What Why How When Students Why study & access to study Compliance Ongoing RTO certification Brand CMDA vs Generalist brand Partnerships & Alliances Sponsors, Associations & Universities	Focus on 3 key areas of action Representation Communicate IR benefits for members & expand IR people resources Legislation & Compliance Corporate Governance practices Innovation Create IR resources, education and events

The Federal Executive, Federal Council and management are committed to making sure that the strategic plan is implemented, monitored and developed. Most importantly communication of the strategic plan's progress will be regularly reported on to members at zone meetings, via CMAA media and at any member's behest. The Club Managers' Association Australia is a vibrant and significant collegial body and is the only association in the club industry that truly represents individual managers rather than organisations.

Members can contact Ralph Kober CMAA Executive Officer to discuss any aspect of the CMAA Strategic Plan via
 E: ralph@cmaa.asn.au P: (02) 97464199 M: 0418 963 057.



2014 ... a year to look forward to with optimism

The Executive Officer's Desk with RALPH KOBER

WHAT DOES 2014 hold in store for each of us and the Club Industry as whole? Hopefully, it is a year of confidence and optimism where long-laid plans to improve one's self and the business will bear fruition and achieve the outcomes desired. The past year has been a challenging experience for the Association. It started almost immediately, in early January, with the arduous and often frustrating task of meeting the rigorous re-registration compliance conditions and demands placed upon all registered training organisations. Pleasingly, the CMAA satisfied and secured the continued offering of quality accredited training to members and their staff. Further, for the wider Club Industry, the protracted Federal Election and the uncertainty of how the imperfect legislation around mandatory pre-commitment and ATM withdrawal limits, the ill-fated ACT trial of pre-commitment and the like would

impact on and influence the future of clubs – particularly those already on the margin – produced a reluctance by many not to take risks on expansion and improvement plans, which then flowed onto the industry-related trade and their ability to do business competitively. Other issues centred on increased harm minimisation provisions and calls for tighter controls around trading hours; the focus on stronger corporate governance practices for registered organisations; the proliferation of increasing compliance-driven reporting requirements and more ... has seen managers having to become quasi lawyers, accountants, counsellors, project managers, design consultants – in fact, a jack of all trades in every aspect of the club's operations. These pressures have, unfortunately, impacted on the amount of time and the frequency of participation that managers can give to attending Association meetings and events and

certainly those of other Associations, as well. In my many conversations with CEOs across the states concerning the Association and its relevance to them, a common theme has emerged where almost all executives have commented that, for them to spend time out of their businesses, the Association needs to provide unique opportunities and events where, even if it occurred once a year, it would be worthwhile for them to engage. Therefore, the challenge for the Association going into 2014 will be to do just that ... give members more reasons to participate in Association Zone meetings and events and ensure that whatever it is, it is impactful, relevant and targeted. The 2013 Strategic Plan formulated this year will be the basis for meeting this challenge. The summary of the Strategic Plan is featured in this edition of *CMA Magazine* – **page 7** – as well as being posted on the CMAA website – www.cmaa.asn.au – for all members to view and to comment on. I hope that 2014 will be a more positive year for you, the member, and for your Association. I trust that you will value your CMAA membership and that it will be a significant contributor to your career progression and your job security.

I wish all members and your families a safe and relaxing holiday season. ■



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CMAA Membership Update

Background

Club Managers' Association Australia (CMAA) members are professional managers of registered clubs and hospitality licensed venues. Membership of the CMAA, a registered trade union and registered training organisation, provides managers with many benefits not available to management in other industries.

Benefits

Notable benefits of CMAA membership include ...

- Industrial representation and advocacy for employment-related matters;
- Opportunity to develop professionally through management training and development courses offered to gain qualification or 'best practice' industry information;
- Being part of a national network of professional managers;
- Discounted conferences, training courses and industry events;
- An array of educational bursaries including overseas study tours and national qualifications;
- Recognition as a Certified Club Manager (CCM) under the CCM award offered only through the CMAA.

Frequency & Payment of Membership Fees

CMAA membership is from January to December each calendar year. Memberships are renewed in January each year.

For members joining after January, payments are made on a monthly basis with the option of paying a full year the following January, or continue with monthly payments. Clubs who pay for their managers, and individuals who pay their own fees, now can pay membership fees via direct debit automatic payment, credit card and cheque.

- **Note** that CMAA Membership fees **are tax deductible**. Payroll at your club will be advised of the changes.

Membership Fees Increase

Membership fees are integral in subsidising the various services that the CMAA provides to members to keep them affordable and accessible for every member. When benchmarked against similar organisations for fees and for the level of benefits received, the CMAA membership fees are comparatively below the market rate.

For example membership comparison (GST incl.):

Currently	Yearly	Weekly
CMAA management	\$ 495.00	\$ 9.32
United Voice line staff	\$ 540.80	\$10.80
Public Sector Union general staff	\$ 660.00	\$12.69

To keep pace with the increase in the cost of providing members services, the Federal Executive has determined that **from January 1, 2014** fees for a Member paying yearly will increase from \$495p.a. to \$550p.a. or, if paid monthly \$49 per month. Fees for a Trainee Manager member paying yearly will increase from \$335p.a. to \$390p.a. or, if paid monthly, \$35 per month.

Pay Yearly and SAVE! Full members who pay yearly can save **\$40**, while Trainees will save **\$20**.

From 2015, membership fees will rise annually in alignment with the Consumer Price Index increase brought down in the first quarter of each year.

One Time Amnesty for Lapsed and Ex-Members Wanting to Re-Join the CMAA

Members lapse in the payment of their membership fees due to various reasons. Many lapsed and ex-members don't realise that under the Association Rules it is up to the member to formally resign their membership in writing to the Association to ensure membership fees do not continue to be debited against them.

The Federal Executive has determined that an **amnesty where lapsed and ex-members who have been purged or been deemed un-financial and owe fees in arrears be reprieved from paying those arrears** upon re-joining the CMAA under this **One Time Amnesty** offer. If you know a lapsed member, please alert them to this opportunity.

Managers who want to take up the offer to re-join the CMAA can contact the CMAA Sponsorship & Membership Coordinator Evonne Bosnich P: **02 - 9746 4199** or E: **evonne@cmaa.asn.au**



I'm already looking forward to a bigger, brighter 2014

The Business End with CHRIS KEEBLE

MERRY CHRISTMAS everyone. I can't believe the holiday season is upon us, but I'm already looking forward to 2014 with a fresh start and a new year with plenty of new things happening. By the time you read this, you would have received a letter requesting you log on to the CMAA website –

www.cmaa.asn.au – and do a couple of important things.

- 1 - Ensure your details are correct.
- 2 - Fill in the new membership payment system.

I'm sure all of our managers can understand the process of moving into new systems, takes a bit of patience and understanding. We hope that all of our members complete these steps before the end of the year, so that you can then receive your new 2014 membership card. These, along with other information, will be posted in mid-January 2014. As a reminder – and I wrote about this in last month's **myCMAg eNewsletter** – here are the following tasks being undertaken ...

- 1 - All members with outstanding fees have been contacted and new forms filled in to bring them in line with the 2014 start.
- 2 - New payment plans and time plan options have been developed. This means members can pay their years membership or elect to pay monthly. Paying annually will save you \$40. Payment options are by Direct Debit, or Credit Card.
- 3 - Members who have their membership fees deducted from their weekly pay can continue to do so. We will set up the above process with your financial team via direct debit or credit card on a monthly basis. In other words ... the club will pay monthly fees for all their managers and then deduct weekly from the employee during the month.

Note: Membership fees are to be paid in advance to be a financial member. All fees will be automatically deducted on the anniversary date of joining.

CMAA Website

We have started to streamline our **CMAA Website**, which will make for an easier navigation process. The **CMAA Mobile Site** also will be up and running by the new year. Information will be

sent out with the **2014 Membership Pack**.

Branding

I hope you like the new '**my**' suite of brands. You will start to see this on all of our collateral and correspondence.

Social Media

Our **Facebook** page, at the time of writing this article, is closing in on 500 'likes'. If you haven't 'liked' us yet, please do. We are also always searching for Facebook sites for clubs and trade partners to like. If we haven't liked your page, then let us know and we will do that all important tick!

www.facebook.com/ClubManagersAssociationAustralia

We also have an **Instagram** site – **CMAA AUSTRALIA** – which is mostly active during summits and conferences where we will run regular competitions. The recent **Clubs+ Social Media Summit** – see **Pages 28 & 29** – was a blast and I learnt so much. Thanks to **Ken Burgin** and his team at **Profitable Hospitality** for assembling a great line-up of speakers and to **CMAA Industry Professional Development Manager Geoff Meston** for his passionate drive of these events.

Zone Meetings

It's been great getting along to meet the Zone Committees and their members. It really is a worthwhile networking opportunity ... a great way to meet colleagues and 'chew the fat' that is relevant to your area. We are developing a 'presentation topic list' from our partnerships so keep a look out for information-sharing opportunities at your local Zone Meetings in 2014. I hope to see you there.

2014 CMAA Hospitality Expo & Conference - March 2 & 3

Fancy the chance to win a snappy and zippy Scooter? Make sure you come along to the **CMAA's 2014 Hospitality Expo** at Sydney Olympic Park - on March 2 & 3 ... pick up an entry form; fill in the relevant details and you could

be a lucky winner of one of three Scooters that will be scooting out the doors of The Dome. 2014 will be a fun year at the trade show with some extra surprises wandering around. Make sure you register and don't miss out.

Sponsorship

Special thanks to all of Club Industry trade partners who have been so supportive during 2013. I'm looking forward to continuing our great relationship for 2014 and beyond.

Women's Leadership Forums

I'm deep in conversations and meetings with some amazing female leaders of many industries. Keep a look out for the **Women's Leadership Forum** program that will be rolled out during 2014.

There will also be other developments, with a **Functions/ Events/ Entertainment Summit** already on the planning board.

ACE Awards

Lock **March 19** in to your 2014 diary for another spectacular entertainment event at **The Juniors**. The **Australian Club Entertainment (ACE) Awards** certainly is a 'night of nights' - proudly supported by the **CMAA**. Produced by **Brad Stanford** and his team at **The Juniors**, this event features entertainment from all areas. It's a great way to see what's happening in the land of entertainment with great acts for your club to consider. Tickets go on sale early in 2014.

Special thanks and best wishes to CMAA staff member **Carol Quirke** who is headed off on long service leave to support her mother. Carol has been an enormous help during my first six months on the job. I'm sure most of you know Carol as the 'front person' for the CMAA whenever you called.

I'm also going to be a 'grandma' for the first time in March 2014, so it's a big year ahead for me. And, it's a girl ... how special!

Have a great Christmas. I'm confident 2014 will be an exceptional year. Merry Christmas everyone and see you during 2014. ■

➤ **CHRIS KEEBLE** is the CMAA's **Sponsor & Membership Manager**.
To contact Chris ...
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E: **chris@cmma.asn.au**
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INDUSTRY UPDATE

Voting opens for 2013 ACE Awards

THE 16TH annual Australian Club Entertainment (ACE) Awards will be held on Wednesday, March 19, 2014 at The Juniors, Kingsford. The ACE Awards, which were founded in 1998, acknowledge the talent and work of variety artists and entertainers in clubs across Australia. The Awards recognise excellence in entertainment within nominated categories for the 2013 calendar year. The first round of voting for the ACE Awards is open until December 13. The second round of voting will be open from January 13 to February 14, 2014. Anyone interested in participating in the voting process should register an interest at www.aceawards.com.au/CONTACT.php. Clubs also are encouraged to enter the *Venue Award for Excellence & Commitment to Entertainment* category which is sponsored by ClubsNSW. This award seeks to recognise clubs that provide a balanced and relevant



program of events of a high standard and shows a commitment to providing these events on a regular basis. Nominations close on February 14, 2014. Entries will be judged by an independent panel.

A limited number of sponsorship packages are still available. If your club is interested in sponsoring one of the ACE Awards categories, contact **CMAA Sponsor & Membership Manager Chris Keeble** P: 02 - 9746 4199 or E: chris@cmaa.asn.au or contact **ClubsNSW Community Partnerships Executive Maria Peña** P: 02 - 9268 3010 or E: mpena@clubsnsw.com.au ■

Abbott Govt moves on amendments to gambling laws

ON NOVEMBER 20, the Coalition Government introduced a Bill to amend the *National Gambling Reform Act* to reflect the changes it announced during the Federal Election campaign. The amendments in the Bill represent the Abbott Government's ambition to reduce bureaucracy and the duplication of functions between the Commonwealth Government and state and territory governments. The amendments will ...

- repeal the position and functions of the National Gambling Regulator;
- those provisions relating to the supervisory and gaming machine regulation levies;
- the automatic teller machine (ATM) withdrawal limit;
- dynamic warnings;
- the trial on mandatory pre-commitment;
- matters for Productivity Commission review.

The Bill also will amend the pre-commitment and gaming machine capability provisions to express clearly the Government's commitment to develop and implement these measures in the near future, informed fully by consultation with industry, state and territory governments, and other stakeholders. ■

Gaming Chairman 'despises pokies'

THE HEAD of the independent liquor and gaming regulatory body in NSW has shocked the industry by openly admitting he 'hates' gambling and 'despises' poker machines. Clubs NSW CEO Anthony Ball has demanded that Independent Liquor & Gaming Authority (ILGA) Chairman Chris Sidoti explain the comments amid concerns of an apparent lack of impartiality when making decisions affecting the multi-billion dollar industry. Sydney's *Sunday Telegraph* newspaper reported that Mr Sidoti, whose organisation is the sole body responsible for regulating gaming and liquor matters at The Star casino and registered clubs, made the statement during a speech at the National Association for Gaming Studies

annual conference. The former lawyer, who served as a human rights commissioner from 1995 to 2000, told the conference one of the biggest difficulties he had with debates about gambling was the reluctance among many politicians to look at the 'hard data' before making decisions. At that point, Mr Sidoti stunned the audience by revealing his personal stance on gambling. "One of the difficulties I find with the sensitivities of debates on gambling is that sometimes politicians are reluctant to look at some of the hard data and likely demographic trends and strike first rather than reacting long after the event," Mr Sidoti said. "I probably should put in a footnote here that I do not - and never have - gambled with money at all. I consider my whole life has been a big enough gamble. Why should I put money into it as well? I hate gambling and I despise poker machines." ■

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tic technologies is located next to the CMAA offices at Sydney Olympic Park, in western Sydney with Managing Director Rhonda Bowen and Senior Software Developer Michael Campbell leading an experienced team who are dynamic, innovative and dedicated to making sure **tic**'s customers receive the best online technology and service available.

And, after revamping and redeveloping the CMAA website, **tic technologies** has just joined the CMAA's 'family' of partners as a Career Development Sponsor.

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Easts Group – www.EastsGroup.com.au – Marketing Manager Renata Csanyi says **tic technologies** has provided technologies and managed Easts websites since 2008. "Rhonda, Michael and the team provide exceptional and personalised customer service, always with prompt response to every inquiry," Renata said. "We worked closely with **tic technologies** to re-launch a new Group website, amalgamating individual sites for each of our five clubs and are delighted that our vision has been fulfilled!"

Wallsend Diggers – www.WallsendDiggers.com.au – CEO John Hume said **tic technologies** had been associated with Wallsend Diggers for more than a decade. "Rhonda and Michael's contribution to the business of Wallsend Diggers is so valuable and we applaud them for helping us achieve our goals. I look forward to future business with the **tic** team," John added.

Build your business with **tic technologies** the Club Industry's reliable online partner. **tic** is Australian-owned and operated, and demonstrates its support and passion for the Club Industry, working with many clubs. **tic** sponsors and provides online technologies to the CMAA, Leagues Clubs Australia, the RSL & Service Clubs Association. ■



- **ABOVE:** Michael Campbell (left) and Rhonda Bowen (right) with Daniel Brtlan from Central Coast Leagues Club at the 2013 Clubs+ Social Media Summit in Sydney.
- **LEFT:** Brenden Visco was recently appointed Digital & Sales Manager for **tic technologies**.

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➤ For a confidential no-obligation consultation, contact the **tic technologies** office B: **02 - 9764 5240**, or call **Rhonda Bowen** (Managing Director) on M: **0419 992 862** or E: **Rhonda@tictechnologies.com** or **Brenden Visco** (Digital / Sales Manager) M: **0427 264 822** or E: **Brenden@tictechnologies.com** or visit the website W: **www.tictechnologies.com** You can also Visit **tic** on Facebook: **www.facebook.com/tictechnologies** or view **tic** on YouTube: **www.youtube.com/tictechnologies**

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The CMAA recently announced that **Silver Chef** has joined the CMDA 'family' of sponsors as a 2014 **National Bursary Sponsor**.

Silver Chef specifically designed **Rent-Try-Buy** more than 26 years ago to meet the needs of hospitality businesses. Since its inception in 1986, **Silver Chef** has helped more than 18,000 customers achieve their dreams of running their own business. Whether it's a small start-up take-away, a café looking for commercial catering equipment, or a large restaurant looking for commercial restaurant equipment, **Silver Chef** can help start or grow that business.

Silver Chef supports business Australia wide, offering a variety of industries within the hospitality industry, including but not limited to clubs, hotels, franchises, restaurants, cafes, take-aways and quick service.

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Silver Chef's traditional model of finance allows hospitality businesses to preserve their working capital, allowing the business revenue to pay for the equipment, the ability to upgrade or purchase equipment at any time and even return any unwanted equipment after the minimum term of 12 months.

Silver Chef understands that a club's needs may be different from traditional hospitality venues and they are happy to work with clubs to make the process of funding easy and hassle free.

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replacement is needed at short notice – the benefits of **Silver Chef** funding are clear.

Many clubs are thinking about diversifying and making use of the facilities they have to generate additional income. An easy way to do this is to upgrade kitchen facilities and improve food and beverage offerings.

If your club is considering adding a coffee shop or café, rent the equipment from **Silver Chef** and check the first 12 months figures. If they don't stack up, just give back the equipment. If you purchase, or lease, the equipment, you will be stuck with it if things don't go according to plan. If you are generating the revenue predicted, then purchase the equipment from **Silver Chef** whenever you are ready.

If your club is undergoing major renovations, allocate the budget elsewhere and put your kitchen and bar equipment on **Silver Chef**. Ensure you end up with the right equipment for the club and at the end of the project if funds allow purchase the equipment from **Silver Chef**. If you have no funds available at the end of the project, then continue to rent the equipment allowing the revenue to pay for the equipment until funds are available to purchase. You can also start out small and upgrade at any time.

As an active member of **Clubs Queensland** and now a **CMDA National Bursary Sponsor**, **Silver Chef** understands the processes that clubs need to go through to allocate resources where they are needed.

Silver Chef is committed to assisting clubs with their kitchen and bar equipment needs. ■



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CMAA celebrates ongoing partnership with CMDA sponsors

IT WAS a new venue for the CMAA's annual Sponsors Appreciation Lunch when more than 100 guests gathered at St George Motor Boat Club on November 29. CMAA Federal President Bill Clegg, ACCM welcomed CMAA Life Members, Hall of Fame inductees, CMAA Federal Executives, CMAA Federal Councillors and representatives from CMDA Career Development and National Bursary sponsor companies to the picturesque Sans Souci club on a cold, wet and windy Sydney Friday. A special guest at the event was Mrs Carole Henry, the wife of Jim Henry, a CMAA Life Member and past Federal President, who passed away in late June. The CMAA will make an announcement early in 2014 to honour Mr Henry's contribution to the CMAA and the Club Industry. ■

■ **LEFT:** CMAA Life Members at the 2013 Sponsors Appreciation Lunch at St George Motor Boat Club at Sans Souci (back row from left) Terry Condon, Bill Clegg, Allan Peter and John Allan with (front) Les Evennett and Barry Stevenson.



- **ABOVE LEFT:** CMAA Federal President Bill Clegg, ACCM welcomes guests to the 2013 Sponsors Appreciation Lunch at St George Motor Boat Club.
- **ABOVE RIGHT:** CMAA Executive Officer Ralph Kober.



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FWA bullying case will have implications for managers

IAN ROSS, the President of the Fair Work Commission issued two documents on November 20 relating to FWA's Anti-bullying jurisdiction. The *Fair Work Amendment Act 2013* conferred a new anti-bullying jurisdiction upon the Commission from January 1, 2014: **"A Worker who has reasonable belief that he or she has been bullied at work, can apply to the Commission for an order to stop the bullying."** President Ross has foreshadowed a "significant number" of bullying applications and stressed the point that this new jurisdiction ... "is not an avenue to provide compensation to those who have been subject to bullying, and nor is it about penalising employers. It is directed at preventing workers from being bullied at work". Unfortunately, it's anticipated that a number of these applications may involve club managers. Orders issued by the Fair Work Commission may threaten the employment of CMAA Members. Currently, managers subject to allegations of harassment, intimidation and bullying behaviour by subordinate employees have been dealt with in accordance with general dispute grievance procedures, with the Association providing workplace representation. To date, such disputes have been few and far between. So, we will be clearly showing the development of this new jurisdiction and its possible impact for CMAA members. More importantly, club managers at all levels are required to ensure the wellbeing of their employees by being vigilant with their compliance and correct implementation of their clubs' compliance with the relevant provisions of the *WH&S Act*. Returning to FWC's intended procedures and associated functions to be adopted for the implementation of the Commission's new anti-bullying jurisdiction ...

1. Commissioner Peter Hampton has been appointed as the head of the anti-Bullying panel (FWC has a tradition of industry panels consisting of a number of commissioners who deal with matter within their allocated list of industries). I understand that this panel will operate in the same manner with a group of commissioners dealing with bullying matters across all industries.
2. Case Management Model. This is a 17-page summary of FWC's case management model, outlining the procedure and associated functions that Commissioners and FWC staff will adopt in implementing this new jurisdiction.

It appears the FWC will deal with applications the same way it deals with dispute notifications – Mediation, Conciliation or Arbitration dealt with by a practical, efficient and fair process. Each application will be assessed at an early stage (within 14 days after lodgement) in circumstances where the Commission does not have the jurisdiction to make an order or where the application has no reasonable prospects of success, the application may be dealt with, and dismissed, by a Member early in the process. When an application come before a Commission member, all parties will be treated fairly and relevant parties will be given the opportunity to be heard. There will be an emphasis on resolving the issues to ensure constructive and cooperative workplace relationships can resume. The Commission will not promote or recommend monetary settlements. Some of the definitions and statutory concepts in the anti-bullying laws are drawn from the *Work Health Safety Act 2011(Cth)*. The range of behaviours and circumstances behind applications will range from conduct unlikely to meet the definition of bullying to that of bordering on 'criminal abuse'. It is also anticipated that may of the parties will be unrepresented and some might exhibit 'challenging behaviours', both to other parties and potentially

to the Commission member. Both FWC staff and commissioners will be given comprehensive training, including personal resilience. While the Commission has to perform its function and exercise its powers transparently, commissioners and staff should also be aware of the potential for bullying claims to result in "unwarranted damage to the reputations of individuals and unnecessary publication of sensitive personal information". The Commission has the power to prohibit, or restrict the publication of evidence, parties' identities, and decisions or parts of them. Orders issued by the Commission might require the following ...

- An individual or group to stop the specific behaviour;
- Regular monitoring of the behaviour by the employer;
- Compliance with the employer's workplace bullying policy;
- Support and training, or review of an employer's workplace bullying policy.

Breaches of the Commission's orders will attract a civil penalty, but will not constitute an offence. FWC President Justice Ross will closely monitor this new jurisdiction within the Commission with a specific review of the system to be undertaken in July 2014 and again early in 2015.

3. Tribunal seeks comment on new Draft Bench Book.

Justice Ross also released a draft of the Commission's Anti-Bullying Bench Book for public consultation in the lead-up to the jurisdiction taking effect. In a disclaimer at the front of the book, the FWC says its anti-bullying jurisdiction is new and the decisions in the publication "have come from other jurisdictions". "While every precaution has been taken to include only decisions that are applicable to this new jurisdiction, users should be aware that the exact decisions of the Commission cannot be anticipated, and that future decisions may alter the accuracy of this resource," it states. The bench book says that based on cases in other jurisdictions, bullying could include ...

- aggressive and intimidating conduct;
- belittling or humiliating comments;
- victimisation;
- spreading malicious rumours;
- practical jokes or initiation;
- exclusion from work-related events;
- pressure to behave in an inappropriate manner;
- unreasonable work expectations.

A section headed, 'When is a worker bullied at work?', notes that ... "bullying can take many forms". "It can involve less-overt, less-severe and more-subtle behaviours. More-subtle behaviours such as exclusion can, if frequently repeated over an extended period of time, amount to a significant psychological hazard for a worker," the book states. Noting the "reasonable management action" exemption from bullying conduct in s789FD(2), the bench book draws on Comcare decisions on a similar exemption in s5A(1) of the *Safety, Rehabilitation and Compensation Act*. But, it says the *Fair Work Act* exemption might be broader than its Comcare counterpart and extend to every-day operational instructions. The Bench Book also notes that former employees might not be able to bring bullying actions, as the FWC is only able to make orders where there is a risk of the bullying continuing. "In most circumstances, this will mean that an order cannot be made where the worker is no longer in the relationship where the bullying has occurred." Tribunal (FWC) General Manager Bernadette O'Neill told a Senate Estimates hearing in June that the FWC was preparing for some 3,500 bullying applications annually. ■

► **PETER COOPER** is the CMAA Senior Industrial Relations Advocate. P: 02 – 9746 4199 or E: peter@cmaa.asn.au

More limits for state's most violent venues

THE MOST violent licensed venues in NSW could be forced to implement a ban on shots and glassware earlier than midnight under a further crackdown by Hospitality Minister George Souris. *The Sydney Morning Herald* reported that Mr Souris has released the latest violent venues list, which again is topped by the Ivy nightclub on George Street, which recorded 26 assaults in the past year.

As such, Ivy remains the only licensed venue in the state to be hit with Level 1 licensing restrictions for venues with more than 19 violent incidents in a year. This means it must abide by conditions, including a 2am lock-out and bans on shots and premixed drinks over 5% alcohol after midnight.

Mr Souris said the list contained 21 venues with more than 12 violent incidents in a year – five more than the previous list, published at the end of May.

All venues, apart from the Ivy nightclub, are on Level 2 restrictions from December 1, meaning they must cease alcohol service 30 minutes before closing, not use glassware after midnight and provide 'alcohol time-outs', or free water and food for 10 minutes each hour after midnight.

Mr Souris said the Government would be "seeking legislative amendments" to the Liquor Act to allow for 'special powers' to impose license conditions earlier in the evening than midnight for high-risk venues. "This amendment would aim to ensure that venues, including country venues that have earlier closing times, still can be effectively targeted with conditions if violent

incidents and high-risk trading periods are occurring earlier," the Minister added.

The announcement comes as 35 'high-risk' venues in Kings Cross are due to begin mandatory identification scanning of customers. From December 6, hotels and nightclubs in Kings Cross trading after midnight with a capacity of more than 120 people must participate in a 12-month trial of linked identification scanners. They will operate from 7pm Fridays to 7am Mondays and from 7pm the day before public holidays until 7am the next day. The system is designed to prevent patrons who are thrown out of one establishment from entering another, and enforce bans imposed on customers entering venues in the area.

Meantime, a new coalition set up to stem alcohol-fuelled violence says Queensland has too many liquor outlets and is urging the Newman Government to ban the sale of shots after 10pm. Leading surgeon Anthony Lynham will head the Queensland Coalition for Action on Alcohol which aims to address escalating drunken violence, including a proposal to limit new liquor licences in areas with high numbers of hotels and clubs. Based at the Royal Brisbane and Women's Hospital, Dr Lynham said the coalition wants to stop patrons being sold more than four drinks at a time, a mandatory requirement for bars to provide free water and more compliance officers to ensure venues served alcohol responsibly. The plan recommends a 12-month state-wide reduction of trading hours for licensed venues, including introducing 1am lock-outs.

Dr Lynham said Queensland hospitals were experiencing an increasing burden of alcohol-related emergency department presentations with 91,783 recorded in 2012 – a 31% increase from 70,783 in 2007. ■

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Gaming questions on agenda at General Management Summit

TO TITO, CardIt, or both? That was one of the questions being debated at the **CMAA General Management Summit**, held at the **City Golf Club** at **Toowoomba** on **October 9** and **10**.

With the stunning outlook of the layout as the back-drop, things kicked off with a friendly nine holes of golf on the Tuesday and the **General Management Summit** beginning on the Wednesday.

The Summit opened with a welcome and introduction from **CMAA Industry Professional Development Manager Geoff Meston** and **CMAA Division G Federal Councillor Wayne Moffatt**, the **General Manager** at **Club Pine Rivers**.

A brief update on Queensland's **Red Tape Reduction Legislation** followed from **Craig Turner**, the **General Manager of Compliance** with the **OLGR** in Queensland.

Amy Conroy, a former club executive and now **Management Consultant** in NSW, presented on **'The Five Critical Skills'** which are crucial for a Gaming Manager.

Amy, who has many years of gaming management experience and now consults to some of the biggest clubs in NSW, is always informative and shared her personal experience with both card-based and TITO gaming.

Then it was time to gather **'The Facts On Cashless Gaming'** – TITO and card-based – the cost of both systems and what's best for my club? To present the arguments we gathered some of the 'heavyweights' of the gaming industry.

In the 'red corner' for card-based gaming was **Declan Martschinke**, **Maxgaming's Divisional Manager for Marketing & Products** along with **Mark Anderson**, the **General Manager** of **Odyssey Gaming**, now part of the **Independent Gaming** group.

In the 'blue corner', presenting the facts for TITO was **Lawrence Shepard**, the **Managing Director** of **Independent Gaming** and **Ben Channells**, the **Operations Manager** at **IG**.

There was also input from the gaming manufacturers - **Cameron Louis**, from **IGT**, and **Matt Primmer** - presenting some of the costs associated with both systems and the emerging trends in gaming. Once the facts had been delivered, it was time to debate the topic. With our expert panel formed, the floor was open and the questions flowed. The questions from the audience and responses from the panel were well-founded and informative.

Summit delegates may have not left with the definitive answer, but certainly were well equipped to make the best possible decision for their clubs.

Harry Harris, from **Russell Corporate Advisory**, finished the day with an overview of financing options available to clubs - not just in conjunction with gaming, but general finance for clubs.

We capped off the night with dinner and a memorable and impressive presentation by **Ipswich Mayor Paul Pisasale**, who shared with us some of his journey as civic leader, the devastating floods and the brilliant things he is doing out west. By the end of **Mr Pisasale's** presentation, everyone at our table was ready to relocate to Ipswich.

'What's In A Name?' I recently found out that 'Clegg' is the name given to a very small and annoying fly in India (I continue to research the truthfulness of this, I might add).

"Overall, the Summit was very informative and provided a great overview of the topics, hopefully leaving the participants feeling equipped to make the right decisions for their clubs."

So, indeed, what is in a name?

This was the question posed by **Umberto Mecchi**, the Executive Manager of Strategy & Marketing for **HOSTPLUS** – the **CMDA's National Major Sponsor** – while analysing the effectiveness of the data we hold and whether we harnessing all the benefits of the member data we gather.

Umberto demonstrated simple, but effective, ways to assess whether a promotion or offer we market to our members, is achieving the desired results.

'What's Hot In Food & Bars' was presented by **Ken Burgin**, from **Profitable Hospitality**. As clubs are seen more and more as 'complete' hospitality venues, it is important to stay up to date with the latest trends and the competition.

Ken talked about everything from presenting food, incorporating local produce on our menus and market gardens to cafes with petting zoos! I'm not sure our members are up to selecting a pig, as they would a lobster, but certainly food for thought.

This was a nice segue into **'Contract Catering, Or Employing Your Own'** with **Brent Williams**, the **Group H.R. Manager** at **Castle Hill RSL Club**.

Brent presented the many challenges of both sides from a H.R. perspective, looking at pay rates, WH&S, performance management, termination and the possible costs that can be associated with these factors.

With challenges either way, there is no straight answer. It is a question of weighing the facts and what's right for your club.

Giving us a legal perspective was **Tony Johnston**, a **Partner** at **Eastern Commercial Lawyers**.

Tony is always very balanced with his presentations and always gives excellent - if not humorous - case studies to illustrate his point.

Tony went through the 'do's and don'ts' of catering contract negotiation, highlighting the importance - no matter which way you go - of doing your due diligence.

'Nimble' – quick and light in movement or action; agile.

This is what 'nimble' means and **Geoff Meston** showed us not only the need, but the necessity of adopting this premise when strategic planning for your club or run the risk of stagnant planning.

Overall, the **Summit** was very informative and provided a great overview of the topics, hopefully leaving the participants feeling equipped to make the right decisions for their clubs.

We hope this is the first of many summits to come and thank everyone involved who made this summit such a success.

We hope to see you all at the next one.

The **CMAA Facebook** page carries pictures from the CMAA 2013 General Management Summit ...

<https://www.facebook.com/ClubManagersAssociationAustralia/posts/538280852917003> ■

► **ZOE CLEGG** is the **CMAA Queensland Education Officer** and the **Training & Compliance Risk Manager** at **Kedron Wavell Services Club**.

Victoria managers look forward to improved gaming

By KATIE CINCOTTA

'MIXED EMOTIONS' is the sentiment Chris Byrne, the CMAA Victoria President, used to describe the year that was for Victoria in 2013.

"I think everyone was expecting gaming to pick up a lot quicker than what it did, but there were some issues there that were not anticipated," Mr Byrne added. "But that's just part and parcel of doing business. You hit these hurdles, but that reinforces why clubs need to be continually planning for their ongoing future and have contingencies in place when things don't go to plan."

Despite early technical issues, Mr Byrne is pleased by Intralot's progress, with turn-around times for machine deployments down from 90 days to six weeks, with the hope that within six months clubs a new machine could be up and running in 30 days.

"Intralot is going over and above the call to assist and they're on top of a lot of things and getting quicker," he added.

To avoid delays, the Yarraville Club's General Manager advises that once machines have been purchased, it's critical to book a slot with Intralot's deployment team.

"Bytecraft says one of the biggest issues is venues not pre-planning as well as they could be and then things can do wrong on the day," Mr Byrne added.

Bearing in mind that Victoria's Club Industry has had to start from scratch in moving to an owner-operated model, Mr Byrne feels Victorian clubs and the state monitor have now passed the teething stage to begin to 'earn their chops' in post-duopoly gaming.

Looking ahead, Mr Byrne encourages club managers to access the publically

available 2011 Census data on the Australian Bureau of Statistics website to familiarise themselves with potential demographics, and the changing multicultural face of Australia.

"In Melbourne, we're living in a society of multi-culturalism that wasn't there 10 years ago," he said. "Clubs now need to make sure that their offering is relevant – not just to white Anglo-Saxon Australians, but broad to all sectors of the community."

The CMAA is ramping up training for Victoria in 2014, with Zone Education Officer Stephen Hodge preparing to roll out a schedule tailored for Victoria that will cover corporate governance, gaming analysis, supervisor and manager boot camps, functions, front of house and leadership style and focus.

"We're putting a clear calendar into place," Mr Hodge says. "The main thing is getting courses that are designed for Victoria."

CMAA Division H Federal Councillor Grant Duffy, ACCM says his Nurmurkah Bowls & Golf Club has seen substantial growth in profitability under the new club-owned gaming machines model, but the 10-year licence structure and funding of poker machines has been a burden, and needs to be addressed.

"In Victoria, we still have some work to do in creating an industry which is efficient by comparison to other states and territories," he said. "But, to work closely with Government, we need one strong peak body."

With voluntary pre-commitment looming for December 2015, CMAA Federal Secretary Allan Peter, ACCM says the detail so far shows the card will be tied into loyalty, with a single user card and EGM interface for both.

But, he fears the proposal is being



■ CHRIS BYRNE



■ ALLAN PETER

rushed through without proper consultation.

Whatever its format, pre-commitment technology could cost clubs upwards of \$5,000 per machine, which necessitates budgeting for the installation.

Mr Peter says the most positive news for Victoria is the August submission to the Naphthine State Government asking for gaming entitlements to be extended into perpetuity, which is the first time the state's hospitality operators have presented a united front on legislation.

"The best thing to come out of 2013 has been the combined approach to the Government on the 10-year tenure for poker machines by the four major hospitality industries – AHA, ClubsVictoria, CCAV and the RSL," Mr Peter added.

It's a push to replicate the model in NSW, which Mr Allan argues ... "simply works better, there's no need to reinvent the wheel". ■

Victoria reforms for under-age guests

THE VICTORIAN Commission for Gambling and Liquor Regulation (VCGLR) has announced reforms to help reduce the red tape for licensed venues. As a result of the VCGLR's participation in the Victorian Government's Live Music Roundtable, the VCGLR will implement a number of reforms to its policy and administrative processes relating to the temporary approval of unaccompanied under-age persons to attend events on licensed premises. The VCGLR took into account feedback provided through an extensive consultation process that included a dedicated working group with the Victorian Government and industry representatives and the release of a public consultation paper. Under section 120 of the *Liquor Control Reform Act 1998*, licensees can apply to the

VCGLR for the temporary approval of unaccompanied under-age persons on licensed premises. This allows under-age persons to attend events on licensed premises without needing to be accompanied by a parent, spouse, legal guardian or responsible adult. Changes introduced by the VCGLR to its policy and administrative processes ...

- a new fast-track application for low-risk underage events;
- changes to standard conditions for under-age events;
- a new category of alcohol-free youth events which are for patrons between 12 years and 25 years old.

These changes took effect on November 20. Refer to the VCGLR website - <http://www.vcglr.vic.gov.au/home/liquor/vcglr+cuts+red+tape+for+live+music+venues> - for more information. ■

'Low-risk venues' status for Queensland clubs



■ **ABOVE:** Licensed clubs ... 'low-risk venues'.

■ **BELOW RIGHT:** Queensland's Attorney General and Minister for Justice, JARROD BLEIJIE.

■ **NEXT PAGE:** Mandatory pre-commitment ... 'not on' for Queensland gaming venues.

By **HENRI LACH**

LICENSED CLUBS in Queensland have been marked by the State's chief law maker as 'low-risk venues', not requiring additional regulatory legislation.

Queensland Attorney-General and Minister for Justice Jarrod Bleijie, who is also responsible for liquor licensing and gaming, made this assessment in an exclusive end-of-year statement to *Club Management in Australia Magazine*.

His comment comes at a time when he and his National Liberal Party (NLP) Government have introduced wide-ranging laws aimed at curtailing the activities of illegal bikie organisations. This includes close scrutiny of hotels, nightclubs and other potential bikie 'hangouts'.

The Minister has made it clear that licensed community clubs certainly are not in that mix.

"Over regulation of low-risk venues like Queensland's community clubs is unnecessary and simply stifles business," Mr Bleijie added.

While the issue of outlaw bikie gangs has been the Minister's over-riding concern in recent months, he has not taken his eye off his other responsibilities, including licensed clubs.

His report card is positive. "Overall, and as usual, compliance by the majority of Queensland's clubs during the year has been very good," he said.

In fact, Mr Bleijie declares himself a staunch supporter of licensed clubs, and an admirer of those who run them.

"Clubs play a very important role in

Queensland," he said. "They not only contribute significantly to the economy, they provide facilities and infrastructure that are essential to our way of life, from junior sport to assistance for veterans.

"I have met with representatives from the CMAA before and since the State Election, and I regularly meet with club managers as I travel the state."

He also wants to hear from them.

"I have an open door policy and encourage all associations and individuals to contact me if they wish to discuss certain issues," he added.

The Minister also reiterated his Government's commitment to 'red tape' reduction, where the licensed Club Industry features prominently.

"Since we came into Government, we have implemented more than 40 red tape reduction changes and they are being very well received by the industry," he said.

Clubs play a very important role in Queensland. They not only contribute significantly to the economy, they provide facilities and infrastructure that are essential to our way of life, from junior sport to assistance for veterans.



- The Minister cited a package of changes that he believes will be of significant benefit to the Club Industry.

"Under our reforms, licensed venues will soon no longer require an approved manager to be on site if they don't operate past midnight," he said. "We are also removing the requirement for licensees to keep training register about Responsible Service of Alcohol (RSA) and we are allowing licensees to pay their fees in installments if they suffer significant hardship."

Other red tape reductions are in the pipeline, but the Minister did not elaborate.

While the major parties were silent during the Federal Election campaign on the subject of gaming, there is no doubt that anti-gambling forces continue to be at work within our legislature.

Campaigners such as Independent Member for the Tasmanian seat of Dennison, Andrew Wilkie and South Australian Senator Nick Xenophon relentlessly continue their campaign against all forms of gambling, with particular emphasis against poker machines.

Mandatory pre-commitment is far from a 'dead' issue, but Minister Jarrod Bleijie's response to the proposal was short and to the point: "The [Queensland] Government remains opposed to mandatory pre-commitment." ■



Aristocrat moves towards a digital first strategy

ARISTOCRAT NEXT year will release digital versions of its new poker machine titles to personal mobile devices before they hit casino floors. *The Financial Review* reported Chief Executive Jamie Odell saying the milestone was a result of investment in the technology used to develop games. It also comes as Aristocrat's social casino platform, **Product Madness**, is growing at such a rate it looks likely to be split out of the company's fledgling 'online' reporting line at next year's full-year results. Aristocrat purchased **Product Madness** in September 2012 and released a collection of its gaming machine titles onto the 'app', which sits solely within Facebook. **Product Madness** offers 'social casino' play, which is free. Users spend cash on extra credits and premium play. **Product Madness** has about 500,000 daily active users, which equates to annual revenue of about \$A21.8 million. But, on Aristocrat's first collection on the app, called '**Heart of Vegas**' and has well-known gaming titles such as '**More Chilli**', '**Big Red**' and '**Lucky 88**', users are spending about 16c each day. Mr Odell, speaking after the company's 2013 full-year results, said the firm would release a new collection of its titles to the Facebook platform in the first half of the 2014 fiscal year. The company will release its first stand-alone social casino apps onto Android and IOS mobile devices in the second half of the year. Mr Odell said old games needed to be 'retro-fitted' for digital, but new games are developed for immediate use on multiple platforms. "What that allows us to do, and it will happen in 2014 for the first time, we will have games that will be launched on mobile before they're launched in casinos," Mr Odell added. Aristocrat also will distribute digital versions of its gaming machines to online real cash casinos in the U.S. Such casinos are outlawed in most states, but Nevada, Delaware and New Jersey have legalised the

activity. Casinos in New Jersey began offering online cash play for the first time on in late November.

Ainsworth Game Technology also announced that it is entering the online cash casino space. Aristocrat boosted its full-year net profit by 16.9% to \$107.2 million, despite a 3.5% fall in revenue, in the year ended September 30, 2013. The company's sales slipped to \$813.8 million, due to fewer releases of new pokies titles in Japan. Excluding Japan, revenue rose 4.3%. Online revenue, which includes **Product Madness**, as well as the supply of games to European online wagering operators, rose 48.6% to \$21.4 million. Goldman Sachs analyst Adam Alexander said the result was broadly in line with expectations, but noted the increase in net profit was driven by lower tax, net interest and design and development expenses. Following the report, Aristocrat shares fell 2.9% to close at \$4.63. The stock was down from a 12-month high of \$5.05, reached in October, but has gained 68% in the past year. In the same period, the S&P/ASX200 has gained 21%. Revenue from North American operations rose 6.6% to \$US383.6million, underpinned in part by better performance in the recurring revenue segment. This is where casinos share revenue with gaming machine makers, and is reserved for a selection of popular titles. Australian revenue fell 7.3% to \$179.7 million, due to gaps in Aristocrat's portfolio of gaming titles.

Mr Odell said the company was well positioned to boost net profit in the current fiscal year by improving its Australian portfolio and accelerating growth in online. Growth also would come from new releases from a swag of developers that Aristocrat has poached from its rivals, he said. Although many have been employed since early 2013, their games are yet to be introduced to the market. The company declared a final unfranked dividend of 7.5c per share, payable on December 20, taking total dividends for the 2013 financial year to 14.5c a share. ■

A black and white photograph of a woman with long blonde hair sitting at a gaming machine in a casino. She is looking at a tablet device on the machine. The background shows other gaming machines and a sign that says "REST".

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LEVEL 13 at Cliftons in Sydney was buzzing as 100 participants arrived for the **Clubs+ Social Media Marketing Summit**.

Cliftons sets a new standard for industry training, with the latest in 'tech' facilities, and internet connections for more than 100 people.

Each table was eager to hear from a roll-out of impressive presenters, including one of the first social media 'early adopters', **Ken Burgin** from **Profitable Hospitality**.

Developing this value-packed two day program was a challenge for Ken, who convened and facilitated the event as well as presenting, given the wide range of participants.

From virtual 'beginners' to social media award winners ... with every level in between.

But, judging by the feedback from 90% of attendees, it seems the mix was just right.

Not an easy task, but, as Ken admits, it was his greatest pleasure to see so many eager and enthusiastic participants ready to put their club under the online spotlight.

Fi Bendall, from the **Bendalls Group**, set the scene for the two days with the importance of developing a Social Media Strategy as first priority. Respect the importance of any

marketing activity being structured, strategic and measurable, so you achieve the desired results.

How easy it is to stumble through logistics and tactics. *'Who is going to post this to Facebook?' or, 'Should we tweet this information out, promote it on Facebook, or do an email blast? Perhaps all three?'*

But, if you don't know what you want to achieve, and have a clear step-by-step strategy to get there, your tactics will not achieve your goals.

We need to **change the conversation** from the tactical and ineffective ... *'I think we should be on Pinterest or Facebook'* to, *'What's the ultimate goal of using social media to achieve our club's objectives?'*

It's too easy for social media to be handed over to the youngest person on the team 'because they do it all the time', but what do they know about the club's goals and marketing plans? And, do they understand strategy?

Many club managers are supporting social media with a wait-and-see attitude.

It won't be long until requests come for measurement and a clear return on investment, based on a well-thought-out strategy. ►

We need to change the conversation from the tactical and ineffective ... *'I think we should be on Pinterest or Facebook'* to, *'What's the ultimate goal of using social media to achieve our club's objectives?'*



► Once we understood the importance of strategy, we discovered some great insights in the sessions that followed.

- The value of regular Facebook updates, especially photos and links to a club's website – this information came directly from **Nick Bowditch**, the **Australia & NZ Small Business Manager for Facebook**.
- How to create short videos in-house, to be shared on the club's website and YouTube.
- The value of measuring – not just how many web visitors, but what are the most popular pages. Hint: it's often the photo gallery ... how does yours look?
- Improve your email newsletter – many only promote bands and prizes. Add community news and member activity so it's a lot more interesting.
- Have fun with **Instagram** – a great way to gather photos and enthusiasm from tech-savvy guests, and a good platform for running competitions.
- What do your members want on **Facebook**? Post a variety of photos and news bites, then check what gets the most likes or comments.
- Take photos of events and patrons and upload them on to **Facebook**. Encourage people to tag themselves, 'spreading the love' so friends join in.
- Implement a *Staff Social Media Policy* for staff – covering what's okay (and not okay) to say about the club, other staff, and competitors.
- Continue to learn. How can you become better at writing and taking photos? 140 characters on **Twitter**, a few sentences on **Facebook** and it won't take long before you're doing a regular paragraph or two on the club's blog or diary. What's on your website can be linked back to from **Facebook**, **Twitter** and all the social media services ... and you own it, not **Facebook**.



To support this great Summit and maintain the momentum, a dynamic private **Facebook** Group was set up for Club Social Media enthusiasts.

Join this group if you are responsible for Social Media activity in your club, and share ideas, ask questions and seek opinions of other like-minded people.

Remember though – you must be approved to join this private group – just



go to **Facebook.com/groups/socialmedidigital** (yes, the spelling is correct) and apply, then away you go.

This private online group is fun, provides a heap of value and support to any **CMAA** or **Profitable Hospitality** member.

Get aboard now to gain free advice and ideas from **Ken Burgin** and other industry experts. ■



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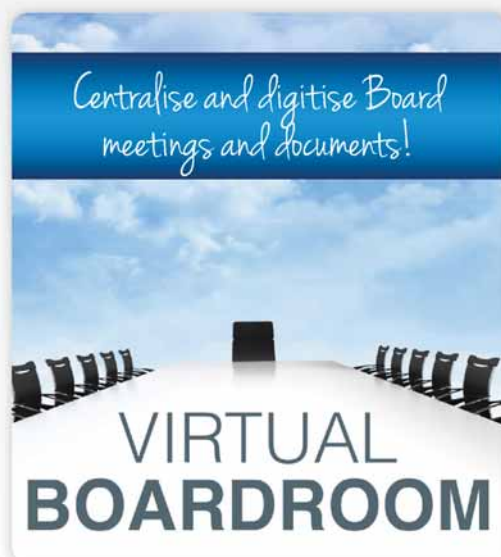
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2014 Conference - What's going on under the Dome?

AS MANY of you may be aware, the Sydney Convention Centre has been closed for a major refurbishment, so the 2014 CMAA Conference will be our first event under the marvellous Dome at the iconic Sydney Olympic Park. How many of us go to the footie or the Easter Show all of the time, but know so little of the site of the greatest of the modern Olympiads? The Dome is a fantastic venue with a great layout and very close to the action at the Hospitality Expo. If you haven't been there before, we've got a lot of new things happening and we've been working overtime to get some fun back into the Expo.

But, back to the Conference ... we've been talking about strategy for a couple of years and it's an important discipline for the Club Industry to get a good 'handle' on so that we stay competitive in a tough regulatory and cut-throat market against very smart and innovative rivals. To this end we've assembled a great line-up of presentations*.



Our Key note presentation – ***'Staying competitive on a tough playing field'*** – will be delivered by **Michael 'Madge' Maguire**, coach of the NRL South Sydney Rabbitohs. Professional sporting teams operate in an environment of dynamic innovation; tough media scrutiny; psychological and physical stresses; and pressures to perform. That sounds a bit like the Club Industry and our own competitive environment. Michael Maguire is seen as one of the new breed of top-line National Rugby League coaches. After arriving at the Rabbitohs from the English Super League in 2011, Maguire has rapidly instigated change at many levels at the club to transform 'the pride of the League' into a genuine premiership force. Coach Maguire will speak about his coaching journey and provide some insights into changing team culture and a setting a winning strategy.

We then have one of CMAA's favourite speakers – **Paul Lyons** – presenting the topic, ***'Top performers – Five ways to spot an Emotionally Intelligent (E.Q.) Leader'***, which will provide an in-depth look into what many experts say is the difference between good and great leaders – Emotional Intelligence. 'EQ' involves the ability to understand, manage and respond effectively to one's own emotions and the emotions of others. Some researchers suggest that emotional intelligence can be learned and strengthened, while others claim it is an inborn characteristic.

(<http://psychology.about.com/od/personalitydevelopment/a/emotionalintell.htm>)

'FOOD! FOOD! FOOD!' ... Celebrity chef **Tobie Puttock**, from Jamie Oliver's ***'Jamie's Kitchen'***, and ***'My Kitchen Rules'*** guest judge fame gives his insights into what it takes to be competitive in the food game. We Aussies love our TV food shows and it has rubbed off in our attitudes to the foods we like to eat, and where we like to eat it. As a society, we are also at a point where eating out is more commonplace than ever before, and we like variety. There is money to be made in food, and many of our successful clubs are embracing innovation in food operations as the new competitive strategy to differentiate from our rivals.

'Business Continuity Planning' ... keeping the show together in times of disaster is a critical success factor to management of a going concern. We have a panel of experts to discuss BCPs and what's involved. "If your club got burnt down tomorrow, where would you go to work the next day?" If you don't have an answer to that conundrum, you will get great value from listening to this panel.

Finally, we have addressed some key human resource issues from our upcoming Diploma of Human Resources. A 'taste test', if you like, which highlights critical points in the areas of ***'Developing & Managing Performance-Management Processes'*** and ***'Managing Your Mediation Processes'***. This is suited for all line management and human resource specialists.

Hope to see you there ... Go the Rabbitohs! ■

** Speakers may change due to unforeseen circumstances beyond CMAA control.*

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Exciting end to another busy year

IT HAS been a busy few months up here in sunny Queensland with summits, courses and Christmas parties ... where do I start?

Let's start with the Christmas parties! Brisbane Zone held its annual Christmas Lunch at Easts Leagues Club on November 15. Great day, excellent turn-out, with 170 guests ... many of the 'usual suspects' and a few new faces, which was great to see. Easts did a fabulous job; the room looked great; and the staff were first class. Billy J Smith was the MC and did not disappoint with his 'witty banter' with the crowd. Tahir, of 'Fat Pizza' fame, provided the entertainment with his quick wit and his Lebanese's accent competition ... scary how good the contestants were channeling their inner Tahir! Peter Sharp presented two ACCM awards to Kerry Mason, the General Manager and Alicia Boyle, the Duty Manager at Geebung-Zillmere RSL – **page 44**.

We have just wrapped up the Duty Manager course, which was a great success. We had 22 Duty Managers representing small and large clubs. The course covers everything from how to roster your staff, understanding the modern award to performance management of your teams. It's the perfect skill set for any Duty Manager, or up-and-coming manager. The course ran over eight weeks, kicking off at Caboolture Sports Club where Kel Patch, Matt Rafton and their team looked after the students over the two days, hosting networking drinks, a tour of the club and providing a great function room overlooking the beautiful duck ponds and surrounding bush. Paul Lyons facilitated the first session where the students found Paul very engaging and could not stop talking about the training, days after the session.

Session 2 was at Kedron-Wavell Services Club with Brent Williams facilitating. The students again came out of the session with renewed motivation to get back to their clubs and implement their new skills. Networking drinks at the end of Day 1 allowed the students to talk to Lee Hall, the Operations Manager at Kedron-Wavell who shared his journey from a Bar Supervisor to Duty Manager and Operations Manager of one of Brisbane's largest clubs. Lee has completed the CMDA operations course through a Bursary he won last year.

The final session was on at Southport Surf Lifesaving Club with David Avery accommodating every need, with a great room overlooking the rolling surf – and warm, home-made jam donuts. I have evidence of the students actually working! They raved about their trainer Lori Luhrmann who provided an interesting insight into leading and managing teams. Club CEO Steve Condren and David hosted networking drinks, a club tour and chatted about their Club Industry journey.

Overall, the course was a huge success and we hope to bring it back to Brisbane next year, along with more exciting new training opportunities.

Queenslanders also look forward to crossing the border in 2014 for the CMAA AGM, Conference & Hospitality Expo at The Dome at Sydney Park for the first time ... dibs on one of those cool scooters!

From your Maroon friends in sunny Queensland, we wish you a happy and safe New Year ... may Santa bring you an Origin! ■

➤ **Zoe Clegg** is the CMAA Queensland Education Officer
P: 07 – 3359 9122 or E: zoe@cmaa.asn.au



■ **ZOE CLEGG**

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March 3 & 4 at The Dome, Sydney Olympic Park

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190	Abacus Cash Systems	143	Futurelogic Australia	16	Pernod-Ricard Australia
178	AINSWORTH GAME TECHNOLOGY	102	Gasser Chair Company	49	Plantscaping Solutions
62	Allpride Signs & Marketing	1	Global Coffee Solutions	160	powerPerfector Australia
3	ARISTOCRAT	168	Global Gaming	15	RaffleTV Digital Signage
30	ARUZE GAMING	53	Gopher Graphics	10	Rewards Club Australia
164	Australian Interior Landscapes	118	Hospitality X	17	Rhinoplay
134	BALLY TECHNOLOGIES	191	HOSTPLUS	55	Ricmar Commercial Furniture
103	Banktech	84	IGT	11	Robert Oatley Vineyards
167	Bepoz Retail Solutions	43	INDEPENDENT GAMING	187	Rohrig Hospitality
129	Bishop Collins Chartered Accountants	91	Infosign	18	Russell Corporate Advisory
151	Bite Size Coffee Treats	193	Innersphere	69	Secom Technology
119	biz4mobi Apps	128	Intergrated Governance	134	SHFL entertainment
105	BlufiBoomerangPlaycom	98	Jensen Data Systems	106	Simtech Gaming Products
12	Boden	189	Kappalyn Security	163	Solar PV Commercial
104	Bracton Industries (NSW)	131	Karo Australia	56	Sprintquip
165	Capital Design Works	108	KONAMI GAMING	26	Sunblest Cleaning Services
150	Cardfix	144	Long Range Systems	50	Tabcorp
130	Cashpoint	170	MAXGAMING	146	Techbrands
14	CCM Travel	13	Mega Fortris Australia	186	Technoprom
2	Charlie's Cookies	152	MEI	52	Thorn Equipment Finance
40	Clockon Australia	188	Micropower	196	tic technologies.com
100	Coca-Cola Amatil	51	Network Refurbishments & Construction	149	TJS Services Group
147	Community First Credit Union	19	Next Payments	158	Tricorp Gaming & Paladin Bases
166	Daily Press Group	161	Nufurn		
		132	Orion Art		

Govt signs off on Packer project

ON NOVEMBER 11, the NSW Government announced that it had entered a binding agreement with Crown Resorts Ltd to develop a V.I.P. gaming facility at Barangaroo South, starting in November 2019. The binding agreement represents the end of negotiations under the Government's Unsolicited Proposals process. Finalisation of the project requires that the NSW Parliament passes the *Casino Control Amendment (Barangaroo Restricted Gaming Facility) Bill 2013* and the Independent Liquor & Gaming Authority's approval. Under the agreement, Crown will be issued with a 99-year licence to operate a 'Restricted Gaming Facility' at Barangaroo, subject to the following terms ...

Licence Fee & Tax

- Payment of an up-front licence fee of \$100 million;
- Non-rebate gaming to be taxed at 29%, including the 2% Responsible Gambling Fund Levy & GST;
- Total of licence fee and gaming tax payments over the first 15 years must exceed \$1 billion.

Membership

- Only members and their guests to be admitted to the facility;
- Membership will be granted, subject to the following conditions...
 - are already a member of a VIP gaming facility; or
 - are overseas or interstate 'high rollers' (includes a requirement for front money); or
 - are NSW residents, but subject to a written application and a 24-hour cooling-off period.
- A maximum of three guests may be admitted with a member;
- Management may also admit interstate and overseas visitors as guests.

Gaming

- Gaming may operate 24 hours a day, 365 days a year on table games and MTGMs;
- No poker machines will be permitted in the facility;
- Minimum bet limits for games are determined as follows ...
 - \$30 for baccarat, \$20 for blackjack and \$25 for roulette.

Smoking

- Smoking will be permitted, subject to the installation of best-practice air quality equipment. ■



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THE CMAA has announced the recipients of the CMDA 2014 National Bursary Program ...

Peter Clarebrough Memorial Gaming Bursary (2013 Global Gaming Congress in Las Vegas) (sponsored by **IGT**) – **Janelle Barraud**, General Manager at Bribie Island RSL Club, Qld.

Peter Clarebrough Memorial Gaming Bursary (2013 Global Gaming Congress in Las Vegas) (sponsored by **IGT**) – **Colin Murphy**, Gaming Manager at Wallsend Diggers Club, NSW.

Asian Club Management Conference & Expo Bursary (sponsored by **CCM Travel**) – **Ben Williamson**, Human Resources Manager at Club Central - Menai (ICC Group), NSW.

Asian Club Management Conference & Expo Bursary (sponsored by **Creating Synergy**) – **Rick Scott**, General Manager at City Bowls Club, Warrnambool, Victoria.

Asian Club Management Conference & Expo Bursary (sponsored by **EP&T Global**) – **Carl Mower**, CEO at Club Coffs on West High, Coffs Harbour, NSW.

Asian Club Management Conference & Expo Bursary (sponsored by **Global Coffee Solutions**) – **Gordon Laffan**, CEO at Stockton Bowling Club, NSW.

Asian Club Management Conference & Expo Bursary (sponsored by **Paynter Dixon**) – **Owen Madden**, General Manager at Carnarvon Golf Club, NSW.

Asian Club Management Conference & Expo Bursary (sponsored by **Independent Gaming**) – **Hans Mendez**, Duty Manager/Gaming at Ryde Eastwood Leagues Club, NSW.

Asian Club Management Conference & Expo Bursary (sponsored by **Paynter Dixon**) – **Micahel Bolger**, Assistant Manager at 99 On York Bowlers Club, Sydney, NSW.

Asian Club Management Conference & Expo Bursary (sponsored by **rawsuga**) – **Phillip Boughton**, CEO at Yamba Bowling Club, NSW.

Asian Club Management Conference & Expo Bursary (sponsored by **SHFL entertainment**) – **Gina Skinner**, Marketing Manager at Club Central, Hurstville, NSW.

Asian Club Management Conference & Expo Bursary (sponsored by **SECOM Technology**) – **David Hiscox**, CEO at Dapto Leagues Club, NSW.

Asian Club Management Conference & Expo Bursary (sponsored by **Russell Corporate Advisory**) – **Carolyn Mason**, Human Resources Manager at Kedron-Wavell Services Club, Qld.

Asian Club Management Conference & Expo Bursary (sponsored by **Thorn Business Services**) – **Eric Nguyen**, Duty Manager at Club Marconi, NSW.

Melbourne Restaurant Study Tour Bursary (sponsored by **Profitable Hospitality**) – **Darryl Bozicevic**, CEO at Milton Ulladulla Ex-Servos Club, NSW.

Melbourne Restaurant Study Tour Bursary (sponsored by **Profitable Hospitality**) – **Mark Gavinel**, Operations Manager at Canley Heights RSL Club, NSW.

Active Certified Club Manager (ACCM) Award Bursary (sponsored by **Quattro Design**) – **Mark Kuczera**, Operations Manager at City of Sydney RSL Club, NSW.

Active Certified Club Manager (ACCM) Award Bursary (sponsored by **Solar PV Commercial**) – **Naomi Minns**, Human Resources Manager at Club Pine Rivers, Qld.

Active Certified Club Manager (ACCM) Award Bursary (sponsored by **Sunblest Cleaning Services**) – **Kerri Ralph**, Duty Manager at Milton Ulladulla Bowling Club, NSW.

Active Certified Club Manager (ACCM) Award Bursary (sponsored by **Silver Chef**) – **Matthew Gooden**, F&B Manager at Dapto Leagues Club, NSW.

Active Certified Club Manager (ACCM) Award Bursary (sponsored by **Total ATM**) – **David English**, Secretary Manager at Halekulani Bowling Club, NSW.

Active Certified Club Manager (ACCM) Award Bursary (sponsored by **SCOTT & BROAD**) – **Nathan Mills**, Gaming Manager at 99 On York Bowlers Club, Sydney, NSW.

Diploma of Human Resources Management Bursary (sponsored by **BBC Digital**) – **Matthew Johnston**, Operations Manager at Maitland City Bowls Club, NSW.

Diploma of Human Resources Management Bursary (sponsored by **ClockOn Australia**) – **Graeme Tonks**, Duty Manager at 99 On York Bowlers Club, Sydney, NSW.

Diploma of Human Resources Management Bursary (sponsored by **Luhrmann Business Consulting**) – **Carl Reiter**, Duty Manager at St George Rowing Club, Wolli Creek, NSW.

Diploma of Human Resources Management Bursary (sponsored by **Treasury Wine Estates**) – **Margaret McGrath**, Secretary Manager at Quirindi RSL Club, NSW.

Diploma of Human Resources Management Bursary (sponsored by **BBC Digital**) – **Neale Genge**, Secretary Manager at Casino RSM Club, NSW. ■

ACT violence fall inspires liquor licensing challenge to NSW

A REDUCTION in alcohol-related violence since liquor licence fees based on risk were introduced in Canberra has bolstered calls for the system to be introduced in NSW. Canberra venues pay fees ranging from \$532 to \$27,355, according to venue type, opening hours and capacity. NSW venues pay no annual fee for a licence, but the idea is being pushed by health groups, police and Labor, as the *Liquor Act* is reviewed. The first study of risk-based licensing, using police data, by Australian National

University (ANU) researchers found it coincided with a 25% drop in alcohol-related offences. Claims smaller venues would close were unsubstantiated. There was no change to trading hours or the number of licensees after the system was introduced in December 2010. Michael Thorn, CEO of the Foundation for Alcohol Research and Education (FARE), which commissioned the study, said risk-based licensing was a fairer regime that made venues more accountable and promoted earlier intervention to stop violence. The money raised by the fee in Canberra funded extra police in high-risk entertainment areas. "Risk-based licensing is not, by itself, a complete solution to the alcohol harms currently ravaging NSW but we know that it is one important part of a

proven range of measures and the O'Farrell Government would do well to follow the successful lead of the ACT," Mr Thorn said. NSW Labor will take an alcohol policy, including risk-based licensing, to the next election, with money raised used for extra police and CCTV. NSW Opposition Leader John Robertson said the cost of alcohol abuse to NSW was extraordinarily high and the licensing changes would "act as a motivational tool where licensees are encouraged with lower licence fees to adopt more responsible business models". The Australian Hotels Association (AHA) has taken aim at community groups lobbying for more restrictive liquor laws. ■

What's on the Professional Development horizon?

THIS YEAR is receding unnervingly quickly as we hurtle towards our educational destiny at break-neck speed yet again. This time last year, CMDA was bogged down in regulatory issues which ended up taking a further seven months to resolve, thoroughly proving the poet Robert Burns' famous line ... "the best laid plans of mice and men often go awry". We have put in a lot of effort this year to prevent this problem recurring, and I look forward to 2014 being a period of new course introduction; more daring conference programs; and Zone-based specialist professional development days and small sessions delivering topical and relevant subject matter.

The purpose of an education is to give you better skills and knowledge to do your job better – and to make yourself more 'attractive' in the job market. Many people think it's about getting a bit of paper. But that doesn't mean much if you haven't learned anything from the course you've attended. Those of you interested in vocational education may have noticed lots of media attention focussing on the training industry recently ... whether it be generational changes to existing training packages, courses, and philosophies; or reasonably large-scale clean-outs of training companies. The end result for students will be better and more industry-relevant courses to study and, hopefully, a more professional training industry to deliver them.

In saying that, I stress to Members the Latin phrase, 'caveat emptor', which roughly translates to 'let the buyer beware' when choosing a course, or a training provider. Not all courses – or providers – are equal, with cheap and quick courses often a bit like cheap used cars ... they look pretty on the outside to catch your eye, but very rarely give any great return on your money.

Okay, so what have we got coming up in the New Year?

Diploma of Human Resources Management – Our much-vaunted (and awaited) qualification is close to being finalised. This is made up of nine subjects and was redesigned by the educational 'powers that be' this year, so it will appeal to any manager looking to gain more advanced knowledge in the technical skills and concepts involved in managing the most important asset in your club. As it is all new, it will also be a great professional development refresher for managers who have the superseded Diploma in HR. We are already

delivering some of the subjects from the Diploma and they are presented over a three-day, face-to-face format – plus a webinar some weeks later. The subjects and assessments are rigorous and you will be tested ... but you will learn plenty to improve yourself and your club operations.

Executive Leadership Program (pilot course begins March 2014) – Over many years, the CMAA successfully offered the four-day **Visionary Leadership Program** to club managers as a program to develop inner awareness of leadership style and focus. In that same period, the Club Industry has been exposed to significant changes in its competitive and legislative environments, as well as major shifts in workforce attitudes and, more recently, a culturally defining epoch in social and technological interactivity. So, there is recognition that the complexity of running a club at a CEO or Executive Management level requires increased and more sophisticated leadership capability.

To this end we have developed – in conjunction with O'Malley Consulting – this exciting new **Executive Leadership Development Program** that specifically addresses the rigours, the skills, knowledge, behavioural (and emotional) self-awareness, and systems required to attain, and maintain high performance at an individual, team, and organisational level. It is for CEOs or senior-level management who are ready to take on a CEO role. Take a look at our brochure inserted in this magazine package for more details.

Customer Service Courses – We have been developing a suite of courses over the past months due to demand from Members. These courses target different aspects of the customer service cycle at a club – from staff through to upper management and even Board level. Many managers call me requesting a quick customer service course for their staff in the hope that it will solve all ills with a 'quick fix'. Unfortunately, great customer service is a 'cultural' thing in organisations and MUST start at top management and Boards, rather than making the staff responsible. We can help, but it takes hard work and commitment.

Zone Professional Development – The club manager calendar is very busy, and time is at a premium. We will be working with Zone Committees across all states in 2014 to deliver short, sharp one-day educational programs designed for specific levels of management. This will take the form of specialised one-day, Summit-type events that address a common theme, or dedicated one-day non-accredited VERY practical courses in areas such as managing people, and communication essentials for managers and team leaders.

See you in 2014 ... we will be different! ■

Nine director board limit in place

THE REGISTERED Clubs Amendment (Governing Body) Regulation 2013 has been proclaimed and came into effect on December 1, 2013. The Regulation imposes a maximum nine director limit for club boards as of July 1, 2016, and permits the elected members of a club board to directly appoint up to two persons to serve as directors of the club, respectively.

Board-Appointed Directors

The Regulation permits club boards to directly appoint up to two directors, subject to the following requirements ...

- the term of appointment is for a period of no more than three years;
- the person must be a full member of the club;
- the person is not eligible for re-appointment after the end of the term;

- within 21 days of an appointment, the board must notify members by placing a notice on its noticeboard and website (if any) of the reasons for the appointment, including the person's relevant skills and qualifications and any proposed honorarium.

Club Boards Not To Exceed Nine Directors

The Regulation requires that as of July 1, 2016, club boards must not exceed nine members. Any club whose constitution currently provides that the board consists of more than nine directors will be required to amend its constitution to comply with the Regulation.

ClubsNSW understands the Government does not intend to make Regulations allowing for controls to be applied to voting eligibility for various classes of club members, and to facilitate two-year (biennial), or three-year (triennial) rolling elections. It is anticipated that these reforms are to be adopted by the industry voluntarily. ■

Program Name	Dates	Location	Price Type	Amount	Duration
BSBWHS401A Implement & Monitor WHS Policies, Procedures & Programs to meet Legislative Requirements.	03/02/2014 04/02/2014 05/02/2014 12/03/2014 - 2HR Webinar	CMDA - Sydney Olympic Park	Member	\$550.00	9.30 - 5
This course describes the performance outcomes, skills & knowledge required to implement & monitor the organisation's work health & safety (WHS) policies, procedures & programs in the relevant work area in order to meet legislation. Part of the Diploma of HR			Non Member	\$605.00	9.30 - 5
SITXMG401 Monitor Work Operations	03/02/2014 -04/02/2014	CMDA - Sydney Olympic Park	Member	\$330.00	9.30 - 5
When things go wrong, the first person people turn to for assistance is their Manager/Supervisor. They expect them to have the analytical and problem-solving skills needed to step up, take control and decide how to fix the situation.			Non Member	\$365.00	9.30 - 5
Supervisor BootCamp	03/02/2014 - 25/02/2014	CMDA - Sydney Olympic Park	Member	\$759.00	9.30 - 5
BootCamp is a must for supervisors and those wanting to break into the supervision role. This 4-day course contains 2 accredited units SITXMG401 – Monitor Work Operations & SITXHRM301 – Coach others in Job Skills as well as the non-accredited Plan & Establish Systems & Procedures . Great value for money.			Non Member	\$972.00	9.30 - 5
SITHGAM301 Analyse & Report on Gaming Data	04/02/2014 - 05/02/2014	Ryde Eastwood Leagues	Member	\$480.00	7.30 - 5
Learn the concepts & formulas behind your gaming cash flow analysis, link reconciliations; performance reports. This course also covers gaming compliance requirements. It's practical & hands-on. There are TWO pre-requisite subjects that must be addressed to complete this unit ... we'll help you with that as well. See our website – www.cmaa.asn.au - for details.			Non Member	\$580.00	7.30 - 5
SITXHRM401 Roster Staff	10/02/2014 – 11/02/2014	CMDA - Sydney Olympic Park	Member	\$330.00	9.30 - 5
Recently redesigned to be delivered over 2 days. This course now includes an in-depth, half-day coverage of the current Award and how it applies to your staff scheduling.			Non Member	\$365.00	9.30 - 5
Duty Manager Development Program	10/02/2014 – 19/03/2014	CMDA - Sydney Olympic Park	Member	\$1560.00 +GST	9.30 - 5
			Non Member	\$1690.00 +GST	9.30 – 5
BSBHRM513A Manage Workforce Planning.	17/02/2014 18/02/2014 19/02/2014 17/03/2014 - 2HR Webinar	CMDA - Sydney Olympic Park	Member	\$660.00	9.30 - 5
This course describes the skills & knowledge required to plan workforce strategies to achieve organisational goals, succession plans and labour market alignment. Ideal for HR Managers, or staff with a role in policy and planning for workforce contingencies.			Non Member	\$726.00	9.30 - 5
SITHFAB201 RSA	24/02/2014	CMDA - Sydney Olympic Park	Member	\$135.00	9.30 - 5
Don't forget ... if you completed your course between 2007 & 2008, your certificate expires on June 30, 2014. Don't be caught non-compliant.			Non Member	\$140.00	9.30 - 5
SITXHRM301 Coach Others in Job Skills	24/02/2014 - 25/02/2014	CMDA - Sydney Olympic Park	Member	\$330.00	9.30 - 5
In the workplace, each person needs certain skills and abilities to perform their job acceptably. In cases where these skills fall below an acceptable standard, 'coaching' often is used to bridge the gap. Learn the best practice techniques now!			Non Member	\$365.00	9.30 - 5
SITHGAM201 RCG	25/02/2014	CMDA - Sydney Olympic Park	Member	\$95.00	9.30 - 5
Don't forget ... if you completed your course between 2007 & 2008, your certificate expires on June 30, 2014. Don't be caught non-compliant.			Non Member	\$100.00	9.30 - 5
NSW OLGR Mandatory Management Training	05/03/2014 -06/03/2014	CMDA - Sydney Olympic Park	Member	\$320.00 +GST	9.00-5
NSW OLGR Secretary/Manager Training. 2 full days of face-to-face training by CMDA, currently the only OLGR-approved provider. For full details of eligibility Click Here . This course is only OLGR approved training course.			Non Member	\$380.00 + GST	9.00-5

SITXCOM401 Manage Conflict	10/03/2014 - 11/03/2014	CMDA - Sydney Olympic Park	Member	\$330.00	9.30 - 5
The ability to appropriately handle conflict is one of the most important skills you can offer your establishment. In this unit, you will learn how to Identify, Resolve & Evaluate conflict situations. Poorly handled conflict = loss of customers.			Non Member	\$365.00	9.30 - 5
Leadership Behaviour & their Impact on Company Culture	18/03/2014 -19/03/2014	CMDA - Sydney Olympic Park	Member	\$480.00 +GST	9.30 - 5
This course is part of the Duty Manager Development Program but also is a stand-alone course for those who are not able to attend the Duty Manager Program as a whole. This course is the un-accredited version of Lead & Manage People.			Non Member	\$580.00 +GST	9.30 - 5
SITXHRM503 Monitor Staff Performance	18/03/2014 - 19/03/2014	CMDA - Sydney Olympic Park	Member	\$550.00	9.30 - 5
Businesses that run effective performance management systems enjoy improved communication between management and staff, greater staff retention, increased productivity, motivation and team work. Don't be left behind by your competitors.			Non Member	\$605.00	9.30 - 5
BSBHRM501B Manage Human Resources Services.	24/03/2014 25/03/2014 26/03/2014 23/04/2014 - 2HR Webinar	CMDA - Sydney Olympic Park	Member	\$660.00	9.30 - 5
This course describes the performance outcomes, skills & knowledge required to plan, oversee & deliver HR services. This unit includes business ethics and is targeted at HR Managers with broad experience & responsibility for HR practices across an organisation.			Non Member	\$726.00	9.30 - 5
SITHFAB201 RSA	31/03/2014	CMDA - Sydney Olympic Park	Member	\$135.00	9.30 - 5
Don't forget ... if you completed your course between 2007 & 2008, your certificate expires on June 30, 2014. Don't be caught non-compliant.			Non Member	\$140.00	9.30 - 5
SITHGAM201 RCG	01/04/2014	CMDA - Sydney Olympic Park	Member	\$95.00	9.30 - 5
Don't forget ... if you completed your course between 2007 & 2008, your certificate expires on June 30, 2014. Don't be caught non-compliant.			Non Member	\$100.00	9.30 - 5
Managing Workplace Relations	01/04/2014 - 02/04/2014	CMDA - Sydney Olympic Park	Member	\$330.00 +GST	9.30 - 5
This is a 2-day course. Don't let poor industrial relations policy, or lack of knowledge cost your organisation in time and money. Learn the key principals in avoiding the industrial relations minefield. This is a non-accredited unit.			Non Member	\$365.00 +GST	9.30-5
SITXMPR502 Develop & Implement Marketing Strategies	08/04/2014 - 30/04/2014	CMDA - Sydney Olympic Park	Member	\$880.00	9.30 - 5
Marketing is an essential part of every business. The best products will fail if customers don't know you exist or aren't convinced to give it a try. In this unit you will learn how to: Collect and analyse information on internal & external business environments; Develop marketing strategies; Prepare a marketing plan; Conduct ongoing evaluation.			Non Member	\$970.00	9.30 - 5
BSBHRM512A Develop & Manage Performance Management Processes.	14/04/2014 15/04/2014 16/04/2014 12/05/2014 - 2HR Webinar	CMDA - Sydney Olympic Park	Member	\$660.00	9.30 - 5
This course describes the performance outcomes, skills & knowledge required to design, implement and oversee performance-management processes. This includes specific intervention associated with under-performance, misconduct & approaches to address performance gaps.			Non Member	\$726.00	9.30 - 5
RSA	28/04/2014	CMDA - Sydney Olympic Park	Member	\$135.00	9.30 - 5
Don't forget ... if you completed your course between 2007 & 2008, your certificate expires on June 30, 2014. Don't be caught non-compliant.			Non Member	\$140.00	9.30 - 5
RCG	29/04/2014	CMDA - Sydney Olympic Park	Member	\$95.00	9.30 - 5
Don't forget ... if you completed your course between 2007 & 2008, your certificate expires on June 30, 2014. Don't be caught non-compliant.			Non Member	\$100.00	9.30 - 5
Go to our website – www.cmaa.asn.au - for more information and to register.					

CMDA Board of Management Studies

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Coca-Cola Amatil appoints former GrainCorp CEO

COCA-COLA Amatil has appointed Alison Watkins as Group Managing Director. Ms Watkins resigned as Chief Executive Officer of GrainCorp on December 2 after Federal Treasurer Joe Hockey rejected the Graincorp takeover by a U.S. company. CCA Chairman David Gonski Ms Watkins had a highly successful operations and management background across many industries, having delivered impressive results across the food and beverages, retail and finance sectors and has significant experience in developing and managing businesses and people. "I believe Alison's skills and background will assist CCA to deliver strong performance outcomes from our existing operations and progress the strong development opportunities in our emerging businesses," Mr Gonski added. "The Board is confident that Alison's leadership credentials and focus on excellence position her well to drive further development and growth across the CCA Group." Ms Watkins was GrainCorp CEO where, over the past 3½ years, she has successfully grown and diversified the business from a largely domestic grain logistics business into Australia's leading listed international agriculture and food processing company. Ms Watkins said she was excited by this opportunity. "I believe my career and experience to date puts me in an excellent position to lead CCA in its next chapter of growth, building on the successes achieved under the leadership of Terry Davis," Ms Watkins added. She will join CCA on March 3, 2014 and will replace CCA's current long-serving Group Managing Director Terry Davis, who will step down from his position on this date. Mr Davis will remain available for advice and special projects to Ms Watkins and the Board until the end of August 2014. ■

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Growing course menu to satisfy education 'hunger'

THE CMDA is poised to usher in the New Year with a range of new and exciting courses.

Already, the CMDA has successfully added the following Business Service units of competency to its scope of registration as part of our application to deliver the Diploma of Human Resource Management ...

- BSBHRM501B Manage human resource services
- BSBHRM513A Manage workplace planning
- BSBHRM512A Develop and manage performance management processes
- BSBINN601B Manage organisational change
- BSBWHS401A Implement and monitor WHS policies, procedures and programs to meet legislative requirements.

These Diploma-level subjects are tailored specifically to executives in senior management roles, who hold responsibility over their department and may or may not have staff below them to assist in the delivery of such matters.

In most cases, these subjects are designed to teach you how to research, develop, implement and review policies and procedures in their given fields and, as such, are promoted to those in positions whereby they have real impact upon their department of clubs in general.

If any of these subjects pique your interest, head over to our website – www.cma.asn.au – now as most – if not all – are



already scheduled for the coming year.

As for those of you who already hold a Diploma of Human Resource Management and feel that these subjects don't apply to you ... please, think again.

The **Diploma of Human Resource Management** underwent fundamental changes earlier in 2013 and is now made up of new core subjects and new elective units.

Even if you already have your Diploma, think of these new units as an opportunity to 'value add' to your pre-existing qualification, or a chance to completely overhaul your current qualification and update it to the newest version.

By the end of 2013, the CMDA will have the remaining four units submitted for endorsement by the federal governing body and will look to deliver all of these units as a group package.

Many CMDA National Bursary Program winners already have taken advantage of our early scheduling and have initiated their studies towards their Diploma.

So, if you are interested in enrolling in to our **Diploma of Human Resource Management**, or simply interested in one, or two, specific subjects, contact the CMDA now – P: 02 9746 4199 - and speak to **CMDA Training Course Administrator Brad Jones** or **Jason Thomas** to discuss your enrolment options. ■

- **JASON THOMAS** is the CMAA's Recognition of Prior Learning (RPL) Administrator & Assessor. For inquiries or more information in this field, contact Jason at the CMAA on P: 02 - 9746 4199 or E: jason@cmaa.asn.au

WE

YOU

WISH

**LOVE PEACE
HEALTH AND
HAPPINESS**

**-and-
A VERY HAPPY
CHRISTMAS
& A BETTER THAN
EVER 2014**

Thank you for your ongoing support & friendship, we really enjoy being in touch with you. We look forward to catching up in 2014.

The Rayner Sales & Marketing Team.
**Judy, Sue
& Jackie**

Plenty more in store at Sydney Olympic Park

Following on with our 'Road to the Dome', series for the CMAA Conference & Expo next March at the Sydney Showground Dome, which is a major venue in the Sydney Olympic Park precinct. We have looked at the sights and attractions, so it's time to look at the impressive hospitality and accommodation options.

There are several levels of accommodation, including The Pullman hotel, which is across the road from the train station and the premier place to stay. Boasting international cuisine and exceptional service, this 5-star hotel is a short stroll from The Dome and the big events on March 2 and 3.

Next up is The Novotel, situated directly opposite The Pullman. An excellent choice from a pricing aspect, while retaining a 4-star service rating, The Novotel has everything needed for any stay, including licensed restaurant, breakfast and all the room requirements you would expect.



■ Cathy Freeman Park at Sydney Olympic park with the imposing ANZ Stadium, where Cathy achieved her 200 Olympic Games gold medal masterpiece.

The budget-conscious might consider The Ibis. While genuine budget-level accommodation, The Ibis is good value for money, considering its location in the heart of Sydney's premier event precinct. All the rooms come with bathrooms, TVs, internet connections and comfortable furnishings with eateries close by. Located beside the Athletics arena it is a relaxing five-minute stroll to The Dome.

It wouldn't be a great Conference without an impressive range of restaurants catering to most food lovers. Located within the park are more than 20 cafés, 10 fast-food and snack venues and 10 premium restaurants to choose from. Depending on the time of day and the cuisine you wish to try, there is something for everyone.

The Boulevard Brasserie is located at The Novotel, catering to modern Australian cuisine with a fully licensed bar and open for breakfast and dinner until 10pm at affordable prices.

If you feel like indulging ... Bacar Restaurant offers sophisticated dining with international cuisine. Bacar is at The Pullman with exceptional service and a fully licensed bar open till late. This is a great place to eat and network during and after the Conference.

The more exotic tastes are catered for with HiThai Restaurant on Dawn Fraser Avenue, with aromatic Thai dishes to tempt the taste buds. Open from 11am

to 9pm daily, it's also a favourite of the CMAA Staff here at Homebush Bay.

For diners who enjoy more substance, there's Ribs & Rumps, also on the Dawn Fraser Avenue restaurant strip. This outstanding restaurant, which is licensed and open until late, offers superb steaks, mixed grills, ribs and mammoth portions to satisfy the biggest hunger.

If you are looking for some after-dark entertainment, or a place to be to kick back and enjoy a few drinks, then The Brewery is the place. On the corner, right below The Novotel, I'm picking this will be the premier place to be for Conference goers and exhibitors alike – once the Conference wraps up each day. Open till late with specialty beers, bistro and gaming, you will be impressed by the décor, great outdoor area and entertainment on selected nights.

All of this information can be sourced at www.sydneyolympicpark.com.au along with a full list of opening hours, tours and access times for specific attractions. Drop in to the R.A.S. building and pick up a map with all the attractions to help you get around.

We hope this information over the last few issues helps you better enjoy your visit to Sydney Olympic Park for the **CMAA's 2014 Conference & Hospitality Expo – March 2 & 3 – at The Dome.**

We look forward to making you welcome and showing you around. ■

Wishing all of our loyal clients across Australia

A very Merry Christmas & Successful New Year

*From Noel Sainty,
Sasha Sainty,
Paz Maraca
& Jackie Ward*

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Manly Northern Suburbs Meeting & Christmas Lunch

IT WAS another big turn-out of members and industry trade executives for the Manly Northern Suburbs Zone Meeting & Christmas Lunch at Pittwater RSL Club at Mona Vale on November 28. Zone President Ray Agostino welcomed CMAA Executive Officer Ralph Kober with Sponsor & Membership Manager Chris Keeble, who presented the Head Office Report. Following the meeting, it was on to pre-lunch drinks with canapés on the Truscan Terrace before more than 170 guests sat down to lunch in The Auditorium. ■



Victoria Meeting & Christmas Lunch



BIG DAVE Staughton gave CMAA Victoria members an inspiring start to the day and end to the year with another first-class presentation at the Zone Meeting and Lunch at Yarraville Club on November 21. Victoria Zone President and Yarraville Club CEO Chris Byrne welcomed CMAA Executive Officer Ralph Kober with Sponsor & Membership Manager Chris Keeble who headed south to present the Head Office Report and update members on the latest developments in the Club Industry nationally and in their home state. Ralph also reported on CMAA Federal Secretary Allan Peter's work and dealings with the Victoria Government. Following the meeting, Club Industry trade representatives, including many from the CMDA's 'family' of Career Development and National Bursary sponsor companies, gathered for lunch. ■

Day	Date	Meeting	Venue	Zone
JANUARY				
Wednesday	01/01/2014		NEW YEAR'S DAY – PUBLIC HOLIDAY	
Sunday	26/01/2014		AUSTRALIA DAY	
Monday	27/01/2014		AUSTRALIA DAY – PUBLIC HOLIDAY	
Thursday	30/01/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
FEBRUARY				
Tuesday – Sunday	04-08/02/2014		Orlando, Florida	87th World Conference on Club Management
Wednesday	05/02/2014	15:30	Dubbo RSL Club	Mid State Zone AGM & Dinner
Sunday	08/02/2014	11:00	Eagle Farm Race Club	Brisbane Zone AGM & Lunch
Tuesday	11/02/2014	10:30	Coolangatta Surf Club	Gold Coast Zone AGM & Lunch
Tuesday	11/02/2014	10:30	Stuarts Point Bowling Club	Mid North Coast Zone Meeting & Lunch
Thursday	20/02/2014	10:00	Bribie Bowls Club	Sunshine Coast Zone AGM, Bowls & Lunch
Sunday – Tuesday	23-25/02/2014	09:00	Club Mulwala	Riverina Murray Zone Dinner & AGM
Wednesday	26/02/2014	07:00	Toronto Diggers Club	Hunter Zone Breakfast & Meeting
Friday	28/02/2014	11:00	Warilla Bowls & Recreation Club	Illawarra Shoalhaven Zone Meeting & Lunch
MARCH				
Sunday	02/03/2014	18:00	The Dome, Sydney Olympic Park	CMAA Federal Executive & Federal Council Meetings
Monday	03/03/2014	09:00	The Dome, Sydney Olympic Park	CMAA Annual Conference & Trade Expo
Monday	03/03/2014	09:00	The Dome, Sydney Olympic Park	CMAA Annual General Meeting
Monday	03/03/2014	16:00	The Dome, Sydney Olympic Park	CMAA Cocktail Party & Hall of Fame Awards
Tuesday	04/03/2014	09:00	The Dome, Sydney Olympic Park	CMAA Annual Conference & Trade Expo
Monday	10/03/2014		CANBERRA DAY – ACT	CANBERRA DAY – ACT
Monday	10/03/2014		LABOUR DAY – VICTORIA	LABOUR DAY – VICTORIA
Tuesday	04-05/03/2014	09:00	TBA	North West State Zone Dinner & Meeting
Wednesday	TBA	10:00	TBA	Bundaberg Zone Meeting
Tuesday – Wednesday	11-12/03/2014	09:00	Mollymook Bowling Club	Far South Coast Zone Dinner & Meeting
Monday – Wednesday	10-12/03/2014		Brisbane Convention & Exhibition Centre	Leagues Clubs Australia HGA Expo
Wednesday	12/03/2014	08:00	TBA	Central Coast Zone Breakfast & Meeting
Wednesday	12/03/2014		Brisbane Convention & Exhibition Centre	Clubs Queensland AGM
Monday	TBA	07:00	TBA	Inner West Zone Breakfast Meeting
Tuesday	18/03/2014	11:00	Club Bondi Junction	City & Eastern Suburbs Zone Workshop, Meeting & Lunch
Wednesday	19/03/2014	11:00	TBA	Far North Coast Zone AGM & Lunch
Wednesday	19/03/2014	11:00	Club Old Bar	Great Lakes Zone Meeting & Lunch
Wednesday	19/03/2014	18:30	The Juniors, Kingsford	2013 ACE Awards Dinner
Thursday	20/03/2014	11:30	Mounties	Nepean Zone AGM, Workshop & Lunch
Tuesday	25/03/2014	09:30	Moorebank Sports Club	St George Cronulla Zone Breakfast & Meeting
Thursday	27/03/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
Friday	28/03/2014	07:00	TBA	Manly Northern Suburbs Zone Golf Day
APRIL				
Sunday – Tuesday	06-08/04/2014		Orchid Country Club, Singapore	10th Asian Club Managers' Conference & FHA Expo
Friday	18/04/2014		GOOD FRIDAY – PUBLIC HOLIDAY	GOOD FRIDAY – PUBLIC HOLIDAY
Saturday	19/04/2014		EASTER SATURDAY	EASTER SATURDAY
Sunday	20/04/2014		EASTER SUNDAY	EASTER SUNDAY
Monday	21/04/2014		EASTER MONDAY – PUBLIC HOLIDAY	EASTER MONDAY – PUBLIC HOLIDAY
Thursday	24/04/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
Friday	25/04/2014		ANZAC DAY – PUBLIC HOLIDAY	ANZAC DAY – PUBLIC HOLIDAY
MAY				
Saturday – Tuesday	17-20/05/2014		McCormick Place, Chicago, Illinois	NRA Show & Study Tour
Tuesday	06/05/2014	10:00	TBA	Sunshine Coast Zone Meeting, Workshop & Lunch
Tuesday – Wednesday	06-07/05/2014	09:00	TBA	North West State Zone Dinner & AGM
Monday – Tuesday				RSL & Service Clubs National Conference
Thursday	08/05/2014	0800	Woolgoolga RSL Club	Mid North Coast Zone Golf Day
Tuesday	TBA		TBA	Far North Coast Zone Bowls Day
Friday	16/05/2014	11:00	TBA	Victoria Zone AGM & Lunch
Tuesday – Thursday	20-22/05/2014		The Venetian, Macao	G2E Asia
Wednesday	28/05/2014	11:00	TBA	Hunter Zone AGM & Lunch
Thursday	29/05/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
Thursday	30/05/2014	11:00	TBA	ACT Zone Meeting & Lunch
JUNE				
Tuesday	03/06/2014	11:00	Kingsgrove RSL Club	St George Cronulla Zone Meeting & Lunch
Tuesday – Wednesday	03-04/06/2014	10:00	Narooma Golf Club	Far South Coast Zone Dinner & Meeting
Wednesday	04/06/2014	17:00	TBA	Mid State Zone AGM & Dinner
Thursday	05/06/2014	11:30	Kedron Wavell Services Club	Combined Qld Zones Meeting & Qld Bursaries Lunch
Thursday	05/06/2014	11:00	Liverpool Catholic Club	Nepean Zone Workshop, Meeting & Lunch
Monday	09/06/2014		QUEEN'S BIRTHDAY – PUBLIC HOLIDAY	QUEEN'S BIRTHDAY – PUBLIC HOLIDAY
Tuesday	10/06/2014	10:00	Sawtell Bowling Club	Mid North Coast Zone AGM & Lunch
Wednesday	18/06/2014	11:00	TBA	Far North Coast Zone Meeting & Lunch
Tuesday	17/06/2014	13:00	Jupiters Casino, Gold Coast	CMAA Federal Executive Meeting
Wednesday	18/06/2014	09:00	Jupiters Casino, Gold Coast	CMAA Federal Council Meeting
Wednesday	18/06/2014	13:00	Jupiters Casino, Gold Coast	CMAA Members' General Meeting

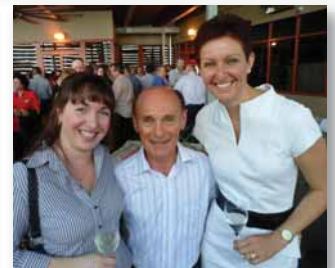
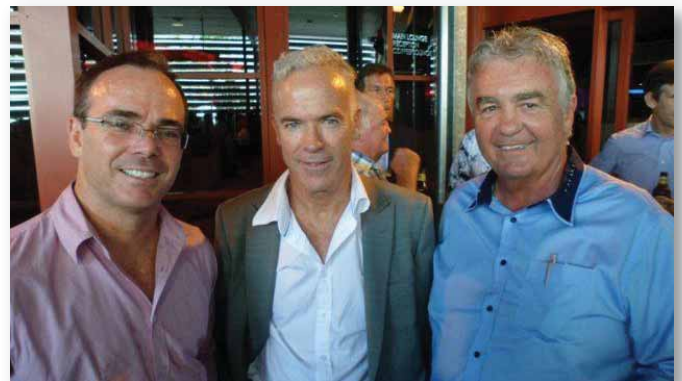
Day	Date	Meeting	Venue	Zone
JUNE (Continued)				
Wednesday – Friday	18-20/06/2014	09:00	Jupiters Casino, Gold Coast	CMAA Mid-Year Conference
Thursday	19/06/2014	11:30	Liverpool Catholic Club	Nepean Zone Quarterly Meeting & Lunch
Tuesday	24/06/2014	14:00	Randwick Bowling Club	City & Eastern Suburbs Zone Bowls Day & Cocktail Party
Saturday	28/06/2014	11:00	Gold Coast Turf Club	Gold Coast-Brisbane Combined Zones Charity Race Day
Thursday	26/06/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
JULY				
Sunday – Tuesday	20-22/07/2014	09:30	Griffith Ex-Services Club	Riverina Murray Zone Dinner & Meeting
Thursday	24/07/2014	11:00	TBA	Manly Northern Suburbs Zone Mid-Year AGM & Lunch
Friday	25/07/2014	11:00	Bomaderry Bowling Club	Illawarra Shoalhaven Zone Meeting & Lunch
Monday	28/07/2014	07:30	The Grange Golf Club, Kembla Grange	Illawarra Zone Charity Golf Day
Thursday	31/07/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
AUGUST				
Tuesday – Wednesday	05-06/08/2014	09:30	TBA	North West State Zone Meeting & Dinner
Wednesday	13/08/2014		ROYAL QUEENSLAND SHOW DAY – QLD	ROYAL QUEENSLAND SHOW DAY – QLD
Tuesday – Thursday	12-14/08/2014		Sydney Exhibition Centre @ Glebe Island	Australasian Gaming Expo – AGE2014
Tuesday	26/08/2014	07:00	Richmond Golf Club	Nepean Zone Charity Golf Day
Wednesday	27/08/2014	10:30	TBA	Hunter Zone Meeting & Lunch
Wednesday	27/08/2014	10:00	TBA	Brisbane Zone Workshop, Meeting & Lunch
Thursday	28/08/2014	11:00	Kew Golf Club	Great Lakes Zone Meeting & Lunch
Thursday	28/08/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
SEPTEMBER				
Tuesday	02/09/2014	11:00	St George Masonic Club	St George Cronulla Zone Meeting & Lunch
Tuesday – Wednesday	02-03/09/2014	10:00	Batemans Bay Soldiers Club	Far South Coast Zone Conference, Dinner & AGM
Sunday – Wednesday				RSL & Services Clubs Association Conference
Tuesday	09/09/2014	10:00	TBA	Sunshine Coast Zone Meeting, Workshop & Lunch
Tuesday	16/09/2014	11:00	TBA	Gold Coast Zone Workshop, Meeting & Lunch
Tuesday	16/09/2014	07:30	Kogarah Golf Club	St George Cronulla Zone Golf Day
Wednesday – Thursday	17/09/2014	09:00	TBA	Central Coast Zone AGM & Conference
Thursday	18/09/2014	11:00	Blacktown Workers Club	Nepean Zone Workshop, Meeting & Lunch
Tuesday	23/09/2014	07:00	99 On York	City Eastern Suburbs Zone Breakfast & Meeting
Tuesday – Wednesday	24-25/09/2014	11:00	Yamba Bowling Club (TBC)	Far North Coast & Mid North Coast Conference
Thursday	25/09/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
Monday	29/09/2014		FAMILY & COMMUNITY DAY – ACT	FAMILY & COMMUNITY DAY – ACT
Tuesday – Thursday	30/09-02/10/14		Sands Expo & Conv Centre, Las Vegas	Global Gaming Expo – G2E
OCTOBER				
Monday	06/10/2014		LABOUR DAY – NSW & QLD –	LABOUR DAY – NSW & QLD – PUBLIC HOLIDAY
Saturday – Tuesday	11-14/10/2014		Gold Coast Convention Centre	ClubsNSW Annual Conference & Trade Expo
Wednesday	08/10/2014	17:00	TBA	Mid State Zone AGM & Dinner
Friday	31/10/2014	11:00	Dapto Leagues Club	Illawarra Shoalhaven Zone AGM & Lunch
Sunday	TBA	11:00	TBA	Sunshine Coast Zone Race Day
Thursday	30/10/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
NOVEMBER				
Tuesday	04/11/2014		MELBOURNE CUP DAY – VICTORIA	MELBOURNE CUP DAY – VICTORIA
Friday – Sunday	07-09/11/2014		Sheraton Mirage Resort & Spa, Gold Coast	Leagues Club Australia Annual Conference
Friday	07/11/2014	11:00	TBA	ACT Zone Meeting & Bowls Day
Friday	14/11/2014	11:00	TBA	Brisbane Zone Xmas Lunch
Monday	24/11/2014	12:00	Woolgoolga RSL Club	Mid North Coast Zone Xmas Lunch
Tuesday	25/11/2014	11:00	Matraville RSL Club	City Eastern Suburbs Zone Meeting & Xmas Lunch
Wednesday	26/11/2014	11:00	Port Panthers	Great Lakes Zone Meeting & Xmas Lunch
Friday	28/11/2014	11:00	TBA	Hunter Zone Meeting & Xmas Lunch
Friday	28/11/2014	09:00	St George Motor Boat Club	CMAA Federal Executive Meeting
Friday	28/11/2014	10:30	St George Motor Boat Club	CMAA Federal Council Meeting
Friday	28/11/2014	12:30	St George Motor Boat Club	CMAA Sponsors Appreciation Lunch
DECEMBER				
Tuesday	02/12/2014	11:00	TBA	St George/Cronulla Zone Meeting & Xmas Lunch
Tuesday	02/12/2014	18:00	Story Hotel, Brisbane	Brisbane Zone Sponsors Cocktail Party
Tuesday – Wednesday	02 – 03/12/2014	09:00	Moruya Golf Club	Far South Coast Zone Xmas Dinner & Meeting
Tuesday – Wednesday	02-03/12/2014	09:30	TBA	Nth West State Zone Xmas Dinner & Meeting
Wednesday	03/12/2014	10:00	TBA	Great Lakes Zone Meeting & Golf Day
Thursday	04/12/2014	11:00	TBA	Manly Northern Suburbs Zone Meeting & Xmas Lunch
Friday	05/12/2014	11:00	TBA	Gold Coast Zone Meeting & Xmas Lunch
Friday	05/12/2014	11:00	TBA	Central Coast Zone Meeting & Xmas Lunch
Friday	05/12/2014	11:30	TBA	Inner West Zone AGM & Christmas Lunch
Friday	05/12/2014	12:00	Collegians, Balgownie	Illawarra Shoalhaven Zone Xmas Lunch
Wednesday	10/12/2014	11:00	TBA	Far North Coast Zone Meeting & Xmas Lunch
Thursday	11/12/2014	12:00	Cabra Vale Diggers Club	Nepean Zone Xmas Lunch
Friday	12/12/2014	11:00	TBA	Sunshine Coast Zone Xmas Lunch
Friday	18/12/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
Thursday	25/12/2014		CHRISTMAS DAY – PUBLIC HOLIDAY	CHRISTMAS DAY – PUBLIC HOLIDAY
Friday	26/12/2014		BOXING DAY – PUBLIC HOLIDAY	BOXING DAY – PUBLIC HOLIDAY

Sunshine Coast Race Day

THE CMAA's Sunshine Coast Zone took a punt on some fun and social networking with the first Zone Race Day at Corbould Park, near Caloundra, in mid-October. Brisbane Zone members, led by President John Limbrick, along with Kim and Nathan Koina from Mailezy, the Queensland State Major Sponsor company, joined more than 100 members and guests met up for dinner, drinks, funa and few winners. ■



Brisbane Christmas Lunch



MORE THAN 180 guests attended the CMAA Brisbane Zone Christmas Lunch at Easts Leagues Club on November 15. Zone President John Limbrick welcomed club managers and trade representatives, including executives from most of the CMDA 'family' of Career Development and National Bursary Sponsor companies. Nathan Koina, from Queensland State Sponsor Mailezy, sat with John and CMAA Federal Executive Member Steve Condren. CMAA Federal Councillor Wayne Moffatt, also a Brisbane Zone Committee and CEO at Club Pine Rivers, assisted Steve Condren in presenting Active Certified Club Manager (ACCM) Awards to Geebung-Zillmere RSL Club managers Alicia Boyle and Kerry Mason. Billy J. Smith was the MC, while Sydney comedian Tahir provided the entertainment and the laughs. ■

Illawarra Shoalhaven AGM

DAPTO LEAGUES CLUB again hosted the Illawarra Shoalhaven Zone AGM & Lunch on October 25. CMAA Executive Officer Ralph Kober presented the Head Office Report before conducting the Election of Office Bearers. David Hiscox (Dapto Leagues Club CEO), the CMAA Division F Federal Councillor, was re-elected as President; Bernie Brown (Corrimal Bowling Club GM) as Secretary-Treasurer and Bronwyn Newman (Dapto Leagues Club Marketing & Community Development Manager) took over from David Renehan (Collegians Operations Manager) as Zone Education Officer. CMAA NSW State Executive Member Luke Walker (West's Illawarra CEO) also attended the Meeting with 25 members from all points of the Zone. ■



Great Lakes Meeting & Golf Day



PRESIDENT LARRY Collins welcomed a new member to the Great Lakes Zone Meeting, Golf Day and Christmas Dinner at Hawks Nest Golf Club on November 27. Kevin Webster, from Forster Tuncurry Golf Club, attended his first meeting with 24 fellow members who heard CMAA Industry Professional Development Manager Geoff Meston and CMA Magazine Editor Peter Sharp present the Head Office Report and discuss the Zone plans for education and a conference study tour to the CMAA Mid Year Conference in 2014. Following the meeting, it was on to the golf course for a four-person, nine-hole Ambrose event, then back to the clubhouse for Christmas drinks and dinner to end another successful year. ■

Mid State Meeting & Dinner

GEOFFREY HOLLAND was the centre of attention at the Mid State Zone Meeting & Christmas Dinner at the United Services Memorial Club at Narromine on November 20. The General Manager at Dubbo RSL Memorial Club, Geoffrey took over the reins at the beginning of 1998 when the club celebrated its 50th anniversary. CMAA Executive Officer Ralph Kober, with Sponsor & Membership Manager Chris Keeble, travelled west to deliver the Head Office Report to the meeting and presented Geoffrey with a gift during dinner to mark his years of service with the CMAA Mid State Zone. ■



ATO's super focus on hospitality

THE AUSTRALIAN Taxation Office (ATO) will focus on cafes and restaurants in 2013-14 to ensure Superannuation Guarantee (SG) payments are being made on time. **HOSTPLUS** – the CMDA's Major National Sponsor – is committed to ensuring clubs employers are well prepared to avoid any unnecessary charges imposed by the ATO for late payment. So, when do SG payments to employees have to be? Under the *Superannuation Guarantee Act*, employers are required to make at least quarterly SG payments on behalf of employees, with the option to contribute as frequently as monthly. The frequency of how often payments are made may vary, depending on whether any of your employees are covered by an award or employment agreement that requires a certain payment frequency. For the majority of employees, SG contribution due dates are (see table below).

If the required SG contributions are not paid, the Superannuation Guarantee Charge will have to be paid. This can be expensive as it is not tax deductible. There is also an administration charge of \$20 per employee per quarter and an interest charge of 10% per annum.

SG quarter	Due date for payment to HOSTPLUS	Due dates for payment of SG	Due date for payment of quarterly SG charge
1 Jul – 30 Sep	14 Oct	28 Oct	28 Nov
1 Oct – 31 Dec	14 Jan	28 Jan	28 Feb
1 Jan – 31 Mar	14 Apr	28 Apr	28 May
1 Apr – 30 Jun	14 Jul	28 Jul	28 Aug

As the industry superannuation fund for the hospitality, tourism recreation and sport industries for more than 25 years, **HOSTPLUS** not only understands the Club Industry, it also understands the club business. **HOSTPLUS** recognises that club executives are busy people, so **HOSTPLUS** wants to do everything we can to make superannuation as easy as possible to be administered.

Take, for example, the **HOSTPLUS** Employer Business Centre. Available 24 hours daily, seven days a week on the **HOSTPLUS** website – hostplus.com.au – the Employer Business Centre has everything needed to know about meeting employee super obligations, making payments quickly and easily, as well as answers to a range of frequently asked questions.

HOSTPLUS encourages employers to get in touch via the dedicated Employer Contact Centre on 1300 **HOSTPLUS** (1300 467 875) 8am to 8pm, Monday to Friday for additional support.

HOSTPLUS has helped thousands of businesses simplify superannuation obligations, so managers can get on with what you do best – running the business.

If you are considering joining **HOSTPLUS** ... visit hostplus.com.au to download the Employer Guide that provides an overview of the **HOSTPLUS** Fund along with a handy list of all employer super obligations. ■

• *NOTE: The above information is current as at November 1, 2013.*



Bowlers stay in touch at St Johns Park

ST JOHNS Park Bowling Club's impressive, large-scale refurbishment incorporates a new, dedicated Bowlers Lounge. Not wanting to spoil the new-look lounge with a clutter of paper notices, club CEO David Marsh has installed a 60-inch, state-of-the-art interactive touch screen for information and advice to members and guests. On demand, bowlers will keep up to date with tournament information, printable fixture lists, photos, videos and sponsor announcements. CMDA Sponsor company **Instore Vision** has developed the feature-rich, touch-screen interface and content feed. According to St Johns Park Bowling Club Marketing Manager Debbie Marsden, the new initiative can be managed and updated on demand by bowls administration staff, through a simple, easy-to-operate, web-based management system. **Instore Vision's** inter-active touch interface seamlessly integrates with a wide range of wall-mounted screens, plus free-standing kiosks. ■



Bally completes SHFL entertainment buy-out

GAMING MACHINE giant **Bally Technologies** completed its \$US1.3 billion buy-out of gaming equipment rival **SHFL entertainment** on November 25, forming one of the most diverse manufacturers in the gaming business. The merger combines the gaming industry's second-largest gaming machine provider in **Bally Technologies**, with **SHFL**, the largest provider of unique table games, and table game management systems and equipment. **SHFL** also has a large gaming machine division in Australia, a market that **Bally** hopes to expand. The deal, announced in July, was approved by Nevada gaming regulators. The companies – both CMDA Career Development Sponsors – said the merger would result in \$US30 million in annual cost savings. **Bally** Chief Executive Officer Ramesh Srinivasan said the transaction combines ... “two best-in-class, highly complementary and customer-centric gaming technology companies that will be even stronger together”. **SHFL** shareholders in the US will receive \$US23.25 per share in cash for each share of **SHFL** stock. Mr Srinivasan said the cost savings from the deal doesn't mean job reductions. **Bally** has 1,300 employees in Nevada and 3,400 workers worldwide, while **SHFL** employs 350 people in Nevada and 900 workers globally. Mr Srinivasan said **Bally** would now have seven different reporting divisions and the company would utilise **SHFL's** new corporate headquarters off the Las Vegas Beltway, as well as the company's corporate campus south of McCarran International Airport. “These are two very profitable companies,” Mr Srinivasan said. “This is a very positive growth story.” He said **Bally** wasn't planning any additional acquisitions, but intended to spend the next few years paying down its corporate debt, which grew by roughly \$US1.1 billion because of the buy-out. The company also announced a new senior management team that includes several executives coming over from **SHFL**. However, **SHFL** CEO Gavin Isaacs, a one-time COO at **Bally**, announced his departure from the new merger company. **Bally** told US investors it would provide an update on the integration and cost savings when the company announced second quarter earnings in early February. ■

Bright lights return to Bomaderry



■ Images by Jesse Taylor Photography



► For more information, contact **Kylie Grimwood** at **Quattro Interiors Studio**
P: 02 - 9699 9881;
w: www.quattrointeriorsstudio.com.au

BOMADERRY BOWLING CLUB now has a beautifully refurbished space for special events.

Looking at the redesigned function rooms of the **Bomaderry Bowling Club**, with its elegant and versatile layout, it's hard to imagine that it was originally two rooms; one quite light ... the other dark with low, heavy ceilings.

At the same time, the design firm, **Quattro Interiors Studio** – a CMDA National Bursary Sponsor company – has made the space more efficient and easier to operate. “From the moment we met Kylie and Rebecca from **Quattro**, we knew we were going to get a new and young design option,” **Bomaderry Bowling Club General Manager Garry Wilbraham** said.

‘Fashionable and functional’ were the primary considerations for the design brief. **Quattro** understood the need for the function rooms to be versatile ... from weddings to corporate functions and the club's own presentation events.

Quattro's vision for the space was built around simplicity. By considering the design process, embracing the needs of the wide range of patrons and making the space easy to manage and navigate for the staff, **Quattro** created a successful unification of the two rooms.

A major consideration for the overall upgrade was ‘time’ because the function rooms are central to the life of the club. The refurbishment needed to be done quickly and efficiently without compromising the quality of the end result, bringing the new rooms back into operation as soon as possible.

A major change was made in the main entrance. By incorporating space that was underused as a store room, the main entrance was relocated to a more ‘logical’ area that leads guests to the functions rooms. **Quattro** created the atmospheric entrance corridor as an impressive



‘introduction’ into the club. Varied lighting styles create contrasting atmospheres as guests move through the corridor and out into the function room.

In contrast to the dramatic entrance, the function spaces are lighter and brighter, with a luminous quality. The columns have become features, clad in a woven vinyl wall finish. Linking the two functions rooms is the bright chrome ceiling, lit with low-energy continuous LED lights.

The bars have been extended and improved and the choice of New York marble in the design has created a stunning feature, particularly due to the use of backlights which emphasises the contrast of the white marble and its dark veins.

Quattro Interiors Studio Director Kylie Grimwood said the natural finishes such as marble are timeless and will outlast many other design features currently in fashion. “By taking the classic approach, this beautiful marble will look wonderful for years to come,” Kylie added.

To complete the rooms, custom-designed and woven Axminster carpet flows through the area and creates a strong identity for the function rooms, enhanced by the tri-colour stage curtains.

In assessing the result, Garry Wilbraham praised the **Quattro** team. “The renovation has been an amazing success,” he said. “The feedback has been nothing short of brilliant and the financial rewards have been even better than budgeted.” ■

Rayner

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New clubs sign up to EP&T's EDGE technology

AS EP&T Global continues its work in clubs to reduce waste energy and water use, three more club clients with reputations for sustainability success have signed for EP&T Global's EDGE technology.

Castle Hill RSL Club is highly regarded for sustainability and adopting new technologies. CEO David O'Neil said the club saw sustainability as a profit centre for the club. "We are always looking at new ways to reduce our operational costs, which ultimately returns greater benefits to our members and the community as a whole," he added.



Castle Hill RSL Club Group Facilities Manager Allan De Paoli was instrumental in the sustainability projects at the club over the past 12 years and said: "We see this opportunity to work with EP&T's EDGE system as a key step in ensuring our club performs to the best of its design without affecting the services we provide to the members."

EP&T's EDGE technology is now used in seven NSW clubs which, between them, have saved more than \$1 million in energy and water costs since December 2011.

EP&T Global's Commercial Manager Mark Swindell said the company's work in the clubs sector is highlighting the opportunities to cut operational costs without affecting member comfort, or disrupting trade. "We do not compete with other technologies," Mark said. "In fact, our system can protect a club's investment in other technologies by verifying the savings achieved. Clubs no longer have to hope for the best, or wait for the bills when installing new technologies as the EDGE system can calculate the savings achieved to the nearest cent on an hourly basis which helps to underpin the ROI."

Blacktown Workers Club's new solar power installations are a good example of the EDGE system. Since the installations were completed in July, EP&T's system constantly verifies the performance of the project and reports to General Manager Neale Vaughan on the financial savings achieved, as well as how the solar contributes to the overall electricity use at each site. Since July, the solar installations have generated 3.58% and 9.29% of the electricity used at the Workers Club and Sports Club, saving the club \$14,134 in electricity costs.

EP&T will install the EDGE system at Club Mulwala before Christmas, making it the first club in the region to adopt the system. Club Mulwala resort includes a motel and spa facility, all of which will be monitored by EP&T to ensure that they operate to maximum efficiency and running costs are reduced.

Club Mulwala CEO Michael Mullarvey said the club's representatives visited EP&T's head office and several clubs that have the EDGE technology installed. "We were very impressed with the level of professionalism and expertise throughout the company, as well as the energy reduction results," Mr Mullarvey added. "We look forward to partnering with EP&T to run our club more efficiently and cut operational costs."

Hornsby RSL Club CEO Mario Machado is proceeding with the EDGE intelligent system to ensure his club

operates to the best of its design while maintaining comfort levels for members.

Castle Hill RSL Club, Club Mulwala and Hornsby RSL Club join Blacktown Workers Club, North Sydney Leagues Club, Tradies and Liverpool Catholic club in using EP&T's EDGE system.

Mark Swindell has presented workshops over the past two years at Zone events and part of his presentation describes the types of energy and water consumption in clubs. Each club's facilities and operational template is unique, but they all have in common three types of energy and water consumption ...

1. Core consumption – energy and water use that must be there to provide its services to members;
2. Discretionary consumption – occurs from the 'nice to haves'.
3. Waste consumption – if it was removed, it would not affect the comfort or use of the building and would not disrupt trade.

EP&T's EDGE intelligent system identifies and eliminates waste consumption and provides accurate figures on the cost of discretionary consumption.

As a CMDA National Bursary Sponsor, EP&T Global is keen to engage with clubs focussed on getting the best out of existing infrastructure and reducing operating costs. ■

We are always looking at new ways to reduce our operational costs, which ultimately returns greater benefits to our members and the community as a whole.

■ *LEFT: EP&T Global Sales Executive Austen Bamford with Graeme Edis, from Club Mulwala.*



► For more information, contact EP&T Global's Commercial Manager Mark Swindell
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Rohrig gives Nerang RSL much-awaited upgrade



NERANG RSL CLUB has finalised finance and signed contracts for its \$7.5 million redevelopment project.

The club's Committee – Trustees Jock Wilkie, John McTaggart and Don Solin, with club Treasurer and RSL Sub Branch President Geoff Stephan and club President Terry McDonald – and Secretary Manager Andrew McInness signed the final contract last month with **Glenn Rohrig**, the founder and **Managing Director of Rohrig**, a CMDA Career Development Sponsor company.

Mr McDonald said members would see activity on the site during November with refurbishment works starting on the car park and the new eastern terrace the first assignments.

"Naturally, we are very excited for this project to get started as it will be the most important in the club's history," Mr McDonald added.

Talks between **Nerang RSL Club** and Gold Coast City Council for an extension of the ground floor began in 2005, but were derailed due to a number of issues and concerns relating to the nearby Mooyumbin Creek.

"The club's useable floor space will

increase by approximately 400 square metres, which means that the original section of the club will be a knock down and rebuild more efficiently," Mr McDonald said. "Our gain in floor size will come from the second floor with its dining and function rooms and the massive balcony areas we will be constructing."

Diners at the club will be treated to indoor/outdoor dining from the balconies with seating dramatically increased, while downstairs will boast a garden lounge that will be doubled in size.

The club will go from current space for 240 diners to 340 with the added room on the balconies, which will also take in 60 to 80 in a special themed dining area.

The exterior of the building will be turned into an impressive structure that looks inviting from the street and opens its street-side and creek-side façade.

Mr McDonald said **Rohrig** had confirmed a 48-week building program.

"The club will continue to trade during the development, continuing to provide the great service and entertainment that the **Nerang RSL Club** is famous for," Mr McDonald concluded. ■



- **TOP:** An architect's impression of the new-look Nerang RSL Club.
- **BELOW LEFT:** Rohrig Constructions Managing Director Glenn Rohrig signs contracts for the \$7.5 million redevelopment of the Nerang RSL Club with (front) club Trustees Jock Wilkie, John McTaggart and Don Solin while club Treasurer and RSL Sub Branch President Geoff Stephan and club President Terry McDonald (back row) look on.



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Secom Technology introduces Club Members' Lounge

SECOM TECHNOLOGY, a leading Information Technology specialist to the Club Industry in NSW, has released a new product suite – **Club Members' Lounge** – that interfaces perfectly with a club's digital activities and their existing membership, gaming and POS systems – all fully controlled and easily managed through their website.

Extensive experience managing club I.T. infrastructures and solid partnerships with leading third-party vendors has enabled **Secom Technology** – a CMDA National Bursary Sponsor company – to provide clubs with a unique product suite compatible with all club gaming systems.

Secom Technology Director Jason Drew says the **Club Members' Lounge** suite is about building communities, which means building relationships with members and offering them more value.

"The more value a club can provide, the more it will retain, engage and recruit members," Mr Drew added. "Clubs can provide increasing value to existing members and give incentives for new members to join by constantly refining their member engagement strategy with the **Club Members' Lounge** suite."

The **Club Members' Lounge** interface – already installed at **St George Motor Boat Club**, at **Sans Souci** – includes a version for desktop and mobile phone.

"The mobile phone version has the potential to be deployed as an App [application] with push notifications to create promotions, offers, product updates and marketing campaigns," Mr Drew said.

Club Members' Lounge has many benefits, including a gaming portal interface where members can accumulate points to spend in the club while playing crowd favourites such as **'Candy Crush'** and **'Cut the Rope'**.

"We are working on further enhancing the points section of the **Club Members' Lounge** by offering challenges to members where they can both increase and use up points in a variety of exciting ways," he added.

Secom Technology's holistic approach to I.T. has enabled the company to grow to more than 100 venues in under six years.

Partnering with leading industry professionals has allowed **Secom Technology** to provide many club venues with technology advantages over their competitors.

Secom Technology's business focus isn't your 'normal' computer company, concentrating on maximising hardware sales to its customers.

Mr Drew, who founded the company six years ago, said the focus was on enabling clients to utilise technology to provide an improved customer experience.

Secom Technology provides a unique approach to I.T. services, ensuring clients purchase what they need – not what the industry wants to sell them. With a major focus on I.T. security systems, **Secom Technology** can provide clubs with firewall technology normally only available to the enterprise market.

Engineering qualifications in radio communications and firewall technology enables **Secom Technology** to provide venues with secure public WiFi technology many years before their competition.

Regular customer communication and new technology research with products such as the **Club Members' Lounge** suite means Secom Technology clients are at the leading edge of technology offering their members an improved, cutting-edge experience. ■



► For more information on the **Club Members' Lounge** suite, or any of **Secom Technology's** products or services, contact **Secom Technology Director Jason Drew** – M: 1300 78 1224.



Are you correctly reporting GST obligations?

THE AUSTRALIAN Taxation Office (ATO) has added the **GST Guidance for Gambling & Gaming Venues** to its website. This guide was developed in consultation with Clubs Australia to assist licensed clubs, hotels and other gambling operators to understand the correct GST treatment of gambling transactions. The release of this guide coincides with an increase in ATO GST compliance audits of licensed clubs, with a particular focus on gambling and promotional activities. Clearly, now is a good time to review your policies and practices in relation to GST compliance. Most licensed clubs have some degree of difficulty in correctly recording the GST in relation to gaming and promotional activities. This is largely due to the limitations of some accounting software packages to accurately record certain transactions that are not simple sales or purchases. The GST treatment of incentives, such as reward points, vouchers, free food and beverages, special discounts or prizes, presents challenges to most commercially available software, creating areas of risk and opportunity. For example, there are a number of instances where a cash prize paid to a club member may result in a club being able to reduce its gambling revenue, and hence its GST obligation. In many financial software packages, this adjustment to reportable GST is difficult to automate, leaving such transactions open to human error. If you are unsure of the correct GST treatment of your club's gambling transactions, or would like some assurance that your GST compliance is in hand, **BDO** – a CMDA Career Development Sponsor – can assist. While **BDO's** reviews of licensed clubs often reveal GST overpayments, **BDO** does not just look for refund opportunities, but also assist in identifying and rectifying risks and weaknesses in existing processes. As a result, **BDO** may be able to help find both refund opportunities as well as future savings. **BDO's** primary objective is to assist licensed clubs to streamline existing GST compliance processes so that future GST obligations are correctly reported.

BDO can help ...

For more information about **BDO's** approach to reviewing GST policies and practices, or to find out how **BDO** can help with GST reporting obligations, contact **BDO Tax & Tourism, Leisure & Hospitality Specialist Natalie Hicks** – P: 02 - 9240 9854; E: natalie.hicks@bdo.com.au ■

** BDO's advice in this article is general in nature and does not take into account individual circumstances and is current at the time of writing.*



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MEMBERSHIP

More than just a number

Identify, administer, invoice and manage customer relationships with your members with our **Club Manager Membership Solution**.



MARKETING

Making it personal

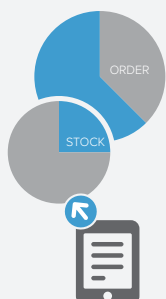
Drive sales and maintain loyalty with our **Marketing Solution**. A range of options to help personalise and communicate with your members.



POINT OF SALE AND STOCK CONTROL

Keeping clubs in motion

Increase staff productivity and save costs to help streamline the daily operations of your club. Our **Operations Solution** can eliminate unnecessary duplication of tasks by automating time consuming procedures.



FUNCTIONS AND ONLINE EVENTS

Easy events

A range of features to help you manage functions and events. Simplify quotes, bookings, reports and invoicing to save time and money with our **Functions Booking Solution** and new **Club Events** module.

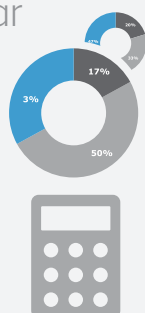


NEW

FINANCIALS

Accounting for every dollar

Our easy-to-use **Financial Solution** is both versatile and powerful. Handle all of your regular accounting tasks; from creditors and debtors ledgers, to cash flow reporting and even your asset register.



MEMBER PROFILING

Improving business intelligence

Aggregation of data from multiple information systems to improve your understanding of your member and provide more targeted campaigns to enhance the member experience and grow your revenue line.



NEW

1800 443 654 | enquiries@micropower.com.au | micropower.com.au

MICROPOWER. KEEPING OVER 450 CLUBS ON THEIR GAME SINCE 1986.

CMAA 2014 AGM, Conference & Hospitality Expo



The Dome, Sydney Olympic Park, March 3 & 4, 2014

Register: www.cmaa.asn.au



President's Message

On behalf of the Federal Executive, Federal Council and the Board of Management Studies, it gives me great pleasure to welcome CMAA Members and all eligible delegates to the CMAA's 2014 Annual General Meeting, Conference, and Hospitality Trade Expo, held for the first time at Sydney's iconic Olympic Park. We are excited to be delivering this event at the spectacular Dome building, and I am sure you will find our Tradeshow very fresh, sensorially stimulating, and inclusive in 2014. Your participation at this year's conference and expo is greatly appreciated. Thanks to our wonderful trade exhibitors who again will provide an outstanding array of innovative and exciting products and services for management to review.

Bill Clegg, ACCM – CMAA Federal President

Conference & Expo Overview

Conference Investment

CMAA reserves the right to restrict admission to the Conference

\$300pp (GST Incl) for CMAA Members and Affiliates;

\$330pp (GST Incl) for all other Managers, employees, and Directors of Clubs, Hotels, Casinos, Restaurants and Caterers.

2014 CMAA Members' Annual General Meeting

9:00am - 10:15am Monday, March 3 in the Sommerville Room, Level 1 of The Dome.

Includes CMAA 21 Year & 30 Year Member Service Awards.

Conference Sessions

Conference sessions on both days will commence in the Sommerville Room, Level 1 of The Dome. Participants will be given directions to separate rooms for the streams on Day two.

** Speakers may change due to unforeseen circumstances.*

CMAA Hospitality Tradeshow open

10am – 4pm, March 3 & 4

Ground Floor at The Dome, Sydney Olympic Park

ACCM Activity Points

CMAA members receive 10 activity points for attending and signing the register at the AGM.

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

CMDA 2014 National Bursary Program Lunch

12:45pm - 2:15pm on Monday, March 3 in The Hub, Ground Floor at the Dome.

CMAA Exhibitors and Delegates Cocktail Party

4:00pm - 6:00pm on Monday, March 3 in the open air outside The Dome.

The Cocktail Party will feature presentations for

- CMAA Hall of Fame Award • Peter Cameron Award.

Day 1 – Monday, March 3, 2014

9 – 10.15am: Day One – Monday, March 3

2014 CMAA Members' Annual General Meeting

Sommerville Room, Level 1 of The Dome

Includes CMAA 21 Year & 30 Year Member Service Awards.

10.15am: Morning Tea

Mezzanine Level overlooking The Dome Tradeshow

10am: CMAA Hospitality Tradeshow Opens

Ground Floor, The Dome at Sydney Olympic Park

10.30 – 11.30am: Conference Begins

Sommerville Room, Level 1 of The Dome

Staying competitive on a tough playing field

Michael Maguire – *Souths Rabbitohs First grade NRL coach*

Professional sporting teams operate in an environment of dynamic innovation; tough media scrutiny; psychological and physical stresses; and pressures to perform – sounds a bit like the club industry and our own competitive environment. Michael Maguire is seen as one of the new breed of National Rugby League coaches. After arriving at the Rabbitohs from the English super league in 2011, Michael has rapidly instigated change at many levels at the club to transform “the pride of the League” into a genuine premiership force. Michael will speak of his coaching journey so far and also provide some insights into changing team culture and a setting a winning strategy.

11.35 – 12.30pm

Top performers – Five ways to spot an Emotionally Intelligent (EQ) Leader”

Paul Lyons – *Organisational Psychologist. M.A. B.Sc. Dip.Ed. M.A.Ps.S*

According to a 1995 Time Magazine article, IQ gets you hired, but EQ gets you promoted. Ninety percent of the difference between star performers and average performers can be attributed to EQ (Daniel Goleman 1995). Without question, successful leaders must possess business acumen along with industry knowledge and organizational insight; but the quality that separates the most successful leaders from their peers is emotional intelligence—the ability to understand, manage and respond effectively to one's own emotions and the emotions of others. In today's workplace, it has become a highly important factor for success, influencing productivity, efficiency and team collaboration.

Paul is a registered psychologist in N.S.W., a member of the Australian Psychological Society as well as being a member of the Australian Institute of Training and Development.

Conference Day One finishes

Don't forget to attend the Tradeshow!

12.45 – 2.15pm

CMDA 2014 National Bursary Program Lunch

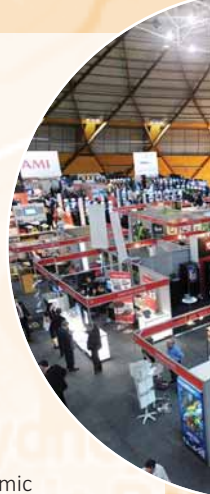
The Hub, Ground Floor at the Dome

4 – 6pm

CMAA Exhibitors and Delegates Cocktail Party

In the open air outside The Dome

All accredited trade exhibitors, conference and Expo delegates are welcome to mingle, network and relax with some entertainment. There will be short presentations to acknowledge the achievement and recognition of the Peter Cameron Award and Hall of Fame Presentations.



Register: www.cmaa.asn.au



** Speakers may change due to unforeseen*

Day 2 – Tuesday, March 4, 2014

9 – 10am: Day Two – Tuesday, March 4

Competitive Differentiation Strategy:

Food is the new powerbroker

Tobie Puttock – Top Chef and media personality

Television has changed Australia's attitude to eating, and eating out. Diners are more sophisticated, more knowledgeable, and have a far greater choice of restaurants and food options at which to spend their money than ever before. Gaming may still be king but spectacular food quality and choice is what will differentiate a venue from its competitors in the eyes of the modern culinary consumer.

In 2003 Tobie became Head Chef of the Jamie Oliver's first 'Fifteen' Restaurant, a venture that teaches under-privileged young people how to become Chefs. Tobie seized the opportunity and was instrumental in helping 'Fifteen' - London achieve its status as 'Tatler's-Restaurant of the Year' in 2003. You've seen him with Jamie Oliver in the Channel 10 hit series 'Jamie's Kitchen – Australia' in 2006; Lifestyle FOOD TV series 'Tobie and Matt - Europe and Asia' in 2008; and his Guest Judge role with Channel 7's 'My Kitchen Rules'. The last 7 years has seen Tobie become one of Australia's most well known and loved celebrity chefs.

10.05 – 10.45am

iStrategies: internet and mobile gaming, a legal perspective

Tony Rein – Partner, Gaming & Leisure at Thomsons lawyers

The online gaming environment is the big unknown in our industry's future, Tony will provide his insights into the current laws and what they possibly mean for clubs.

Tony is a corporate and commercial partner with well over 20 years experience in the gaming and leisure industry. He has advised on virtually every gaming and wagering law and acted in almost all of the major projects and transactions in the Australian industry. His expertise covers all sectors in the industry including; race wagering, sports betting, online and mobile gaming, lotteries, keno, gaming machines, casinos, hotels, racing, sports, amusement devices, social gaming and licensing. Tony has been ranked in the top band (Band 1) in Chambers Asia Pacific for Gaming and Gambling each year it has been published and has attracted high praise:

- Tony is "the one for gaming and wagering matters" (Chambers Asia – Pacific 2012)
- "He is a household name across the industry in Australia" (Chambers Asia-Pacific 2013)
- "With a reputation of being a "gaming and wagering guru nationally" (Chambers Asia-Pacific 2013)
- "Tony is very commercial, strategic and approachable. I find his advice particularly helpful because I get the best from him both legally and strategically" (Chambers Asia – Pacific 2012).

10.45 – 11am: Morning Tea

Mezzanine Level overlooking The Dome Tradeshow

While you are in town ...

Why not stay on an extra couple of days and attend the (NSW) Mandatory Management training course
"Board Governance, The Company Secretary, and the General Manager".

Held on Wednesday 5 and Thursday 6 at CMAA offices (or Club close by);

9.30am – 4pm both days.

Cost: \$320 + GST Members;
\$380 + GST Non Members

11 – 12.30pm

Senior management Stream

Expert Panel: Business Continuity Plans (BCP)

You get a late night phone call notifying you that your venue has been completely destroyed by fire. **Question One: where do you go to work tomorrow???** Do you know?

Fires, flood, cyclones, earthquakes, burglaries, cyber attack; catastrophic systems failure; death or injury of key personnel: a business continuity plan promotes corporate resilience in the face of potential "game-over" scenarios. A robust plan will lead a company successfully through the steps required to recover or continue operations.

- **The BCP Consultant:** Peter Smith, Managing Director, Ulong Risk Management
- **The Insurance Expert:** Andrew Miller, Senior Insurance Advisor, Scott & Broad Insurance Brokers
- **The Business Recovery and Financial Expert:** Atle Crowe-Maxwell, Partner, BDO Australia
- **The IT Systems Whiz:** Jason Drew, MD, Secom Technology
- **The Club CEO who's just completed and tested a BCP:** Cameron Provost, CEO, Orange Ex-Services' Club

11 – 12.30pm

Management Education Stream

Key issues in two areas of Human Resources Management

Develop and manage performance-management processes.

Traditional performance management programs may quickly become organisation wallpaper. They can end up existing in the background with little or no expectations for impact. Yet despite their often poor popularity, the concept of performance (at an individual and organizational level) is critical to business success. It can't just be ignored. (www.forbes.com, Sylvia Vorhauser-Smith Marc Effron, Miriam Ort Harvard Business Press, 18/05/2010)

Manage mediation processes ... can your club afford disputes?

Effective conflict management is regarded as a core capability for both HR professionals and line managers. Significant issues such as stress, harassment, bullying and discrimination etc can all spell legal issues whether it be workers compensation, Fair Work laws or a breach of other legislation. Modern businesses ignore workplace disputes at their peril, and should address them as and when they occur.

Conference finishes

WIN

ONE OF 3 SCOOTERS

At the 2014 CMAA March Expo *The Road to the Dome*



myscoot

Conditions of entry/How to enter:

Simply pick up your CMAA special exhibitor checklist card from the entry registration area at The Dome.

Visit each CMAA Sponsor and Exhibitor listed and ask them to stamp your card.

Once all Sponsor logos are stamped, you are set for a chance to win a myscoot.

Don't forget to fill in the missing letters!

Fill in your details and place in barrel at centre of The Dome. Look for the centrally located scooter display.

You could win a ready to roll, drive away 125cc sexy scooter!!

- You must be present to win.
- Entry must be fully completed to be eligible to win.
- If not claimed on first draw, another name will be drawn until a winner comes forward.
- Each drawn name has 5 minutes to make their way to the Host and display to claim their prize.
- Staff of the CMAA and CMAA cannot enter.
- If a CMAA Member wins, an extra \$250 worth of Scooter Accessories will be added. Accessories to be purchased from 'Torino Motorcycles, Stanmore'.

Everyone loves a Scooter ... whether it's for you, or your kids.

They are fun, practical and a whole new way of getting around.

A Scooter will be drawn each day in the centre of The Dome at 2pm on March 3 & 4, 2014 - at the CMAA Hospitality Expo, 'The Road to the Dome' at Sydney Olympic Park.

Plus our Conference Delegates go into the draw to win a Scooter, too! Drawn March 4, at 4pm at the centre of The Dome.

You must be present to win. And, if you are a CMAA Member, there is a bonus \$250 worth of accessories to be added!

* Accessories on images not included.

02 9746 4199 myassociation • www.cmaa.asn.au



Hospitality Expo Visitor Policy

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

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

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

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

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

While you are in town ...

Why not stay on an extra couple of days and attend the (NSW) Mandatory Management training course **"Board Governance, The Company Secretary, and the General Manager"**.

Held on Wednesday 5 and Thursday 6 at CMAA offices (or Club close by);

9.30am – 4pm both days.

Cost: \$320 + GST Members;
\$380 + GST Non Members

Register direct at
www.cmaa.asn.au





Executive Leadership Development Program

Over many years, CMAA successfully offered the 4 day Visionary Leadership Program to Club Managers as a course to develop inner awareness of one's leadership *style and focus*. In that same period, the club industry has been exposed to significant changes in its' competitive and legislative environments; as well as major shifts in workforce attitudes and demographics; and more recently, a culturally defining epoch in social and technological interactivity.

Thus, there is recognition that the complexity of the running of a Club at a CEO or Executive Management level now requires increased and more sophisticated Leadership capability.

To this end we have developed, in conjunction with OMC Facilitation & Training*, a new Executive Leadership Development Program that specifically addresses the skills, knowledge, behavioural self-awareness, and systems required to attain, and maintain high performance at an individual, team, and organisational level.

Program Learning Objectives. What are questions that participants have that will be addressed in the program?

- What is Leadership in Club land?
- What are the behaviours that bring this to life and how am I performing against these?
- What's a practical way of assessing the development needs of my staff and adopting the leadership style that would be most effective?
- How do I go about changing the behaviour of team members?
- What's my people plan for the next 3 years?
- How do I go about coaching and performance managing my staff?
- How do I get better at having specific conversations with my team?
- What am I doing well that I can build on?

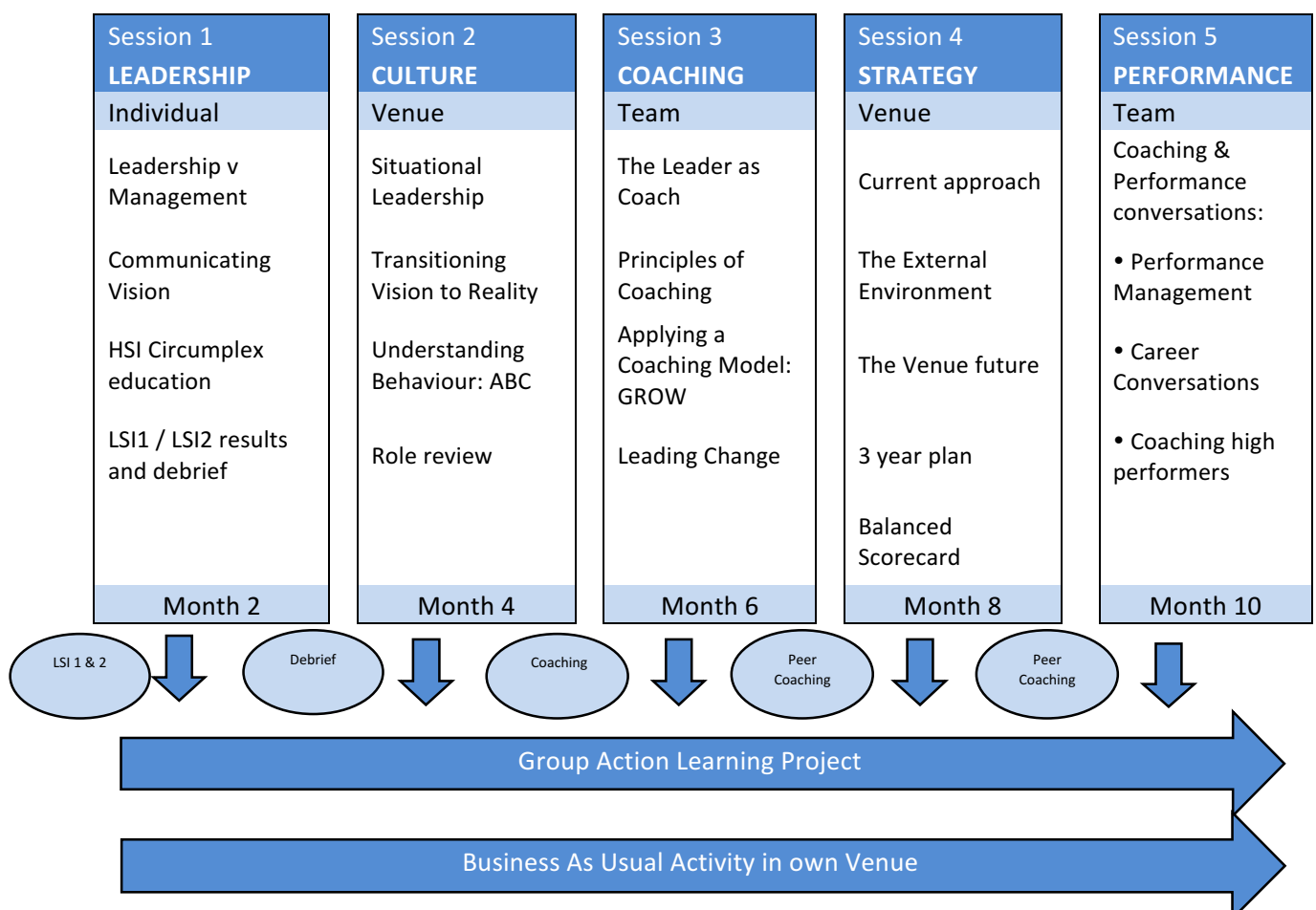
The Program components

1. Individually completed Leadership Behavioural Style Diagnostic Tool and debrief: All team members complete the diagnostic and receive one on one feedback on behaviours (Human Synergistics tool LSI1 & LSI2)
2. Five 5 x 1 Day Workshops (every second month): Each workshop has a focus on one of major themes of Leadership, Culture, Coaching, Strategy, and Embedding Performance.
3. Individual Debriefs and Follow-up: All team members have individual one on one debriefs to fully understand feedback and identify actions with follow-up Coaching.
4. Peer Coaching: Participants are paired up to hold each other accountable for actions by establishing a Peer Coaching Relationship
5. Group Action Learning Project: Participants split into small groups and complete a group project aligned to agreed strategic direction and outcomes.

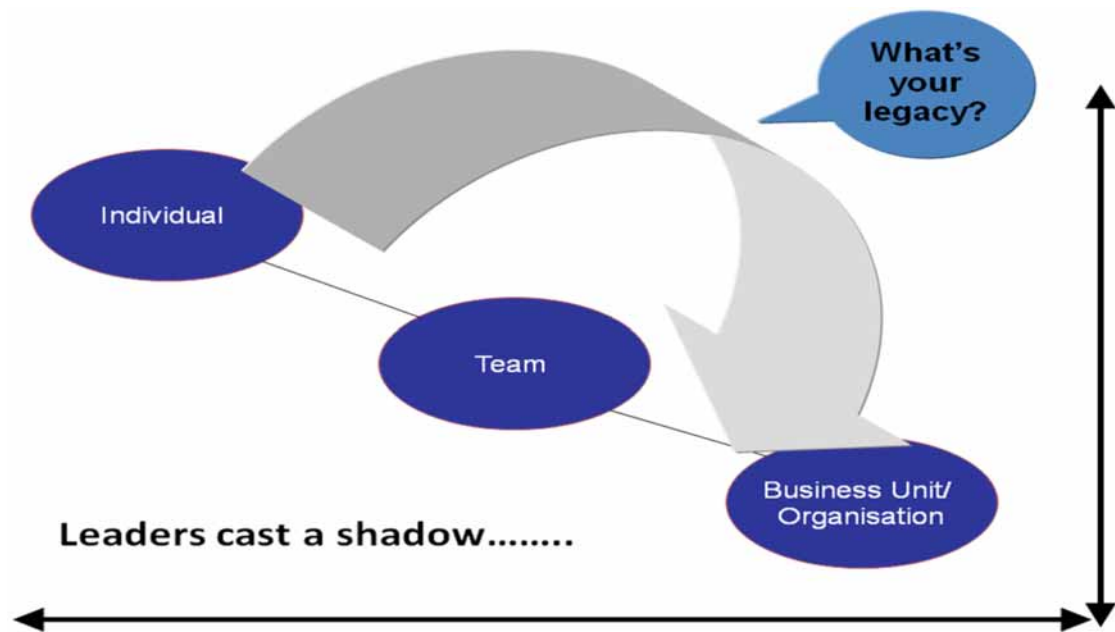
The Program Schedule (dates published on CMAA website)



Executive Leadership Development Program Structure



The Challenge AND Opportunity for Leaders



Benefits to The Executive; their Club; and our Industry

- Addresses emerging development requirements articulated by industry CEOs.
- Accessible and highly effective development program tailored to Club industry executive needs.
- Individual development plans for CEOs (or Executive Level Managers) aligned to constructive styles of behaviour and culture.
- Enhanced capability of CEOs (or Executive Level Managers) to coach teams to drive performance.
- Increased communication and alignment of People approaches and Business Strategy across Clubs.
- Better visibility of talent / benchmarking of Senior Managers and Duty Managers.
- Comprehensive Club review of staff with clarity of development requirements.
- Development of Club integrated 3 year people plan aligned to business plan.
- Development and enhancement of CEO peer network across Clubs.
- Group Action Learning Project focuses on common need for Clubs across the industry.

Who should attend?

This program is designed for:

- CEOs (new and experienced)
- General Managers (new and experienced)
- Secretary Managers (new and experienced)
- Experienced Executive Level Managers (Assistant CEOs; Assistant Secretary Managers; Assistant General Managers; Chief Operations Managers) who have:
 - i. Minimum two years in their current position.
 - ii. Input into business strategy and planning; financial and team performance, and are ready to take the step up to the top job.
 - iii. A testimonial from their current CEO that they fulfil the positional, time duration, and job scope requirements listed above.

Price:** CMAA Members: \$4000 +GST; Non Members: \$4500 +GST

Please contact Geoff Meston if you wish to run this course in your zone.

The Executive Leadership Program, proudly designed and delivered by Club Managers Association of Australia and OMC Facilitation & Training

*OMC Facilitation & Training: Profile

Damien O'Malley is the Principal of *OMC Facilitation & Training* which is the facilitation & training arm of O'Malley Consulting - a Melbourne based team of business professionals helping organisations across Australia develop and achieve their strategic goals.

Damien is a facilitator, consultant and executive coach specialising in leadership development, transformational change, culture development, and people and strategy capability enhancement.

Damien's career includes senior management roles with expertise in organisational capability development, learning & development, change management and organisational culture. He has over 20 years experience in a wide range of leading customer service organisations across a range of industries including: Insurance, Telecommunications, Leisure & Entertainment, Financial Services, Aviation, Retail & Hospitality, Recruitment and Mining & Exploration.

He has excellent program design, development & delivery skills including facilitation expertise with all organisational levels. Throughout his career, Damien has focused on enhancing business performance through people.

Professional Qualifications & Memberships

- Level 1 Executive Coach – Institute of Executive Coaching
- Human Synergistics OCI /OEI /LSI / GSI Accredited Practitioner
- PRISM Brain Mapping Accredited Practitioner
- Hogan Assessment Systems Accredited Practitioner
- Certified Member - Australian Human Resources Institute (AHRI)
- Fellow – Institute for Learning Practitioners

Educational Qualifications

- Masters in Adult Education (Human Resources Development) – University of Technology, Sydney (UTS)
- Graduate Certificate in Adult Education – University of Technology, Sydney (UTS)



GOLDEN Relics



Don't miss the next big game from SHFL entertainment.

Kings Coins is the latest exciting brand from SHFL proving to be a smashing success in both NSW and QLD.

Based on the proven top-performing game concept - 88 Fortunes, Golden Relics is a mid-denomination game using the **REEL WAYS** model.

Golden Relics is the first game in the Kings Coins series to be released and features SHFL's trademark superior graphics.

Other game highlights include:

- 8 Free Games where only picture symbols appear, giving greater excitement for players bigger win potential.
- Interactive coin jackpot feature, guaranteeing a jackpot when it is triggered.



For more information contact your NSW Account Executive or call (02) 9773 0299

