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## Pages 38-39

**THE CLUB** Industry honoured one of its finest when Glenn Shorrock received

the Lifetime Achievement Award at the **2012 Australian Club Entertainment (ACE) Awards** at The Juniors – Kingsford last month. Other big winners on the night included Darren Carr (Club Performer of the Year), Alissa Gray (Female Vocal Performer) and 'The Voice' national talent show finalist Darren Percival (Male Vocal Performer). The theme of the 2012 awards event was 'Can You Feel It!' and major sponsors of the 2012 ACE Awards again were the CMAA and ClubsNSW ...



## Pages 48-49

**TECHNOLOGY** AND turbulent times are creating alternative business

models in almost all industries. The impact of the web is changing communication channels and streamlining distribution. This creates new business opportunities that are threatening traditional models and incumbent businesses that prefer the status quo. **BIG DAVE STAUGHTON** investigates how organisations innovate and keep up with the rapid pace of change ...



## Pages 56-57

**THE DEBATE** on in-house food versus independent catering contractors probably

is as old as the Club Industry itself. There's no doubt there are compelling arguments on both sides. Contractors continue to play a vital part at many club venues. But, as the saying goes ... the proof is in the pudding. That pudding certainly has proved a very tasty one for The Surf Club Kurrawa on the Gold Coast since it took complete control of its restaurant facilities nearly two years ago ...



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## CMAA showcase bids farewell to Darling Harbour

**"First-class Conference speakers and an exhibition Hall 5 jam-packed with 110 quality exhibitors all worked together well to attract managers and visitors from all around the country."**

■ **TOP:** CMAA Federal President Bill Clegg with Conference Sponsor Aristocrat's senior executive Trevor Croker, who officially opened the 2013 Conference.

■ **RIGHT:** Len Ainsworth and Andrew Hely at the CMAA Expo Cocktail Party.

■ **FAR RIGHT:** Scott Pape, 'The Barefoot Investor', was one of the Keynote Speakers at the 2013 Conference.

**LIKE MANY** other events and organisations, the CMAA bid farewell to the Sydney Convention & Exhibition Centre following the AGM, Conference & Hospitality Expo last month.

The NSW Government announced last year that the SCEC would close its doors in December 2013 to make way for construction of the Sydney International Convention, Exhibition & Entertainment Precinct, which is scheduled to open in 2016.

In 2014, the CMAA will host the Expo & Conference at The Dome in Sydney Olympic Park – right next door to its administration offices and training facility.

But the 2013 event – on March 12 & 13 – went out in style; Hall 5 packed with 110 companies showcasing the latest in products, services and technical innovation for the Club Industry and more than 1,500 visitors passing through the corridors of innovation with their Expo best on display.

Among the exhibitors, 31 CMDA Career Development and National Bursary sponsor companies participated and attracted many extra visitors through the 'Sponsors Passport' promotion and the incentive to win a Hamilton Island dream holiday with accommodation and airfares included.

The same prize was available for one of the hospitality trade show exhibitors through the 'Expo Bonus' prize promotion.



CMDA Career Development Sponsor Aristocrat again was the Conference Sponsor with Trevor Croker – Aristocrat's Managing Director, Australia & New Zealand – delivering the Sponsor's Address to CMAA members following the AGM.

When the work was done on Day 1, more than 400 delegates and exhibitors gathered for a well-earned drink, snack and debrief on the day's events at the CMAA Expo Cocktail Party where the CMAA's 2013 Hall of Fame inductees were announced, along with the Peter Cameron Award.

CMAA Federal President Bill Clegg said there were a number of highlights.

"The AGM was particularly well attended and provided Members with comprehensive state-of-the-Association reports," he added.

"The Bursary Lunch brought together the sponsors and recipients along with CEOs and Presidents of clubs that support the professional development of their professionals.

"There was a lot of pride in the room ... from the people receiving the bursaries and what the CMAA is about in providing opportunities for all Managers across the Association.

"The 2013 Hall of Fame and Peter Cameron Award went to industry 'champions' who richly deserved their honours."

CMAA Executive Officer Ralph Kober said the 2013 event again proved to be the premier opening event of the Club industry Calendar.

"First-class Conference speakers and an exhibition Hall 5 jam-packed with 110 quality exhibitors all worked together well to attract managers and visitors from all around the country."

The CMAA's AGM, which coincided with the triennial election of Association office bearers for the Federal Executive, NSW State Executive and the Federal Council, attracted more than 250 members.

Alissa Graham and Chris Dimou accepted their Active Certified Club Manager (ACCM) Awards from Federal President Bill Clegg, who also congratulated 32 members on achieving their 30-Year and 21-Year Service Awards.

At the CMDA National Bursary Lunch sponsors offered more than \$100,000 in education and professional development opportunities to 28 CMAA members. ■





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## Impressive group of 'champions' honoured in CMAA Hall of Fame

**THERE IS** always a level of anticipation and excitement when the CMAA Hall of Fame inductees and winner of the prestigious Peter Cameron Award are announced. A select few of the more-than-400 guests in Hall 6 reception area of the Sydney Convention & Exhibition Centre at Darling Harbour already know the elation and pride of their names being called. They are already in the CMAA Hall of Fame. When CMAA Federal President Bill Clegg stepped to the microphone during the annual CMAA Expo Cocktail Party to announce the 2013 honour roll, the excitement was there, again.

Bill started by naming the Hall of Fame Manager. It took a few people standing nearby to convince Phil Ryan that was, indeed, his name that Bill had just announced. Phil's wife Michelle smiled proudly as the City Diggers Wollongong General Manager found a passage through the crowd to accept his honour. There was a distinct tone of disbelief in his acceptance speech and minutes after photographs and more congratulations, Phil was still coming to terms with the occasion. "I just can't understand why they would pick me," Phil repeated. In a note to the CMAA Federal Executive and Federal Council, Phil wrote: "To be recognised by my peers in this way has been a total shock and an outstanding and deeply appreciated honour. I believe there are many great people in our industry much more deserving of this award, so I am very humbled to think that I would be this year's recipient. I am extremely fortunate that 22 years ago I stumbled into the Club Industry, more or less by accident. The industry has given me far more enjoyment and experiences than I could have imagined, or expected. It has been a pleasure over time to help the industry by 'giving something back' whenever it is possible. My deep thanks and appreciation from myself and my wife, Michelle."

Bill then announced long-serving gaming industry executive

- *The CMAA Hall of Fame new members for 2013 were announced at the Expo Cocktail Party on March 12 (from left) Russel Gartner, Catherine Mancuso, Rocky Massaria and Phil Ryan.*

Russel Gartner, the National Sales Manager for SHFL entertainment (formerly ShuffleMaster Australasia) as the Hall of Fame Industry Associate. Like Phil, Russel struggled for the appropriate words to express his appreciation of the occasion. "I am very lucky to have worked with so many great people in the Club Industry and this is one of the greatest honours in my professional career," Russell told the audience.

Catherine Mancuso, the Director of CCM Travel, said she had probably travelled around the world with most of the people in the room when she accepted the awards as Hall of Fame Association Associate. "Receiving such an award and recognition from the CMAA makes this all the more special," Catherine said. "After all these years, I still enjoy every minute of the CMAA tours around the world."

The Peter Cameron Memorial Award honours the memory of one of the CMAA's finest managers and members. Peter Cameron lived and worked the ethic of striving to help make things better in all aspects of his personal and professional life. Rocky Massaria, CEO of The Bowlers Club of NSW, shares that same ethic and was a popular winner of the 2013 Peter Cameron Award. ■

### CMAA 2013 Hall of Fame

- Club Manager: PHIL RYAN –  
City Diggers Club, Wollongong
- Industry Associate: RUSSEL GARTNER –  
SHFL entertainment
- Association Associate: CATHERINE MANCUSO –  
CCM Travel
- Peter Cameron Memorial Award: ROCKY MASSARIA –  
The Bowlers Club of NSW



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## Straight down to business at AGM

**CMAA MEMBERS** received comprehensive reports from the Federal Executive when more than 250 people attended the Annual General meeting at the Sydney Convention & Exhibition Centre, Darling Harbour, on Tuesday, March 12.

Being the voting year in the Association's triennial election cycle, members will vote for the five positions of the CMAA Federal Executive; five positions on the NSW State Executive; and the eight positions on the CMAA Federal Council.

CMAA Federal President Bill Clegg, ACCM, himself the most recent Association Life Member, welcomed fellow Life Members, including CMAA Federal Secretary Allan Peter, ACCM, Les Evennett, Greg Pickering, ACCM and Terry Condon CCM.

Mr Clegg congratulated Mr Evennett, who is now 95 year old, on attending his 55th CMAA AGM.

The Members heard reports from the President (**p12-13**); the Federal Secretary (**p14-15**); the Executive Officer's Financial Report (**p18-19**); and the CMDA Education Report from CMAA Industry Professional Development Manager Geoff Meston (**p20**).

Mr Clegg reported that the *National Gambling Reform Act* means the Club Industry will need to prepare for the arrival of Voluntary or Mandatory Pre-Commitment. A significant consequence of this legislation requires a major review of the Association's Rules. Wherever possible, the Association's Rules are being drafted to ensure the same level of corporate governance that Club Managers operate under through the Corporations Law are adopted into the new Rules. This will result in a transition of powers away from individuals to the Executive which will be expected to act as a Board of a company. Members will be advised of when a draft will become available for discussion.

Mr Clegg also told Members that the immediate challenges for the CMAA included ...

- Ensuring the Association's financial security into the future.
- With a significant number of members transitioning to retirement over the next five years, the Association does not want to lose that 'knowledge bank' and wants to ensure that experience 'pool' is not lost to future managers.
- The rationalisation of the Club Industry in NSW – and eventually across all jurisdictions – will continue to gather pace. This is seen as threat and an opportunity, with the potential loss of



jobs, while surviving clubs, in time, will gain strength and create employment opportunities.

Mr Kober reported that Members had been advised through various media that the full financial statements for 2012 had been posted online on the CMAA website as per the reporting guidelines direction of Fair Work Australia.

The operating result of the Association for the year ended December 31, 2012, was a profit of \$18,445, compared to the previous two year deficits of \$47,433 in 2011 and \$276,707 in 2010.

Mr Meston reported that the CMDA delivered courses to 2,843 students totaling 27,220 student hours of Professional Development activities at Sydney Olympic Park and off-site in Zone locations around the states.

Following General Business, Mr Clegg presented Active Certified Club Manager (ACCM) Awards to Alissa Graham (Orange Ex-Services Club) & Chris Dimou (Canterbury League Club).

Mr Clegg then presented 30-Year & 21-Year CMAA Service Awards to 32 members, including Life Members Greg Pickering (Mounties) and Hans Sarlemyn.

The President closed the AGM before calling on Conference Sponsor representative Trevor Croker, Managing Director – Australia & New Zealand for Aristocrat, to officially open the two-day Conference. ■



■ **TOP:** The CMAA Federal Executive Members before the start of the Annual General Meeting at Darling Harbour on March 12.

■ **MIDDLE:** CMAA Life Members (from left) Greg Pickering, Les Evennett and Terry Condon.

■ **BELOW:** Aristocrat Managing Director ANZ, Asia Pacific Trevor Croker delivered the Conference Sponsor Keynote at the end of the 2013 AGM.





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■ CMAA Federal President **BILL CLEGG**.

## CMAA Federal President's Report

**IT AGAIN** gives me much pleasure to report to you on the operations of the Association during 2012.

You will recall that the year again started with the uncertainty of the Mandatory Pre-Commitment legislation still the industry's major focus.

The grass-roots campaign by Clubs Australia – led by ClubsNSW – proved that, politically, the Prime Minister could not deliver on the Andrew Wilkie deal. Subsequently, the National Gambling Reform Act has now been passed and, with the extended time lines, it would appear that, unless politics again intervenes, all jurisdictions – and all of us – will have to prepare for the arrival of Voluntary or Mandatory Pre-Commitment.

I must again acknowledge the role that Clubs Australia has played in this battle. President Peter Newell, Executive Officer Anthony Ball and their team have shown great leadership.

I'm also aware that many Club Managers have contributed in their own way by informing their Local Members of the industry's position. This was a most crucial role played by the North West State Zone – especially those managers in the New England electorate – particularly with the passage of the *National Gambling Reform Bill*.

Federally, we also welcomed the introduction of the *Registered Organisations Act*. This legislation is a direct result of the mismanagement of funds belonging to Unions and their members.

A significant consequence of this legislation requires a major review of the Association's Rules.

Wherever possible, the Association's Rules are being drafted to ensure the same level of corporate governance that Club Managers

operate under through the Corporations Law are adopted into the new Rules. This will result in a transition of powers away from individuals to the Executive which will be expected to act as a Board of a company.

Members will be advised of when a draft will become available for discussion.

The CMAA's main focus throughout the year has remained on the industrial support of Members; identification of the skills requirements; and preparation of training needs to meet those needs.

We will receive reports from Federal Secretary Allan Peter on Industrial activity and from Industry Professional Development Manager Geoff Meston on the evolution of the Registered Training Organisation status, including the rationalisation of CMDA courses.

The Executive Officer's Report will include details on the CMAA's financial position.

While it is pleasing that the Association has been able to achieve this past year's goals – and returned a surplus – it is more important that the achievements have been met within the fee structure that makes the support of the CMAA affordable to managers at all levels.

Importantly, the CMAA's commercial activities and partnerships generate more than \$1,450,000.

In announcing the major partnership with **HOSTPLUS** during 2012, I welcomed the debate that the Executive anticipated of this decision.

The **HOSTPLUS** partnership provides the CMAA with a partner that can service all members in all jurisdictions and the manner in which **HOSTPLUS** has embraced the mutual opportunities has totally supported the Executive's decisions.

While I have clearly stated that the decision was not a financial one, I believe that the Executive's decision will enhance the CMAA financially by an additional \$150,000 over a three-year term.

The focus with the partnerships during the year was to ensure that those partnerships are all on a mutually beneficial footing with this being achieved to the point that servicing these partnerships now is the priority and not necessarily increasing the sponsor numbers.

Marketing & Sponsorship Manager Shannon Donato was charged with this responsibility and, although Shannon has moved on to the South Sydney Rabbitohs, his tenure at the CMAA, and the structures implemented, will benefit the CMAA for many years.

I must acknowledge Shannon's service to the CMAA and, although brief, it was evident very early that we would be lucky to have Shannon for the time he was with us.

As will be reported, the Hospitality Expo that will again commence shortly netted the Association some \$230,000 last year.

The Association has been in meaningful discussions with other parties with a view to rationalising the major Club Industry expos and trade shows.

While it is pleasing that the Association has been able to achieve this past year's goals – and returned a surplus – it is more important that the achievements have been met within the fee structure that makes the support of the CMAA affordable to managers at all levels.



- Modelling is not yet completed, but it is clear how critical that financial benefit is to the CMAA and that benefit depends on the level of support the Expo gets from the membership.

#### NSW

I have reported that the professional development of club managers was a primary motivator for the CMAA coming into existence.

It has been the challenge of successive Executives and Officers to have the CMAA's education role enshrined in legislation.

The announcement by NSW Premier Barry O'Farrell and Minister George Souris at the ClubsNSW Conference was enthusiastically welcomed. The training regime, while acknowledging the CMAA, also acknowledges the vast experience of managers gained over many years and, through recognition of prior learning, the wealth of experience that many managers have gained outside the Club Industry.

The Mandatory Training regime will set the minimum requirements for the managers of the future.

Again, I formally place on the record and acknowledge the collaborative manner in which ClubsNSW has worked with the CMAA. I encourage all managers to support the training requirements of Directors and the criteria the CMDA creates for managers.

#### Queensland

The Association continues to gather strength in Queensland. This is a direct result of the leadership of Federal Executive Member Steve Condren, Queensland Federal Councillor Wayne Moffatt and Queensland Membership Liaison Officer Justin McGurgan.

It is particularly pleasing that we see increasing reinvigoration of Zones and the proactivity of managers in the

Darling Downs Zone, Sunshine Coast Zone – even as far as Cairns – re-connecting with the CMAA.

#### Victoria

Federal Secretary Allan Peter has been extremely active in Victoria with a multitude of challenges that have arisen with the new gaming regime introduced in 2012.

The fragmentation of the Industry in Victoria continues to hold it back due to not speaking to the Government with one voice. The CMAA will continue to work with Government to ensure the education of managers is at the forefront of all minds.

Your Association believes that with a better understanding of the wider Club Industry, Government will not introduce decisions that could impact on all of us – as we saw with the ATM ban.

The CMAA was extremely active in pushing for clubs to have control over their gaming machines and, from early reports, those clubs and managers who made that decision are reaping the benefits.

The next licensing phase already needs to be addressed – particularly for clubs that made large capital commitments added to their need for surety into the future

The Association's current activities revolve around improved membership servicing and communications through every available medium.

Restructures to the *Club Management in Australia Magazine* and integration with social media are designed for that two-way communication with the membership and every manager is encouraged to engage with the Association and with each other.

The immediate challenges for the CMAA include ...

- Ensuring the Association's financial security well into the future.
- With a significant number of members who will transition to retirement over the next five years, we do not want to lose that 'knowledge bank' ... and want to ensure that experience 'pool' is not lost to future managers.
- The rationalisation of the Club Industry in NSW – and eventually across all jurisdictions – will continue to gather pace. This is seen as threat and an opportunity, with the potential loss of jobs, while surviving clubs, in time, will gain strength and create employment opportunities.

It is not unusual that this AGM is being held while election for officer bearers is taking place. With the possible rotation of locations for the Expo – and the new rules – it may be the case that in the future that the AGM has set dates, so can coincide with the election cycle – clearly a preferred position.

I express the appreciation of the Executive to the Federal Council and all Zone Officers for the time effort that you committed to throughout the year

To those Members who nominated and seek election to office, I congratulate you and look forward to your contribution in the future.

I must particularly thank Ralph, his management team and the staff at the CMAA who have embraced the needs and ambitions of the membership throughout the year. Ralph, Geoff Meston and Peter Sharp have travelled continuously to Zone Meetings across the country and continue to be well supported by all the staff at Sydney Olympic Park. ■

- **BILL CLEGG, ACCM** is the CMAA Federal President, a CMAA Life Member and General Manager at Randwick Labor Club.



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# CMAA Federal Secretary's Report

**THE PAST** 12 months has seen member representation in the areas of redundancies, wage disputes and unfair dismissals.

One particular alarming issue was that of members being dismissed due to misappropriation or theft of monies.

Over the past few months, we have seen individual Directors without Board authority, harassing, intimidating and threatening Members' employment. These Directors could place the club into a legal situation and possible fine. I have written to the Minister – George Souris, Minister for Tourism, Major Events, Hospitality & Racing, and Minister for the Arts – seeking that the individual Director be charged in certain circumstances – not the club or Manager.

We have raised another issue with the Mr Souris regarding the new interviewing procedures carried out by the Office of Liquor Gaming & Racing (OLGR) inspectors and the potential threat to our Managers.

If there is a complaint or breach regarding the behaviour and actions of previous management, or the current Board of Directors as a result of the actions by the club that allegedly contravenes the *Registered Clubs Act 1976* and the *Liquor Act 2007*, and where an investigation has been mounted by OLGR, then any comments made by the Manager at the interview – including comments regarding the Board – could be used and passed back to Boards. At these interviews, the truth must be told, or Members can incur heavy fines.

The problem we face is if a derogatory comment is made against the Board at this interview, it could be relayed to the Board if OLGR does not proceed with the investigation.



We had a similar case late last year.

Our Manager was threatened with loss of employment and harassed as a result of not being protected by a 'whistle-blower' type legislation mechanism. The Minister has written back to us and is seeking advice on the matter.

## Queensland

Apart from industrial issues, there are still moves by the RSL Sub-Branches to take over the licensed area of clubs. This has also led to the social section of surf clubs endeavouring to do the same thing. We have a couple of cases in the hands of solicitors at present and – if this is allowed to take place – could be a grave concern for our Managers in those clubs.

## Victoria

A number of changes came into effect on August 16, 2012 that affected all licenced outlets in Victoria. Two of the main changes were that clubs can purchase their own gaming machines and the introduction of a new monitoring service.

- CMAA Federal Secretary Allan Peter presents his report to the Annual General Meeting of Members at Darling Harbour on March 12.

The problem we face is if a derogatory comment is made against the Board at this interview, it could be relayed to the Board if OLGR does not proceed with the investigation.





- The new monitoring company, Intralot, has not lived up to the expectation of providing a smooth changeover from Tabcorp and Tatts. The support and technical issues – or lack of it – from Intralot have cost clubs financially. We have been speaking continually to Intralot management to have these matters resolved. Intralot has stated they encountered more problems than anticipated and are endeavouring to fix all the problems as soon as possible.

The CMAA continues to sit on the advisory board of the VCGLR and have put forward Corporate Governance programs to them and the other industry peak bodies.

#### ***The Fair Work (Registered Organisation) Amendment Act 2012***

In June, 2012 Federal Workplace Relations Minister Bill Shorten legislated to strengthen regulation of unions and employer organisations. This legislation passed through the Parliament without amendments.

Under the *Registered Organisation Amendment Bill* the CMAA had to review its structure, rules, liability and the accountability of all officials, including Zone officials, with respect to the financial dealings of Zone accounts.

We are in a favourable position regarding these changes due to our focus on best-practice corporate governance in the Association's dealings.

There will be training participation requirements for management and all officials within Zones. This is also a requirement under the Amendment Bill.

Zone finances is another part of the Bill.

We were required to source a financial institution for the Association that was accessible across all states and could fulfil the requirements under the Bill. That requirement brought about the change to the Westpac Bank. This move will assist in the auditing process for better monitoring, audit and reconciliation of Zone accounts, including BAS statements where we have had problems in the past.

We are still working on the changes to our Rules with our solicitors and had hoped to put the changes to you towards the end of the year. However, Fair Work Australia has instructed the Association that the Rule alterations need to be transacted and certified by Fair Work Commission no later than June 29, 2013.

This will be a major priority for the incoming Executive.

**We are in a favourable position regarding these changes due to our focus on best-practice corporate governance in the Association's dealings.**

Finally, I pass on my thanks and appreciation to the CMAA staff for their assistance – in particular, Peter Cooper for his dedication to the CMAA as the Industrial Advocate.

Congratulations to the Executive on the extensive amount of time they have spent this year on a range of issues and their focus on the objects of the Association for the Members ... "To uphold the right of combination of labour, and to improve, promote, protect and foster the professional and industrial interest of the Association and its Members, and to assist its Members to obtain and enforce their rights under industrial and social legislation." ■

► **ALLAN PETER, ACCM**  
Federal Secretary

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## ACCM more than a special event for young managers

**THE ACTIVE** Certified Club Manager (ACCM) Award is a significant moment in the life of every manager who achieves this goal. Receiving the ACCM in front of more than 250 fellow managers and CMAA Members at the Association's Annual General Meeting adds to the sense of achievement and occasion. Two CMAA Members – Alissa Graham, from Orange Ex-Services Club and Chris Dimou, from Canterbury League Club – enjoyed that remarkable sense of occasion when CMAA Federal President Bill Clegg, ACCM, presented their awards on Tuesday, March 12, as part of the CMAA's 2013 AGM at Darling Harbour. The CMAA's list of ACCM recipients continues to grow steadily as managers pursue their education and professional development program. CMAA Executive Officer Ralph Kober reported to the AGM that 19 Members had achieved the ACCM during 2012. ■

■ **ABOVE:** CMAA Federal President Bill Clegg, ACCM, presents Alissa Graham with her ACCM Award at the 2013 AGM.

■ **LEFT:** Chris Dimou accepts his ACCM Award from Bill Clegg.



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# The Executive Officer & Financial Report

I AM pleased to advise members on the following matters contained within this Association Report ...

On the Industrial Relations front, Peter Cooper has tirelessly supported and provided representation and advice to literally hundreds of members in the areas of unfair dismissals, redundancies and wage disputes and other matters. Peter has achieved a high number of favourable outcomes for our members and his dedication is appreciated.

During 2011, Membership subscriptions increased. The launch last year of the Member Get Member campaign has been gathering momentum with a pleasing trend of new members joining the Association through peer advocacy. NSW continues to dominate the membership representation due to the high numbers of clubs within the NSW market however due to the good work on the ground in Queensland by CMA Queensland Membership Liaison Officer Justin McGurgan there has been steady growth in new members and those attaining the ACCM.

The CMA Queensland Darling Downs Ipswich Zone and the Far North Qld Zone have been resurrected as a result of the increasing profile of the CMA in these areas and further focus on other smaller zones will continue into 2013.

The CMDA continues to be considered by the trade as the premier association to be involved with and this is reflected in the increasing number of trade organisations wanting formalise their involvement with the Association through Sponsor partnerships.

The coveted Active Certified Club Manager award continues to be relevant to the membership with 19 members attaining ACCM status during the year compared to 12 in 2011. Professional Industry Development Manager Geoff Meston will update you on enhancements within the ACCM with respect to its education criteria following my report.



■ CMAA Executive Officer Ralph Kober delivers his report to Members at the 2013 AGM.

The *CMA Club Management in Australia Magazine* under the stewardship of Editor Peter Sharp continues to impress all who read it and Peter has worked enthusiastically and with passion to ensure that the quality, content and look of the magazine is valued by the membership. Enhancements to the magazine have attracted an increase in advertising revenue and readership.

The provision of Professional development activities such as courses and summits is a key aspect of the Association's engagement with members and their staff. During 2012 close to 2000, club personnel participated with the CMDA despite a challenging year for the club movement with the political uncertainty and impending legislative reforms looming in the background. Of significance in 2012 was the recognition the State Government has given the Association in legislation as the provider of the managers training course under the Mandatory Training regime resulting from the IPART review.

Conferencing in the CMAA calendar is an important medium in enabling members to come together in dedicated educational forums and to build and nurture valuable peer networks with other managers. The Darling Harbour Conference and Expo in 2012 proved successful and viable as a major fund raiser for the Association and the Mid Year Leadership conference at Jupiters Gold Coast saw a pleasing rise in attendees after a flat number of years.

Discussions with other associations during 2012 as to how to rationalise the busy industry conference calendar have been ongoing with financial modelling to be presented and considered by the new Federal Executive in the very near future.

I would like now to present the Association's end of 2012 year Financial Operating Report. Members were advised by the Federal Secretary throughout editions of the *CMA Club Management Magazine* and by the Executive Officer via the Head Office Report at all Zone Meetings late in 2012 and the beginning of this year, that the full Financial Statements for 2012 would be posted online on the CMAA website as per the reporting guidelines direction of Fair Work Australia.

The operating result of the Association for the year ended December 31, 2012 was a profit of \$18,445, compared to the previous two year deficits of minus \$47,433 in 2011 and a deficit of minus \$276,707 in 2010.

## Statement of Comprehensive Income

During this financial year, the revenue from the Trade Show and Magazine segments has decreased due to less market demand caused by the economic crisis. The Courses segment has maintained similar profit this year. However, the operating result of the Conference segment turned to a positive due to a dramatic increase in revenue from more events and conferences organised this financial year. Revenue from Administration has increased, however the related expenses have increased at a higher rate this year, which has resulted in a loss in this segment compared to the operating results for last year.

## Statement of Financial Position

Total assets decreased by 2.6% to \$2,791,888, compared to \$2,816,555 in 2011.

This was attributable to the depreciation and disposal of fixed assets and a decrease of cash and cash equivalents from subscriptions and sponsorship revenues.

## Statement of Cash Flows

Net cash in flows from operating activities was deficit of \$1,271 in 2012 compared with a surplus of \$461,301 in 2011. The decrement was due to more sponsorship and membership income being receivable at the year end and more creditors being paid during the year and significantly prepayments for conferencing here at Darling Harbour and Jupiters in July.



- Overall there was a net decrease of \$130,171 in cash and cash equivalents in 2012 of \$1,076,097 compared to \$1,206,268 in 2011

### **Statement of Changes in Equity**

Equity has increased due to the profit from operations being retained. Equity retained in 2012 was \$1,672,448 and increase on \$1,654,003 in 2011.

Members' questions pertaining to the year-end financial statements were invited to be received prior to this AGM in writing to the Executive Officer by the March 1, 2013 in accordance with the reporting guidelines contained within the *Fair Work (Registered Organisations) Act 2009*.

Three members submitted their inquiries pertaining to the year-end statements after the cut-off date, however they were responded to accordingly and I would like to share their questions and the responses, formulated in conjunction with the CMAA Auditor ...

### ***There are no details as to expenses incurred on travel – can you please give a breakdown of how much it is as a % of total expenses and dollar figure?***

Travel Expenses for 2012 were \$124,205 which is 2.6% of total expenses. Travel is predominately for the Executive Officer and management in attending scores of CMA Zone Meetings in Queensland and regional centres, NSW and regional centres, ACT and Victoria in supporting the zones and delivering the Head Office Report.

Travel expenses also cover representation for members requiring physical industrial representation to boards and senior management through NSW, Victoria, Queensland and ACT. Travel expenses also cover speakers at summits and conferences and attendance by CMAA representatives at other associations' events.

As a national association, travel is a necessary requirement of engagement and the expenses are quite low compared to total expenses.

### ***Can you separate the income between sponsorships and subscriptions?***

Subscription income for 2012 was \$860,411; Sponsorships was \$922,916

### ***Can you provide a breakdown of total expenses?***

Page 3 of the financial report which is the Statement of Comprehensive Income gives a breakdown of expenses by function. Detailed income and expense statements are not disclosed for privacy reasons. If you have any specific questions on expenses we will provide a more detailed response.

### ***How much is spent on industrial relations or express this as a percentage of revenue?***

The Association has numerous staff and overheads. Some of these are only allocated to Industrial matters whereas the majority of the staff spend varying time and resources on industrial matters. No specific calculation is made to determine the precise costs incurred in relation to Industrial matters. Therefore we cannot provide a cost or percentage of expenses incurred on Industrial matters.

### ***What is the value of the HOSTPLUS Major Sponsorship?***

The terms of the contract with HOSTPLUS are commercial in confidence as it was with previous major sponsors.

### ***Where can I get a copy of last year's report? Couldn't find it on the website.***

I have attached last year's report for your review.

### ***Under the 'Trade and other receivables' and, specifically the 2012 Trade Debtors on page 16, I was astonished to see \$214K sitting 90+ days, with another \$20K-odd sitting 30+ days. Why does the aged debtors ledger look like that? Is***

### ***there a chase path in place? At what point are they written off as bad debts? Who is it that won't pay the CMAA?***

You need to be aware that the Association's accounts differ from typical club accounts as there are intermittent member renewal subscriptions paid weekly, monthly, quarterly and yearly by individual members and their club employers which influence cash flow. Furthermore, the majority of debtors are sponsors who are billed for six-month or 12-month periods. Often, sponsors pay during the middle, or towards the end, of the period. Very little is written off as bad debts as they are usually collected prior to the next sponsorship period.

### ***Given that there is a significant increase in revenue \$219,714 and a substantial saving in the area of key management personnel (down from 2011 by \$357,529) the actual increase in profitability is only (by my reckoning) \$65,878. Could you please explain the difference?***

As per page 3 of the Financial Report, which is the Statement of Comprehensive Income, the income has increased by \$219,714 as per your query. That report also shows that expenses have increased by \$153,836 with the largest increase being in CMDA Course expenses of \$124,442. In regard to the difference in Key Management Personnel costs, this is due to the Association having both an Executive Officer and an Assistant Executive Officer for most of 2011. Both of these were considered Key Management Personnel.

The position of Assistant Executive Officer was not replaced, but additional staff were added in the Sponsorship and Training areas. These staff were not considered to be Key Management Personnel. Accordingly, the remuneration of Key Management Personnel decreased significantly but not necessarily overall wages costs.

### ***It would appear that monies on deposit have significantly reduced since the 2010 financial year where, as I recall, monies on deposit were in the vicinity of \$2 million. Could you please explain?***

As per the 2010 Financial Report, total term deposits and bank guarantees were \$782,918 which was lower than the current year.

### ***Zone funds appear to make up over 60% of accounted cash holding. Could you please explain if Head Office has any access to these funds?***

Zone bank accounts are monitored by Head Office but they are predominantly maintained by the Zones to meet individual Zone initiatives.

### ***Has any investigation been made of the potential saving if the Association's journal was provided only in digital form?***

Yes. I directed Magazine Editor Peter Sharp to conduct a comprehensive review of the *CMA Magazine* last year with the intent of identifying potential savings, at the same time working to enhance the quality of its presentation and attractiveness to advertisers.

I am pleased to advise that as a result of putting the association's requirements for the magazine to both the printer incumbent and a significant competitor we were able to negotiate an agreement where the savings to the Association in printing and mail-house posting would be realised in the vicinity of \$50,000 per annum. As the revenue for the magazine is predominately funded by advertisers, there was an overwhelming push back from them collectively for the magazine to go digital exclusively.

In closing, I would like to acknowledge the efforts and dedication shown by all of the Association's management and staff team in working actively to service you the member.

The 2014 Members AGM, Conference and Expo will be held in Western Sydney at Sydney Olympic Park, Homebush Bay, in the Club Industry's heartland and I look forward to presenting another positive report to you at that time. ■

# CMDA Professional Development Report

**CMDA BOARD** of Management Studies Chairman, Cameron Provost, the CEO of Orange Ex-Services Club, asked CMAA Industry Professional Development Manager Geoff Meston to present the report on the CMDA's activities of the past 12 months and what is for the upcoming period ...

2012 was a year of transition for the CMDA as we sought to establish new ground and fresh outlook under a new management team; seek and further develop relationships with external parties in the professional development area; and familiarise ourselves with a new vocational education regime and its associated Federal Regulatory body.

In 2012 ...

1. CMDA delivered courses to 2,843 students totalling 27,220 student hours of Professional Development activities at Sydney Olympic Park and off-site in zone locations around the states.
2. Continued to expand on the successful Professional Development Summit concept, delivering three very successful Sydney-based and two regional events and showcased seven great clubs, while we were at it. Thank you to our summit partners Ken Burgin, from Profitable Hospitality and Dave Staughton, from Big Hat Professional Services.
3. Reviewed the role of the Board of Management Studies and increased its scope to include provision of stronger opinion and input into our nationally accredited course content and continuous improvement efforts.
4. We also decided to thread the common theme of **'2020 VISION'** through our conferences to highlight strategic thought processes, and the questions asked of the standard club

business model by a rapidly changing competitive environment. Feedback clearly stated that registrants liked the continuity provided by the theming.

5. We commenced the normal five-yearly re-registration process for our Registered Training Organisation (RTO) under the new Federal regulatory body. One issue arising from the process was the high cost of 'continuously improving' all resources for the 47 subjects involved in the Advanced Diploma of Hospitality. As a result, we decided to reduce our authorised scope of subjects to 21 individual units which make up the core demand of our hospitality training business. We will no longer award qualifications. I have described this process in quite some detail in the March edition of *Club Management In Australia Magazine*. Suffice to say, the re-registration process has been onerous and it has held up the planned launch of our Diploma in Human Resource Management until re-registration has been completed.

## The ACCM

At the 2012 AGM, Ralph Kober provided an undertaking that CMAA would investigate the ACCM model and make recommendations to the Federal Executive for consideration prior to the 2013 AGM. We researched and found that there was a growing demographic within our membership who had already completed similar or higher-level education; but there are large numbers of managers who attend lots of professional development but may never get the opportunity to undertake formal studies. From that point, we formulated a concept that would address the varying sources of education and training that were eminent in the industry, but also demand a minimum set of formal education criteria upon which to base a number of optional pathways to ACCM.

Our new model is made up of a mandatory set of accredited courses providing coverage of five critical baseline skills required for all managers as they progress through their careers in clubs ... legal, financial, people, marketing and gaming. These criteria can be satisfied from a variety of qualifications of equivalent content and academic level or higher. In addition, there are three pathway options from which one must be selected to complement the mandatory criteria. These options allow for flexibility with regard to accredited education and also non-accredited professional development activities and are based on an accrual of 50 points, as stipulated by CMDA.

We have published the new model in the April edition of *CMA Magazine* and have copies at our Expo stand.

## Zone Education

We reported last year that we had initiated a Sponsor-sourced professional development menu of sponsor expertise-centred topics for Zones as options for short presentations at Zone Meetings. In the main, this worked very well, but we have learned from a few mistakes and are currently working with all parties to improve the quality and range of topics in 2013. In addition, we are also working with our trainers and course presenters to assemble a strong catalogue of Zone presentations for the coming year.

We also made a strong commitment in 2012 to taking education back out to the Zones and a 'Zone Professional Development Wants' survey went out in January. Those results will be sent to Zone committees after the Conference

## Coming Up In 2013

Our conference theme for 2013 continues the **'2020 VISION'** concept through to strategy implementation ... hence the decisions to be made at the fork in the road. The Jupiters conference title will be **'On The Road: Engaging New Tribes And Culture'** and deals with people, change management and lots of social media and social design headed by Dan Gregory, from the hot TV show, *The Gruen Planet*.

The Westpac Davidson Institute is keen to work with us to provide some financial education and, after plenty of interest shown last year, we will continue to develop products with them to offer our Members plenty of variety in the education.

Mandatory Management training required by OLGR. This will be a two-day course entailing corporate governance and some financial understanding. We are still working with OLGR to finalise their needs for the course. There will be more information by the end of April.

In addition to the delayed HR diploma, we are investigating qualifications in the business training package. Clubs are complex businesses and this package gives us great scope to deliver higher-quality management training with a little club contextualisation.

In concluding, I thank the Board of Management Studies team, the Federal Executive and Executive Officer Ralph Kober, the CMDA staff and you, the CMAA Members, in supporting the Association in its honourable mission in developing a more professional Club Industry for the future. ■



■ CMAA Industry Professional Development Manager Geoff Meston.



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# CMAA 30-Year & 21-Year Service Awards

**THE CMAA** acknowledged the careers of 32 Association members who have clocked up more than 750 years of service to the Club Industry in Australia. During the CMAA Annual General Meeting at Darling Harbour on March 12, CMAA Executive Officer Ralph Kober read the honour roll of club managers who had reach 30-Year and 21-Year membership service milestones with the Association. In front of more than 250 colleagues, Federal President Bill Clegg, ACCM, presented each Member with a service pin to recognise the achievement. CMAA Life Members Greg Pickering and Hans Sarlemyn were among the 30-Year list, while CMAA Federal Executive Member Steve Condren was in the 21-Year list. The full list of CMAA members who achieved 30-Year and 21-Year Service Awards during 2012 ... ■

## CMAA 30-Year Service Awards

Maurice Anlezark – Lightning Ridge Bowling Club  
Elias Elia – Chester Hill-Carramar RSL Club  
Danny Jack  
Chris McCarthy – Ryde-Eastwood Leagues Club  
William O'Brien  
Gregory Pickering – Mounties  
Hans Sarlemyn  
Gordon Stevens – Leo McCarthy Memorial Smithfield RSL Club  
Garry Wilbraham – Bomaderry Bowling Club

## CMAA 21-Year Service Awards

Stephen Anson – Epping RSL Club  
Neil Burrows – Wondai Diggers Club  
Stephen Condren – Southport Surf Life Saving Club  
Terrie Coote – Munmorah United Bowling Club  
Geoff Crow – Wynnum Manly Leagues Club  
Simon de Munck – Club Rivers  
Kenneth Diaz – Five Dock RSL Club  
David Doyle – Merimbula RSL Club  
Stephen Fiddes – Swansea Bowling Club  
John Fiumara – Bankstown Sports Club  
Dawn Grebert – Sawtell Bowling and Recreation Club  
Peter Heaney – Souths Juniors  
Robert Heinrich  
Anthony Jones – Old Bar Beach Bowling Club  
Anthony MacAlpine – Club Redfern  
John McLeish – Twin Towns Services Club  
Michael McMahon – Hervey Bay RSL & Services Club  
Stephen McMahon – Nambour Golf Club  
Anthony Mills – Central Coast Leagues Club  
Michael Mooney – Penshurst RSL Club  
Anthony Murphy – Redcliffe Leagues Club  
Paul Spears – Auburn RSL Club  
Debbie Waicokacola – Mingara Recreation Club



- 1: Maurice Anlezark with Bill Clegg.
- 2: Greg Pickering with Bill Clegg
- 3: Gary Wilbraham with Bill Clegg
- 4: Steve Condren with Bill Clegg.
- 5: David Doyle with Bill Clegg.
- 6: Dawn Grebert with Bill Clegg.
- 7: John McLeish with Bill Clegg.
- 8: Anthony Mills with Bill Clegg.
- 9: Michael Mooney with Bill Clegg.
- 10: Anthony Murphy with Bill Clegg.



## Thomsons welcomes Tony Rein to the team



**Our team (L to R) Front:** Brett Boon (Partner), Tony Rein (Partner)  
**Back:** Jessica Cameron (Lawyer), Phillip Wade (Special Counsel), David Brand (Special Counsel), Vivienne Young (Senior Associate), Sherif Mouakkassa (Senior Associate)

### Gaming and wagering law specialist, Tony Rein joins Thomson's team of gaming and leisure industry experts.

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For a confidential discussion please contact:

**Brett Boon**, P: 02 8248 5832 M: 0414 808 265 E: [bboon@thomsonslawyers.com.au](mailto:bboon@thomsonslawyers.com.au)

**Tony Rein**, P: 02 8248 3438 M: 0400 566 405 E: [trein@thomsonslawyers.com.au](mailto:trein@thomsonslawyers.com.au)

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## Member Get Member

Membership is a key focus in 2013 and the **'Member Get Member'** promotion is paying dividends for the Association. Since the beginning of the year, **41 new Members** have joined the Association, predominately from NSW and, pleasingly, from the top end of Queensland with the revival of the CMAA Cairns Zone.

Remember, that for each new Member who joins the CMAA, you will each receive a \$50 credit towards any upcoming CMAA Conference or Summit. The person who introduces the most new Members will win a trip for two to Melbourne or the Gold Coast. Details are on the **CMAA website** – [www.cmaa.asn.au](http://www.cmaa.asn.au), the **CMAA Facebook** page and the **CMAA YouTube** site.

The Association is seeking a new **Sponsor & Membership Manager** to continue the platform established in growing and servicing key stakeholders, Members and supporting Sponsors.

*Read on ...*

## Looking for a New Challenge? CMAA Sponsor & Membership Manager

The CMAA is seeking to recruit a suitably experienced and qualified **Sponsor & Membership Manager** to join the CMAA team at Sydney Olympic Park, dedicated to servicing the needs of Members and supporting Sponsors.

This position has enormous potential for an ambitious, passionate and career-minded person who understands the Club Industry and is driven to engage with stakeholders to enhance their experience with the Association.

**NOTE:** The **Position Summary** and **Position Job Description** can be accessed by contacting CMAA Executive Officer Ralph Kober – E: [ralph@cmassn.au](mailto:ralph@cmassn.au)

Applications close at **5pm** on **Monday, April 15, 2013**. Applicants from registered clubs and affiliated trade suppliers are invited to apply\*.

\* All applications will be treated in the strictest confidence.

■ *Keynote Speaker Scott Pape, 'The Barefoot Investor'.*

## Conference builds on '2020 VISION'

**THE CMAA** continued to build on its **'2020 VISION'** theme with the two-day **'Fork In the Road'** Conference at Darling Harbour on March 12 & 13.

Following another successful and impressive Education Report to the CMAA Annual General Meeting, Conference Sponsor representative Trevor Croker, the Managing Director – Australia & New Zealand for Aristocrat, delivered the Keynote Address to officially open the two-day Conference.

CMAA Industry Professional Development Manager Geoff Meston then welcomed more than 140 delegates and outlined the Conference program before inviting Keynote Speaker Dr Louise Mahler to 'open the batting' with her topic, **'Putting On Your Game Face – Entering New Frontiers'**. Dr Mahler was a guest presenter at the CMAA's 2012 Mid-Year Conference at Jupiters and the feedback from her presentation prompted Conference organisers to invite her back in 2013. Dr Mahler was again at the top of her game, tackling the difficult by fascinating topics of body language,

behavioural movement and sounds, handling resistance and barriers to change.

Scott Pape is well-known through the Australian media as **'The Barefoot Investor'** and his association with CMDA Major Sponsor company **HOSTPLUS** delivered the talented and forthright business commentator and advisor to the Conference stage for his session. A former investment advisor with EL&C Baillieu in Melbourne, Scott offered a 'no frills' view of how the simple application of personal debt and wealth strategies could be translated to the business world.

Day 1 closed with the CMDA National Bursary Lunch where 28 CMAA Members shared more than \$100,000 worth of education and professional development opportunities – thanks to the Association's 'family' of National Bursary Sponsors.

Delegates returned bright eyed for Day 2 and a panel session – **'Prepare For Unknown Terrain'** – that produced a fascinating combination of views from



■ *Keynote Speaker Dr Louise Mahler.*



■ *Scott Pape.*



four Club Industry key stakeholders. Martin Baird, a club President and former Chairman of the NSW Council of Chartered Secretaries Australia investigated the four items presidents and chairmen must 'tick off' from a governance aspect. Atle Crowe-Maxwell, a partner with CMDA Career Development Sponsor company BDO addressed the accountant's view of four critical balance sheet KPIs to monitor before, during and after change. Brett Boon, a partner with another CMDA Career Development Sponsor company, Thomsons Lawyers, highlighted four critical areas to investigate in four contracts – employment, loan, supply and construction. Organisational psychologist Paul Lyons, a popular presenter with CMAA members over many years, looked at four critical issues to ensure staff support the business strategy.

There were two Master Classes following the morning tea break, with Scott Flaxman from the Davidson Institute (Westpac's financial education facility) explaining the importance of understanding the story of a club's finances in *'Demistifying The Not-For-Profit Balance Sheet'*.

Carlton United Brewing's Chief Marketing Officer Andy Gibson followed



■ Conference Panel members (from left) Atle Crowe-Maxwell, Paul Lyons, Martin Baird and Brett Boon.

in Master Class 2 with an inside view into the impact of change on customer perceptions and behaviour in *'Changing Tack, What About Your Brand Awareness?'*

Community First Credit Union CEO John Tancevski closed the Conference with his session, *'Fuelling Your Change Journey'*, where he discussed the best options to leverage your cash. ■

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## CMDA 2013 National Bursary Program Sponsors

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## CMAA National Bursary Sponsor Presentation Lunch

**THE CMAA'S** 23 National Bursary Program Sponsors provide more than \$100,000 in education opportunities to Association members around Australia. On Tuesday, March 12, Day 1 of the CMAA's annual Conference and Hospitality Expo at Darling Harbour, Master of Ceremonies Cameron Provost, ACCM, the CMDA Board of Management Studies Chairman, welcomed more than 75 sponsor company representatives, bursary recipients and their guests, including club CEOs and Board representatives for the presentation of the bursaries. As Cameron read out the list of bursaries, CMAA Federal President Bill Clegg, ACCM, welcomed and thanked bursary sponsor company executives who presented certificates to the 28 bursary recipients. ■

### The Winners ...

#### IGT Peter Clarebrough Memorial Gaming Bursary

- 1: Tony Jackson, ACCM – General Manager, Campbelltown RSL Club  
Nigel Turner – Corporate Marketing Manager, IGT
- 2: Paul Crowley, ACCM – CEO, Pittwater RSL Club  
Nigel Turner – Corporate Marketing Manager, IGT

#### IGT Peter Clarebrough Memorial Gaming Bursary

- 3: Brett Holland, ACCM – General Manager, Surfers Paradise Golf Club  
Russel Gartner – National Sales Manager, SHFL entertainment
- 4: Chris Dimou – Duty Manager, Canterbury League Club  
Greg Russell – Director/Partner, Russell Corporate Advisory
- 5: Erin Langman, ACCM – General Manager, Echuca Workers & Services Club  
Thuy Nguyen – rawsuga
- 6: Cheryl D'Agostino – Duty Manager, Castle Hill RSL Club  
David Begg – NSW Sales Manager, Cassella Wines
- 7: Lisa Caswell – General Manager, The Bay Sports Club  
Jason Drew – Director, SECOM Technology
- 8: Bronwyn Newman – Marketing, Community & Events Manager, Dapto Leagues Club  
Lee Fitzgerald – Manager, Global Coffee Solutions
- 9: Bikram Sharma, ACCM – Operations Manager, Woonona Bulli RSL Memorial Club  
Antoine Laval – General Manager, Thorn Business Services
- 10: Patrick Crick, ACCM – CEO, Armidale City Bowling Club  
Bill Clegg, representing Garlo's Pies
- 11: Geoff Wheeler, ACCM – Operations Manager, Lithgow Workers Club  
Jeff Truscott – National Sales Manager, Club Partners
- 12: Wayne McFadyen, ACCM – Operations Manager, Kingsgrove RSL Club  
Bill Clegg, representing Voyager Gaming
- 13: Stephen Byfield, ACCM – CEO, Diggers@the Entrance  
Ron McLean CCM – Managing Director, Creating Synergy
- 14: Peter Gasson, ACCM – General Manager, Bondi Junction-Waverley RSL Club  
Janelle Brown – CCM TRAVEL

#### Melbourne Restaurant Study Tour Bursary

- 15: Matthew Gooden – Food & Beverage Operations Manager, Dapto Leagues Club  
Ken Burgin – Director, Profitable Hospitality





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### Melbourne Restaurant Study Tour Bursary (continued)

- 16: Nicholas Papadatos – Functions Manager, Kingsgrove RSL Club  
Ken Burgin – Director, Profitable Hospitality

### Active Certified Club Manager (ACCM) Award Bursary

- 17: Debbie Harris – Administration Manager, Kingsgrove RSL Club  
Aron Power, Barrington Investigations
- 18: Darryl Bozicevic – Secretary Manager, Milton Ulladulla Ex-Servo's Club  
Bill Clegg, representing EP&T Global
- 19: Lynette Harrison – Assistant Manager, The Adamstown Club  
Kylie Grimwood – Director, Quattro Interior Studio
- 20: Eric Nguyen – Operations Manager, St George Masonic Club  
Geoff Craig – State Sales Manager, LMG (Liquor Marketing Group)
- 21: Anders Nielsen – House Manager, Asquith Leagues Club  
Lawrence Shepherd – President, Independent Gaming
- 22: Gordon Laffan – CEO, Stockton Bowling Club  
Danielle Rayner – Managing Director, Gobsmaeked Loyalty Solutions (GSL)

### Diploma of Human Resources Management Bursary

- 23: Russell Banks – Operations Manager, Milton Ulladulla Ex-Servo's Club  
Robert Jaen – Managing Director, ClockOn Australia
- 24: Matthew Grant – Customer Service Manager, Dapto Leagues Club  
Lori Luhrmann – Principal Consultant, Luhrmann Business Consulting
- 25: Kellie Matthews – Duty Manager, Ryde Ex-Services Memorial Club  
Bill Clegg, representing Treasury Wine Estates
- 26: Tracey Mee – Administration Manager, Halekulani Bowling Club  
Beverley Rautenbach – SCOTT & BROAD
- 27: Joanne Pieper, ACCM – Secretary Manager, Illawarra Leagues Club  
Mark Walker – CEO, Gold Crest Security
- 28: Sharon Tassell, ACCM – General Manager, Rosehill Bowling Club  
Harry Mantzouratos – Managing Director/Owner, PGD Financial Services



Go to the CMAA's Facebook page for all the events and faces from the 2013 Expo & Conference



**THE CMAA's** annual Conference & Hospitality Expo is an opportunity for club managers and directors, industry trade executives and curious visitors from the world of hospitality to drop by and catch up with the latest in products and services from the industry's best and brightest suppliers. Deals are done, appointments made and problems solved over a lunch, a coffee or a well-earned end-of-day beverage. ■



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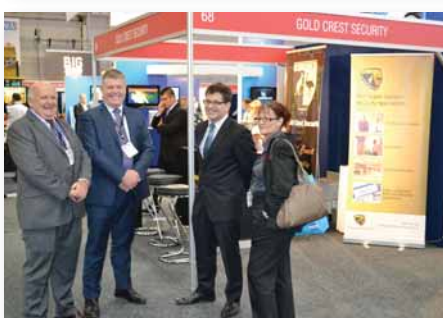
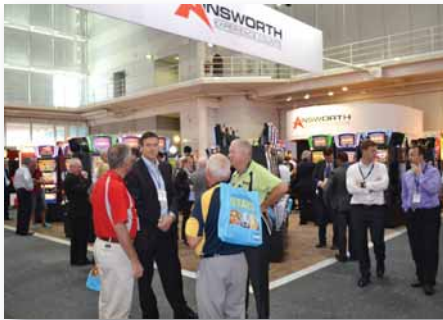
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**WITH 110** companies exhibiting the latest products and services to the Club Industry, there was plenty of interest and the conversation was about the good things ahead for clubs at the CMAA's annual 2013 Hospitality Expo at Darling Harbour last month.

The CMAA "family" of CMDA Career Development and National Bursary Program sponsors were strongly represented at the two-day Expo with 31 companies taking stands at the Sydney Convention & Exhibition Centre.

With the Darling Harbour facility consigned to demolition and reconstruction, the 2014 Conference & Expo moves to 'The Dome' at Sydney Olympic Park. ■









**MANY COMPANIES** exhibiting at the CMAA's 2013 Hospitality Expo take the opportunity for breakfast, lunch or dinner meetings with clients, including club managers and directors.

But, when 4 o'clock rolls around on Day 1 of the Expo each year, exhibitor company executives, Expo and Conference delegates head for the Conference & Expo Cocktail Party for a few drinks, a snack and more conversation about business, the Club Industry and life in general.

More than 400 guests filled Hall 5 of the Sydney Convention & Exhibition Centre on March 12 where CMAA Federal President Bill Clegg also announced Russel Gartner from SHFL entertainment, Catherine Mancuso from CCM Travel and City Diggers Wollongong General Manager Phil Ryan as the 2013 inductees to the CMAA Hall of Fame.

Bowlers Club of NSW CEO Rocky Massaria was another popular winner of the Peter Cameron Award.

The networking and laughs rolled on until 6pm when many people headed for their next engagement during two busy days of business. ■



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## IGT'S key to win bling

**MANY CLUB** Industry trade suppliers took the opportunity at the CMAA's 2013 Hospitality Expo to run promotions and prize draws. IGT's Marketing Communications Manager Lisa Colella made sure that more than 200 IGT clients who attended the trade show had the chance to go home with something very special. In this case it was a stunning white gold and diamond key pendant – a real piece of bling! The IGT stand was all about bigger, brighter stars with the release of a refreshed cabinet and systems offering, as well as the new dazzling **'Diamond Strike'** theme bank. IGT's 'diamond' hostesses – Josette O'Sullivan and Zoe Diamond – were at the stand to assist CMAA Expo Coordinator Judy Rayner in drawing the lucky winner of the key pendant, assisted by. There's no doubt that Cessnock Rugby League Supporters Club General manager and CMAA Hunter Zone President Paul Cousins got a very warm welcome when he returned home from the Expo. ■



■ Cessnock Rugby League Supporters Club CEO Paul Cousins.



## Charmayne's good deeds rewarded



**CHARMAYNE HESAN** had quite a few items on her 'to-do list' when she came to Sydney for the CMAA's 2013 Hospitality Expo at Darling Harbour last month. One was to investigate the latest goods and services from the industry's best suppliers. Another was to help her Oberon RSL Club General Manager Rachel Sharp negotiate the 110 exhibitor stands in a wheelchair. Rachel, the CMAA Mid State Zone President fractured her right leg while working one weekend in February on the family farm in western NSW. Charmayne took good care of Rachel and was rewarded for her good deeds when her name was drawn out as winner of the Supagas Expo Prize Draw. Charmayne won an Agora 10" 16Gb Dual Core Tablet and happily accepted her prize from Brian Longmore, from Premier Hospitality, and Lisa La Macchia, the Business Development Manager for Supagas. ■

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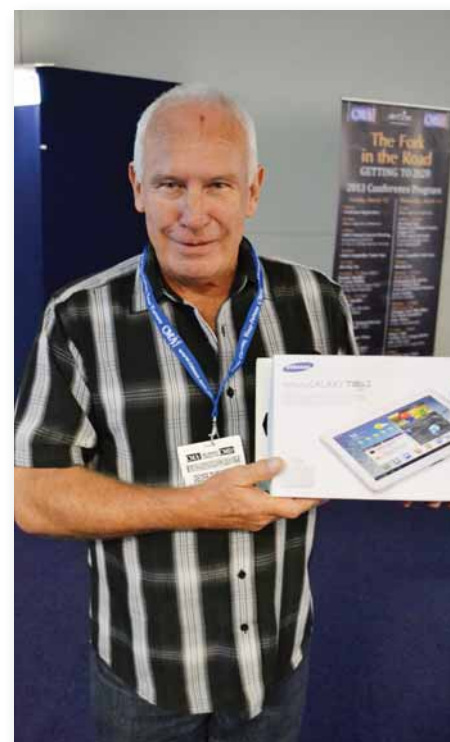
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## Geoff happy to take his tablet

**GEOFF THOMPSON** is a man who believes in the power of education and professional development. The experienced Duty Manager at Woolgoolga Diggers Club in the CMAA Mid North Coast Zone regularly attends CMAA Conferences and Zone Workshops. Geoff was in the right place at the right time when his name was drawn as winner of the Conference Registration Prize. Conference Panel guest Paul Lyons drew Geoff's name from the 140 delegates who registered to attend the **'Fork In The Road' Conference**. Geoff said the Samsung Galaxy 'Tab2' and leather carry case were exactly what he had been looking around to buy. The 'Tab2' 10.1 packs 32-gigabyte multi-media communication and top internet functionality in the one highly portable personal tablet device. ■





## Holiday prize caps off great trip

**TRACEY EVANS** reckons a week on Hamilton Island would have been the perfect way to finish off her three days at the CMAA's 2013 Conference & Expo at Darling Harbour last month. The General Manager at Nerang RSL Club in the hinterland of the Gold Coast, Tracey was the lucky winner of the CMAA Expo 'Sponsors Passport' competition on March 12 & 13. The 'Sponsors Passport' promotion has been a great success with Expo visitors and the CMDA sponsor companies who take stands at the annual Expo. Tracey won a five-night dream



■ Nerang RSL Club General Manager Tracey Evans.



holiday on Hamilton Island for two people. The accommodation was supplied by CMDA Career Development Sponsor Robert Oatley Vineyards, while National Bursary Program Sponsor company CCM Travel will provide the airfares. To enter the competition, Expo visitors had to call at each of the 19 stands – each belonging to a CMDA Career Development or CMDA National Bursary sponsor company – have their Expo 'Passport' stamped before lodging their completed passport in the competition box at the CMAA stand. Expo Coordinator Judy Rayner drew the winner at 3pm on Wednesday, March 13. CMAA staff members (from left) Tegan Cain, Carol Quirke and Evonne Bosnich were with Judy to supervise the draw. Tracey could not have been happier – except she was already at the airport awaiting her flight back to the Gold Coast when we caught up with her. Tracey was

part of 20 managers and 23 industry trade representatives who made the trip to Sydney for the Conference and Expo. "We had a wonderful three days and this is a perfect way to cap off the trip," Tracey said. "Thank you to Robert Oatley Vineyards, CCM Travel, the CMAA and all of the companies who supported the Expo. I can't wait to get away to Hamilton Island." The CMAA also offered two tickets to a 2013 NSW v Queensland State of Origin Rugby League series game at ANZ Stadium in Sydney. The winner was Katie Macsok, from Mounties. ■

## Stantons join Judy's growing list

**JUDY RAYNER** has no trouble making friends. Judy, who has plenty of friends, usually adds a few new friends come CMAA Expo time each year. In fact, you can almost set you watch by it. At about 5 o'clock on Day 1 of the annual Expo, during the CMAA Cocktail Party, Judy, the Expo Coordinator, gets to draw the winner of the Expo Exhibitor Bonus prize. It's the five-night dream holiday on Hamilton Island for two people with accommodation provided by CMDA Career Development Sponsor Robert Oatley Vineyards and National Bursary Program Sponsor company CCM Travel provides the airfares. Each one of the 110 companies who exhibited at the Expo went into the draw. Michael and Suzi



Stanton from Infosign were the winners – and Judy instantly had two more new best friends. Suzi was very excited and said she was going home from the Expo to pack for the trip. "It's a wonderful prize and I can't wait to be there ... we really do need this holiday," Suzi told Michael when they called in on Jane Bailey (left) from Robert Oatley Vineyards and Catherine Mancuso (right) from CCM Travel to say thank you for their prize win. ■



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## They came, they saw, they conquered ... again

**THE QUEENSLANDERS** were back again for the CMAA's 2013 Conference & Hospitality Expo at Darling Harbour last month. There were members from almost all Queensland Zones, including four female managers from Across The Waves Sports Club at Bundaberg.

Last year, Gold Coast Zone Education Officer Bryan Jones 'captained' a group of 23 tourists that included 15 managers and eight industry trade representatives. In 2013, 20 managers and 23 trade reps headed south for the three days of business study, networking and some old-fashioned fun. "It was another great trip and I don't think we will have any trouble doing it all again next year," Bryan said of the tour.

The group arrived in Sydney on Monday, March 11 and immediately boarded a coach for club visits to Campsie RSL Club, where they enjoyed a superb lunch; then to Club Five Dock for split tours of the entire club; and finished with another impressive tour of Canada Bay Club, finishing with finger food and drinks.

The day ended with drinks at the Orient Hotel before dinner at the Lowenbrau Keller German Beer Hall.

With trade reps heading to the Hospitality expo on Tuesday morning, Zone Members attended the AGM and Conference workshops before spending the balance of the day back at the Expo, calling on all of the suppliers who supported the Zone tour.

The Zone, through its Education Fund, subsidised return flights, tour, accommodation and dinner along with AGM & Conference registration.

"Everyone enjoyed the 2012 trip, but the 2013 tour was bigger, better and the clubs visits was a good opportunity to network and see what NSW clubs are focusing on," Bryan added.

Bryan praised the efforts of Zone Treasurer Tracey Evans and CMAA Queensland Membership Liaison Officer Justin McGurgan who organised the club tours and bus.

"The feedback suggests that everyone who went this year is keen to go again in 2014, so we might have to expand the tour party," Bryan concluded. "The friendship and professional contact with the entire group was very impressive. Many people made new contacts ... they will stay in touch with and work well together." ■

■ *Federal President Bill Clegg and Executive Officer Ralph Kober (far right) joined CMAA Gold Coast Zone Members for a commemorative shot during the 2013 CMAA Hall of Fame Cocktail Party at Darling Harbour.*

Everyone enjoyed the 2012 trip, but the 2013 tour was bigger, better and the clubs visits was a good opportunity to network and see what NSW clubs are focusing on ...



ROBERT OATLEY  
VINEYARDS



The **CMAA** thanks **Campbell MacLeod** with the **Robert Oatley Vineyards** team and **Catherine Mancuso** with the **CCM Travel** team for their support with the '**Sponsors Passport**' and the '**Expo Bonus**' prizes at the 2013 Conference & Expo.

Congratulations to our prize winners – **Tracey Evans** (*Sponsors Passport*) and **Suzi & Michael Stanton** from **Infosign** (*Expo Bonus*) ... enjoy your dream holidays on Hamilton Island.





**HALL 5** at the Sydney Convention & Exhibition Centre, Darling Harbour was packed with more than 110 companies showcasing the latest products and services for the Club Industry at the **CMAA'S 2013 Hospitality Expo**. Expo Business Coordinator Judy Rayner said business response to the Expo – on March 12 & 13 – was impressive and positive with many companies reporting good business across both days. With the NSW Government's decision to demolish and rebuild the Exhibition Centre, the 2014 Conference and Expo will move to The Dome at Sydney Olympic Park.

For information on the new venue, or to book a stand at the 2014 Hospitality Expo, contact

**Judy Rayner** at **Rayner Sales & Marketing** P: 02 – 9332 2363 or 02 – 9360 6177;

F: 02 – 9361 5142; E: rayner@bigpond.net.au



### CMAA 2013 Hospitality Expo Exhibiting Companies

Stand	COMPANY	Stand	COMPANY	Stand	COMPANY
51	Abacus Cash Systems	13	EZE ATM	29	Odour Control
67B	Paladin Bases	71	Gasser Chair Company	55	Orion Art
117	Advance Design	17	Global Coffee Solutions	19	Paynter Dixon Constructions
2	Ainsworth Game Technology	33	Global Gaming Industries	16	Pernod-Ricard Australia
65	Allpride Signs & Marketing	7	Go Green	28	Planet Entertainment
22	Aristocrat	68	Gold Crest Security	84	Plantscaping Solutions
76	Aruze Australia	3	Golden Games	35	powerPerceptor Australia
66	Australian Interior Landscapes	9	Gopher Graphics	52	Premier Hospitality / Bevcon
115	Bally Australia	91	Grace Information	113	RaffleTV Digital Signage Networks
10	Barringtons	81A	GSL – Gobsmacked Loyalty Solutions	108	Recovery Partners
104	BEPOZ Retail Solutions	20	H&L Australia	6	Rhinoplay
127	Big Screen Video	96	HOSTPLUS	48	Ricmar
21	Bingo Australia	83	IGT	82A	Robert Oatley Vineyards
77	Bite Size Coffee Treats	103	Independent Gaming	23	Rohrig Hospitality
49	biz4mobi Apps	124	Indigopop	111	Roxset
95	Blufi / Boomerang Paging	123	Infosign	82	Russell Corporate Advisory
81	Boden Projects	55A	Innersphere	110	Sebel Furniture
56	BR Global	86	Instore Vision	57	SHFL entertainment
107	Brintons Carpets	88	InteractCard	78	Silver Chef Limited
106	Capital Design Works	61	Jensen Data Systems	130	Simtech Gaming Products
70	Cardfix	5	Kappalyn Technology Solutions	79A	Smart Exposure
64	Cashpoint ATM	119	Karo	11	Smart Watts
89	CAV Audio Visual Security	36	Konami	13A	SolarFund Commercial
81B	CCM Travel	21A	Loyalty Print	50	Southern Cross University
24	Cellar Control	62	LRS (Long Range Systems)	26	Sprintquip
116	Charlies Cookies	1	Maxgaming	35A	Starwell International
63	Circle Solutions	112	McWilliams Wines	92	Strategic Rewards
73	ClockOn Australia	25	MEI	69	Sunblest Cleaning Services
4	Club & Hotel Joinery	34	Methodical Services	52A	SUPAGAS
126	Club Managers Association Australia	12	Micropower	85	SWS Signage
75	Community First Credit Union	15	Micros Fidelio Australia	27	TechnoPROM
72	Daily Press Group	87	Multistream Media	79	Transcity
18	DC Payments	14	Network Refurbishments & Constructions	67A	Tricorp Gaming
93	EP&T Global	74	Nufurn Commercial Furniture	59	Whitecliffe Carpets
46	eBet			80	Wymac Gaming Solutions
				131	ZigZag Apparel

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## Club Industry honours Glenn Shorrock

- **RIGHT:** Christine Anu's performance at the ACE Awards was a highlight.
- **BELOW LEFT:** Australian entertainment legend Glenn Shorrock accepts the ACE Lifetime Achievement Award from entertainment historian Glenn A Baker.



**THE CLUB** Industry honoured one of its finest when Glenn Shorrock received the Lifetime Achievement Award at the 2012 Australian Club Entertainment (ACE) Awards at The Juniors – Kingsford last month.

Rock historian Glenn A Baker held spellbound the packed audience with his remarkable tribute to Shorrock, a founding member of classic groups The Twilights, Axiom and Little River Band, as well as enjoying an impressive and successful solo career. 2013 marks 48 years in the music industry and Glenn has been the voice behind more than 30 million album sales worldwide.

He was inducted into the Australian Recording Industry (ARIA) Hall of Fame for

his work as a solo artist (1991) and as part of the Little River Band (2004). Other big winners on the night included Darren Carr (Club Performer of the Year), Alissa Gray (Female Vocal Performer) and 'The Voice' national talent show finalist Darren Percival (Male Vocal Performer).

The ACE Awards – on Wednesday, March 20 – is the highlight event for talented and hard-working entertainers and acknowledges their contribution to the Club Industry and more than 400 guests shared in the awards and the show. The theme of the 2012 awards event was 'Can You Feel It!' and major sponsors of the 2012 ACE Awards again are the CMAA and ClubsNSW.

Following the sell-out entertainment

- **BELOW:** The Juniors Kingsford CEO Geoff Knight with Doug May, Trade Relations Director for Lion, the ACE Awards Major Sponsor, and CMAA Federal President and ACE Awards Committee Chairman Bill Clegg.

- **BOTTOM:** The McClymonts won the Country Group category at the 2012 ACE Awards and produced a memorable performance during the show.







spectacular when the awards dinner moved to The Juniors last year, the club's management and events organising team – led by CEO Geoff Knight and Marketing & Entertainment Manager Brad Stanford – were able to match the experience and occasion in 2013.

In his official welcome to more than 500 guests in the packed Juniors showroom, Chairman Bill Clegg said that when the curtain went up on last year's event he realised how important the ACE Awards is for so many people ... for the entertainers; for their agents and managers; for the clubs who support these remarkable performers; and for the Club Industry. ■

■ **ABOVE LEFT:** 'Female Vocal Performer' winner Alissa Gray celebrated in style.

■ **ABOVE MIDDLE:** Master of Ceremonies Darren Carr's humour is a highlight of the annual awards event and he collected awards for 'Club Performer of the Year' and 'Comedy Act'.

■ **ABOVE RIGHT:** 'The Voice' finalist Darren Percival made a big impact with his performance at the ACE Awards and was named 'Male Vocal Performer' for 2012.

**2013 marks 48 years in the music industry and Glenn has been the voice behind more than 30 million album sales worldwide.**

## The Winners ...

1. Lifetime Achievement Award (sponsored by ClubsNSW) – GLENN SHORROCK
2. Club Performer of the Year (sponsored by Lion Nathan & CMAA) – DARREN CARR
3. Duo / Trio (sponsored by Gopher Graphics) – THE WILLIAMS BROTHERS
4. Covers Band 4 or more (sponsored by St Marys Rugby League Club) – JELLYBEAN JAM
5. Rising Star Award (sponsored by The Robin Hunt Organisation) – JACK VIDGEN
6. Country Group (sponsored by Boden Projects) – THE McCLYMONTS
7. Country Performer (sponsored by Leagues Clubs Australia) – BECCY COLE
8. Solo Piano / Vocalist (sponsored by Bankstown Sports Club) – FRANKY VALENTYN
9. Solo Guitar / Vocalist (sponsored by Club Plus Superannuation) – CHRIS CONNOLLY
10. Vocal Group (sponsored by St Johns Park Bowling Club) – ROBERTSON BROTHERS
11. Children's Show / Performer (sponsored by Juniors @ the Junction) – PLAY SCHOOL
12. Sight Act (sponsored by Gold Crest Security) – BRENDAN MON TANNER
13. Versatile Variety Artist / Group (sponsored by Petersham RSL Club) – JOEY FIMMANO
14. Comedy Act (sponsored by 99 ON YORK) – DARREN CARR
15. Production Show (sponsored by Creative Gifts) – BURLESQUE SPECTACULAR
16. Showband (sponsored by HOSTPLUS) – THE KAMIS
17. Tribute Show (sponsored by Blacktown Workers Club) – 'DESPERADO' – EAGLES SHOW
18. Original Music Group (sponsored by Schweppes Australia) – BRIAN CADD & RUSSELL MORRIS
19. Original Music Performer (sponsored by Twin Towns Clubs & Resorts) – DARYL BRAITHWAITE
20. Female Vocal Performer (sponsored by Canterbury Hurlstone Park RSL Club) – ALISA GRAY
21. Male Vocal Performer (sponsored by Ingleburn RSL Club) – DARREN PERCIVAL
22. Dance Production (sponsored by The Juniors) – 'DECADENCE' – POPSET
23. Technical Support – Sound & Lighting Operators (sponsored by IGT) – THE JUNIORS
24. Accompanying Band (sponsored by DeBortoli Wines) – JOSEPH MACRI BAND
25. Touring International Artist (sponsored by CMAA) – MELISSA MANCHESTER
26. Excellence & Commitment to Entertainment (sponsored by ClubsNSW) – BLACKTOWN WORKERS CLUB

# Union governance panel rejects corporations law solution

**THE PANEL** established at last year's ACTU Congress to advise affiliates on best-practice governance has concluded there is no need for additional laws, rejecting calls for unions to be subjected to company-style regulation.

It also finds that, generally, Australian unions are honestly run, despite recent publicity about the Health Services Union. Many of its recommendations are drawn from existing union practices, it says.

The panel's terms of reference required it to "consider the experience of national unions and branches in the current regulatory environment" and make recommendations on governance standards in the not-for-profit sector (and corporate sector where relevant), financial transparency and accountability, risk management and member complaints handling.

The ACTU's Executive considered the report and backed its recommendations for unions to adopt detailed policies and procedures on financial management, conflicts of interest and remuneration.

The report suggests a practical ethical guide for unions is the 'front page' test. "This involves asking: How would some projected action, omission or practice look on the front page of a daily paper?"

The panel was chaired by retired Federal Court judge Rodney Madgwick and included Melbourne University's Professor Danny Samson, barrister Judith Bornstein and First Super Chief Executive Graeme Russell.

ACTU Secretary Dave Oliver said unions should feel proud of the report, "as well as challenged to do better".

The panel says that compared to companies, parliaments, religious bodies, government departments and clubs, there has been "relatively little scandal or concern involving the financial probity of union officers". The main problem, it suggests, seems to have been occasional "small-scale embezzlement", often associated with gambling problems.

Its brief was not, however, to investigate instances of bad behaviour by unions.

## Unions More Like Not-For-Profit Sector, Not Companies

The panel found that registered organisations are "fundamentally different" from trading or financial organisations.

"Unions do not have shareholders with significant financial investments at risk. Shareholders may have large financial exposure to a company by reason of the size of their shareholding; by contrast union members have necessarily invested only their generally fairly modest membership fees," the panel said.

"Nor do unions have customers who might be seriously financially affected by untoward dealing. Dishonesty, conflict of interest and other aspects of poor governance in trading and financial companies have the capacity to cause great harm and loss to individual members of the public, as well as to those with large shareholdings. The last few years have seen many well-publicised instances of individual losses of many thousands of dollars by many people and the actual ruination of some of them caused by such malfeasance."

The panel says the call for equivalent regulation of unions and companies "does not withstand analysis", advocating instead self-regulation by individual unions and the union movement collectively.

If this works, "there is no case for the legislative imposition of further bureaucratic regulatory burdens or cluttering the statute books with further, unnecessary and likely ineffective criminal sanctions", the report stated.

"We subscribe to the view that the greatest disinfectant is sunlight. Appropriate disclosure of practices and policies is likely to do more to prevent any malpractice than shiploads of punitive sanctions for breach of standards."

The panels concludes that a better model is the not-for-profit sector, which was originally overseen by the ASIC and ATO, but is now regulated by the Australian Charities and Not-for-profit Commission (ACNC).

"This was done in recognition that not-for-profit bodies have special needs and requirements that differ from corporations, and they should therefore be regulated in different ways," the panel said.

The report's recommendations also draw on examples from superannuation funds, professional accountancy regulators and the Australian Public Service.

## AiG & Opposition Say Most Organisations Do The Right Thing

The panel draws on the Ai Group's submission on the Registered Organisations Act amendments in which it said that inappropriate conduct in one organisation should not be used as an excuse to impose excessive laws on all organisations, most of which are run ethically to benefit their members.

They also pointed to an acknowledgment by the Opposition Senators on the Education, Employment & Workplace Relations Committee in their June 2012 report on the RO Act amendments that the "overwhelming majority of registered organisations already do the right thing".

## Australian Unions More Heavily Regulated Than Most

In support of its softer-touch approach, the panel says Australian unions are regulated "to a much greater degree than in virtually any other comparable country", with only US unions in the ballpark.

And they point to criticisms of the US 'goldfish bowl' approach to regulation as having greatly increased the burden on unions, making it difficult for smaller unions in particular to meet their obligations.

"Elsewhere, especially in Western Europe and regions influenced by mainland European ideas, principles of non-interference by the state in free, private, non-trading associations [and ILO support for those principles] have been more influential than here," the report says.

The Australian regulation "is more comprehensive and intrusive into the affairs of organisations than in many overseas jurisdictions", according to the panel.

They also conclude that the *RO Act's* regulation and requirements are in a number of instances more comprehensive and far-reaching than those for companies.

## Union Salaries Modest

In an analysis of remuneration, the panel says union leaders' salaries are generally modest and "bear no comparison" to the multi-million dollar pay packets of some company chief executives.

The report extracts figures from a May 4, 2012 article in *The Australian* listing \$156,000 as the annual salary for the ACTU President and Secretary, and \$92,000 for the AMWU Secretary, ►



- ▶ then Mr Oliver. AWU National Secretary Paul Howes was said to be on \$146,000, with TWU National Secretary Tony Sheldon bringing in \$132,000.

By contrast, as at October 1, 2011, Toll's Chief Executive earned \$5.8 million, Origin's boss \$7.6 million and Commonwealth Bank's Chief Executive \$16.2 million, according to figures obtained from the Australian Council of Superannuation Investors. Secretaries of Commonwealth departments earned between \$586,000 and \$646,000 at July 1, 2012.

The panel said there was "overwhelming acceptance that union officers should not be remunerated at levels to be found only in the higher ranks of private sector employment or the highest ranks of public employment".

They said that senior union officers and employees, such as organisers and industrial advocates, generally did not receive penalty rates for overtime, weekend and holiday work.

"This lack of entitlement perhaps extends further down the ranks of union officers than is the case in many other areas of employment," the report says.

Nevertheless, the panel recommends that unions should disclose to members remuneration and entitlement information for all officers and employees, not just the highest paid as is required under the amended *RO Act*.

"Our view is that all unions should forthwith disclose directly to their members all present arrangements for all elected officers and appointed employees as to their receipts and entitlements from all sources for work of any kind," the panel said.

Similarly, conflict of interest disclosure obligations should apply to all employees with decision-making roles and responsibilities, not just officers, it recommends.

### No Cash From Credit Cards

The report says credit card policies would normally prohibit

the ability to obtain cash advances, noting that it is common for unions block these on issued cards. It stopped short, however, of making a specific recommendation to this end.

Cash withdrawals on union credit cards are a feature of the criminal charges against former HSU National Secretary, now Federal Member for Dobell, Craig Thomson.

The panel recommended that payment of credit card invoices are approved, or co-approved, by an officer other than the card holder.

### Role For The ACTU

The ACTU has accepted the panel's recommendation to set up an Implementation Committee to guide the unions' response to the report. The committee will include Mr Oliver, Mr Lyons and other members of the ACTU Finance Committee

The panel also suggested the peak body establish a small unit to assist and measure adoption of best-practice governance by unions.

"This unit could advise unions on good governance and monitor and publicise developments/progress in these matters, acting to encourage improved actions and outcomes. It could provide confidential, independent reviews for unions of their practices relative to good governance as proposed in this report. It could also develop templates of different suggested policies and procedures for unions of varying size and structure," the report added.

The ACTU Executive did not direct all unions to adopt the panel's recommendations, but Mr Oliver said there was strong support for the report among affiliates.

The panel said disaffiliation remains the ACTU's ultimate sanction against recalcitrant unions.

"But all unions must continue to face up to the reality revealed by the HSU affair that no union is an island, entire unto itself and free from the taint that poor conduct in one union can spread to all other unions," the panel cautioned. ■

## Workplace Gender Equality Act 2012

THE *Workplace Gender Equality Act 2012* (the Act) has come into force and requires clubs with more than 100 employees to submit a public report comprising a workplace profile annually.

A template of the public report form is available online and needs to be submitted to the Workplace Gender Equality Agency for the reporting period April 1 to March 31 each year. The template for this year's reporting period can be accessed at [http://www.wgea.gov.au/Reporting\\_And\\_Compliance.asp](http://www.wgea.gov.au/Reporting_And_Compliance.asp).

Reporting requirements may be different next year and clubs should revisit this site for any changes to the template form at that time.

The principal objects of the Act are to help eliminate gender-based discrimination and to improve gender equality (including equal remuneration among men and women) in employment and the wider workplace.

It aims to do this by making employers and their employees and members aware of various gender equality indexes within their business.

### Requirements for Employers

For clubs with more than 100 employees to be compliant with the Act, they need to submit the public report form to the Agency by May 31 each year. Employers with less than 100 employees are exempt from any obligations under the Act. As part of the transition process, the reporting requirements for 2012-2013 have been reduced to simply require a workplace profile which includes information about ...

- Percentage of males & females in different roles e.g. senior

management, governing body (e.g. board of directors), administration staff;

- Percentage of women & men employed overall;
- Percentage of men & women in part-time, full-time and casual roles.

Once the report has been submitted, clubs need to comply with a number of notification and access requirements ...

1. As soon as practicable after lodging a report, clubs must inform employees that the report has been lodged with the agency and how the report may be accessed. This notification can occur through the typical means of communication with employees, including staff memos, workplace meetings and any other appropriate existing consultative means.

2. Clubs must provide employees with access to the report, whether it is in a hard copy, or intranet, or a link to the website where the report can be downloaded, or by other means.

3. Within seven days of lodging the report, clubs must take all reasonable steps to inform the relevant union(s), which has members who are employees of the club, that its report has been lodged with the agency.

4. When informing employees or the union that a report has been lodged, clubs must advise them that comments on the report may be given to the club directly or to the agency.

The consequences of non-compliance with the Act include the relevant club being 'named and shamed' publicly, or in a report by the agency to the Minister, or by other means. Further, non-compliant employers may not be eligible to receive Commonwealth grants or other financial assistance. ■



# Big Events Diary Dates

## The Fork in the Road Conference Series

# 2013

### January

Sun	Mon	Tue	Wed	Thu	Fri	Sat
30	31	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2
3	4	5	6	7	8	9

### February

Sun	Mon	Tue	Wed	Thu	Fri	Sat
27	28	29	30	31	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	1	2
3	4	5	6	7	8	9

### March

Sun	Mon	Tue	Wed	Thu	Fri	Sat
24	25	26	27	28	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31	1	2	3	4	5	6

### April

Sun	Mon	Tue	Wed	Thu	Fri	Sat
31	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	1	2	3	4
5	6	7	8	9	10	11

### May

Sun	Mon	Tue	Wed	Thu	Fri	Sat
28	29	30	1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	1
2	3	4	5	6	7	8

### June

Sun	Mon	Tue	Wed	Thu	Fri	Sat
26	27	28	29	30	31	1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	1	2	3	4	5	6

### July

Sun	Mon	Tue	Wed	Thu	Fri	Sat
30	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31	1	2	3
4	5	6	7	8	9	10

### August

Sun	Mon	Tue	Wed	Thu	Fri	Sat
28	29	30	31	1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31
1	2	3	4	5	6	7

### September

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	1	2	3	4	5
6	7	8	9	10	11	12

### October

Sun	Mon	Tue	Wed	Thu	Fri	Sat
29	30	1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2
3	4	5	6	7	8	9

### November

Sun	Mon	Tue	Wed	Thu	Fri	Sat
27	28	29	30	31	1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
1	2	3	4	5	6	7

### December

Sun	Mon	Tue	Wed	Thu	Fri	Sat
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	1	2	3	4
5	6	7	8	9	10	11



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Qld **July 15-16**; Newcastle **July 22-23** ;  
Northern Rivers **Aug 6-7**; Sydney **Sept 17-18**.



### Clubs+ Summits with Ken Burgin

- **September** - Chefs Management Summit
- **October** - Social Media Summit
- **October** - Webinars – Social Media Christmas Campaign



## Drink Safe Precinct trial extended

**COMMUNITY GROUPS** will share an additional \$500,000 after the Queensland Government extended its Drink Safe Precinct trials until September 2013. The trials began in Brisbane, the Gold Coast and Townsville in 2010 and were due to finish in November 2012. However, the Government made a decision to extend it to February 2013 to cover the busy festive season and has now extended it further.

Initial results of the trial are encouraging and show a decrease in the number of assaults committed and an increase in general public safety. The latest data covered the first 14 months of the trial and the extension will enable the Government and relevant authorities to review its effectiveness over the full two-year period.

The Queensland Police Service (QPS) will fund the additional police resources required. The additional government funding will go towards the continuation of rest and recovery services in each of the three precincts.

Organisations such as Chill Out Zone, Chaplain Watch, Anglicare and Townsville Street Chaplains do a wonderful job assisting patrons in the precincts and this will continue. The precincts attract large numbers of revellers and the rest and recovery services provided invaluable support to the police and ambulance services.

The highly visible increased police presence is vital in reducing the incidents of binge drinking and alcohol-fuelled violence and has contributed to the decrease in assaults. The success of

these precincts hinges on the strong collaboration that we have seen between venues, police, support services and transport providers.

In 2010, the former Queensland Government announced a two-year trial of Drink Safe Precincts (DSPs) to reduce alcohol-related violence in the key entertainment precincts of Surfers Paradise, Townsville and Fortitude Valley.

The DSP trials form part of the former Queensland Government's response to recommendations from a parliamentary inquiry into alcohol-related violence. The Bligh Government initiated this inquiry in 2009, with the former Government's response tabled in Parliament on August 27, 2010.

On July 24, 2012, Jarrod Bleijie, the Attorney-General and Minister for Justice, announced an extension of the trial to February 2013 to cover the holiday season. The Government has further extended the trial until September 2013 to enable an evaluation of the full two year trial period.

On December 18, 2012, Mr Bleijie released the Drink Safe Precincts: Interim Evaluation Report that includes analysis of the first 14 months of trial data, as well as information provided from stakeholders through consultations and surveys. The interim report makes a number of recommendations that are yet to be considered by Government.

The evaluation of the Drink Safe Precinct trial is ongoing with analysis of further data from the trial to be conducted and a final evaluation report due in 2013.

During the trial of the Drink Safe Precincts, a series of online surveys have been conducted to help measure whether the trial is effective in improving public safety and amenity in and around licensed venues, and also help to inform local-level decision making throughout the trial.

The surveys will be open to a broad range of people who have an involvement or interest in the Drink Safe Precincts, including the patrons of pubs and clubs, licensees, workers, business owners and residents.

Club managers are encouraged to participate in the surveys to ensure a balanced view is formed on the responses required to alcohol and drug fuelled violence around licensed venues. Clubs have always been successful in keeping most of the problems out of our venues, and we need to help address the issues created by those we refuse entry to or remove from our premises.

I look forward to hearing from CMAA members on their views of our Drink Safe Precincts. ■



**I WILL** be on the road again this month and I welcome the opportunity to assist any Queensland CMAA Zone with ideas and suggestions for initiatives that can be conducted in your zone. Let's get every Queensland Zone active and benefiting the club managers they represent.

Justin McGurgan CCM  
CMAA Queensland  
Membership Liaison Officer  
M: 0417 632 311  
E: [justin@cmaa.asn.au](mailto:justin@cmaa.asn.au)



## Bundy girls enjoy Expo hospitality

**IT MIGHT** have taken them a while to get there, but the small – but very enthusiastic – group of managers from the Across The Waves Club made the most of their time at the CMAA's 2013 Conference & Expo at Darling Harbour last month. Tanya McCombe, Ashlee Leaver, Marlaine Semmens and Pam Moodie are management team members at the Bundaberg club in Queensland and said they were amazed and impressed by the size and scope of the industry event. "We are enjoying every aspect of the Conference and the Expo and we hope to be back again next year," Tanya said as the quartet enjoyed the hospitality and networking at the Expo Cocktail Party. The Bundaberg group was part of a strong contingent of Queensland managers and industry trade representatives who made the trip to Sydney. ■





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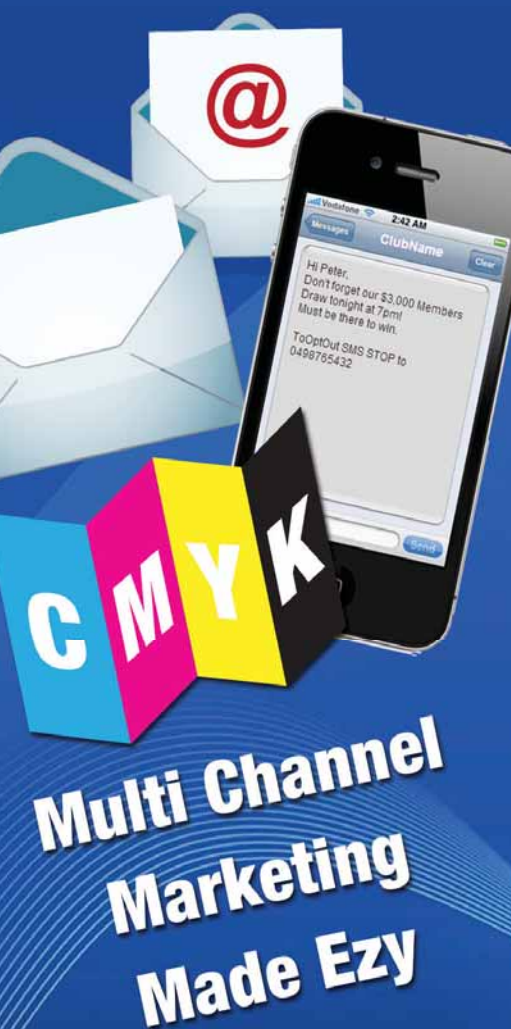
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## Changing with the times ... the ACCM gets a remodel

AT THE CMAA's 2012 AGM, Executive Officer Ralph Kober spoke about calls for a review of the mechanics of the ACCM (Active Certified Club Manager) Award. Ralph gave an undertaking that CMAA would investigate and make recommendations to the Federal Executive for consideration prior to the 2013 AGM. As you may know, the Award is made up of three components ...

- Education
- Experience
- Participation in ongoing CMAA and other approved industry activities.

The latter two components are driven by a points accrual system. Over time, the only component that created issue for CMAA Members was the educational requirements. So, that was where we concentrated our efforts.

We found that there was a growing demographic within our membership who had completed vocational education in different training disciplines to that hospitality subjects stipulated in the ACCM e.g. business; as well as many who had completed higher education e.g. university degrees; and as such, had neither the need nor the desire to complete possibly 15 similar hospitality subjects needed to achieve ACCM.

Additionally, we found there are large numbers of managers who might not ever be able to become an ACCM due to geographic, or Board-related, or financial constraints preventing their attending formal education programs; but they were able to attend a lot of non-accredited professional development.

The issue was discussed with the Federal Executive and the CMDA Board of Management Studies and we reconfirmed what the ACCM was designed to achieve; and it is ... "to acknowledge CMAA Members for:

- 1) their time and experience working as managers in the club industry;
- 2) their efforts to improve their knowledge and skills to better manage their clubs;
- 3) their ongoing participation in industry activities to foster networking, support, idea sharing, and further professional development among club managers;
- 4) provide the industry with worthy selection standard for recruitment and promotion".

From that point, we formulated a concept that would address the varying sources of education and training that were eminent in the industry, but also demand a minimum set of formal education criteria upon which to base a number of optional pathways to ACCM.

The **mandatory** set of accredited courses provides coverage of five critical baseline skills required for all managers as they progress through their careers in clubs ...

- Legal
- Financial
- People
- Marketing
- Gaming.

These criteria can be satisfied from a variety of qualifications of equivalent content and academic level or higher. Naturally, CMDA can deliver these five accredited courses for those who wish to attend formal vocational training. In addition, there are **three pathway options** of which one must be selected to complement the mandatory criteria stated previously. These pathway options allow for flexibility with regard to accredited education and also non-accredited professional development activities and are based on accruing 50 points, as stipulated by CMDA.

This model was developed in consultation with the CMDA Board of Management Studies (BoMS). It provides more equitable access to the Award across the CMAA membership and maintains the integrity of the ACCM's purpose. It was tabled to the Federal Executive for consideration to adopt and, after careful discussion, was accepted.

The following page tables the new ACCM and its mandatory components – plus the three pathway options for the education component.

Please note ... the industry experience and ongoing industry activities components stated at the top of this article remain unchanged in the new ACCM. ■





Pathways to the ACCM from 2013

(This is for the education component of the ACCM application only, applicants must still address the Experience and Activities components as stipulated in the application.)

Incorporating:

- 1. Mandatory Component of accredited formal education, PLUS
- 2. Choice of three (3) optional pathways requiring accrual of 50 CPD points applied to accredited formal education and / or non-accredited professional development activities.

Mandatory Component (Select one of these two core options)

Note: All applicants must possess current certification for RSA SITHFAB009A and RCG SITXGAM006A as a pre-requisite to the application being assessed.

Either	
1) Completion of FIVE (5) NATIONALLY ACCREDITED units from Tourism, Hospitality & Events (SIT) Training Package	2) Completion of five (5) NATIONALLY ACCREDITED units from other qualifications, e.g. business; of at least equivalent content and academic level (or higher). Note: CMDA merely acknowledges those educational achievements but does NOT issue any nationally recognised certifications.*
1. Law skills & knowledge: SITXGLC001A - Develop and update legal knowledge required for business compliance	a) CMDA ascertains obvious equivalencies to the units prescribed for the ACCM, and
2. Business skills & knowledge: SITXFEN005A - Prepare and monitor budgets	b) This option will also include 'acknowledgement' of superseded hospitality qualifications.
3. HR Skills & knowledge: SITXHRM002A - Recruit, select & induct staff	c) Physical evidence of your academic transcripts must be produced
4. Marketing Skills and knowledge: SITXWMPR005A - Develop and manage marketing strategies	*Any mandatory ACCM units that cannot be aligned with requirements must be completed via course work or formal RPL (recognition of prior learning) for which CMDA will then issue a Statement of Attainment upon satisfactory completion. RPL applications will incur a processing fee.
5. Gaming Skills: SITXGAM004A - Analyse and Report on Gaming Machine Data;	

Plus select one of the three elective options below:

Elective Option 1: (5 CPD pts / unit)	Elective Option 2: (5 CPD pts / unit)	Elective Option 3: (2 CPD pts / unit)
You want your ACCM units to be nationally and formally recognised hospitality industry units of study. (10 units x 5pts = 50 CPD pts)	Acknowledgement of equivalent nationally recognised qualifications for your ACCM application. (10 units x 5pts = 50 CPD pts)	You have done the core subjects but you just want to be a Certified Club Manager with CMA based on your experience and industry courses you have attended. You can also mix and match accredited (5 pt) courses using Option 1 & 2 unit requirements as guidelines. (Total of events attended must be 50 CPD pts).
Plus ten (10) units from the following list of electives:*	Plus ten (10) elective units of at least equivalent nationally accredited nature and content or higher.	Plus 10 CMDA 'approved' courses. These can be accredited or non accredited. Each course is the equivalent of one unit. (CMDA will continue to add acceptable courses to this list).
SITXHRM003A Roster staff SITXFEN004A Manage finances within a budget SITXCOM003A Deal with conflict HLTF301B Apply First Aid SITXWGT002A Develop & Implement Operational Plans SITXHRM006A Monitor Staff Performance SITXCCS003A Manage Quality Customer Service SITXFEN007A Manage Physical Assets SITXWGT004A Develop & Implement a Business Plan SITXHRM005A Lead & Manage People Not accredited Manage Workplace relations	<i>CMDA ascertains obvious equivalencies to the units prescribed for the ACCM, and merely acknowledges that educational achievement.</i>  <b>Important Notes</b> (1): CMDA does NOT issue any nationally recognised certification, and your ACCM certification will reflect this. (2): Any ACCM units that cannot be aligned with requirements must be completed via course work or formal RPL for which CMDA will then issue a Statement of Attainment.	<b>Working list</b> 1. Secretary Managers course 2. CMDA Effective Operations Managers course 3. CSA governance course (max 1) 4. GMDC course 5. Mandatory Managers or Directors course (OLGR NSW) 6. Duty Manager Program course 7. Supervisors Boot camp 8. Any Cert IV or higher nationally accredited WHS course from a Registered provider. (max 1) 9. RMLV course (QLD) 10. Any CMDA delivered Summit 11. CMAA conferences 12. Westpac Davidson Institute short courses (non-accredited) 13. Australian Institute of Management (AIM) short courses (non-accredited)
*Complete these units by course work or formal RPL (recognition of prior learning) for Statement of Attainment. CMDA reserves the right to change this course listing periodically due to commercial or regulatory requirements		
<b>Important Note</b> CMDA does NOT issue any nationally recognised certification, and your ACCM certification will reflect this.		

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Shay O'Connor, CCM

## Researchers sought for pokies trial

**THE FEDERAL** Government has called for tenders from interested parties to undertake research on its proposed mandatory pre-commitment scheme for gaming machines. Listed on the AusTender website, the ATM (Approach To Market) aims to engage an entity to 'research the design of an optimum pre-commitment system and forms part of the Australian Government's commitment to implement measures under the *National Gambling Reform Act*'. Originally mandated to begin in February 2013, the ACT clubs lobby has previously warned that the long delay in finalising Labor's gambling package puts the Territory's proposed trial of MPC technology in doubt – in particular as a Federal Election looms on September 14 and a new government may reverse or alter the scheme. Gaming Technologies Association (GTA) maintains that the trial has no chance of beginning any time soon, saying there is much still to be determined. "There's no monitoring system, no network, no specifications and no idea," said GTA CEO, Ross Ferrar. "This might not happen in my lifetime. It will take at least a year from when specifications are agreed, for the first redeveloped game to be approved and available. This is as ridiculous as the pink batts scheme." ■



**CMDA 2013 Courses April – July: See website for more detail and course length - [www.cmaa.asn.au](http://www.cmaa.asn.au)**

Course Name	Date range	Location	Price Type	Amount
SITHGAM004B Analyse & Report on Gaming Data	24/06/2013 - 25/06/2013	Ingleburn RSL Club	Member	\$480.00
			Non Member	\$580.00
Westpac Davidson Institute - Financial Mgt 101	6/06/2013 - 7/06/2013	Sydney Olympic Park	Member	\$900.00
			Non Member	\$950.00
SITXCOM003A Deal with Conflict	15/04/2013 - 16/04/2013	Sydney Olympic Park	Member	\$220.00
			Non Member	\$240.00
SITXMPR005A Develop & Manage Marketing Strategies	7/05/2013 - 12/06/2013	Sydney Olympic Park	Member	\$880.00
			Non Member	\$970.00
SITXHRM003A Duty Manager Development Program	17/06/2013 - 3/07/2013	Sydney Olympic Park	Member	\$1,560.00
			Non Member	\$1,690.00
SITXHRM003A Duty Manager Development Program	29/07/2013 - 14/08/2013	Orange Ex-Services Club	Member	\$1,560.00
			Non Member	\$1,690.00
Effective Operational Manager Program	20/05/2013 - 5/06/2013	Sydney Olympic Park	Member	\$1,560.00
			Non Member	\$1,690.00
Financial Fundamentals Value pack: Includes SITXFIN003A Interpret Financial Information & SITXFIN004A Manage Finances within a Budget	16/04/2013 - 15/05/2013	Sydney Olympic Park	Member	\$890.00
			Non Member	\$980.00
SITXFIN003A Interpret Financial Information	16/04/2013 - 17/04/2013	Sydney Olympic Park	Member	\$660.00
			Non Member	\$725.00
Leadership Behaviours & their Impact on Company Culture (component of Duty Mgr Program)	8/04/2013 - 9/04/2013	Sydney Olympic Park	Member	\$480.00
			Non Member	\$580.00
Leadership Behaviour & their Impact on Company Culture (component of Duty Mgr Program)	2/07/2013 - 3/07/2013	Sydney Olympic Park	Member	\$480.00
			Non Member	\$580.00
SITXFIN004A Manage Finances within a Budget	14/05/2013 - 15/05/2013	Sydney Olympic Park	Member	\$330.00
			Non Member	\$365.00
SITXHRM006A Monitor Staff Performance	27/05/2013 - 28/05/2013	Sydney Olympic Park	Member	\$480.00
			Non Member	\$580.00
SITXFIN005A Prepare & Monitor Budgets	8/07/2013 - 23/07/2013	Sydney Olympic Park	Member	\$330.00
			Non Member	\$380.00
SITHGAM006A RCG	30/04/2013	Sydney Olympic Park	Member	\$95.00
			Non Member	\$100.00
SITHGAM006A RCG	25/06/2013	Sydney Olympic Park	Member	\$95.00
			Non Member	\$100.00
SITHFAB009A RSA	29/04/2013	Sydney Olympic Park	Member	\$135.00
			Non Member	\$140.00
SITHFAB009A RSA	24/06/2013	Sydney Olympic Park	Member	\$135.00
			Non Member	\$140.00
SITXHRM003A Roster Staff	17/06/2013 - 18/06/2013	Sydney Olympic Park	Member	\$330.00
			Non Member	\$365.00
SITXHRM003A Roster Staff	29/07/2013 - 30/07/2013	Orange Ex-Services Club	Member	\$330.00
			Non Member	\$365.00

**Special events coming up ...**

Clubs+ Events Management & Marketing Summit	30/04/2013 – 01/05/2013	The Epping Club	One price	\$665 + GST (+ credit card booking fee)
Jupiters 2013: <i>On The Road – ‘Meeting New Tribes &amp; And Cultures’</i> . Big Social Media content!	July 17, 18 & 19	Jupiters Casino Gold Coast		Details soon ...

# Business model generation engaging with visual graphics

By DAVE STAUGHTON \*

ONE OF my clients, about this time last year, turned red and burst out ... "they are eating our lunch!". He was belatedly aware that it wasn't just the GFC or an industry recession that was causing his sales downturn, but that a new competitor was stealing his market share. The recent start-up was using web-direct ordering with a mobile distribution channel to cut him out of the supply chain – a classic disintermediation play.

Technology and turbulent times are creating alternative business models in almost all industries.

The impact of the web is changing communication channels and streamlining distribution. This creates new business opportunities that are threatening traditional models and incumbent businesses that prefer the status quo.

Kevin Roberts, the CEO of advertising giant Saatchi and Saatchi, pitches to

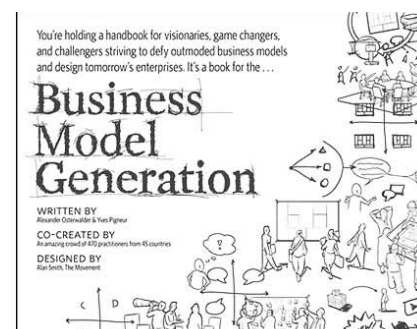
multi-national CEOs around the world. He said recently that most are wondering how to plan and grow in a Volatile, Uncertain, Complex and Ambiguous (VUCA) world full of 'black swan' events such as the Libyan turmoil, tsunamis and earthquakes. Kevin announced that strategy was dead and that 'surfing opportunities' is the new order.

I call it the 'Serengeti Desert' scenario. There are many opportunities lying out there like fresh carcasses in the desert. The first few to find them get a profitable feed and the last to arrive pick on bare bones. Having a sense of urgency and being nimble pays – get in quick, know when to get out and keep searching for the next opportunity.

So, how do organisations innovate and keep up with the rapid pace of change in a 'VUCA' environment? Clients don't want old-school management consulting and 'sold-by-weight' hefty strategic documents. They want miracle workers with power tools!

Perhaps you've noticed that people don't read much anymore. They are too busy. I was recently with a CEO who pointed to a 20cm-high stack of strategic reports that he had not yet read – let alone absorbed, ratified or, heaven forbid, had time to implement.

To get a CEOs attention, advice has to be short, quick and to the point. To be implemented by the whole team, it has to engage hearts and minds. Teams have limited resources – time, energy, attention, money and staff. If you want your strategy to get implemented, it's time to try some new techniques that appeal to busy people of all ages – it's time to think **Visual!**

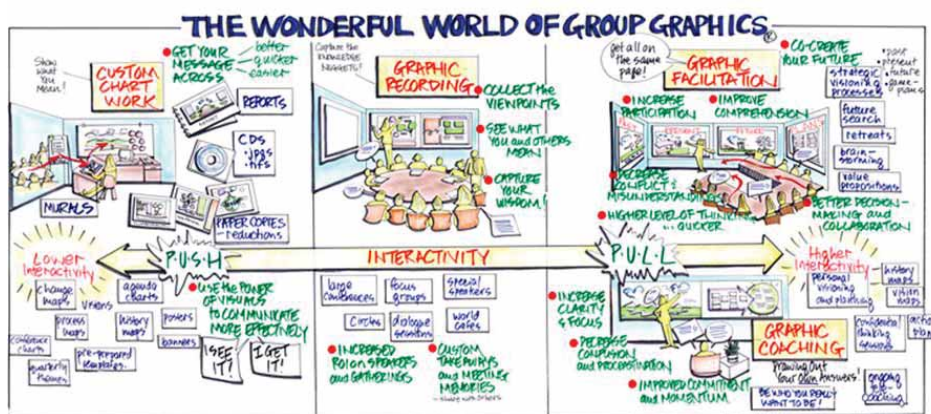


A new book – **Business Model Generation** by Alexander Osterwalder et al – and is based on a website of the same name and is a terrific place to start your visual learning journey. There is even an iPad application coming soon too to make these models even easier use.

The book provides a set of useful tools for developing strategy, opportunities and new business models, including ideas for canvas, patterns, design, strategy and process.

Nine 'building blocks' are covered in detail ...

- Customer Segments
- Value Propositions
- Channels
- Customer Relationships



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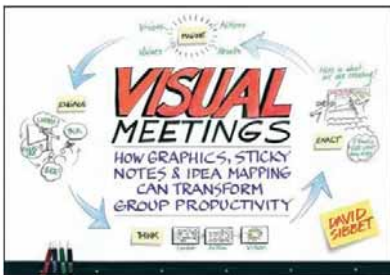


- - Revenue Streams
- Key Resources
- Key Activities
- Key Partnerships
- Cost Structure

A chapter of the book gives examples of new BM patterns, including Unbundling; The long tail (for example – Amazon); multi-sided platforms, including models like Free! (like Google) and Freemium (like Skype); even the popular – bait & hook model (like Gillette, HP Printers and Nespresso); outside-in or inside-out models; open business models; crowd sourcing ... and others

The book covers a range of hot design techniques, including Customer Insights; Ideation; Visual thinking; Prototyping; Storytelling; and Developing Better Scenarios.

Graphic Facilitation and Graphic Recording are great techniques to engage groups in the business modelling process. I can't draw to save myself, yet have been a big fan of visual graphics since doing a graphical facilitation and drawing course with Donna McGeorge, of PEP ([www.graphicrecording.com.au](http://www.graphicrecording.com.au)). She introduced me to the work of David Sibbet, from Grove International in the US ([www.grove.com](http://www.grove.com)) (strongly recommended templates and tools) and the IVFP [www.ivfp.org](http://www.ivfp.org)



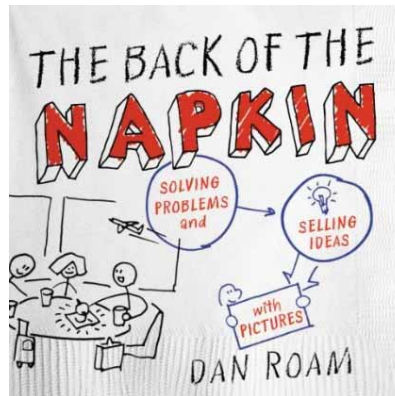
David Sibbet is the author of the book, *Visual Meetings – How graphics, sticky notes and idea mapping can transform group productivity*.

The book contains a huge range of eye-popping visual tools that you can print out, or draw to really enervise your retreats and meetings.

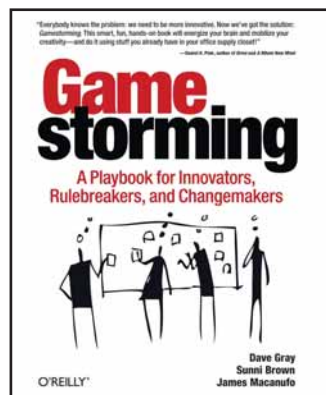
When people work visually they have better ideas, make better decisions and are more committed to producing better results. The visual outputs from planning events become great co-created artefacts for the team and assist later implementation.

I have been using visual planning with CEOs and executives for many years and am always surprised how my scribbles and drawings become the basis for executive group discussions and problem solving. A picture is truly worth a thousand words.

Two other visual solution books I recommend are ...



*The Back Of The Napkin*, by Dan Roam – all about solving problems and selling ideas with pictures. It teaches a whole new way of thinking in a few hours.

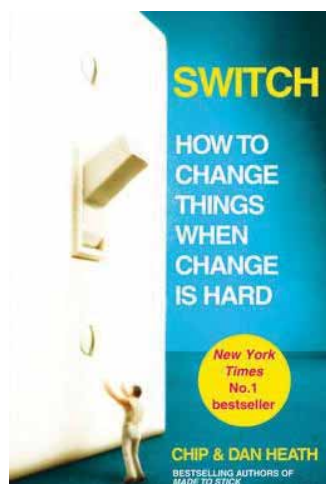


*Gamestorming – A playbook for Innovators, Rulebreakers and Changemakers*, by Dave Gray et al.

This book contains 80 games to help you break down the barriers, communicate better and generate new ideas, insights and strategies.

It also has a range of tools and techniques for encouraging group engagement, innovation and creativity.

Get better results from shorter meetings, more communication and collaboration happening.



Implementation is everything if you want to be known for results. Read Dan Heath's book, *Switch – How To Change When Change Is Hard*. He uses some

techniques similar to lean manufacturing to get things done. Try the five steps to successful change:

1. Start with small changes
2. Repetition gets results
3. Celebrate ANY Improvement
4. Use Planning not Willpower
5. Commit to Others & Get Help

Develop 12-week Celebration Cycles (lean thinking) because it takes six to eight weeks to change a habit.

Another book – *Seizing The White Space – Business Model Innovation for Growth and Renewal* – on business models has a different, yet useful, approach. It's a book by Mark Johnson, published by Harvard Business Press.

**Dave Staughton B.Sc (Hons) FCEO AFAM – The Business Improvement Guy**

Dave Staughton is a scientist, author and award-winning businessman who helps businesses make more sales. 'Big Dave' inspires people with his passion, energy and enthusiasm. A successful businessman, he is a walking library of business case studies, quotes and real life stories. For more information ... W: [www.bighat.com.au](http://www.bighat.com.au) ■

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Hear first-hand from a great line-up of guest speakers, industry experts and smart function managers working in clubs large and small. Inspiring Presentations, Masterclasses, Interactive Sessions, and Networking with colleagues. Prepare for big improvements in menus, marketing, staff training, planning, event design, weddings, entertainment, corporate connections and smart selling.



### Tuesday, April 30

#### 8:30-9:00 ARRIVAL & REGISTRATION

**Session 1 Walking the marketing talk: where customer perceptions clash with your reality.** The event marketing job doesn't stop at the ticket sale. Discover secrets about what makes the difference.

**Session 2 Marketing Campaign Design for Club Events.** This session will put two club examples under the spotlight to run an integrated marketing campaign for a NEW special event.

#### Session 3 Masterclasses:

**ABC of Event Service Training.** How to develop your function service training plan from start to finish, and document it. A hands-on session to create a professional template.

**ABC of Sales & Marketing Plans.** Step by step to create your sales & marketing plan. How to develop integrated sales and marketing campaigns for corporate events, wakes, sporting dinners, weddings & conferences.

#### Lunch & Networking

#### Session 4 Masterclasses:

**ABC of team Sales Training.** One, two, three, signed up! One smart Club Manager shows how his team is becoming a sales machine with the right systems, scripts and training.

**Your Event Management Toolbox.** Project management systems, online manuals, booking services, social media management and costing – how to create more time and more efficiency with less stress.

**Take Your Events Calendar to the Next Level.** How to create more popular attractions for members and visitors: build on regular events such as Valentine's Day, Mother's Day, Melbourne Cup and Christmas. Plus new event ideas!

**Session 5 Small Club, Big Success ...** How one small vibrant club is building improvements year on year in event sales and profitability. Investing in staff and training, doing what they do best, and finding more profits every day.

**Session 6 Who are Your Customers & How To Reach Them?** Analyse the numbers: who are your customers; demographic research; and how to target different markets.

#### Happy Hour, drinks & networking: with Sensology.

Enjoy cocktails with the team from Sensology – refreshments, and a great demo of what you could offer your clients.

#### Dinner at The Epping Club: a fantastic experience.

Join us for a superb meal, great networking and be part of our Party Table Competition and Setup.





## Wednesday, May 1

	<b>Back of House Tour at the Epping Club.</b> See behind the scenes at Sydney's only 5 star Club
<b>Session 7</b>	<b>How to Create Events That Bring in the Dollars!</b> Working with actual club examples to demonstrate what must be considered in determining bottom line profitability.
<b>Session 8</b>	<b>Our Best Events &amp; Entertainment ...</b> How your venue can attract more locals and visitors 365 days of the year – featuring small and large clubs.
<b>Session 9</b>	<b>Masterclasses:</b>  <b>More Success with Bridal Fairs.</b> Whether you run a bridal fair in-house, or join one in your area, there are proven tactics that ensure the best results.  <b>Website Improvements to Drive Sales.</b> How three clubs have upgraded their websites and boosted function and event sales – real examples and inspiration you can use.
	<b>Lunch &amp; Networking</b>
<b>Session 10</b>	<b>Selling is everybody's business.</b> How to create an inspired, structured and strategic approach to selling. Drive the sales results you want and achieve sustained business growth.
<b>Session 11</b>	<b>Action Stations for 2013 &amp; beyond ...</b> Hear from our panel about plans for the year ahead in some very motivated clubs: smarter marketing, fresh menus, clever use of facilities, greater efficiency, new sales techniques, more popular events and terrific staff.
	<b>Finish</b>

## Clubs+ Events Management & Marketing Summit 2013: April 30 – May 1, 2013

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Call Brad at **CMAA** on 02 – 9746 4199 or  
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Activity Points – CMAA Members and CMDA Affiliates receive 20 Industry Activity Points for attending the Clubs+ Events Management & Marketing Summit 2013, towards achievement or maintenance of the Active Club Manager Award (ACCM).

For members who travel more than 100km from the radius of their club, a further 5 Activity points will be awarded.

Day	Date	Meeting	Venue	Zone
<b>APRIL</b>				
<b>Monday</b>	<b>01/04/2013</b>		<b>EASTER MONDAY – PUBLIC HOLIDAY</b>	
Friday	05/04/2013	08:00	North Ryde Golf Club	Manly Northern Suburbs Zone Golf Day
<b>Tuesday-Thursday</b>	<b>16-18/04/2013</b>		<b>Brisbane Convention &amp; Exhibition Centre</b>	<b>Leagues Clubs Australia Gaming &amp; Management Conference</b>
<b>Tuesday</b>	<b>23/04/2013</b>	<b>09:30</b>	<b>Randwick Labor Club</b>	<b>CMAA Federal Executive Meeting</b>
<b>Thursday</b>	<b>25/04/2013</b>		<b>ANZAC DAY – PUBLIC HOLIDAY</b>	
<b>MAY</b>				
<b>Monday</b>	<b>06/05/2013</b>		<b>LABOUR DAY – PUBLIC HOLIDAY – QUEENSLAND</b>	
Tuesday	07/05/2013	11:00	Evans Head Bowling Club	Far North Coast Zone Bowls Day
Tuesday-Wednesday	07-08/05/2013	09:00	Glen Innes & District Services Club	North West State Zone Meeting & Dinner
<b>Monday-Tuesday</b>	<b>06-07/05/2013</b>		<b>Twin Towns Services Club, Tweed Heads</b>	<b>RSL &amp; Services Clubs Association 2013 National Conference</b>
<b>Monday-Wednesday</b>	<b>06-08/05/2013</b>		<b>Venetian Hotel + Macau Golf &amp; Country Club</b>	<b>Asian Club Managers' Conference – Macau</b>
<b>Thursday-Friday</b>	<b>09-10/05/2013</b>		<b>Hong Kong</b>	<b>HOPEX 2013</b>
Thursday	09/05/2013	11:00	Carlton Brewhouse, Abbotsford	Victoria Zone Meeting, Workshop & Lunch
Tuesday	14/05/2013	07:00	Gosford RSL Club	Central Coast Meeting & Breakfast
Thursday	16/05/2013	08:00	Woolgoolga Golf Club	Mid North Coast Zone Golf Day
<b>Saturday-Tuesday</b>	<b>18-21/05/2013</b>		<b>McCormick Place, Chicago</b>	<b>National Restaurant Association (NRA) Show</b>
<b>Tuesday-Thursday</b>	<b>21-23/05/2013</b>		<b>The Venetian, Macau</b>	<b>Global Gaming Expo Asia – G2E Asia – 2013</b>
Friday	24/05/2013	10:30	Canberra Southern Cross Club	ACT Zone Meeting, Workshop & Lunch
Wednesday	29/05/2013	10:00	Cessnock Supporters Club	Hunter Zone AGM & Lunch
<b>Thursday</b>	<b>30/05/2013</b>	<b>09:30</b>	<b>Kedron Wavell Services Club</b>	<b>CMAA Federal Executive Meeting</b>
Friday	31/05/2013	12:00	Woonona Bulli RSL Club	Illawarra Shoalhaven Zone Lunch
<b>JUNE</b>				
Tuesday	04/06/2013	07:00	99 on York	City East Zone & Inner West Zone Breakfast Meeting
Tuesday	04/06/2013	10:00	TBA	Mid North Coast Zone AGM & Lunch
Tuesday	04/06/2013	11:00	Kareela Golf Club	St George Cronulla Zone Meeting & Lunch
Tuesday-Wednesday	04-05/06/2013	18:00 & 09:30	Eden Fishermen's Club	Far South Coast Zone Meeting & Dinner
Wednesday	05/06/2013	15:00	Dubbo RSL Club	Mid State Zone Meeting, Workshop & Dinner
Thursday	06/06/2013	10:30	Kedron Wavell Services Club	Brisbane & Gold Coast Zone Meeting & Bursary Lunch
<b>Monday</b>	<b>10/06/2013</b>		<b>QUEEN'S BIRTHDAY – PUBLIC HOLIDAY (not QLD)</b>	
Wednesday	12/06/2013	11:00	Casino RSM Club	Far North Coast Zone Meeting & Lunch
Tuesday	TBC	11:00	Kedron-Wavell Services Club	Brisbane Zone & Gold Coast Zones Meeting & Lunch
Thursday	20/06/2013	11:30	Club Liverpool	Nepean Zone Meeting, Workshop & Lunch
Tuesday	25/06/2013	07:00	TBA	Inner West Zone Meeting & Breakfast
<b>Thursday</b>	<b>27/06/2013</b>	<b>09:30</b>	<b>Sydney Olympic Park</b>	<b>CMAA Federal Executive Meeting</b>
			<b>No Meetings: June 27 – July 17</b>	
<b>JULY</b>				
Thursday	04/07/2013	11:00	Collaroy Beach Golf Club	Manly Northern Suburbs Zone AGM & Mid Year Lunch
Wednesday	10/07/2013	10:00	TBA	Wide Bay Zone Meeting
Mon- Tuesday	15-16/07/2013	09:00	Barooga Sports Club	Riverina Murray Zone Meeting & Dinner
<b>Tuesday</b>	<b>16/07/2013</b>	<b>09:00</b>	<b>Jupiters, Gold Coast</b>	<b>CMAA Fed Executive &amp; Fed Council Strategic Planning Meeting</b>
<b>Wednesday</b>	<b>17/07/2013</b>	<b>10:00</b>	<b>Jupiters, Gold Coast</b>	<b>CMAA Federal Council Meeting</b>
<b>Wednesday-Friday</b>	<b>17-19/07/2013</b>	<b>09:00</b>	<b>Jupiters, Gold Coast</b>	<b>CMAA Mid-Year Conference</b>
Friday	19/07/2013	11:00	Carlton Brewhouse, Abbotsford	Victoria Zone Meeting, Workshop & Lunch
Saturday	20/07/2013	11:00	Gold Coast Turf Club	Gold Coast-Brisbane Zone Charity Race Day
Friday	26/07/2013	11:00	Bomaderry Bowling Club	Illawarra Shoalhaven Zone Meeting & Lunch



■ The HOSTPLUS Superannuation team (from left) Sean Doyle, Chris McManamon and Jon Shevket with Scott Pape, 'The Barefoot Investor'.

## HOSTPLUS teams up with Barefoot Investor

THE CMAA has quickly built a strong and mutually beneficial relationship with Club Managers' Development Major Sponsor HOSTPLUS. The HOSTPLUS team that includes Christopher McManamon (State Manager – NSW & ACT) Jon Shevket (Manager New Business) and Sean Doyle (Account Manager) already have attended many CMAA Zone events since the hospitality superannuation specialist came on board with the CMAA almost 12 months ago. HOSTPLUS, through its vast business and personnel resources has supported CMAA events and conferences with world-class speakers, including 'The Barefoot Investor' Scott Pape, who gave one of the Keynote Address at the CMAA 2013 Conference at Darling Harbour on March 12. Sean, Christopher and Jon caught up with Scott after his impressive presentation. ■





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# FINANCIAL MANAGEMENT 101 COURSE

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BOOST YOUR KNOWLEDGE – AND YOUR CASH FLOW

## Financial Management 101

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

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

## We'll help you learn how to:

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

**Upcoming Dates 2 days: 6 & 7 June 2013**

**Venue CMDA Sydney Olympic Park**

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

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

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## IN THE ZONE

# Zones events in full swing



**CMAA ZONES** around the Association have started the year with strong attendances at workshops, meetings, lunch and breakfast networking events. Most Zones have had their first meeting for 2013 and are planning for education and professional development opportunities in their regions or at the CMDA Career Development Centre at Sydney Olympic Park. CMAA Executive Officer Ralph Kober already has attended Zone Meetings along the eastern seaboard, including a successful trip to Cairns where 18 managers took the opportunity to investigate the option of starting Zone meetings and education. **'In The Zone'** will return to *CMA Magazine* next month, but you can catch up with the activities at the Zone events on the CMAA Facebook page – <https://www.facebook.com/ClubManagersAssociationAustralia/> ■







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# BUSINESS PLANNING COURSE

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## ENSURE THE LONG-TERM VALUE OF YOUR CLUB

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

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

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

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

**Upcoming Dates 14 June 2013**

**Venue CMDA Sydney Olympic Park**

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

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

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Rob Aldous has no hesitation in laying the club's continuing success at the kitchen door. His praise for his head chef and his staff is unqualified. "Membership has grown as a direct result of our food product," he said.

## Food for thought from Club Kurrawa's chef

■ This is the view members and visitors come for and to enjoy the food.

By HENRI LACH

**THE DEBATE** on in-house food versus independent catering contractors probably is as old as the licensed club industry itself.

There's no doubt there are compelling arguments on both sides. Contractors continue to play a vital part at many club venues. But, as the saying goes ... the proof is in the pudding.

That pudding certainly has proved a very tasty one for the Kurrawa Surf Club on the Gold Coast since it took complete control of its restaurant facilities nearly two years ago.

From April 1, 2011, food at Kurrawa became a major revenue source, due in no small part to head chef Geoff Toussaint-Hayes – an expatriate Londoner who's called Australia home for the past 18 years.

Kurrawa's kitchen has been his domain since it went in-house, and he's a staunch advocate of that concept which, he believes, induces an atmosphere of camaraderie.

"All the staff are now working towards one goal, in one direction. Whereas before [during the independent catering era] there was a clash of direction. Everyone is trying to chase the same thing now. We're all working as a unit; as a team. Everyone helps out if there are problems in the kitchen or on the floor," Geoff said.

He's also passionate about what he sees as his and his staff's commitment to their job. "Our ultimate goal is to make sure that the customers who come in have the ultimate dining experience. They've got the ultimate view, so we need to give them the dining experience to go with that," he added.

That dining experience is available seven days a week, with a comprehensive menu that would do justice to any five-star international hotel.

Geoff sources his material locally wherever possible. Seafood from Gold Coast trawlers is a specialty. "We use only the best products. We buy our chickens fresh, not frozen," he said.

A decision last year to introduce breakfast proved popular with members and visitors.

"We provide an a la carte breakfast menu during the week, but the demand on Saturdays, Sundays and public holidays is so great that we now offer a buffet breakfast to keep up," Geoff explained.

Including breakfast, the club is serving up to 1,200 meals a day, with an average of about 800.

While Geoff is relishing his current position at Kurrawa he has his eye on the future. "I don't want to be a chef all my life. I'd like to manage a venue. I know the backside of the house, now I'm learning the front side of the house and I want to go in that direction," he said.

His ambition has the total support of Kurrawa's General Manager Rob Aldous.

"Our next step with Geoff is to train him in management roles. You bring bankers into our industry, and they may have a really good background in banking, but they don't have anywhere ▶

- **RIGHT:** The driving force (from left) Operations Manager Mat Young, Head Chef Geoff Toussaint-Hayes and General Manager Rob Aldous.
- **FAR RIGHT:** Rob and Geoff enjoy a quiet moment checking out the new dining area furniture and the view.
- **NEXT PAGE:** Some tips from the Head Chef to staffer Helana.
- **NEXT PAGE:** The Surf Club Kurrawa – a multi-award winner.





- near the hospitality skills that a chef brings into the business,” Rob said.

Like his boss, Geoff believes staff training is a vital part of success in the food industry.

Since it took over control of its kitchen Kurrawa has employed the services of The Academy group, with the club’s operations manager Mat Young also committed to the training program.

Supporter membership of Kurrawa has grown steadily during the past 12 months and now stands at more than 13,500. Surf club membership is 650.

Two coveted awards in 2012; ‘Best Club Gold Coast’ and ‘Best Surf Life Saving Supporters Club’ were icing on the cake for Kurruwa.

Rob Aldous has no hesitation in laying the club’s continuing success at the kitchen door. His praise for his head chef and his staff is unqualified. “Membership has grown as a direct result of our food product,” he said.

Rob echoes Geoff’s sentiments about the decision to totally take over food. “The decision to bring food in-house has been very, very beneficial both financially and to bind the club into one unit. We’re now one club,” he said.

The dollars and cents results are impressive. Contribution to surf lifesaving last year was more than \$750,000. A total of \$100,000 was spent on the kitchen upgrade, new carpet and new furniture for the dining area.

Rob and Geoff are certain it’s all only going to get better. ■



## Hospitality a commitment

**GEOFF TOUSSAINT-HAYES** [the surname is a combination of wife Nadine’s and his names] has been in the hospitality industry all his working life.

He’s a graduate of the Southgate College in London, whose hospitality course is recognised world-wide. On graduating, he worked for the Royal Automobile Club in London for the following three and a half years, making fine dining his specialty. He met and married his Australian-born wife in London, with Australia and the Gold Coast their destination.

Geoff was working at Terranora when he won the job at Kurrawa from 80 other applicants. Rob Aldous says Geoff’s background wasn’t the major influence on his decision. “He was far and away the most organised of all the people I interviewed. I knew

what I wanted,” Rob said.

Geoff joined the CMAA as an associate member in 2011 and became a full member eight months ago. He says his decision to join the association was a very positive move. “You can learn a lot from the people who get together at meetings,” he said.

At the time of our interview Geoff was looking forward to accompanying Rob and Mat Young to Sydney last month for the Gold Coast Zone-sponsored tour of clubs and the CMAA’s annual Conference and Hospitality Expo at Darling Harbour.

Geoff’s popularity doesn’t end with his boss. His kitchen staff consider him one of theirs. They even have a pet name for him ... “Chef-ry”.

– HENRI LACH ■

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## Ainsworth @ CMAA 2013 ... Play The Future!

**AINSWORTH UNVEILED** its latest line-up of Mystery packages, along with the innovative **QX32 Progressive Jackpot Controller** at the CMAA's 2013 Hospitality Expo at Darling Harbour last month.

Ainsworth showcased three Mystery Jackpot packages – *'Hummin' Mystery'*, *'Year of the Snake Mystery'* and *'Big Hit Jackpots'* – together with the latest innovation ... the **QX32** link controller.

The **QX32** is an intelligent controller that sets itself apart from the competition.

It manages multiple jackpot banks and can simultaneously manage both symbol and mystery jackpot pools ... the range of options is seemingly endless.

Ainsworth now provides the ultimate in jackpot solutions.

With many more new and innovative Jackpot Packages due for release in 2013, Ainsworth is the 'jackpot one stop shop'.

*'Hummin' Mystery'* offers two levels of SAP with a two-level link option along with exciting features with stacked bonus symbols in every game. Launching with *'Sweet'*, *'Super Sweet'*, *'Sweeter Than Sweet'*, *'Sugar n Spice'*, *'Hummin' Mystery* will spice up any gaming floor.

*'Snake Mystery'*, one of Ainsworth's newest Mystery Jackpot Packages incorporating the proven **Double Shot** concept with a two-level Mystery link.

Ainsworth's extensive link progressive library was extended with three symbol-driven themes ... *'Hyper Bucks'*, *'Jackpot General'* and *'Jackpot Zone'*. *'Hyper Bucks'* provides a one-level link, four levels of SAP, free game features and will be released in the triple-screen **Super A560** cabinet with three **Quad Shot** titles – *'Electric Nights'*, *'Golden Glory'* and *'Hotter Than Hot'*.

Ainsworth's high-performing four-level SAP, **Quad Shot**

again fired up the stage with new titles – *'Big Thunder'*, *'Moon Money'*, *'Pearl Power'*, *'Golden Glory'* and *'Wonder Wizard'*. Incorporating a 50-Line math model, **Quad Shot** is an impressive innovation.

Ainsworth's latest **Premium Plus** titles were released at CMAA Expo 2013 ... *'Inca Reef Grand'*, *'Red Wolf'*, *'Tower of Fortune'* and *'Reels of Wheels'* – in the new **Mega Top A560** and **Wide Boy A560** cabinets featuring a 32" LCD top box.

Ainsworth's **GamePlus** game library also delivered innovative updates to the **Double Shot** range with *'Triple Shot'*, *'Play 100Lines/50Lines'*, *'High Denom'* games and *'Thunder Dragon'*.

The new *'Multiplay Big Time II'* multigame/ multi-denomination series is on the way/.

Unique player presentation with ultimate flexibility for the operator, Ainsworth offers an un-beatable combination for success. ■



► For more information, contact Ainsworth's NSW Sales Manager **Don Moseley**  
M: 0418 606 640 E: [don.moseley@ainsworth.com.au](mailto:don.moseley@ainsworth.com.au)  
W: [www.ainsworth.com.au](http://www.ainsworth.com.au)

## BBC Digital wins major partner award

**CMDA NATIONAL** Bursary Program Sponsor company, BBC Digital, has won the 2012 Canon 'Partner of the Year' Award for NSW and Queensland.

Canon Business Services Australia announced the winners of its annual Canon Partner Channel (CPC) awards at the Novotel Manly Pacific in Sydney.

Guest speaker Kevin Sheedy, coach of the Western Sydney Giants AFL club, provided added inspiration with the CPC awards recognising the outstanding achievements, growth, innovation and engagement of Canon's 55 partners across 70 branches throughout Australia and the Pacific.

Anthony Smiljan, the NSW Sales Manager for BBC Digital Sydney, said he

was delighted on behalf of his team, to win the prestigious award. "We are extremely proud to have been recognised by Canon Australia for our commitment to our customers and the Canon brand," Mr Smiljan added.

BBC Digital came on board as a CMDA sponsor late last year and, for more than 30 years, BBC Digital has been making work flow, offering complete workflow solutions covering the three key areas of document control ...

- The latest hardware and consumables in printers, copiers, scanners and fax machines.
- Managed print solutions that can optimise devices, workflow and maintenance to control cost.
- Business automation and management provides software solutions to capture data directly into your business systems.

BBC Digital uses its experience and technology partners to help assess a customer's situation, make suggestions on how to use their current devices, and

offer more efficient and cost-effective equipment if needed.

BBC Digital helps companies save time and money. ■

► For more information, contact BBC Digital's Account Manager **Mitchell Toohey**  
M: 0408 426 865  
E: [mitchell.toohey@bbcdigital.com.au](mailto:mitchell.toohey@bbcdigital.com.au)  
W: [www.bbcdigital.com.au](http://www.bbcdigital.com.au)



■ BBC Digital National Account Manager **MITCHELL TOOHEY**



# Clubs are not alone – online sports betting in the sights

By **TONY REIN** \*

**FOR A** little while, at least, clubs might enjoy some reprieve from the problem gambling spotlight. The Federal Government has opened another front in its war on problem gambling in the form of yet another joint select committee inquiry, this time into the impact of advertising and promotion of gambling on sport.

The inquiry has been called amid ongoing concerns regarding what many believe is excessive and inappropriate advertising, promotion and sponsorship by certain Australian betting operators around, and during, sporting events. Since the previous state-based advertising bans on interstate bookmakers were found to be unconstitutional, the level of marketing undertaken by some obviously well-funded betting operators has increased dramatically in an apparent fight for brand recognition and market share, particularly in the populous eastern states such as NSW.

Up until very recently, there has been little, if any, restraint exercised by some of these operators; little pressure from the Federal Government; little intervention by the state and territory gaming authorities; and little action by sporting bodies and media industries benefiting from this massive marketing spend. At least, as far as the relevant operators go, their behaviour could be considered a natural commercial response to the sudden deregulation of the market.

It is unfortunate for the industry as a whole that the situation got to the point where the Federal Government felt compelled to interfere, which it can do under the Constitution.

The key concern giving rise to the inquiry is that the level and type of advertising and exposure to betting odds during sports broadcasts may be significantly influencing vulnerable people – children in particular – risking a future generation of problem gamblers who intrinsically connect sport with gambling. As put by some, televised sporting events have become an interactive gambling experience.

Some stakeholders are suggesting that tightly regulated national standards are the most appropriate response, while others are calling for the advertising to be banned altogether. As club administrators are more than aware, gaming machines have for a long time been seen as the main source of problem gambling in Australia. However, at least for the moment, online betting has taken centre stage and is squarely in the sights of the public and government – and it just might present an opportunity for Clubs.

Club managers must have wondered for some time now at the inequity of the stringent gaming machine advertising restrictions as they watch their club patrons being bombarded with online betting advertisements and inducements seemingly day and night, with impunity.

Given this key concern is similar to the well-documented concern with gaming machines and other land-based gaming activities, there is a compelling economic, and indeed logical, argument that with the break-down of effective geographic boundaries between states and the ever-increasing rise of remote access gambling, competitive neutrality across all forms of gambling should be a primary goal of regulators. It would flow from this that, ideally, one set of advertising and promotional standards or laws should apply equally to all forms of gambling, including gaming machines at clubs, and not just online betting.

It's difficult to understand why, from a local public interest perspective, the State Governments have allowed this situation to develop. The NSW Government does not receive any taxes from interstate betting operators, but receives significant

taxes from the gaming operations of clubs and other local land-based venues. Both groups are competing for the NSW gambling dollar, yet the one that pays no local taxes has been given (by apparent inaction) a very significant commercial advantage over the one that does, in terms of its ability to attract that gambling dollar. It is not an equal playing field and, while outside the terms of reference of the current inquiry, it is something that deserves attention.

It is important to note that unlike the previous interstate advertising ban, should the NSW Government have the will, there appears to be no constitutional impediment to it creating a set of uniform advertising laws and rules to apply equally to all gambling operators irrespective of where they are licenced in Australia, or whether land-based or online.

With a Federal Election looming and, given the likely Senate make-up, anything appears possible. Coupled with the fall-out from the recent Australia Crime Commission report into the integrity of Australian sport, the *Interactive Gambling Act* review and various associated inquiries and reports, the gaming and wagering sectors are in for an interesting time.

The inquiry's first public hearing was held in Melbourne on March 5 and a final report is due on May 16.

Thomsons Lawyers will continue to monitor developments. ■

**ThomsonsLawyers**

► **TONY REIN** is a Partner with **Thomsons Lawyers**, a CMDA Career Development Sponsor organisation and expert provider of legal services to the Club Industry, working with more than 60 major clubs and industry associations across Australia. For more information ...  
B: 02 - 8248 3438  
E: [trein@thomsonslawyers.com.au](mailto:trein@thomsonslawyers.com.au)

## Club innovations bring about membership rise

**CLUBS IN** Sydney's south-west have seen a 42% membership boom over the past decade.

St Johns Park Bowling Club CEO David Marsh said this was because of the changing image of clubs.

"In the last year, we've had an 18% increase because we're focusing on traditional values," he said. "We've become more family-friendly, offering good value for money, family activities and school holiday programs."

The club's membership increased from 15,445 in February

last year to 18,359 this year.

ClubsNSW CEO Anthony Ball said indoor smoking bans five years ago had played a major role in membership growth.

"Many clubs saw the smoking ban as an opportunity to build dedicated play areas for children, as well as offer more family-friendly dining options and special events and regular activities that appeal to a wide range of the community," he said. "With electricity prices and general cost of living on the rise, locals have clearly indicated their view that clubs are where they feel most comfortable."

Mr Ball said there would be further smoking restrictions from 2015. ■

## Thorn offers leasing and rental options to the industry

**THORN EQUIPMENT Finance** is a key facilitator for the hospitality industry. It provides clubs, pubs and hotels with leasing and rental options when it's time to acquire new equipment for the business.

Thorn Equipment Finance has been a CMDA National Bursary Sponsor for the past three years.

As part of Thorn Group – the ASX-listed company that also owns Radio Rentals – Thorn Equipment Finance applies to the commercial sector 75 years of experience in rental. By managing its own funds and conducting the credit assessment internally, Thorn can streamline the approval process and assist businesses of all sizes – including those shunned by major banks. Thorn even does transactions up to \$50,000 without asking for financials. This unique positioning is reinforced by specialised customer service and fast turnaround times.

Thorn credits much of its know-how within the gaming sector to John Cannon, one of its Business Development Managers. John has been deeply involved with clubs for more than 20 years and was appointed after successfully selling his own business as a supplier of gaming machine signage. CMAA Members have probably seen John, who is based in Queensland, at one of the Association's many events, such as the 2013 Conference & Hospitality Expo at Darling Harbour last month.

The array of products financed by Thorn Equipment Finance is extensive – from furniture to kitchen equipment, from gaming machines to POS terminals. Businesses simply advise Thorn of their needs and receive a tailored agreement matching their specific requirements. The first step is finding the best lending solution between rentals, finance leases, commercial hire purchases and chattel mortgages.



For venues in need of multiple televisions, Thorn's fully maintained rental option is hard to beat. One easy monthly payment secures all the commercial-grade TVs you need and includes maintenance. If a TV has problems, Thorn quickly repairs or replaces it – no downtime, no headache, no additional costs. And, by shifting thousands of sets all over Australia, Thorn can pass on big savings to customers. You can also upgrade the TVs at any time to ensure you have the latest equipment to entertain your members and guests – remembering that newer screens also mean cheaper energy bills.

Thorn Equipment Finance has had immense growth over the past two years, but is not resting on its laurels.

From the Sydney head office, General Manager Antoine Laval says there's something brewing that could propel the company to new heights. "We're in the process of restructuring our funding capabilities," Mr Laval added. "If all goes to plan, we will soon be able to finance huge deals – \$1 million and above – at great rates."

This would further expand Thorn's credit matrix to accommodate products such as cars, trucks, trailers, medical equipment, mining equipment and more.

If you're thinking of updating or expanding at your club, but are worried about your cash flow, call **1800 623 611** to discover what Thorn Equipment Finance can do to help. ■



■ **TOP:** Thorn Equipment Finance Sydney head office General Manager Antoine Laval (right) with CMAA Federal President Bill Clegg at the CMDA National Bursary Presentation Lunch at Darling Harbour.

■ **ABOVE:** JOHN CANNON



## Industry backs Phil's recovery

**PHIL MALLON**, formerly of Casino RSM Club, Cabarita Sports Club, and South Tweed Heads Bowls Club suffered a terrible accident on his farm in the Northern Rivers in mid-March.

A half tonne metal farm storage bin fell on him breaking his pelvis and multiple bones.

Phil is currently unemployed and already facing financial difficulty which has placed his family under a lot of stress and pressure.

Phil is now in John Hunter Hospital in Newcastle.

Phil's colleagues in the Far North Coast Zone have banded together to raise money for Phil and his family through this

tough time and have asked CMAA Head Office to assist in making the membership aware of Phil's plight and to ask for donations which will help them whilst Phil recuperates.

Members can forward their donations, no matter how large or small, by contacting CMAA Accounts Officer Priscilla San Luis at E: [Priscilla@cmaa.asn.au](mailto:Priscilla@cmaa.asn.au).

Priscilla will deposit funds into an account for Phil.

You may also direct deposits to the CMAA with the following details:

**Phil Mallon Donations**

BSB: **032-373**

Acct No: **204731**

Acct Name: **Club Managers Association Australia** ■



## Bally's innovation captures 6 awards

**BALLY TECHNOLOGIES**, a leader in slots, video machines, casino-management, interactive applications, and networked and server-based systems for the global gaming industry, has won six awards for innovation in the 2013 **'Most Innovative Gaming Technology'** products awards and the **'2013 Slot Floor Technology'** awards.

Panels of judges comprising gaming and hospitality executives, gaming analysts, technology consultants, and other industry professionals chose the products that exemplify the best in innovation and technology advancements.

Over the past four years, Bally has won more than 50 awards for technology innovation, which is testament to the company's focus on research and development and providing customers with the trail-blazing solutions that drive return-on-investment, improve operating efficiencies, and excite players.

Bally Technologies' Senior Vice President of Technology Bryan Kelly said the company was honored to have its products singled out by panels of respected casino operators and other industry professionals. "The more-than 50 innovation awards we have won since 2009 reflect Bally's focus on innovation in our core business areas of games and systems, at the same time augmenting our land-based solutions with new areas of focus such as iGaming, mobile, and social – enabling casino operators to drive players to the casino, and the casino to players – at home,

work, and on-the-go," Mr Kelly added. "This recognition has fostered a terrific sense of pride throughout our organisation."

In *Casino Enterprise Management* magazine's Slot Floor Technology Awards seventh annual contest, Bally Technologies won four of the 10 awards, receiving praise for **'Challenge Connection'**, **'Elite Bonusing Suite'** Social Link, **'DM Tournaments'**, **'Bonus Tournaments'**, and **'Virtual Racing NASCAR'**.

Bally Technologies collected two of the coveted 'Top 20 Most Innovative Gaming Technology Products' awards for **'Challenge Connection'** and its **iGaming Platform** during the 16th annual competition sponsored by Casino Journal magazine. This year's contest attracted 75 product entries. The winners of the Platinum, Gold and Silver awards, as well as the 'Attendee Choice Award', was named and recognised at the Gaming Technology Conference in Henderson, Nevada in mid-March.

In the two awards competitions, judges chose the following Bally award-winning technology ...

- **'Challenge Connection'** connects select Bally games to a casino's Facebook app, enabling friendly challenges that drive people to the casino floor and provide powerful marketing and promotions opportunities.
- **Elite Bonusing Suite Social Link** enables casinos to market floor-wide

promotions via social media using Social Casting and Elite Bonusing Suite (EBS) web tags, capitalising on the powerful viral nature of Facebook wall posts – increasing patron-trip visitation and frequency.

- **'DM Tournaments'** Bonus Tournaments enable casinos to run floor-wide tournaments without having to rope off areas of the casino floor or change revenue-generating games into tournament mode, eliminating game downtime and providing labor savings. Player opt-in and individual tournament start deliver optimum flexibility to casinos.
- Bally's open iGaming Platform is an online gaming portal that enables casino operators to augment their land-based casino gaming with online and mobile play-for-free and wager-based games, selecting best-of-breed content from a multitude of providers.
- **'Virtual Racing NASCAR'** takes Bally's floor-wide virtual-racing bonus solution to the next level with America's largest branded racing event. Players on any gaming machine across the casino floor can pick their favorite NASCAR driver and watch the race while continuing their game play. ■

**Bally**  
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## Australia's clubs stand up to racism

**CLUBS ACROSS** the country joined the fight against racism to mark the **International Day for the Elimination of Racial Discrimination**. Clubs Australia, the peak body for more than 6,500 registered clubs, has signed on to Australian Human Rights Commission's **'Racism It Stops With Me'** campaign that asks all Australians to think about what they can do to oppose racism. Clubs Australia Executive Director Anthony Ball said the industry was proud to sign on to such an important initiative. "As not-for-profit membership-based organisations, clubs play an important role as leaders in their communities," he said. "That's why our industry is taking a stand against racism whenever and wherever it happens, and encouraging club members and the community to do the same." Statistics show that 1-in-7 Australians had

experienced discrimination because of their colour or background. Professor Gillian Triggs, President of the Australian Human Rights Commission, said all organisations – large and small – that have taken the step of becoming campaign supporters, have not only taken a powerful symbolic step, but have taken actions within their organisation to address racism in different ways. Clubs will also support the **'Racism It Stops With Me'** campaign through outdoor signage and displays, thousands of in-venue coasters and posters, as well as through their websites and social media. Other high-profile campaign supporters include the AFL, the NRL and Cricket Australia. For more information about the **'Racism: It Stops with Me'** campaign, or to find a range of antiracism resources, go to <http://itstopswithme.humanrights.gov.au/> or follow the campaign on Twitter @ItStopsWithMe. ■

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## Signs increase hospitality patronage

**THE HOSPITALITY** sector has long understood the advantages of digital signage.

From outdoor pylon signs to full colour graphic displays, video screens and even impressive artistic applications proprietors of pubs, clubs and hotels recognise that digital signage not only looks great, it attracts attention and can increase patronage by captivating and entertaining customers.

LED-Signs CEO Richard Soussa said digital signage can have an impact even before patrons enter the premises. A recent installation by SWS Signage for the Belmont 16's Club on Lake Macquarie in NSW is an excellent example (right).

A new six-metre-high pylon sign at the entrance to the Club incorporates a 2metre x 1metre full-colour LED display that can be quickly and simply updated to reflect club events and promotions.

"Not only is the sign visible day and night," says Michael Evans, of SWS Signage, "the LED component integrates very well with the pylon design, it is simple to update and our client is thrilled with the result."

The Crown Casino in Perth is using LED signage in a number of applications (above). A recently installed four-line LED display that incorporates custom developed taxi software allows the concierge to quickly and simply signal when and where taxis are required.

LED-Signs also installed a number of large



LED video displays throughout the Crown complex. An impressive 5metre x 2metre full-colour screen installed above the Dome Tunnel displays directory information and promotes casino events.

Additionally, two 5metre x 0.7metre advertising displays have been installed at the Theatre & Convention Centre.

The content of these signs is managed in-house by the Four Winds digital signage system.

A unique custom-designed animated LED digital display in the foyer of the QT Hotel on the Gold Coast is not a common hospitality installation. It is, however, an impressive artistic display that enhances the unique and quirky holiday atmosphere of this chic hotel. The 7metre-high x 2.5metre-wide, full-colour video screen was specifically designed to display an animated artwork by well-known US digital artist, Jennifer Steinkamp.

"There is little doubt that LED displays are a highly versatile signage option that attracts and engages patrons in the hospitality sector," Richard Soussa added. ■



► For more information on the LED-Signs range of products and services, contact

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## Qld Govt reviews liquor licensing rules

**THE QUEENSLAND** Government is looking to scrap hotel and gambling bans on Good Friday, Anzac Day and Christmas Day, as part of a major review of the state's liquor licensing rules. Other options include earlier opening hours for bottle shops, bigger bets on poker machines, and a review of so-called 'drink-safe' precincts, as well as and the 3am venue lockout.

Attorney-General Jarrod Bleijie says Queenslanders have a month to comment on the changes, which are aimed at reducing red tape.

He says there is also likely to be changes to remove liquor licensing rules for school functions and community groups. "We're dealing with little sporting clubs here as well and they're the ones that have been pushing this drive to have these in these discussion papers," he said. "It's only fair the Government listens to them and at least let the community have a bigger say."

Drug Arm spokesman Dennis Young says he is concerned about changes to glass bans at trouble-prone pubs and the sale of alcohol on Good Friday and Christmas Day. "We

would definitely be putting in a submission and we would certainly be encouraging our members to do the same as well because it is an area of great concern for our organisation," he said. "I think it would be a concern to most of the organisations that deal with clients that have experienced harm in these very areas."

Clubs Queensland expects it will take years before changes are made affecting the state's liquor and gambling laws. CEO Doug Flockart was on the expert panel that formulated the paper and says the changes would be good for business and tourism. "We're certainly keen to reducing inflexible regulation and removing unnecessary costs for clubs and better supporting the industry to contribute to a vibrant and entertainment tourism industry," he said. "I think that's the crux to it."

RSL spokesman Chris McHugh says the current regulations work and should not be changed. "I think most people are fairly happy with the laws right now," he said. "There would be an enormous public outcry if there was a full opening on Anzac Day as it stands now. Christmas Day, Good Friday and Anzac Day – it's three days – it's 1% of the year when they can't open." ■





# The Fork in the Road

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