



Club Management

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CMAA
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Jupiters 2013 Just Around The Corner

- Conference Brochure: P23-26
- Conference Preview: P29
- Conference Registration:
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➤ **INSIDE: 2013 CMAA FEDERAL ELECTION – NEW FACES FOR A NEW ERA**

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The Club Managers' Association Australia is registered as an industrial organisation of employees in the terms of the Fair Work Act 2009, and The Club Managers' Association is a registered Trade Union in the terms of the New South Wales Industrial Relations Act 1996. The CMAA is affiliated with the Australian Council of Trade Unions (ACTU).

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Notice to Members

Take Notice That pursuant to Rule 23.2 of the registered rules dated 20/12/2006 (**Rules**) of the Club Managers Association Australia (**Association**) the Federal Council of the Association, being the supreme governing body of the Association, after 28 days following publication of this Notice to Members, intends to exercise its power to repeal, alter and add to the provisions of the Rules of the Association, by considering and if thought fit, passing the following resolutions:

1. That pursuant to Rule 23.2 of the registered rules (dated 20/12/2006) of the Club Managers Association Australia (**Association**) the Federal Council of the Association exercises its powers to repeal, alter and add to the provision of Rules 7, 28 and 35 of the Rules of the Association as set out in the version of the Rules presented to the meeting of the Federal Council and displayed on the Association's website at: www.cmaa.asn.au.
2. That pursuant to Rule 23.2 of the registered rules (dated 20/12/2006) of the Club Managers Association Australia (**Association**) the Federal Council of the Association exercises its powers to repeal, alter and add to the provisions of the remaining Rules of the Association (excluding Rules 7, 28 and 35) as set out in the version of the Rules presented to the meeting of the Federal Council and displayed on the Association's website at: www.cmaa.asn.au.

Explanatory Notes to Members

Requirements of the Fair Work (Registered Organisations) Amendment Act 2012

Members are informed that the *Fair Work (Registered Organisations) Amendment Act 2012 (Amendment Act)* received Royal Assent on 29 June 2012. The Amendment Act amends the *Fair Work (Registered Organisations) Act 2009 (RO Act)* in order to increase financial accountability or registered organisations and their office holders.

Schedule 1 to the Amendment Act is divided into two parts:

- Part 1 sets out the provisions of the Amendments Act that commenced on Royal Assent (29 June 2012) and include strengthening of penalties and greater compliance powers for the Fair Work Commission.
- Part 2 sets out the provisions of the Amendment Act that commence on Proclamation, or if not proclaimed, 1 year following Royal Assent. The Act has not yet been proclaimed. It is therefore likely these provisions will commence on 29 June 2013.

The provisions of Part 2 of the Amendment Act included the requirement for all Associations to make alterations to their rules. Those alterations are required to be made and certified by the Fair Work Commission no later than 29 June 2013.

On 3 May 2013, the Regulatory Compliance Branch of the Fair Work Commission provided its final recommendations on the Associations proposed amendments to the Rules. On that basis the Federal Council is now in a position to approve the proposed amendments to Rules subject to the requirements of Rule 23.1 of the Association's current Rules.

Consequential and additional amendments to the Rules

The Federal Council has also taken advice with respect to updating the Rules generally. The most recent update of the

Rules was undertaken in 2006.

Federal Council has therefore resolved to make additional amendments to the Rules by repealing, altering and adding certain provisions.

The additional amendments are not amendments required under the Amendment Act. However, some of the amendments arise as a consequence of the proposed amendments required under the Amendment Act and previous amendments to the RO Act. Other proposed amendments relate to the desire of the Federal Council to:

- have the Rules accurately reflect the operational position of the Association and of the Association's officers;
- bring the language of the Rules up to date (including making the language gender neutral where possible) and keeping the language consistent throughout the Rules; and
- meet best practice and the expectations of its Members.

Members are able to access:

1. a clean copy of the proposed amended Rules; and
2. a marked-up copy of the proposed amended Rules;

by visiting the Association's website at: www.cmaa.asn.au

The proposed amendments are essentially split into 2 categories:

1. Amendments required under the Amendment Act; and
2. Amendments recommended by Federal Council.

To assist Members to distinguish between those proposed amendments required by the Amendment Act and those recommended by the Federal Council, we set out below two tables.

The first table contains a list of the relevant sections of the Amendment Act and a reference to the Rule alteration proposed to meet the requirements of the relevant section.

The second table contains a list of the Rules proposed to be altered as recommended by the Federal Council.

The Federal Council strongly encourages all members to review the marked-up version of the proposed amended Rules so that members properly understand the nature of the proposed amendments.

Amendments required under the Amendment Act

Section Number of the Amendment Act	Corresponding Rule
Section 141(1)(ca)	Rule 7
Section 148A	Rule 35
Section 148B	Rule 35
Section 148C	Rule 35
Section 154D	Rule 28

Continued

Amendments recommended by Federal Council

Rule to be Repealed, Altered or Added	Corresponding Rule		
Rule 2	<ul style="list-style-type: none"> • Insertion of new definition of “Club” 	Rule 13A	<ul style="list-style-type: none"> • New rule 13A has been inserted to reflect the requirement of the Association to cause a general purpose financial report to be prepared in relation to each financial year. • The provision adopts the requirements set out in the RO Act.
Rule 2A	<ul style="list-style-type: none"> • Amendment to modify the scope of the Industry which the Association is formed. 	Rule 13B	<ul style="list-style-type: none"> • The rule relates to the requirement of the Federal Executive to produce an operating report in relation to each financial year for each of the Zones. • The requirements provide an operating report reflects the requirement of the RO Act.
Rule 3	<ul style="list-style-type: none"> • Amended to modify the scope of Membership of the Association to include all Members performing senior, middle and junior management duties and functions in Club’s. • By deleting the limitation sub-rule (d) deeming the sub-rule to apply only to Club’s within NSW. 	Rule 13C	<ul style="list-style-type: none"> • The rule has been amended to reflect the requirements of RO Act with respect to the reporting requirements to Members of the Association.
Rule 4	<ul style="list-style-type: none"> • Amended to update the objects to accurately reflect the role of the Association and to formalise the power of the Association to establish Zones, divisions, Zone committees etc. 	Rule 14	<ul style="list-style-type: none"> • Amended to permit Members to resign from the Association by various methods including by electronic mail.
Rule 5	<ul style="list-style-type: none"> • To update the current address of the registered office of the Association. • To provide the Federal Executive with the right to determine the Associations registered office. 	Rule 15	<ul style="list-style-type: none"> • Amended to make clear that the reference to “secretary” in the rule is actually a reference to the rule the “federal secretary”. • A new sub-rule (b) has been inserted to limit the timeframe against which the federal secretary can commence proceedings against a member for the recovery of arrears to 12 months starting on the day on which the amount became payable.
Rule 6	<ul style="list-style-type: none"> • Amended to insert a new rule 6 relating to the funds and property of the Association and of the Zones. 	Rule 15A	<ul style="list-style-type: none"> • This rule relates to purging of the register and has been renumbered only.
Rule 8	<ul style="list-style-type: none"> • Amended to update the requirements for Membership and the procedures for Membership. 	Rule 18	<ul style="list-style-type: none"> • The rule has been amended by deleting sub-rule (b)(i) in its entirety.
Rule 9	<ul style="list-style-type: none"> • Amended to establish provisions relating to the formation of regional Zones of the Association and to provide the Federal Council with the power to form regional Zones from time to time. • The regional Zones are amended to include Victoria, Northern Territory, South Australia, Western Australia and Tasmania. • The new rule sets out rules for Zones. 	Rule 23	<ul style="list-style-type: none"> • Amended to make clear that from the elections held in 2016 and thereafter there will be ten (10) divisions of the Association. • A new sub-rule was inserted to enable the Federal Council to have power to include division K, L, M as a division for the purposes of the triennial elections where the number of Members in each of those divisions reaches a number acceptable to the Federal Council.
Rule 10	<ul style="list-style-type: none"> • Amended to update the rule to expressly permit Members to pay contributions by way of pay-roll deduction. • Allow the Federal Executive or Federal Council to impose fees, fines and levies on Members. 	Rule 24	<ul style="list-style-type: none"> • The rule is amended by inserting a new sub-rule providing the Federal Council with power to repeal, alter or add to the provisions of the rules of a Zone.
Rule 12	<ul style="list-style-type: none"> • Amended to require any Zone having a bank account of having a balance of more than \$50,000 at any time is required to transfer that amount to the bank of the Association whereby those funds will be held by the Association. 		
Rule 13	<ul style="list-style-type: none"> • Amended to update the rules with respect to the Association’s auditors. The amendments to rule 13 are in keeping with the provisions of the RO Act. 		

Continued

Rule 25	<ul style="list-style-type: none"> • Amended to allow the Federal Executive to determine an election and timetable and to appoint a returning officer. • The rule has been amended to clearly set out the role of the returning officer in relation to the election. • To make it clear that for the purposes of determining the Members eligible to vote in the election the role of Members is to close on such date as determined by the Federal Executive and must not be earlier than 30 days and no later than 7 days before the day in which nominations for elections open. • Various minor amendments are also included. 	Rule 32	<ul style="list-style-type: none"> • The duties of the president have been amended to make the language gender neutral. • A new provision has been inserted requiring the President at all times to allow the auditor of the Association or any zone to be heard at any meeting as soon as practicable after the auditor indicates that he or she wishes to be heard. • Requiring the President at every meeting to examine, together with executive Members, the financial records of the Association. • The President shall sign all cheques together with any one of the executive Members or the secretary.
Rule 26	<ul style="list-style-type: none"> • Has been amended to include that to be eligible to be included on the role of Members eligible to vote, a member must have been a financial member of the Association for a continuous period of two (2) years immediately prior to the triennial election and the financial on the 1st Wednesday on December in the year proceeding the year of the election. • A new rule setting out the definition of the word "financial" where used in rule 26(h)(ii) is included in the rule. 	Rule 34	<ul style="list-style-type: none"> • The duties of the secretary have been substantially amended to reflect the actual role of the Association. • The secretary is responsible for overseeing the preparation of all necessary documents for Federal Council, Federal Executive and the auditor and is required to be caused to be prepared and forwarded the annual and other returns to the Fair Work Commission in due time. • The role of the secretary is clearly set out in rule 34.
Rule 27	<ul style="list-style-type: none"> • The rule has been amended to require that a candidate for an office must have been a financial member of the Association for a continuous period of four (4) years immediately prior to the date upon which nominations close and have been a member of the Federal Council or a zone committee for a continuous period of two (2) years and be financial on the 1st Wednesday of December in the year proceeding the year of the triennial election. • The rule has also been amended to require nominations for office to be signed by two (2) financial Members of the Association who must each have been Members of the Associations for a continuous period of two (2) years at the date of signing the nomination. 	Rule 38	<ul style="list-style-type: none"> • The rule relating to unfinancial Membership has been amended to make it clear that where a member is unfinancial he or she will not be entitled to take part in the Associations business or claim any of the benefits of privileges of Membership until two (2) weeks after all arrears have been paid. • An unfinancial member will remain liable for all outstanding contributions, fines, fees and levies and may be sued for the recovery of such outstanding contributions, fines, fees and levies.
Rule 27B	<ul style="list-style-type: none"> • The election of the President, Vice-President and Federal Secretary are to be conducted by the Chief Executive Officer of the Association in accordance with the requirements of Rule 27 	Rule 39	<ul style="list-style-type: none"> • The rule relating to breaches of penalties has been amended to allow the secretary of the Association or any member to charge any other member of the Association with failing to observe the rules of the Association, knowingly failing to comply with any resolution of Federal Council or Federal Executive, committing any fraudulent act for lawful act in relation to any funds or property of the Association and so on. • Additional basis upon which a member may be charged is where the member behaves in a manner prejudicial to the interests of the Association or behaves in a manner which is likely to damage the reputation of the Association. • The rule has been updated to include provisions relating to procedural fairness when dealing with a member charged under rule 39.
Rule 29	<ul style="list-style-type: none"> • Has been amended to reflect the provisions and to make the provisions of the rule gender neutral. 		

Allan Peter, ACCM
Federal Secretary CMAA

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FOLLOWING THE
CMA Magazine March
2013 edition article by

KATIE CINCOTTA exposing the issues and shortcomings with Intralot's gaming machine monitoring migration, the company's new CEO **FRANK MAKRYLLOS** responded with comments for the Club Industry in Victoria. Mr Makryllos says Victoria's gaming industry is going through the most significant upheaval since it started in 1992. Whilst the objective was for venues to sail through this process with minimal interruption, this has somewhat concealed the magnitude of the change ...



Pages 18-19

WEATHER PROOFING
is a major item of a
\$4 million-plus

refurbishment project on the books at the North Burleigh Surf Club on the Gold Coast. The club had a severe and costly hammering in the wild weather of the Australia Day weekend this year. Subsequent high winds and heavy rain contributed to the woes there, as they did to many other surf clubs on the coast ...

Friends generously support worthy appeal

THE CLUB Industry is famous for its big heart and generous support of worthy causes. That generosity has been on show yet again since popular CMAA Member Phil Mallon was seriously injured in an accident on his northern NSW property in March. The CMAA is front-running an appeal to raise as much money as possible to help Phil and his family with the medical bills and the expense of his recovery period. CMAA Zones have supported the appeal and generous CMDA sponsors and industry supporters have dug into their pockets to make sure Phil – a former Far North Coast Zone Committee member in various roles and, more recently, the CMAA Division E

Federal Councillor – has the support needed in this critical time. Phil is making a steady recovery from terrible pelvic damage and other major injuries. Sam Koura, the Managing Director of Sunblest Cleaning Services, a CMDA National Bursary Sponsor company, bid \$500 to secure an autographed Penrith Panthers rugby league football that was auctioned as part of a fund-raiser at the Nepean Zone Annual General Meeting and Lunch at Penrith Panthers Club on March 21. Nepean Zone also donated \$2,000 to support the appeal. The CMAA has a signed 2013 Panthers jersey up for auction on the CMAA Facebook site, so you can contact Tegan Cain at the CMAA – tegan@cmaa.asn.au – to place a bid. CMAA Senior Industrial Relations Advocate Peter Cooper kicked off the bidding at \$250 and Yamba Bowling

Club CEO Phil Boughton bumped it along almost immediately to \$260. All funds raised – along with any donations – will go to the fund to assist in Phil's recovery. ■



■ Sunblest Cleaning Services Managing Director Sam Koura generously bid \$500 for this autographed Panthers rugby league ball.

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New faces in a new era of challenges for Association

THE MEMBERS have voted and the CMAA has new faces at all levels of the Association. The Federal Executive, NSW State Executive and Federal Council each has at least one new member following the Association's tri-annual elections.

CMAA Hall of Fame Manager John Turnbull, the long-serving CMAA Nepean Zone President and Liverpool Catholic Club CEO joins the CMAA Federal Executive.

Luke Walker, the General Manager at Wests Illawarra Leagues Club in Wollongong, joins the NSW State Executive.

A consequence of the election is that John Turnbull displaced St George Cronulla Zone President Ian Todd, the CEO at Kingsgrove RSL Club, on the Federal Executive and Luke Walker displaced David Hiscox, the Division F Federal Councillor, Illawarra Shoalhaven Zone President and CEO at Dapto Leagues Club, on the NSW State Executive.

There are also changes in the ranks of CMAA Federal Councillors ...

- Armidale City Bowls Club CEO Phil Wheaton, replaces Phil Mallon in Division E;
- Carl Pozzato, the Operations Manager at Ryde Eastwood Leagues Club, replaces Mario Machado in Division A;
- the Division B role is vacant, with a replacement expected to be announced before the end of May.

Phil Wheaton was inducted into the CMAA Hall of Fame in 2011 and has served many terms on the CMAA North West State Zone Committee, including 12 years as President before making way for Tim Palmer, but retains the Publicity Officer role.

Carl Pozzato has served on the Manly Northern Suburbs Zone Committee for four years, currently as the Zone Education Officer. Carl also is a member of the CMAA's Board of Management Studies.

The previous Federal Executive and NSW State Executive Members all stood for re-election, with six candidates – Mr Turnbull; Mr Walker; Boris Beleuski, a past President of the Central Coast Zone; Pam Shelton, a former Brisbane Zone President and CMAA Hall of Fame Manager; Joe Bayssari, Nepean Zone Committee Member; and Douglas Kirkham, the Inner West Zone President and former Division B Federal Councillor – also seeking office.

Before the election, CMAA Federal



■ JOHN TURNBULL



■ LUKE WALKER



■ PHIL WHEATON

President Bill Clegg said the Association was well served and well represented by the range of talented managers and members who had offered themselves as candidates.

The newly elected Federal Executive and NSW State Executive members met for the first time at CMAA's administration and training facility at Sydney Olympic Park on Tuesday, April 23.

At that Meeting, the Federal Executive Members voted on the roles of President, Vice President and Federal Secretary with Bill Clegg returned for his third term as



■ CARL POZZATO

President; Michael O'Sullivan returned as Vice President; and Allan Peter for his seventh term as Federal Secretary.

Mr Clegg said he was honoured to be serving the CMAA membership for his third term, after taking over from Jim Henry in 2007, and that he was looking forward to the next important period for the CMAA, its members and the Club Industry.

"In welcoming John Turnbull to the Federal Executive, Luke Walker to the NSW State Executive, Phil Wheaton and Carl Pozzato to the Federal Council, we are moving into another interesting and challenging period for the Club Industry, the Association, our managers, their clubs and their boards," Mr Clegg added.

"With the NSW Government committed to a formal and structured training regime for managers and directors, the CMAA's role as an education facility takes on greater significance.

"Federal and State governments are focused on the club and hotel industry over several key issues, including problem gambling through mandatory pre-commitment, alcohol-related violence, smoking laws and industrial relations. The associated legislation and compliance continues to place pressures on boards, managers and their responsibilities in running their businesses.

CMAA 2013 Election Results ...

CMAA Federal Executive

William Clegg, ACCM
Allan Peter, ACCM
Steve Condren, ACCM
Michael O'Sullivan, ACCM
John Turnbull

NSW State Executive

William Clegg, ACCM
Allan Peter, ACCM
Michael O'Sullivan, ACCM
John Turnbull
Luke Walker, ACCM

CMAA Federal Council

Division A – City East Zone and Manly Northern Suburbs Zone

Carl Pozzato, ACCM

Division B – St George Cronulla Zone and Inner West Zone

No nomination received. No candidate elected

Division C – Nepean Zone

Michael Wiesel

Division D – Hunter Zone, Central Coast Zone and Great Lakes Zone

Stephen Byfield, ACCM

Division E – Far North Coast Zone, North West State Zone, Mid State Zone and Mid North Coast Zone

Phillip Wheaton, ACCM

Division F – Illawarra Shoalhaven Zone and Far South Coast Zone

David Hiscox, ACCM

Division G – Gold Coast Zone, Brisbane Zone, Ipswich Darling Downs Zone, Sunshine Coast Zone, Central Queensland Zone & Northern Queensland Zone

Wayne Moffatt, ACCM

Division H – Victoria Zone, Riverina Murray Zone and ACT Zone

Grant Duffy, ACCM

"However, we are an industry of professional managers and administrators with a clear vision for our clubs and their roles in our communities and, with the appropriate education and professional development, we will be appropriately prepared for these challenges.

"I want to acknowledge the contribution of Ian Todd, David Hiscox, Mario Machado, Douglas Kirkham and Phil Mallon in their roles with the Association. Each has given generously and enthusiastically of their time and energy to the Association's goals and offering members the opportunity to

expand their personal and professional horizons. The CMAA is a better organisation for their efforts."

Mr Clegg said the new CMAA Executive would hold its tri-annual Strategic Planning Session at Jupiters in July to ensure the Association is on track with its plans and responsibilities. "With generational change, comes the issues of membership renewal and the Association is focused, through its Member Get Member program and other strategies on building the membership to make the CMAA a stronger and relevant option for professional club managers around Australia," he added. ■



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Association heads in to new era with renewed challenges

President's Perspective with BILL CLEGG, ACCM

AT THE time of writing this article, the elections for the CMAA Federal Executive and NSW State Executive have been declared and the collegiate election for Executive positions on the Federal and State have been scheduled.

A democratic election is always an opportunity for everyone to have their say and it was pleasing that more than 30% of Members took that opportunity. To those people that the Members have placed confidence in to lead the CMAA over the next three years, I have extended my congratulations and look forward to their contribution to advance the Association and its work.

Other than a few exceptions, the Executive over the past decade has worked without ego for the betterment of the CMAA and it is hoped that the incumbent Executive continues to work collectively to ensure the interests of the membership as a whole are at the forefront of the decision-making process.

As has been advised to the membership, the Executive's immediate focus is to implement the requirements of Fair Work Australia with the changes to the *Registered Organisations Act*.

This will necessitate significant changes to the Rules of the Association – particularly in Zone governance.

Zone officers, through the meeting process, have altered banking arrangements and will be required to attend training – not unlike the proposed requirements of the *NSW Registered Clubs Act*.

The CMAA Federal Council also will take the opportunity to amend rules that are seen to improve the Association.

As has been the case for many years, the incoming Executives and Federal Council will meet to determine the CMAA's Strategic Plan for the next three years.

As our Club Industry continues to move to a national forum, the new Executive will continue the desire of previous Executives in moving to deregister the State body 'Club Managers' Association'.

With the changes to Australia's Industrial Relations laws and movement to a Federal Award system, there has – for some time, now – been no need for the State body. This has caused constant confusion and disengagement from members in other states and territories.

The review of the CMAA's Strategic Plan will determine the Association's direction – not only for the incoming Executive's three-year term, but for the next decade.

The three main pillars of the Strategic Plan are ...

- Membership
- Training & Professional Development
- Industrial Support.

Each of these pillars has areas of action, where appropriate, of ...

- Development
- Relevance
- Sustainability
- Sponsorship
- Branding
- Operations.

At every Strategic Plan session over the past nine years, succession planning for the Executive and CMAA Staff has been considered. The next session will be no different.

While members have had their say at the elections, I urge everyone to have their input on the future direction of your Association, either through the Zone Meeting process or directly to any Executive member, Federal Councillor or member of the CMAA Management team.

THE RECENT renewal of the CMDA as a Registered Training Organisation (RTO) by the Australian Skills Quality Authority (ASQA) is a major milestone for the role the CMAA plays in the education and professional development of Club Managers.

The Board of Management Studies and CMDA staff are to be congratulated for the effort that went into ensuring our Association enjoys the status as the only RTO in the Club Industry in Australia.

It was an extremely time-consuming exercise but has resulted in 21 units of management-specific education courses.

During this audit process the Board of Management Studies also found time to review and restructure the Active Certified Club Manager (ACCM) Award. The revised structure allows for a number of pathways to achieve the ACCM, including recognition of nationally accredited units from other qualifications.

With the RTO status now determined for the next five years, strategic planning for the education area can now be more conducted with more certainty.

AS REPORTED at the AGM on March 11, the Club Industry is focusing on a consolidation of conferences and Expos – and, about time.

Those who have been Members for some time will readily remember – because it wasn't that long ago – the CMAA and ClubsNSW were not only the organisations that provided the education through conferences, but were the only organisations.

Over more recent years, as other club interest groups have formed into Associations, there has been a significant increase in conferences and, importantly, a demand on the sponsorship dollar from the industry's allied and trade supporters.

The CMAA some years ago discontinued the trade event component of the Mid-Year Conference because it was aware that its corporate supporters were being over stretched.

The incoming Executive and Federal Council will have to balance the interests of the Association against calls from others within the industry regarding this rationalisation. ■

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



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CMAA well served by new Federal officers

The Executive Officer's Desk with RALPH KOBER

CONGRATULATIONS TO the successful candidates who stood for the Association's tri-annual Election for CMAA Federal Executive, CMA NSW State Executive and CMAA Federal Council positions. The CMAA is fortunate to have members who prepared to give up their time for the betterment of the Association and its members.

The **CMAA Federal Executive** positions were filled by ...

Bill Clegg ACCM
Allan Peter ACCM
Michael O'Sullivan ACCM
Steven Condren ACCM
John Turnbull

The **CMA NSW State Executive** positions were filled by ...

Bill Clegg ACCM
Allan Peter ACCM
Michael O'Sullivan ACCM
John Turnbull
Luke Walker ACCM

The **CMAA Federal Council** positions were filled by ...

Division A – City Eastern Suburbs Zone & Manly Northern Suburbs Zone
Carl Pozzato ACCM

Division B – St George Cronulla Zone & Inner West Zone
VACANT

Division C – Nepean Zone
Michael Wiesel

Division D – Hunter Zone, Central Coast Zone & Great Lakes Zone
Stephen Byfield ACCM

Division E – Far North Coast Zone, Mid North Coast Zone, North West State Zone & Mid State Zone
Phillip Wheaton ACCM

Division F – Illawarra Shoalhaven Zone & Far South Coast Zone
David Hiscox ACCM

Division G – Gold Coast Zone, Brisbane Zone, Ipswich Darling Downs Zone, Sunshine Coast Zone, Central & Northern Queensland Zone
Wayne Moffatt ACCM

Division H – Victoria Zone, Riverina Murray Zone & ACT Zone
Grant Duffy ACCM

CONGRATULATIONS ALSO to CMAA Industry Professional Development Manager Geoff Meston and the CMDA team of Jason Thomas, Brad Jones, Estelle McDonald-Birch and Tegan Cain who worked tirelessly to secure re-registration of the Association's Registered Training Organisation (RTO) status under the Australian Skills Quality Authority (ASQA).

THE CURRENT 'Member Get Member' campaign and the efforts of CMAA Membership Liaison Officer Justin McGurgan in Queensland has seen a jump in new members numbers and – most pleasingly – a new Sub-Zone in Cairns formed with Mono Gomez from Brothers Leagues Club as the Zone President. Other zones, such as the Ipswich Darling Downs Zone, are being resurrected and support given to bring training and other activities to a local level. Geoff Meston and I will visit Queensland Far North and Mid North centres in the near future to meet with managers and help to raise the profile of the CMAA in these remote areas.

I AM pleased to advise that the upcoming **CMAA Mid Year Conference** at Jupiters on the Gold Coast – July 17 to 19 – will be a cracker! Starting off pre-Conference with a free-of-charge optional **Tomorrow's CEOs Summit** – on Tuesday, July 16 – for senior supervisors and managers aspiring to be CEOs, the Conference will feature world-class speakers and educational workshop sessions as well as great

networking and social events over the subsequent three days.

An **Early Bird Registration** deal is in available until **June 3** for Members and Non Members. I urge you to book early to confirm your place at this exciting Conference event. The full brochure and details for the **Future Leaders Summit** is on **pages 23 to 25** of this edition and can be viewed on **CCM Travel's** website – www.ccmtravel.com.au – or via the Association's website – www.cmaa.asn.au

THANKS TO all of the Zones and individuals who have generously donated funds to assist long-serving CMAA Member Phil Mallon, who had a terrible accident recently and who is doing it tough. Phil is recuperating well with his pelvis welded together in four places and other severe injuries. However, those who know Phil won't be surprised to hear that is in a good frame of mind and looking forward to the future. Currently, a signed 2013 Panthers jersey is up for auction via the CMAA's Facebook site and/or by contacting Tegan Cain at the CMAA via email at tegan@cmma.asn.au to place a bid. CMAA Senior Industrial Relations Advocate Peter Cooper kicked off the bidding at \$250 and Yamba Bowling Club CEO Phil Boughton kicked along almost immediately to \$260. All proceeds – along with any donations – will go to the fund to assist in Phil's recovery. ■



■ **CMAA Events Administrator Tegan Cain** with the autographed Penrith Panthers NRL jersey that is up for auction on the CMAA Facebook page to boost the appeal to assist long-serving CMAA Member Phil Mallon who was seriously injured in an accident on his property.

Tomorrow's CEOs Summit

Part of the CMAA Mid-Year Conference
Jupiters Gold Coast
Pavilion Function Centre
Tuesday, July 16, 2013
10:30am - 4:30pm

The Summit is for any managers and senior supervisors, including new members of the CMAA. The Summit is free of charge and optional for all Conference delegates.

Register by selecting the 'Tomorrow's CEOs Summit' option within the 2013 CMAA Jupiters Mid-Year Conference link on CCM Travel's website: www.ccmtravel.com.au

This Summit is designed to assist frontline and middle managers who aspire to become senior managers and CEOs. Information will be presented by various industry specialists and club managers in a one-day forum that will cover topics such as:

- **Positioning Yourself for a Career in Senior Management** – Pathways Pathways CMAA Affiliate Program, Training Manager Program, Professional Development Opportunities with the CMAA, ACCM Program, Bachelor of Business (BBA), Benefits of CMAA Membership
- **Identifying How to Take Control of your Professional and Personal Financial Needs** – Service agreements overview, Salary packaging overview, Personal financial management for the future
- **Open Forum** – Facilitated session around topics of delegate interest. An opportunity for delegates to discuss any issues challenging supervisors and managers in the industry
- **'What do I do on my first day in a new senior role?' – Don & Don'ts** – You are now a New Supervisor, Line Manager, Department Head or Secretary Manager. Tips from those who have been there!
- **Dealing with the Board – Roles & Responsibilities** – Management & Director Roles & Responsibilities
- **Demystifying Corporate Governance** – What is Corporate Governance and why it is necessary for all managers to understand and follow 'best practice'?

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INDUSTRY UPDATE



Australasian Gaming Expo 2013

AUGUST 13 to 15 are the important dates for the 2013 Australasian Gaming Expo (AGE) at the Sydney Convention & Exhibition Centre, Darling Harbour. More than 110 companies have booked exhibitor stands, taking up more than 85% of the 15,000 square metre exhibition space.

All indications are that the exhibition will again be full to capacity with a wide range of companies showcasing the world's best gaming and related equipment and services – including last year's 'Best Stand' winner Task Retail Technology, which has booked a stand of some 30 square metres.


Last year's Gaming Expo saw a number of changes as a result of feedback from visitors and exhibitors. Apart from a new and colourful logo and theme, the event now operates on Tuesday, Wednesday and Thursday, which was well received. More than 90% of surveyed visitors indicated that they go to the event to see new products and technology, while 99% saw what they had wanted to see.

Event owner and operator, the Gaming Technologies Association, will again add to the fun by offering a surprise trip for two to Las Vegas for visitors at each day of the Expo. The Association's members, whose exhibition stands would sit comfortably alongside the world's best at any global event, will be in full force at the Australasian Gaming Expo. The Gaming Technologies Association's members include Ainsworth Game Technology, Aristocrat Technologies, Aruze Gaming Australia, Bally Technologies, IGT Australia, Konami Gaming Australia, SHFL entertainment and WMS Gaming Australia. ■

New machines to bankroll club upgrade

TWENTY NEW poker machines will bankroll a multi-million-dollar expansion of the Hoppers Crossing Sports Club after the Gambling Commission over-ruled Wyndham Council's decision to refuse them. The Club, which won its application at the Victorian Commission for Gambling & Liquor Regulation late last year, says it will install the poker machines by June. Bringing the number of pokies at the Hogans Road club to 55, the new machines are expected to raise up to \$750,000 in the first year. The extra revenue will fund a new bistro and function room, estimated to cost \$5 million. The Council rejected the club's application last June and fought it at the Commission hearing, pointing to anticipated social and economic harm to the community. Its lawyers presented a survey of 500 Hoppers Crossing, Tarneit and Werribee residents, 61% of whom opposed more machines at the club. But the Commission decided there would be no negative impact, agreeing with a consultant's report that highlighted the club's "pronounced social, sporting and cultural role" in the Hoppers Crossing area. Direct economic benefits of the new poker machines included 22 new full-time jobs in the cafe, bar, bistro, gaming and function jobs in the cafe, bar, bistro, gaming and function areas. General Manager George Csifo said that without gaming machine revenue, the club would not have been able to finance a \$2.9 million pavilion for dozens of sports teams. "It's a new, state-of-the-art facility with change rooms, a gym and community rooms. By offering these facilities and having so many sports clubs, it gets kids off the streets, involved in sport and out onto the paddock," he said. Mr Csifo said the club reinvested 100% of its gaming machine revenue back into sporting and social purposes, including donations of more than \$180,000 to Rotary and \$20,000 to youth outreach Open Family Australia. While he understood the Council's 'anti-pokies' stance was driven by a "moral obligation", Mr Csifo said community clubs should not be cast in the same light as hotel pokies venues. ■

ANNOUNCING



The globe is composed of various images related to gaming and entertainment, including slot machines, roulette, people playing games, and casino interiors. The text 'JAGE AUSTRALASIAN GAMING EXPO 2013' is prominently displayed across the center of the globe. The letters 'J', 'A', 'G', and 'E' are large and stylized, each within its own colored square. The words 'AUSTRALASIAN GAMING EXPO' are written in a smaller, sans-serif font below 'AGE'. The year '2013' is at the bottom in a large, bold, white font on a red background.

2013

Sydney Convention and Exhibition Centre, Darling Harbour NSW Australia
Visit www.austgamingexpo.com or call the Gaming Expo Help Line on 02 9211 7430

Clubs to set standard for social gaming

CLUBS AUSTRALIA has established an expert panel to develop new rules that set the 'gold standard' for providing free-to-play gaming applications ('apps') responsibly on social media.

Research shows Australians spend almost \$60 million each year on social media gaming apps that mimic real gambling games but provide no prize money.

However, the games currently available also allow credit betting and are accessible by children.

The working party will investigate all aspects of social gaming, especially in relation to Commonwealth and State laws as well as existing club activities, with a view to developing a code of practice to ensure any social gaming provided by clubs meets the same high harm-minimisation standards that apply in clubs.

Clubs Australia Executive Director Anthony Ball said the recent review of the

Interactive Gambling Act failed to establish safeguards and standards for social gaming apps. "Clubs have long been at the forefront of providing safe, enjoyable land-based gambling in a responsible manner and we've long called for similar standards to be applied to online gambling and these social gaming apps," he said. "The guidelines that our expert working group develops will provide a policy for clubs to abide by if they consider entering the social media space in the future, and make sure clubs continue to be leaders when it comes to the responsible conduct of gaming."

The expert panel will include representatives from the Clubs Gaming Advisory Committee, online gambling expert Dr Sally Gainsbury and gaming manufacturers.

Mr Ball said it was important to begin work now as there were already a number of gaming apps on social media. "For a long time we've called for the need to stop credit betting and prevent children accessing online gaming websites, including any applications on social media, regardless of whether or not a player can win money on them," he said. "In fact, in its review of the *Interactive Gambling Act*, the Department of Broadband, Communications & Digital Economy found that these applications were highly accessed by children, including those younger than 13. That's one of the reasons why we're concerned that the review of the Act failed to set up rules around social gaming. We're also concerned that these social media games sometimes have inflated odds that could mislead players about the chances of winning when gambling with cash in a land-based venue. Our expert working group will consider these issues and look at how clubs could provide these games for their members in a socially-responsible way."

The working group will deliver its recommendations later this year after consultation with technology providers, counsellors, state governments, legal experts and clubs nationally. ■

Keno licence extension in Qld

WAGERING AND Keno firm Tabcorp Holdings will pay \$20 million to the Queensland Government to have its state Keno licence extended to 2047, from the current expiry date of 2022. Tabcorp operates Keno in more than 3,600 venues in Queensland, NSW and Victoria, including 1,150 clubs, hotels and casinos in Queensland. Tabcorp CEO David Attenborough said the extension gave Tabcorp greater certainty and allowed it to continue to invest in Keno. ■

Greens bill to ban odds on sport shows

SPORTS BETTING odds could be banned from sports-related programs, such as *The Footy Show*, under new laws to be introduced to Federal Parliament. With growing community anger about the growth of betting advertising in sport, the Greens have drafted laws to place a blanket ban on odds being promoted by commentators or bookmakers during sports broadcasts on TV or radio. The new laws, to be introduced by Senator Richard Di Natale, also will outlaw sports-related programs 'spruiking' odds during their shows. Bookmakers would still be able to buy advertising during the program as long as it does not 'spruik' odds. Senator Di Natale has successfully set up a Senate Inquiry into gambling advertising in sport and said sporting codes had made it clear they did not want their personalities associated with odds. He said the public was tired of the intrusion of gambling into sports such as football, both at the grounds and during broadcasts. "We have to separate sport from gambling," he said. "Young kids should be able to enjoy a game of footy without thinking that gambling has to be part of that experience." Concern about betting advertising is not confined to the Greens. Broadcasters have been working on a code of conduct for sports broadcasts. "Privately, a number of MPs have expressed their concerns over this issue, I just hope they have the courage to take on the gambling industry in an election year," Senator Di Natale said. Labor backbencher Stephen Jones wants all betting ads banned during the game. Ideally, he would like sports to act voluntarily. He has circulated a petition pushing for the ban and says he will be pursuing action when Parliament resumes this month. "I would prefer for the codes to act but, in the absence of that, we should legislate," Mr Jones said. Coalition backbencher Alan Tudge said people were fed up with gambling ads at the footy and on TV. "We need to reduce the visibility of gambling so we don't normalise it for our kids," he added. "It is now impossible to go to the footy without having gambling shoved down your throat. There should be no ads and no odds during the game. How can the AFL promote itself as family-friendly when it is impossible to escape gambling promotion." The Coalition's paper on problem gambling, released in 2011, said it was concerned about the growing amount of advertising, suggesting odds be banned during play. ■

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Most unfair dismissal cases involve payment

OF THE 4,941 unfair dismissal claims settled in conciliation during the seven months from July 1 last year, 3,691 of those claims involved a payment, according to new statistics from the Fair Work Commission. Consistent with previous unfair dismissal reports from the Tribunal and its predecessors, the overwhelming majority of unfair dismissal claims for the period were settled in conciliation and, of those that got to arbitration (369), the bulk (283) of cases were dismissed.

But, on the claims dealt with in conciliation, the data, published by the FWC in mid-March, shows 75% of settlements involved a payment. Importantly, there is no distinction between compensation – what critics of the unfair dismissal system describe as ‘go-away money’ – and payment of outstanding entitlements. The majority (51%) of payments were of less than \$4,000, while at the other end of the scale, 20% were of more than \$8,000.

Most settlements involving money were clustered in the \$1,000 to \$8000 bracket – 617 cases involved payments of \$1,000 to \$1,999; 940 payments of \$2,000 to \$3,999; 662 of \$4,000 to \$5,999; and 404 of \$6,000 to \$7,999. At the higher end, there were 237 payments of \$8,000 to \$9,999; 283 of \$10,000 to \$14,999; 97 of \$15,000 to \$19,999; 91 of \$20,000 to \$29,999; 21 of \$30,000 to \$39,999; 12 in the maximum amount of \$40,000; and seven cases exceeding the maximum.

Of the claims settled without payment, 2,688 resulted in employees receiving a statement of service; 1,934 were settled with resignation; 815 involved providing information of an



undertaking; 634 the withdrawal of an application; 182 an employment separation certificate; 85 the return of property; 63 an apology; 33 payment in kind; and 20 the withdrawal of allegation(s). (Some claims have more than one basis for settlement.) None of the cases involved reinstatement.

Of the 369 matters that went to arbitration, 283 (76%) were dismissed either for want of jurisdiction (142), or because the dismissal was found to be fair (141). Of the 86 claims where the employee was successful, 66 resulted in compensation – 35% involving payments of less than \$4,000. Six applications for reinstatement were granted, while seven employees were reinstated and paid lost remuneration. In seven cases, the dismissals were found to be unfair but no remedy granted. ■

► **PETER COOPER** is the CMAA's Senior Industrial Relations Advocate.

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Thomsons welcomes Tony Rein to the team

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



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)

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Sydney Melbourne Brisbane Adelaide



Intralot
Australia

The monitoring licensee Intralot Gaming Services Pty Ltd (IGS) had only 10 months to develop a system to cater for all legacy protocols and start migrating venues. By any measure, this was an aggressive timeframe and an extraordinary achievement.

FOLLOWING THE *CMA Magazine* March 2013 edition article by KATIE CINCOTTA exposing the issues and shortcomings with Intralot's gaming machine monitoring migration, the company's new CEO FRANK MAKRYLLOS responded with these comments for the Club Industry in Victoria ...

THE VICTORIAN gaming industry is going through the most significant upheaval since its commencement in 1992. Whilst the objective was for venues to sail through this process with minimal interruption, this has somewhat concealed the magnitude of the change. The previous gaming operators – Tatts Pokies and Tabaret – rolled their EGMs and systems out over a period of four-to-six years. The new operators – clubs and hotels – have had, in most cases, just over a year to make arrangements to buy EGMs and enter into support arrangements. The monitoring licensee Intralot Gaming Services Pty Ltd (IGS) had only 10 months to develop a system to cater for all legacy protocols and start migrating venues. By any measure, this was an aggressive timeframe and an extraordinary achievement.

Just as a reminder, whilst the new gaming industry structure was announced in April 2008, the monitoring license was not granted until November 2011. It was only at this point that IGS was able to negotiate with the legacy gaming operators for access to their protocol information. After an extended negotiating process IGS was granted access to Legacy Protocols in February 2012. The main challenge for IGS has been the development of software to deal with all legacy games and jackpots – many of which were developed and configured specifically for the previous operators systems. Whilst software development from specifications was completed prior to the commencement of the migrations in August 2012, it is not until it is applied to products in the field that anomalies become evident. Whilst many EGMs are specified to operate in a particular way, there were often 'tweaks' to get them working on the legacy systems. These tweaks do not impact the game, or the integrity of the machine, but more-so how they accept configurations; how they report events; and the individual EGM's CPU processing

time and communication logging and queuing. This had the impact that some legacy games or machines had significant difficulties, either being configured or communicating in the required timeframes with the IGS system. Sometimes, these issues are frustratingly localised to a venue, due to the venue's particular environment, or local area network (LAN) set-up. These issues, when recognized, are dealt with by minor changes in IGS software. Having said this, these changes, due to the regulatory nature of our industry, cannot be implemented on the run. Changes are made, tested, and then go through a formal VCGLR approval process before being implemented.

Now that the entire network has migrated and every 'flavour' of EGM game and jackpot has been dealt with, system stability is improving. We have only recently released a new version of software to all SMIBS microLOT and site controllers. This new software release was designed to alleviate some of the more common issues.

Software is not the only thing that is developing. Whilst IGS is a wholly-owned subsidiary of Intralot SA, which is a large international organisation, IGS in Australia is very much a start-up company. It has only been since migration has been completed that a business-as-usual organisational structure has been developed. The structure is made up of the following officers ...

- Venue Operations: Dennis Melifronides
- Deployments & Venue Services: Duncan Allsop
- Service Desk: Lyn Elliot
- Network Support: Vasilis Vourakis
- Technical Operations: Warwick Molloy

Some of these individuals have only recently either started, or have been given these roles. Some of those who would be familiar to you, such as Peter Sidwell (Executive Chairman) and Arthur ►



■ CHRISTOPHER
BYRNE

- Baoustanos (Director) Intralot Australia are still there to support the business as previously.

Overall, there has been a significant effort to migrate all EGMs on to the IGS system and we know there are still many operational issues in the field. As indicated earlier, there are software releases being developed and implemented as these issues are being identified and resolved. We know that our Help Desk response has been testing and we have significant improvements in train. We are introducing new deployment processes to streamline the complexity and we will be introducing new services which will enable more significant data reporting and analysis.

We have recently commenced distributing a fortnightly update to all venues. These updates are designed to provide regular progress updates and highlight solutions to common problems. We also maintain a register of 'Frequently Asked Questions' and 'Answers' on the IGS website. IGS also provides basic training and assistance with accounting issues, such as meter reconciliation and adjustments through our Venue Operations Department, which is headed by Dennis Melifronides, who can be contacted on E: dennis.melifronides@igsmonitor.com.au

We thank you for your patience during this hectic period and look forward to being a service provider that delivers with minimal disruption in the future. ■

Managers remain concerned by system shortcomings

LONG-SERVING CMAA Member and City Memorial Bowls Club General Manager Rick Scott, who suffered substantial losses in the changeover, remains concerned about Intralot's attitude to problem solving. "They have developed what I call the 'mirror culture' ... i.e. 'we will look into it'. They convey the attitude of not caring how much money we lose because an EGM is down," Mr Scott added. "We are not talking one day ... the highest I have heard is 18 days (down time). Our highest down time is 13 days."



■ RICK SCOTT

Mr Scott says that while Intralot is slowing solving the issues of jackpots, validation, disabled EGMS and Help Desk response times, he believes there's still damage to mend. "Bottom line is they did not do their homework on the technical side, or the human resources and expertise required. There is a lot of bridge-building to do with managers."

Yarraville Club General Manager Christopher Byrne applauds Mr Makryllos for making an industry statement to outline the 'state of play'. "I agree that the task they have undertaken is huge and together all industry stakeholders must work together for a better gaming industry. It is positive to see that Intralot has acknowledged the areas where they have under delivered, especially in communicating with the network and dealing with venue inquiries at Help Desk level."

Mr Byrne is confident the industry will see a positive turn-around over the next 12 months and that it is critical all parties now works towards a common vision to put all the negative experience behind them. ■

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Beating the weather a priority for surf clubs



By **HENRI LACH**

WEATHER PROOFING is a major item of a \$4 million-plus refurbishment project on the books at the North Burleigh Surf Club on the Gold Coast.

The club had a severe and costly hammering in the wild weather of the Australia Day weekend this year. Subsequent high winds and heavy rain contributed to the woes there, as they did to many other surf clubs on the coast.

North's General Manager Matt Dagg and his board want to be fully prepared for the next time the weather turns really nasty.

The irony is that had the planned upgrade been in place on what's been described as "a weekend from hell", the club probably would have escaped unscathed.

As it is, the damages bill has come to more than \$380,000.

"Of that, \$120,000 was to our poker machines.

"We're the only surf club on the coast with our patrons' facilities at ground level, and that made us vulnerable when the terrible weather hit," Matt said.

He's determined his club will be prepared to take mother nature head on next time she turns vicious. Heavy glass bi-folds will play a big part in the new plan to foil her.

"The re-development will seal the club completely. The bi-folds can be opened right up when the weather's good, and totally closed when it's bad.

"We'll be able to contain the nice environment inside, and it will all be air conditioned. Any terrible weather will be kept on the outside," he said.

A production kitchen on the second level, a second function room with pre-function area including another bar, a new gaming room, and a new reception area are all part of the redevelopment plan.

"It won't look like a surf club. There'll be a lot of stone features and material that will be resistant to corrosion from salt air, and there'll be a lot of glass and a lot of stone and concrete that's going to be wind and rain proof," Matt said.

A starting date for the work is still open.

"We're putting ourselves in a financial position where we can get a good run at it. After all this is a \$4.5 million total project.

- **ABOVE:** TBi-folds will provide protection for the Tugun club.
- **BELOW LEFT:** North Burleigh Surf Club General Manager Matt Dagg with an artist's impression of his new-look premises.
- **BELOW RIGHT:** An artist's impression of the proposed upgrade.
- **NEXT PAGE LEFT:** The beer garden is now open to the elements, but not after the upgrade.
- **NEXT PAGE RIGHT:** Tugun Surf Club General Manager Damon Gerebtzoff ... "getting back on track".





"You get a company that comes here and does something that's wind rated for our area, but it's not surf club rated."

"Things cost us more here than to an inland club. We've got to put in more, like thicker gauge metal in all outdoor areas," he said.

The Tugun Surf Club to the south of Burleigh was another among the serious victims of our national holiday's big blow.

General Manager Damon Gerebtzoff also is determined to weather proof his charge as much as possible. "I'm going to enclose our balcony with bi-fold glass and it will be completely protected from the bad weather," he said.

The cost of the exercise is \$40,000. He feels it will be money well spent.

Total damage to his club from that storm was more than \$500,000.

Most of that was down to what happened to gaming machines.

The club had 37 ... only 12 survived.

Like other victims of damage from natural disasters, the club has been at the whim of insurance assessors. But Damon is an optimist.

"We're getting back on track. We're fully operational again and getting back to normal. We've just got to get people back in the door supporting us."



"I don't want to go through what I've just gone through again. You can't fully stop the weather, but the bi-folds will be a lot better protection," he said.

The Southport Surf Club has recovered from the relatively moderate damage it received. General Manager and Gold Coast CMAA Zone President Steve Condren believes weather proofing is vital for clubs exposed to the ocean.

"We're now pretty much weather proof, but you never know until you get something as severe as the Australia Day weekend storm."

"Unfortunately, some clubs say, 'It'll be all right. We'll get through it'. They'd rather spend the money at the surfers level," he said in a tone that obviously was not intended as a criticism. ■

► "We've already spend about \$150,000 to date on engineering and architects. Building approval already has been granted," Matt said.

Matt emphasises the fact that major storms aside, surf clubs are victims of their location.

"The reason we're here is for surf lifesaving, and the reason we have all this damage is because of the surf, the sea and the salt."

"Surf clubs have to find a way to reduce the impact of weather. Salt air is their major enemy."

"We've found that we have to do things almost over engineered. We've got to go that one step further. Solar panels are now tied down in a different way, using difference gauge steel and frames."



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Federal Government has online gambling in its sights

ClubsAustralia is unaware of any evidence that shows online poker machines are any more (or less) risky for consumers than wagering, sports betting or tournament poker, conducted online.

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THE AUSTRALIAN Government has handed down its final report into the *Interactive Gambling Act 2001 (IGA)* following a long period of public consultation and consideration.

In broad terms, the *IGA* is the law that permits licensed companies to provide online wagering (including sports betting) and lotteries to Australians, but prohibits other forms such as online casino-style gambling.

ClubsAustralia made submissions to the review and representations to key stakeholders with the position that online gambling regulation, should as far as possible, mirror land-based operations (such as clubs) with similar controls on credit betting, inducements and advertising.

In its final submission (July 2012) ClubsAustralia argued that if the Government was to open up, or liberalise, online gambling beyond wagering and lotteries, then it should be done through the Australian club network which could leverage existing not-for-profit gaming operations to provide the safest possible gambling environment and maximise the return to Australians in the form of taxation, jobs and community support.

ClubsAustralia has commissioned extensive modeling that shows that over the next decade Australians will spend an estimated \$17.9 billion on illegal offshore gaming sites and that allowing

clubs to provide a safe, regulated alternative on an exclusive basis would generate an additional \$2.7 billion in revenue for local clubs and community groups – and a further \$4.7 billion in additional taxation revenues for Government.

Overall, the review found that the *IGA* is making only a very minor contribution to the objective of reducing harm to problem gamblers and to those at risk of becoming problem gamblers.

The final report states that the *IGA* “may in fact be exacerbating the risk of harm because of the high level of usage by Australians of prohibited services which may not have the same protections that Australian licensed online gambling providers could be required to have”.

To address this failure, the review argued that “the effectiveness of the *IGA* in reducing the risk of harm could be increased by enabling and encouraging prohibited online gambling service providers, particularly those that are popular amongst Australians, to become licensed in Australia on condition that they ...

- cease offering higher risk types of online gambling (e.g. online slot machines) to Australians and only offer online gambling services that are of a relatively lower risk (e.g. online tournament poker);

- ▶ - agree to comply with a set of strong harm minimisation and consumer protection measures."

The report contends that online poker machines represent higher-risk gambling.

ClubsAustralia is unaware of any evidence that shows online poker machines are any more (or less) risky for consumers than wagering, sports betting or tournament poker, conducted online.

The Government has responded by announcing it will consult with States and Territories on the development and implementation of a national standard for harm minimisation and consumer protection that would cover all licensed online gambling activities.

The Government also is further examining the recommendations regarding enforcement and deterrence, advertising, education and awareness and social media, in consultation with states and territories.

The review's recommendations are tied to the success, or otherwise, of discussions between the states, territories and the commonwealth.

ClubsAustralia has publicly stated its concern over the extent to which these services are accessible by children and has asked the Government to introduce appropriate controls, which so far it has failed to do.



It is uncertain whether these discussions will even start within the life of this Parliament, given the proximity of the September 14 Federal Election, and any action would fall to the next Government.

In this context, the Federal Opposition responded to the final report stating that it would fully consider the report, supported strengthening the IGA, but "will not support any changes to the IGA that weaken the current prohibition on online gambling".

ClubsAustralia will continue to argue the case that online gambling should be better regulated and there should be much tighter controls on credit betting, inducements and advertising and, importantly, that should circumstances change, clubs are well placed to deliver a safe service to Australians.

The report also deals with social (gambling-style) services that allow people to play gaming through Facebook and other online channels, either for free or by buying tokens.

The report recommended ... "that providers should closely monitor gambling-style services to ensure that they are not inappropriately targeting younger children or that they possess simulated payout ratios that differ significantly from actual gambling services as a means of misleading children about their prospects for success with real gambling services".

ClubsAustralia has publicly stated its concern over the extent to which these services are accessible by children and has asked the Government to introduce appropriate controls, which so far it has failed to do.

At the same time, as with most modern businesses, clubs are seeking to communicate with their members online and to market their products and services, and social gaming is potentially a part of this.

In an attempt to bring clarity to club involvement in this activity, ClubsAustralia will establish a Working Group to investigate all aspects of social gaming as it relates to clubs including its legality under federal and state laws and, potentially, to draft a Code of Practice to regulate club activity in this space – setting standards relating to accessibility, simulated payout ratios and links to gambling support services.

The Working Group will be appointed soon and consult with technology providers, gambling researchers, state and territory governments, legal experts and clubs.

The report can be found at:
www.dbcde.gov.au/broadband/online_gambling/2011_review_of_the_interactive_gambling_act_2001. ■

Clubs, hotels, bars back 'No Shots' campaign

EFFORTS TO reduce alcohol-related violence and anti-social behaviour are continuing in the Great Lakes Zone. Great Lakes Liquor Accord Chairman Damien Clements, the CMAA Great Lakes Zone Treasurer and Forster Bowling Club Secretary Manager, said the Accord, a few years ago, came up with a 'No Shots' policy. "We found a few people were drinking at venues, then, getting close to the end of the night they were having shots and, obviously, it was affecting patrons," Mr Clements added. "So, we got together and we felt that having 'No Shots' would make it a bit easier later in the night." The Accord is working closely with Police and the local Council to bring a consistent message to patrons who become drunk or violent. "We do have problems with intoxication ... we do have problems with violence," he added. "It's just a matter of addressing these issues and making sure that all of the licensed venues in our Zone are all on the same path and, if we do see any signs of these problems in our clubs and pubs, that we address the problem right away, then duty of care of trying to get that person home," he said. ■



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Mums spreading the word for clubs

BREASTFEEDING ROOMS, choosing work hours and child-minding facilities for staff are fast becoming the norm in NSW clubs as the industry strives to make life easier for the thousands of working mums employed in local clubs.

The changes come at a time when figures show that the number of women working in NSW clubs is higher than ever, with females making up 54% of the industry's workforce – a far higher rate than the NSW average of 45.8%.

Family-friendly workplace policies also are benefitting working dads and grandparents, with many taking up the option of paternity leave and flexible working hours to meet family and child-minding commitments.

ClubsNSW CEO Anthony Ball said clubs were going out of their way to make themselves more appealing to women and recognise the valuable contribution they bring to the Club Industry.

"While some people think that clubs are 'blokey', the facts show female staff outnumber men – and you'd be hard pressed to find an industry that does



■ Clubs are going out of their way to make themselves more appealing to women and recognise the valuable contribution women bring to the Club Industry.

more for women in the workplace," Mr Ball added. "Easts, which was founded off the back of a rugby league club, will roll out breast-feeding rooms for staff across five clubs. At the same time, Revesby Workers Club offers paid pre-natal leave; Mounties' have low-cost child-minding facilities onsite; and Castle Hill RSL Club holds free parenting classes for staff."

And, it's not just city clubs that are adopting these measures. Regional clubs such as Dubbo RSL Club also are giving staff the option of working from home where possible and, depending on their area of employment, can also bring their children to work.

Many clubs also have generous paid maternity-leave schemes, flexible hours, as well as women's corporate committees dedicated to mentoring women in the workplace.

Mr Ball said that just 3% of ASX 200-listed companies have female CEOs, whereas 20% of club CEOs are women – along with 14% of club board members.

"Although club management figures are

leaps and bounds ahead of ASX 200-listed companies, we'd like to increase the ratio and are working hard with local clubs to do just this," Mr Ball said. "Offering flexible working arrangements is a key factor in retaining women in the workplace and we know that this is one reason that clubs are an employer of choice for a lot of females. Clubs are reflections of local communities and, given there are more women than men in NSW, it makes sense that clubs are actively finding ways to ensure that this is reflected in the workplace."

Easts Group CEO Scott Bennetts said that women make up half their workforce and with six staff on maternity leave, the new breast-feeding facilities would be a welcome and much needed addition to their clubs. "Returning to work after having a baby can be a very challenging experience, so we wanted to ensure our clubs have facilities available to staff to ease this experience," he said. "Easts is also considering introducing new parenting schemes to benefit not only our working mums, but working dads too." ■

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ACTU wants \$30 rise to minimum wage

THE AUSTRALIAN Council of Trade Unions is pushing for a \$30 a week increase to the minimum wage. The union will ask the Fair Work Commission to grant the increase to 1.5 million low-paid workers.

ACTU Secretary Dave Oliver says the Government had created the economic conditions to make a significant increase affordable. "We've been concerned for some time that there has been a significant gap emerging between the minimum pay and what the real average weekly earnings are," he said. "So the claim that we're seeking will lift the rate from \$606 to \$636 – still less than average wage weekly earnings for the rest of society."

The ACTU warned if the gap between the minimum wage and real wages continued to grow, Australia could end up with a 'working poor', similar to the United States.

Innes Willox from the Australian Industry Group says the wage increase would destroy jobs. Employers are expected to back a smaller wage rise. ■



THE ROAD AHEAD

Meeting New Tribes & Cultures

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Conference Welcome



Benjamin Franklin, one of the 'Founding Fathers' of the United States had many interesting things to say during his remarkable life.

Franklin once said ... "Tell me and I forget. Teach me and I remember. Involve me and I learn." These words are powerfully appropriate in welcoming delegates, sponsors and guests to the 2013 Mid Year Conference. The opportunity for education and professional development, particularly at such a critical period for the Club Industry, is significant for everyone who has made the choice to attend this important Conference to expand professional and personal horizons. The CMAA, through the Board of Management Studies, again has framed an impressive and challenging three days of lectures, workshops with world-class presenters and industry experts. There is a lot to embrace and process along with the chance to network with other industry professionals to enhance the learning experience. We look forward to another enjoyable Conference at Jupiters.

Ralph Kober
CMAA Executive Officer

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CMAA MEMBERS GENERAL MEETING

Wednesday, July 17
1pm - 2pm

Pavilion Convention Centre,
Ground Floor, Jupiters.

* Speakers may change due to
unforeseen circumstances

The Conference Program:

THE ROAD AHEAD – Meeting New Tribes & Cultures

Human beings can't help it: we need to belong. One of the most powerful of our survival mechanisms is to be part of a tribe, to contribute to (and take from) a group of like-minded people. We are drawn to leaders and to their ideas, and we can't resist the rush of belonging and the thrill of the new. We want to belong – not to just one tribe, it turns out, but to many. And if you give us tools and make it easy, we'll keep joining. Tribes make our lives better. And leading a tribe is the best life of all. 'Tribes' (Seth Godin)

Optional Day – Tuesday, July 16, 2013

OPTIONAL

10:30-4:30pm Tomorrow's CEOs Summit – Optional & Free of Charge

This Summit is designed to assist any managers and senior supervisors, including non-members of the CMAA who aspire to become CEOs.

Information will be presented by various industry specialists and club managers in a one-day forum that will cover topic areas such as ...

- Positioning Yourself for a Career in Senior Management – Pathways
- Identifying How to Take Control of Your Professional & Personal Financial Needs
- Open Forum - facilitated session around topics of delegate interest
- 'What do I do on my first day in the new role?' – Dos & Don'ts
- Dealing with the Board – Roles & Responsibilities
- Demystifying Corporate Governance

Register by selecting the **Tomorrow's CEOs Summit** option within the **2013 CMAA Jupiters Mid-Year Conference** link on **CCM Travel's** website: www.ccmtravel.com.au

Conference Commences

Day 1: Wednesday, July 17, 2013

1-2pm

CMAA Members' General Meeting – Members only.

2:15-2:45pm

'Gaming, A Changing Landscape'

How we respond and adapt to a changing landscape will be critical for the long term development and sustainability of the industry.

Aristocrat Leisure

2:45-3:25pm

'Economic Masterclass 2013 – Federal Economic Policy & Its Impact On The Club Industry – What's Ahead?'

with **Sam Sicilia**, HOSTPLUS Chief Investment Officer. Sam is a Bachelor of Science (Honours) in applied mathematics and theoretical physics; Ph.D. in mathematical modelling; Master of Applied Finance.

3:25-4:15pm

'Getting The Most Value From These Conference Workshops & Your Tribe' – Brainstorming Session with **Dave Staughton**

10 priorities for setting up your business, your tribe, and culture for change.

From 7.30pm

'Footy Fever' State of Origin Game 3

Pavilion Convention Centre, Ground Floor, Jupiters Gold Coast.

Better than at the park! HUGE screen, no lines, footy food, very close to bed. Select beverages will be available for purchase and complimentary 'footy' finger food provided. Please indicate your interest in attending on the Conference Registration Form. Entry to the function is restricted to registered Conference Delegates only. Conference ID Badge required for entry on the night: No Badge – No Entry!



Conference Sponsor



Register: www.cmaa.asn.au

The Conference Program:

THE ROAD AHEAD – Meeting New Tribes & Cultures

Day 2: Thursday, July 18, 2013

9-10am

'The Way We Shift Perceptions, People & Products ... Is Shifting'

with **Dan Gregory**, a regular on ABC TV's *Gruen Planet* (formerly *The Gruen Transfer*) and morning news programs. Dan is the founder and CEO of The Impossible Institute, an innovation and engagement organisation that advises management and sales departments on what truly drives their customers and employees. He has worked with brands as varied as **Coca-Cola** and **Unilever**, **Murdoch Magazines**, fast food chains and government departments, **Aussie Home Loans**, the **National Rugby League**, **News Ltd**, **Vodafone** and **MTV** in the US and Russia. Dan's exciting and very entertaining presentation looks at how changes in technology, communications, culture and the marketplace have created huge shifts in how we engage people with our ideas, products and services. Dan will talk about what these changes mean to business, to the way we need to engage with our members and future customers and how their expectations are changing the nature of business.

10:05-10:55am

'Play A Bigger Game In 2013' with Ron 'Rowdy' McLean

If you want to achieve big things. If you are stuck in a rut, or are looking for a practical kick-start, this seminar is for you. This is a seminar for people who want to know how to achieve more, be more, do more, and have more. Let's make this your best year ever. Success is all about the planning and execution – making things happen.

10:55-11:15am

Break

11:15-12:05pm

'Take A Walk On The Wired Side' – The Digital / Social Paradigm

with **Rhonda Bowen**, Director of **tic technologies**, and CMAA Industry Professional Development Manager **Geoff Meston**. Review some of the latest social communications technologies and channels – and how they may be applied at your club to enhance your engagement with your people and your Members.

12:05-1pm

LUNCH

1-2:30pm

'Social Design' – Being More Connected, More Courageous, More Creative

with **Dan Gregory**. Dan facilitates a hands-on, team-based workshop to develop your skills in building new tribe (community) identity and 'belongingness' and the role the club will play in their lives. We'll build a strategy to communicate, market, and sell ideas to your tribe and potential new members to keep them engaged and loyal.

2:30-2:50pm

Break

2:50-5pm

Senior Management Stream

Workshop: 'Driving Strategy To Execution' with Roma Gaster

Aligning 'business rhythm' and efforts to achieve sustained performance, including the essential elements and disciplines: Purpose, Vision, Values, Strategy, Communication Alignment, Metrics and Accountability. Often, strategies fail to deliver on their potential when leaders fail to plan properly. This session will challenge leaders to think differently about strategic leadership and business performance.

2:50-3:40pm

Line Management Stream

Time Management For Line & Duty Managers with Ron 'Rowdy' McLean

Productivity is paramount in any business. Discovering simple, yet effective tools for managing time creates far more efficient and productive organisations.

3:45-5pm

'DISC Profiling For Line & Duty Managers' Session 1 with Brent Williams (Accredited DISC Consultant)

D.I.S.C is the universal language of behaviour that has helped millions of people worldwide to understand why they manage the way they do and tap into new insights that help them get the most from the people they work with and live.

5:30-7:30pm

Cocktails by the Pool

A civilised way of networking with your peers and sponsors to wind down after a rigorous day before heading off to dinner.

ACTIVITY POINTS

Delegates receive 20 Industry Activity Points for attending the Conference towards achieving / maintaining the Active Certified Club Manager (ACCM) Award. 10 points will be awarded to delegates who attend & sign the register at the CMAA General Meeting. A further 10 points will be awarded to delegates who travel more than 100km from the radius of their club to attend the conference.



The Conference Program:

THE ROAD AHEAD – Meeting New Tribes & Cultures

"Do not repeat the tactics which have gained you one victory, but let your methods be regulated by the infinite variety of circumstances." – Sun Tzu c. 490 BC, Chinese military strategist



9-10am

Senior Management Stream

'Customer Service' – Measuring The Gap Between Customer Expectations & Perceptions That Cost Your Club Money

with **Brett Jones** MBA

Brett looks at how to develop tools to measure this gap and meet your customers' expectations.

10:05-10:45am

'Don't Become Part Of The Background Noise' – Rethinking Member Engagement & Communications

with **Peter Jefferis**, Director of Sales & Marketing with **Micropower**, Integrated Management Systems.

9-10am

Line Management Stream

'DISC Profiling For Line & Duty Managers' – Session 2

Building on the insights from Session 1, this workshop speaks of the potential of understanding human behaviour and maximising the potential of your team. No group hugs here, but you will have some fun and gain some useful insights.

10:05-10:45am

'Coaching Company Procedures Standards For Success In Line & Duty Management'

with **Lori Luhrman**. The Duty Management success formula: Great club standards + consistently and effectively coach staff + always monitor performance = seamless excellence.

10:45-11:05am

Break

11:05-11:45am

'Industrial Relations Law And Bullying' – How To Affect Change As A Manager & Minimise The Risk Of Claims

with **John Murray**, Partner, **Eastern Commercial Lawyers**
John discusses the scourge of workplace bullying and how to deal with complaints of bullying when affecting change as a manager with examples of real workplace conduct that has led to claims of bullying. John will also discuss the Federal Government's proposed introduction of a process for resolution of workplace bullying complaints in the Fair Work Commission which is heralded to take place by July 2013. VERY important.

11:45-12:30pm

'Change, Change Change!' – Strategic Change, Cultural Change, Social Change – Working With New Tribes

with **Lori Luhrman**

One management approach no longer necessarily fits all. Managers and businesses need to adapt to maximise efficiencies, effectiveness and customer-friendly outcomes.

12:30-1pm

'From Inspiration To Implementation'

with **Big Dave Staughton**

Mind mapping your Conference skills and ideas into a logical plan to take back to work.

End of Conference



Conference Sponsor



NETWORKING & CHARITY RACE DAY - Saturday, July 20 11:30am – 6pm

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VOCATIONAL TRAINERS who are club managers ... can't ask for a better outcome for CMDA students.

No doubt as Club Managers you are bombarded with information and offers from other Registered Training Organisations (RTOs) advertising their courses and describing how their approach to training and assessment is different to their competitors, making them the preferred user choice of training providers in your area.

If you have ever asked your staff for their opinion on what they thought of the training they received, most wouldn't know the difference between one RTO to the next. Some may even struggle to recall what the course was about. What those few lucky people who experienced quality training will recall is the trainer, and how that person inspired them to want to learn ... through their personality, knowledge or experience in the subject matter.

So, let's compare notes. What does it take to be a Trainer and Assessor; and why are good trainers and assessors so hard to find? First, you must hold the relevant Vocational Education Trainer qualification, which is called the Certificate IV in Workplace Training & Assessment.

As of July 1, all trainers and assessors will require the latest version of this qualification which is represented by the code TAE. Second, they must hold the Statement of Attainment in which they are training and assessing, or hold equivalent industry experience in this field. Third, all trainers and assessors must ensure that they maintain their current knowledge and skills involved in performing the tasks involved in the subject in both of the areas mentioned.

In many cases, this means they would need to update the qualifications they are training in, and attend the occasional professional development activity. Of course, all CMDA trainers have their TAE certificate allowing them to train and assess. They all have the relevant Statement of Attainments in the chosen fields of expertise and all work within the industry or are closely aligned to it through the work that they do.

So, what makes some trainers stand out better than others? Is it their ability to engage their audience and motivate them to participate in class discussions? Is it the years of industry experience and knowledge on the subject matter? Or is it the entertaining style in which the trainer presents the information that helps to make sense of the subject matter and puts it into real and meaningful context?

It's all of these things and more. Which is why the CMDA goes to great lengths to ensure that their trainers and assessors not only meet the minimum standards regarding the pieces of paper they need to meet compliance standards, but have that 'special something' that makes our students remember their training long after they have finished the course and are back in the workplace. Our trainers are not just trainers and assessors; they are club managers, lawyers, and business owners with years of experience and knowledge in this industry behind them. Their roles deal with the subject matter at hand on a daily basis and are often required to update their education on an ongoing basis outside of the needs of the Vocational Education environment.

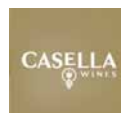
Most importantly, our trainers and assessors are people who you may already know and trust within the industry; they may sit on the CMDA Board of Management Studies, they attend and speak at our Expos and Conferences; and they are people of who know not just what the subjects says to train, but have been there and done that task numerous time themselves. And that is why CMDA's edge over our competitors is second to none ... ■

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Courses coming up in May and June 2013

Programme Name	Dates	Location	Price Type	Amount	Duration
SITXMPR005A Develop & Manage Marketing Strategies	7/05/2013 - 12/06/2013	CMDA - Sydney Olympic Park	Member	\$880.00	9.30 - 5
Marketing is an essential part of business, the best products will fail if customers don't know you exist or aren't convinced to give it a try. In this unit you will learn how to: Collect and analyse information on internal & external business environments, Develop marketing strategies, Prepare a marketing plan & Conduct ongoing evaluation.			Non Member	\$970.00	9.30 - 5
SITXFIN004A Manage Finances within a Budget	14/05/2013 - 15/05/2013	CMDA - Sydney Olympic Park	Member	\$330.00	9.30 - 5
A budget is only as reliable as the information it is based on. In this unit you will learn how to: Allocate budget resources, Monitor financial activities against budget, Identify & evaluate options for improved budget performance & Complete financial and statistical reports.			Non Member	\$365.00	9.30 - 5
Effective Operational Manager Program	20/05/2013 - 5/06/2013	CMDA - Sydney Olympic Park	Member	\$1,560.00	9.30 - 5
This 6 day course is a must for current & potential Operations Managers – Includes HR, Leadership, Project Management, understanding contracts & some management accounting cost control concepts.			Non Member	\$1,690.00	9.30 - 5
SITXHRM006A Monitor Staff Performance	27/05/2013 - 28/05/2013	CMDA - Sydney Olympic Park	Member	\$480.00	9.30 - 5
Businesses that run effective performance management systems enjoy improved communication between management and staff, greater staff retention, increased productivity, motivation and team work. Don't be left behind by your competitors.			Non Member	\$580.00	9.30 - 5
SITHFAB009A RSA	3/06/2013	Moama Bowling Club	Member	\$135.00	9.30 - 5
Don't forget, if you completed your course between 2001 & 2006 your certificate expires on the 30 th June 2013 –Don't be caught non-compliant!			Non Member	\$140.00	9.30 - 5
RCG SITHGAM006A	3/06/2013	Moama Bowling Club	Member	\$95.00	9.30 - 5
Remember, if your course was in 2006 or prior, there are only 3 months left to renew!			Non Member	\$100.00	9.30 - 5
WESTPAC: Financial Management 101	06/06/2013 – 07/06/2013	CMDA - Sydney Olympic Park	Member	\$990.00	9.00 - 5
Delivered by WESTPAC's Davidson Institute and back by popular demand! This NON accredited course covers financial performance measurement, breakeven analysis, cash flow budgets, effective planning and more			Non Member	\$1045.00	9.00 - 5
WESTPAC: Business Planning	14/06/2013	CMDA - Sydney Olympic Park	Member	\$450.00	9.00 - 5
Delivered by WESTPAC's Davidson Institute and back by popular demand! This Non Accredited course discusses short, medium and long term business plans, setting goals for key performance areas, elements that need to be in your business plan.			Non Member	\$500.00	9.00 - 5
Duty Manager Development Program	17/06/2013 – 03/07/2013	CMDA - Sydney Olympic Park	Member	\$1560.00	9.30 - 5
			Non Member	\$1690.00	9.30 - 5
SITXHRM003A Roster Staff	17/06/2013 – 18/06/2013	CMDA - Sydney Olympic Park	Member	\$330.00	9.30 - 5
Recently redesigned to be delivered over 2 days. This course now includes an in- depth half day coverage of the current Award and how it applies to your staff scheduling.			Non Member	\$365.00	9.30 - 5
SITHFAB009A RSA	24/06/2013	CMDA - Sydney Olympic Park	Member	\$135.00	9.30 - 5
Don't forget, if you completed your course between 2001 & 2006 your certificate expires on the 30 th June 2013 –Don't be caught non-compliant!			Non Member	\$140.00	9.30 - 5
SITHGAM004B Analyse & Report on Gaming Data	24/06/2013 - 25/06/2013	Ingleburn RSL	Member	\$480.00	7.30 - 5
Learn the concepts and formulas behind your gaming cash flow analysis, link reconciliations; performance reports. This course also covers your gaming compliance requirements. It's practical and hands-on. There are TWO pre-requisite subjects which must also be addressed to complete this unit, and we'll help you with that as well. See our website for details.			Non Member	\$580.00	7.30 - 5
SITHGAM006A RCG	25/06/2013	CMDA - Sydney Olympic Park	Member	\$95.00	9.30 - 5
Remember, if your course was in 2006 or prior, there are only 3 months left to renew!			Non Member	\$100.00	9.30 - 5
Go to our website for more information and to register.					

Don't forget to register for our Mid-year conference at Jupiters for Early Bird discount. Go to www.cmaa.asn.au for more details



THE ROAD AHEAD

Meeting New Tribes & Cultures

CMAA Jupiters Mid Year Conference – July 17-19

OUR CONFERENCE themes over the past two years have been concerned not only with the long-term sustainability of the standard club business model, but also strategic planning and its associated components. This year's theme extends that concept to strategic choice and its execution. So, let's use the old literary GPS and position ourselves right now where we stand on the strategic path ... we have done our research and made our choice; we have new products or services we are offering to new customers; we might be using new suppliers; our staff have to change the way they do things, and we might have plenty of new ones. We are dealing with **BIG SOCIAL CHANGES**. And, we are dealing with different **people**, or 'mobs', or 'tribes' ... whatever you want to call them.

Seth Godin, a modern day social commentator of high note, states in his book, **'Tribes': Human beings can't help it: we need to belong. One of the most powerful of our survival mechanisms is to be part of a tribe, to contribute to (and take from) a group of like-minded people. We are drawn to leaders and to their ideas, and we can't resist the rush of belonging and the thrill of the new. We want to belong not to just one tribe, it turns out, but to many. And if you give us tools and make it easy, we'll keep joining. Tribes make our lives better. And leading a tribe is the best life of all.**

At Jupiters this year, we will look in detail at the 'people' and tribal aspects of executing a new strategy. Tribes have their own customs, wants and needs, and fears, and ways of communicating; and for our strategy to be a success we need to find the secret to win their hearts and minds; and that is to make them feel that they 'belong' to 'our' tribe. In the face of this we have two new forces impacting our business system which will require skilled change management actions to minimise the chance of destroying the new business strategy. Those two forces are ...

- 1 - Possibly new employees plus existing employee fear of, and resistance to, change;
- 2 - New demographics or types of customers visiting our venue who we are not used to dealing with.

With this in mind at Jupiters, we have assembled a great cast of characters to help guide us through the social change minefield. Our keynote speaker, Dan Gregory from the hit TV show *'The Gruen Planet'*, deals with corporate innovation and social engagement and advises companies on what drives their customers and what makes them 'tick'. Dan will also deliver a high-impact second practical workshop session on how to engage new tribes and how to redesign your own tribe to meet the new social customs in your market. You will take away a strategy to deal with and communicate with new markets

using the latest methods and channels. We also have Ron 'Rowdy' McLean presenting his workshop on how managers can contribute more to the outcomes of their company's strategy by improving their own 'game'.

We also break the conference into two streams this year – Senior Management and a Line (duty) Management – to address the different needs of the management 'tribes' within our organisations. Senior management have Roma Gaster, a global whiz on strategy and people, working through strategic leadership and aligning with business rhythms. We also look at high-level customer service metrics and marketing philosophies. Our line managers will be immersed in DISC profiling to investigate the different personality profiles that make up a workforce so they can better understand the mechanics of their shifts and the people that work them to create better delegation and employee satisfaction outcomes. Lori Luhrman also will provide a coaching workshop to help duty managers with the staff 'on the job' training and monitoring to improve overall improvements and consistency in organisational service standards across the shift spectrum.

As with any change, there is always the chance that some employees may be resistant to their routines being altered and this attitude brings with it the danger of management being perceived as 'bullying' employees during the crucial early strategy implementation period. John Murray, Industrial Relations law specialist at Eastern Commercial Lawyers, will discuss what the proposed new federal laws entail, and provide strategies to prevent managers from being caught in the bullying trap.

I look forward to catching up with you at Jupiters – we'll share plenty of new skills and knowledge! ■





JULY 1, 2013

NSW Mandatory Club Secretary Manager Course commences

The Club Managers' Association proudly presents the Mandatory NSW Secretary Manager Training Course - 'Board Governance, the Company Secretary & the General Manager' – requested and approved by the NSW Office of Liquor, Gaming & Racing. This course is designed and delivered **BY** NSW Club Secretary Managers **FOR** NSW Club Secretary Managers. This course replaces the CMAA's four-day Secretary Manager Course.

Cost:	\$320 (+GST)
Duration:	Two full days face-to-face. Delivered by a Secretary Manager with training qualifications supported with legal and accounting expert speakers.
Location:	We will deliver it at Sydney Olympic Park, as well as Zone courses organised in conjunction with CMAA Zone Committees.
Content:	<ul style="list-style-type: none"> • Defining the roles of the Secretary Manager & the Board; Governance v Management • The specific role of the 'Secretary' in Secretary Manager: Duties & Responsibilities • Legal responsibilities of a Company Secretary; Typical duties of a Company Secretary • The Governing Body's ('The Board') Role • The Fundamental Realities of The Board/CEO Relationship; Important Ground Rules in the relationship • Allocating Responsibilities: A suggested framework to separate the duties in the relationship. • How to prepare for and conduct Board Meetings; How do Boards operate?; What does a Board do? • Planning a Board Meeting; Conducting a Board Meeting; Taking Minutes; Monitoring the outcomes of the Meeting • Corporate Governance – Understanding its relevance & requirements for compliance • Standards & Systems audit assessment for licensed venues • <i>Liquor Act 2007 & Registered Clubs Act 1976</i>; Amalgamations & De-amalgamations • Meetings; Notices; Resolutions; Disciplinary Hearings • Administration & General Finance; Financial records; Financial reports and reporting to Club Members; Insolvency • Keeping ASIC in the loop

Who has to do the course? (we will refine this when OLGR NSW releases further information)

Existing Club Secretary/Managers: If you are appointed as a Club Secretary/Manager before July 1, 2013 and have three (3), or more, years current experience with any registered club, you will not be required to complete the training.

If you have less than three (3) years current experience, you will have until June 30, 2015 to complete the training.

New Club Secretary/Managers: If you are appointed as a Secretary/Manager after July 1, 2013 and do not have three (3), or more, years current experience as a Secretary/Manager of any registered club, you will be required to complete your training within two (2) years of your appointment.

* Note: These requirements will not apply if you are a Club Secretary/Manager who is appointed in an honorary capacity and is a club director.

Recognition of Prior Learning (RPL). There will be an RPL Application fee of \$35(+GST) to cover processing costs only.

- | | |
|---|--|
| <ol style="list-style-type: none"> 1. CMAA & Southern Cross University Corporate Governance Program (4 Day) 2. CMAA & Southern Cross University Corporate Governance Zone Summits (1 Day intensive) 3. CMAA Secretary Manager Course (4 Day) 4. Any other accredited evidence that can demonstrate full coverage of the scope of our course as it pertains to the NSW Club Industry and Club Manager roles specifically | <ol style="list-style-type: none"> 5. Chartered Secretaries Australia courses 6. Certificate in Governance for Not-for-Profits 6. Individual units undertaken jointly (all 4 short-course units) <ol style="list-style-type: none"> a. Not-for-Profit officers, Directors & the Board b. Meetings, Minutes & Resolutions c. Governance Essentials d. The Accidental Company Secretary <p>* NSW OLGR may determine other appropriate RPL evidence</p> |
|---|--|

Scheduling your education and business plan together

FOR THOSE who have ever written a business plan, you would know that they can be a confusing and arduous adventure ... often ending in bird's nest of information and confusion.

Some people start out thinking that it is the answer to all questions relating to all things business, while others get so locked down in the fine details that they end up missing the big picture.

Essentially ... *"a business plan is a written statement of your business intent; what you want to achieve and how you plan to go about it."* – www.startups.co.uk

Not to get too bogged down in theorising its practicality, a business plan consists of, among other criteria, three fundamental aspects of business ...

- 1 – Marketing
- 2 – Finance
- 3 – Operations

It is for this reason that the CMDA is taking a special interest in its preparation and delivery of its course in **SITXMGT004A Developing & implement a business plan** or similar.

The CMDA believes that it is not about understanding what a business plan is, or does in the context of the workplace, but its relationship to various aspects of business that come together to create a cohesive and practical plan that can assist you in moving your business forward.

Therefore, the CMDA is planning on delivering four fundamental subjects as part of its new 'Business Plan Program'.

The CMDA will look to deliver

- **SITXMPR005A Develop & manage marketing strategies**
- **SITXFIN005A Prepare & monitor budgets**
- **SITXMGT002A Develop & implement operational plans**

as part of its own 'Business Plan Program' to ensure our clients get the best possible outcomes when it comes to writing and understanding business planning.

By scheduling these three units prior to **SITXMGT004A Develop and implement a business plan**, our intention is to take full advantage of the in-depth knowledge and skills covered in each of these subjects so that when it comes time to



learn about business plans, we can focus on the relationship of these business aspects to the overall plan.

But, to do this course, the CMDA has made it an internal entry rule that all students wishing to enrol in the Business Planning course must have completed the three courses prior to enrolment. This is to ensure that those attending have the foundation skills and knowledge in these areas so that we can focus on their relationship in a successful business plan.

In summary, the CMDA has planned for four subjects to be delivered in sequence over the next year.

Each course will be taught on its own, focusing on the necessary content outlined in the units of competency.

However, each course will build upon and culminate in **Developing and implementing a business plan**, giving our students a stronger, broader understanding of the content and application of a business plan.

Those wishing to enrol in our 'Business Plan Program' should look towards our website under Courses and Registration – <http://www.cmaa.asn.au/default.aspx?id=126&crsmgtvw=ListCourses> – and enrol in the first of four courses. The first is **Develop & implement Marketing Strategies** scheduled for May 7. ■

- For more information, please contact **Brad Jones** at the CMDA on P: **02 – 9746 4199**.

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FINANCIAL MANAGEMENT 101 COURSE

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

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Industry questions AIC report findings

THE AUSTRALIAN Institute of Criminology (AIC) recently published a report, *'The Societal Costs Of Alcohol Misuse In Australia'*. The report claims that the total cost to society of alcohol-related problems in 2010 was approximately \$14.35 billion – more than double the amount the Commonwealth Government receives in alcohol taxation. ClubsNSW strongly questions the validity of the proposed \$14.35 billion figure and has written to the AIC to highlight the fundamental flaws in the report's methodology and why it should not be considered as a basis for policy formulation. The report, written by researchers at Griffith University, is based on another disputed piece of research conducted by Collins & Lapsley in 2008 that estimated the cost of alcohol to Australian society is \$15.3 billion. The reports deviate from mainstream economic theory by including costs that the Henry Tax Review and most economists consider as private and therefore policy irrelevant, without considering private benefits. ClubsNSW will continue to lobby Government on the importance of using peer-reviewed, evidence-based policy when considering mandatory harm-reduction regulations for the service of alcohol. ■

Panel considers Red Tape Reduction feedback for industry

TO GAUGE public and community views on the Queensland Government's Red Tape Reduction Strategy, a discussion paper – *'Red Tape Reduction Proposals For Liquor & Gaming'* – was released for public consultation in February. The closing date for submissions was March 15 and public consultation has closed. All Queenslanders were invited to comment on the issues identified and the proposals presented in this discussion paper. Feedback will help inform the Government in deciding whether the proposals will work in practice. More than 300 submissions were received. The Red Tape Reduction expert panel on liquor and gaming appointed by the Government now will consider feedback from the community and industry. Once this process is finalised, the expert panel will make recommendations to the Government on how to further reduce red tape in Queensland's liquor and gaming industries. The following is a summary of the proposals and a general indication of the Club Industry's responses after viewing some of the relevant submissions ...

1.1 Removing the regulatory approval for approved managers of low-risk venues ...

Smaller community clubs should be exempt as well as restaurants and cafes because this proposal is a risk-based assessment of venues that do not trade beyond 12am. The management of the sale and service of alcohol by a suitably qualified manager will still be required and accepted, however it would be appropriate that small clubs not be required to complete the application for regulatory approval of the approved manager.

1.2 Persons trained in Responsible Management of Licensed Venues (RMLV) taken to be trained in Responsible Service of Alcohol (RSA) ...

The consolidation of the two courses would serve to reduce the cost and loss of productivity for employers having to currently train their employees twice and provide confidence in the validity of the 'new' course as being robust and reflective of its intent.

1.4 Re-examining liquor trading hours, lock-outs and 'Drink Safe' precincts ...

The current moratorium on applications for late-night trading (12am-5am) is a regressive measure that constrains trade and the opportunity for enterprise and the

community's ability to have a real choice of where patrons choose to spend their recreation. Clubs are trading in a fiercely competitive marketplace and need to have the opportunity to maximise their potential, otherwise will be seen as irrelevant to certain market segments. Measures that encourage shared responsibility between the obligations of the licensee and the responsibility of the patron are paramount if the problem of alcohol-related violence is to be truly minimised. Encouraging measures that result in 'shared' responsibility will have an effect and impact on the way the current drinking culture is supervised and the way the intervention of alcohol-related



violence is addressed. Continued focus on licensee and their obligations alone – and not on patron responsibility – will not work. If there is to be a 'real' deterrent to patron irresponsible behaviour, then the current measures of Drink Safe precincts and lock-out provisions should continue to minimise the problems that often occur for licensees prior to patrons visiting licensed premises such as free-loading.

1.5 Removing regional boundaries under the club gaming machine entitlement reallocation scheme ...

Currently, community clubs are already required to prepare a Community Impact Statement (CIS) when applying for an additional 20 (or more) gaming machines. Therefore, community and social costs have been considered and evaluated before a club is eligible to seek additional entitlements. Establishing regional allocation of entitlements provides additional and unnecessary barriers to clubs with gaming. Furthermore, establishing regional allocation of entitlements assumes that there will be an equal number of potential buyers and sellers

across regions, which is not factual nor reasonable in its application due to the realities of a free-market-based system.

1.6 Amending the 'high risk' glassing classification ... Currently, a single glassing incident, or an unacceptable level of violence, during a 12 month period can result in a venue being listed as 'high risk', even though the venue has demonstrated rigorous policies and procedures to prevent such incidents occurring. Venues have limited opportunities to address such a classification and the flow-on negative impacts, such as loss of reputation, trade and insurance premium increases, are an unintended consequence of the law. Ideally, the removal of the 'high risk' glassing provisions, while retaining the discretion of the Chief Executive to place conditions on licenses regarding the removal of glass, should be considered as the OLGR already has the authority to place additional conditions on licensees.

1.8 Reviewing laws relating to additional club premises (greenfield sites and amalgamations) ...

The Club Industry would become stronger and able to compete on a level playing field with hotels if the establishment of new community clubs in greenfield sites by removing the cap of 280 gaming machines – irrespective of the number of club venues and higher taxes due to the combined revenue of club venues under amalgamation – was permitted.

1.9 Reducing State-imposed event costs ... The incentive for a community club or promoter to consider hosting an event is diminished under the current OLGR regulations to complete event management plans due to cost and red tape. A reduction in the current requirements and the cost to host events will incentivise community clubs to build on the opportunity that freeing the requirements brings, particularly in regional areas where inbound tourism is a main revenue source.

1.10 Providing for the licensing of second-hand dealers of gaming machines ... Increasing transparency and probity in the conduct of the licensing of second-hand gaming machines dealers is desirable and demonstrates good corporate governance practice.

2.1 Streamlining gaming administration provisions ...

Streamlining gaming provisions into one Act would minimise the current duplication across Gaming Acts. This would provide for a coherent and more impactful Act that is consistent and efficient. Further, a single

- administration law will consolidate the common administrative matters such as licensing, compliance and appeals, that are currently contained in seven gaming laws into one law for general administration of gaming (i.e. *Gaming Administration Act*). Specific provisions relating to a particular industry can then be placed in their respective laws. Separating the administrative and licensing functions therefore will greatly assist venues to understand and implement the regulatory framework

2.2 Ceasing involvement of liquor inspectors in fire safety regulation ...

Due to the specialised nature of operations of fire safety laws, it would be reasonable to designate the regulation of fire safety in licensed premises out of the Liquor Act to the appropriate fire safety laws.

2.3 Reviewing liquor and gaming subordinate legislation ... It is proposed that a review be undertaken with respect to expiring liquor and gaming subordinate legislation. Because a review is required by the SIA, no options are put forward, but input into the review is sought.

2.4 Reviewing the disciplinary provision under the Liquor Act ... It is proposed to review section 137 of the *Liquor Act* to determine whether a legislative amendment, or other step, is required to clarify the intent of the disciplinary action provision. Input into the review is requested from industry and the public. Venues should only be accountable for what is within their reasonable power. A licensee's obligations for responsible service is within his/her control – not events that could not have been foreseen, nor prevented.

2.5 Noise controls over liquor licensed premises ... It is proposed that noise restrictions under the *Liquor Act* and the enforcement of noise restrictions be reviewed. Because a review is proposed, no options are put forth. A noise control review must acknowledge first occupancy rights, the nature of the activity, and that licensed premises are public spaces and need to be able to offer the community entertainment and the opportunity to engage with others in a controlled environment.

2.6 Providing local government with a greater say in licensing decisions ... Councils do not have the foresight of a state-wide regulator and are susceptible to the lobbying of small self-interest groups who are not reflective of the wider community.

3.2 Reviewing gaming machine maximum bet ... The annual increases in the Consumer Price Index (CPI) and the reality that there have been NO increases to the maximum bet limit



since 1995 are compelling reasons to support an increase to the maximum bet from \$5 to \$10. The current \$5 maximum bet limit has remained constant for 18 years and has a significantly diminished commercial value in today's dollars.

3.3 Reviewing cash input restrictions on gaming machines ... For Queensland venues to continue to be viable financial concerns, the constraints that disallow the use of any Australian banknote in all Queensland gaming machines, and increasing the cash input limit to at least \$250 need to be lifted. Queensland does not allow the use of \$50 notes and has the lowest specified cash input limit of all Australian jurisdictions. The flow-on effects of a change in the use of any Australian banknote in all Queensland gaming machines and an increase in the cash input limit at clubs and hotels would see an improvement in player convenience, reduce current cash handling expenses and place Queensland venues on the same level playing field as their counterparts in NSW and Victoria.

3.4 Reviewing hours of operation ... Currently, community clubs and hotels are trading in an unfair environment where the 10am restriction does not apply to all – i.e. the casino is exempt from the restriction and therefore has a significant commercial advantage over other competitors. Furthermore, clubs offering golf and bowls are being disadvantaged due to the nature of the early morning timing of such pursuits in not being able to provide access to the full range of services to their patrons before 10am. Other patrons are also being disadvantaged where clubs are located in areas where 24/7 working shifts and business operate and are unable to provide full services for those patrons whose normal working and recreational cycle differs from the main stream. Clubs have established significant harm-minimisation protocols in alcohol and gaming service and can be relied upon to continue to act responsibly and to the obligations that holding a liquor and gaming license intend.

3.5 Moratorium on extended liquor trading hours ... Many of the recommendations addressing alcohol-related violence that were found and highlighted in the Law, Justice and Safety Committee's (LSJC) inquiry in 2010 have been implemented and the

result of these measures has produced an improvement in patron safety in the night economy. The temporary measure of introducing the Moratorium on extended liquor trading hours has passed as ongoing reforms are in place to provide confidence in the venues that want to trade responsibly after midnight on a permanent basis. Unless clubs are allowed to apply for the extension of liquor trading hours after midnight, there is a significant risk that they may be viewed as irrelevant to patrons who will choose to go elsewhere for their recreation.

3.6 Restrictive trading on days of cultural significance ... Clubs should have the right to choose whether they trade on significant public holidays such as Anzac Day, Good Friday and Christmas Day, just as the many differing individuals that make up the fabric of Australian society have the choice to observe days of national, religious and cultural significance. Clubs are well positioned to cater for trade on these days where other establishments maybe unable to due to cost, availability and limitations on the recreational or commercial options available. While changes are not expected until early 2014, the process has begun and we look forward to achieving a number of the proposals to make Queensland clubs more viable into the future. ■



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
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Day	Date	Meeting	Venue	Zone
MAY				
Monday	06/05/2013		LABOUR DAY – PUBLIC HOLIDAY – QUEENSLAND	
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
Monday-Tuesday	06-07/05/2013		Twin Towns Services Club, Tweed Heads	RSL & Services Clubs Association 2013 National Conference
Monday-Wednesday	06-08/05/2013		Venetian Hotel + Macau Golf & Country Club	Asian Club Managers' Conference – Macau
Thursday-Friday	09-10/05/2013		Hong Kong	HOFEX 2013
Tuesday	14/05/2013	07:00	Gosford RSL Club	Central Coast Meeting & Breakfast
Thursday	16/05/2013	11:00	Carlton Brewhouse, Abbotsford	Victoria Zone Meeting, Workshop & Lunch
Thursday	16/05/2013	08:00	Woolgoolga Golf Club	Mid North Coast Zone Golf Day
Saturday-Tuesday	18-21/05/2013		McCormick Place, Chicago	National Restaurant Association (NRA) Show
Tuesday-Thursday	21-23/05/2013		The Venetian, Macau	Global Gaming Expo Asia – G2E Asia – 2013
Friday	24/05/2013	10:30	Canberra Southern Cross Yacht Club	ACT Zone Meeting, Workshop & Lunch
Wednesday	29/05/2013	10:00	Cessnock Supporters Club	Hunter Zone AGM & Lunch
Thursday	30/05/2013	09:00	Sydney Olympic Park	CMAA Federal Executive Meeting
Friday	31/05/2013	12:00	Woonona Bulli RSL Club	Illawarra Shoalhaven Zone Lunch
JUNE				
Tuesday	04/06/2013	07:00	99 on York	City East Zone & Inner West Zone Breakfast Meeting
Tuesday	04/06/2013	10:00	Scotts Head Bowls & Recreation Club	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
Monday	10/06/2013		QUEEN'S BIRTHDAY – PUBLIC HOLIDAY (not QLD)	
Wednesday	12/06/2013	11:00	Casino RSM Club	Far North Coast Zone Meeting & Lunch
Thursday	20/06/2013	11:30	Club Liverpool	Nepean Zone Meeting, Workshop & Lunch
Tuesday	25/06/2013	07:00	Canterbury Hurlstone Park RSL Club	Inner West Zone Meeting & Breakfast
Thursday	27/06/2013	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
			No Meetings: June 27 – July 17	
JULY				
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
Tuesday	16/07/2013	09:00	Jupiters, Gold Coast	CMAA Fed Executive & Fed Council Strategic Planning Meeting
Wednesday	17/07/2013	10:00	Jupiters, Gold Coast	CMAA Federal Council Meeting
Wednesday-Friday	17-19/07/2013	09:00	Jupiters, Gold Coast	CMAA Mid-Year Conference
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
AUGUST				
Monday	05/08/2013	07:30	The Grange Golf Club	Illawarra Shoalhaven Zone Charity Golf Day
Tuesday	06/08/2013	07:00	Casino Golf Club	Far North Coast Zone Golf Day
Tuesday	06/08/2013	10:00	Noosa Surf Club	Sunshine Coast Zone Meeting, Workshop & Lunch
Tuesday-Wednesday	06-07/08/2013	09:00	Quirindi RSL Club	North West State Zone Meeting & Dinner
Friday	09/08/2013	11:00	Carlton Brewhouse, Abbotsford	Victoria Zone Business Briefing
Tuesday-Thursday	13-15/08/2013	09:30	Sydney Convention & Exhibition Centre	Australasian Gaming Expo & Conference - AGE 2013
Wednesday	14/08/2013	11:00	Port City Bowling Club	Great Lakes Zone Meeting & Lunch
Tuesday	27/08/2013	07:00	Leonay Golf Club	Nepean Zone Golf Day
Wednesday	28/08/2013	11:00	Club Lemon Tree	Hunter Zone Meeting & Lunch
Thursday	29/08/2013	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
Thursday	29/08/2013	10:30	Club Pine Rivers	Brisbane Zone Meeting, Workshop & BBQ Bowls
SEPTEMBER				
Tuesday	03/09/2013	11:00	Engadine RSL Club	St George Cronulla-Sutherland Zone Meeting & Lunch
Sunday-Wednesday	08-11/09/2013		Grand Hyatt Hotel, Melbourne	RSL & Services Clubs Association 2013 Annual Conference
Tuesday	10/09/2013	11:00	Southport RSL Club	Gold Coast Zone Meeting, Workshop & Lunch
Tuesday-Wednesday	10-11/09/2013		Bankstown Sports Club	Clubs+ Chefs Management Summit
Tuesday-Wednesday	10-11/09/2013	18:00 & 09:30	Ulladulla Ex-Services Club	Far South Coast Zone Meeting & Dinner
Tuesday	17/09/2013	07:30	Kogarah Golf Club	St George Cronulla Zone Golf Day
Tuesday	17/09/2013	07:00	TBA	Inner West Zone Meeting & Breakfast
Wednesday	18/09/2013 TBC	11:00	Wyong Race Club	Central Coast Zone Meeting & Lunch
Thursday	19/09/2013	11:30	St Marys District Band Club	Nepean Zone Meeting, Workshop & Lunch
Monday-Thursday	23-26/09/2013		Sands Expo & Convention Centre, Las Vegas	Global Gaming Expo – G2E Las Vegas
Tues-Wednesday	24-25/09/2013	11:00	Yamba Bowling Club	Far North Coast Zone & Mid North Coast Meeting & Conference
Tuesday	24/09/2013	11:00	Randwick Labor Club	City & Eastern Suburbs Zone Networking Event
Thursday	26/09/2013	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting

New study shows clubs must adapt or fail

HUNTER CLUBS are being urged to ditch dated business models or face closures in light of new smoking laws and a shift in customer demographics and entertainment preferences. Despite clubs recording an overall increase in membership during the past decade, club executives are urging establishments to embrace change and service community needs. An independent study from KPMG has found that more than 630,000 members are now shared between 142 clubs, compared with about 365,000 in 2000. In the same period, 26 clubs have closed and nine more have been forced to amalgamate. Club boards have acknowledged a shift in community needs that include a move away from live music towards fine dining and increased impetus on family-oriented facilities.

West's Leagues Club CEO Philip Gardiner said there had been a significant change in how people spend their entertainment money. He said while West's, with about 118,000 members, was in a different category to small clubs, the key was "staying relevant to the local community".

"There has been a demise of live music and a larger focus on good food and dining," Mr Gardiner said. "Gone are the days when tradies would come and have five or 10 beers before going home. Alcohol consumption is down and clubs now have to provide family-oriented services. The good clubs, the ones that survive, are doing this well."

Clubs NSW CEO Anthony Ball met with the Hunter's 142 clubs to discuss the study findings. He said new smoking laws had forced clubs to become more family-friendly and clubs had to "embrace change" or face closures. "There are many reasons why clubs can't adapt and that means big clubs will get bigger," he said. "This is a trend that will continue and, while we're saddened by that, we have to move with the times. That's why we're so keen on clubs amalgamating, so the bigger ones can continue servicing local communities. We think this is the model of the future."

Hexham Bowling Club Secretary Manager Jon Chin has seen membership grow from 1,100 to 5,000 since he took control. Despite the growth, he admitted there were "dire" times ahead for smaller clubs that didn't have money to enforce change. "We need to look to the future," he said. "There's so much competition out there and we've got to keep up with the times." ■

Wayne Krelle leaving ClubsNSW

CLUBSNSW DEPUTY CEO Wayne Krelle has announced that he will stand down from his role on August 30. Mr Krelle will leave ClubsNSW after he reaches 25 years of service with the organisation and the Club Industry. ClubsNSW CEO Anthony Ball said his organisation was very thankful to Mr Krelle for his outstanding work. "It is a career and contribution that Wayne can feel very proud of," Mr Ball added. "There will be many generous words written and spoken about Wayne over the next few months, but suffice to say we have much to thank him for and it is good we have plenty of time to reflect on and recognise his career and his substantial contribution to our industry and ClubsNSW." Although August 30 will be Mr Krelle's last day in the ClubsNSW office, he will continue to serve on the Board of ClubPlus Superannuation. ■

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- Identify risks that may affect your club and how to minimise their effect
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Upcoming Dates 14 June 2013

Venue CMDA Sydney Olympic Park

Time 9:00am - 5:00pm

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Far South Coast Zone

TONY CASU's impressive Club Narooma was the venue for the Far South Coast Zone Dinner and Meeting on March 5 and 6. More than 80 guests – managers, directors and industry trade representatives enjoyed a delicious meal and the fun of the Zone Auction with Darcy Nelson and John Weir at the helm. With Zone Education Officer Luke Ryan away on his honeymoon, President Daryl Bozicevic and Secretary-Treasurer Graham Wise conducted the Meeting for the 23 members, with *CMA Magazine* Editor Peter Sharp and CMAA Federal Vice President Michael O'Sullivan – a Far South Coast Zone member – combining to present the Head Office Report. Far South Coast Zone will next meet at Eden Fishermen's Club on June 4 and 5 for another dinner and Meeting.



Hunter Zone



CMAA HUNTER Zone met on February 27 at Pelican RSL Club for its annual Breakfast Meeting. Zone President Paul Cousins welcomed more than 30 members, including CMAA Executive Officer Ralph Kobler Executive who delivered the Head Office Report, including the Federal Election and how unlikely there will be any significant change to the current gambling reform landscape before the election. He touched on how Clubs Australia want to work with the major parties to influence adjustments to the imperfect legislation and the VPC framework post – election. After the Meeting, members joined trade representatives for breakfast and a presentation from Instore Vision Managing Director Craig Burnard, who spoke about the benefits of video advertising and how an interactive venue guide can benefit clubs. The next Hunter Zone Meeting will be the AGM and lunch at Cessnock Supporters Club on May 29.

St George Cronulla Zone

THERE WERE two workshops to start the day before the CMAA St George Cronulla Zone Meeting at Club Central Menai on March 26. Marianna Kinsey, the Alliance Development Manager for Community First Credit Union started the sessions at 10 o'clock with Robert Jaen, the Business Development Manager for ClockOn Australia presenting his workshop at 11. Zone President Ian Todd welcomed members and CMAA Executive Officer Ralph Kober, who delivered the Head Office Report. The next St George Cronulla Zone Meeting and lunch will be at will be at Kareela Golf Club on Tuesday, June 4.



Tomorrow's CEOs Summit



Part of the CMAA Mid-Year Conference

Jupiters Gold Coast
Pavilion Function Centre
Tuesday, July 16, 2013
10:30am – 4:30pm

The Summit is for any managers and senior supervisors, including non-members of the CMAA.

The Summit is free of charge and optional for all Conference Delegates.

Register by selecting the **'Tomorrow's CEOs Summit'** option within the **2013 CMAA Jupiters Mid-Year Conference** link on **CCM Travel's** website: www.ccmtravel.com.au



This Summit is designed to assist frontline and middle managers who aspire to become senior managers and CEOs. Information will be presented by various industry specialists and club managers in a one-day forum that will cover topic areas such as:

- **Positioning Yourself for a Career in Senior Management – Pathways**
Pathways, CMDA Affiliate Program, Trainee Manager Program, Professional Development Opportunities with the CMDA, ACCM Program, Bachelor of Business SCU, Benefits of CMAA Membership
- **Identifying How to Take Control of your Professional and Personal Financial Needs**
Service agreements overview, Salary packaging overview, Personal financial management for the future
- **Open Forum – facilitated session around topics of delegate interest**
An opportunity for delegates to discuss any issues challenging supervisors and management in the industry
- **'What do I do on my first day in a new senior role?' – Dos & Don'ts**
You are now a New Supervisor, Line Manager, Department Head or Secretary Manager: Tips from those who have been there!
- **Dealing with the Board – Roles & Responsibilities**
Management & Director Roles & Responsibilities
- **Demystifying Corporate Governance**
What is Corporate Governance and why it is necessary for all managers to understand and follow 'best practice'?



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Brisbane Zone

CMAA BRISBANE Zone has a new Secretary, Treasurer, Zone Education Officer and some new faces on the Committee following the Zone AGM at Logan Diggers Club on March 20. President John Limbrick was re-elected unopposed with Steve Lancaster took over from Sheryl McGregor as Secretary, while Sheryl replaced Sally Dickinson as Treasurer and Zoe Clegg took over from Wendy Varley as ZEO. New faces on the Committee are Peta Ward, Steve Ratcliffe and Joe Kelly. The Brisbane Zone Committee is President: John Limbrick; Vice President Wayne Moffatt (the CMAA Division G Federal Councillor); Secretary: Steve Lancaster; Treasurer: Sheryl McGregor; Education Officer: Zoe Clegg; Committee: Christie McIlroy, Peta Ward, Samantha Liftin, Steve Ratcliffe, Scott Steele and Joe Kelly. CMAA Executive Officer Ralph Kober and CMAA Industry Professional Development Manager Geoff Meston flew to Brisbane to present the Head Office Report and outline the education and professional development opportunities for members in 2013 and beyond. Following the Meeting, Samantha Ryan Bachman caught the attention of the industry with her 'Being Healthy, Wealthy & Sexy' hour-long workshop. There was networking drinks before the lunch for more than 120 guests. Brisbane Zone's next event will be the annual Combined Meeting and Queensland Bursaries Lunch at Kedron-Wavell Services Club on Thursday, June 6.



Great Lakes Zone



GREAT LAKES Zone continues to plan big with its education and professional development following the success of its first venture to the 2011 Mid Year Conference on the Gold Coast. At the Zone Meeting, Lunch and Auction at Sporties Tuncurry on March 20, Zone President Larry Collins welcomed 27 members and discussed the option of taking another contingent to Macau and Hong Kong for the G2E Asia event. CMAA Federal Secretary Allan Peter, who lives within walking distance of the Sporties club, and CMAA Division D Federal Councillor Stephen Byfield attended the Meeting and Allan combined with CMA Magazine Editor Peter Sharp to present the Head Office Report in the week following the CMAA's AGM, Conference & Expo at Darling Harbour. David Jack from Aristocrat started the day with an hour-long workshop focussing on business improvement. Great Lakes Zone's next event will be a Meeting and lunch at Port City Bowling Club on Wednesday, August 14.

Inner West Zone

INNER WEST Zone members like to start the day with a meeting. That's the philosophy of Zone President Douglas Kirkham and his Committee and it holds true with yet another successful Breakfast meeting at Bankstown Sports Club on Tuesday, March 19. Breakfast always tastes better when someone else cooks it and CMAA Executive Officer Ralph Kober joined more than 25 members to present the Head Office Report. Following the Meeting, Ross Beardsell, the Senior Vice President Strategic Advisory/Asset Management at Jones Lang LaSalle Hotels & Hospitality Group and Craig Troy, the Sydney Area General Manager – Sales at eWAY, were the Guest Speakers over breakfast. Inner West Zone's next event will be another Breakfast Meeting at Canterbury Hurlstone Park RSL Club on Tuesday, June 25.



\$1.5m refurbishment breathes life into Cairns RSL Club

FOR THE moment, Cairns RSL Club has adopted the 'out with the old and in with the new' philosophy with its \$1.5 million facelift.

Work started on the first stage of the project in mid-December and, when completed in June, club General Manager Michael Clare, who attended the CMAA's AGM, Conference and Hospitality Expo at Darling Harbour in March, hopes the refurbishment will breathe new life into the club and bring in a new generation of members.

"It's going to change the whole culture of the club," Michael said. "Stage 1 is already open, which is the restructure of the gaming and TAB area."

The gaming room was moved from its prime esplanade frontage to the back of the club which will allow the construction of a sports lounge area and a coffee shop.

"It's going to cater for the female market," Michael added. "There will be nice lounges and a beautiful view in there. People can come along and have a glass of wine and tapas in the afternoon with table service."

Michael said the perception of the club was an 'oldies' club, but the club board was determined to turn that view around. "We are changing what we do," he added. "We are aiming for a younger and more professional market. We just have to change it up a bit and make it more modern."

Stage 2, which includes the sports lounge, was expected to be completed in time for Anzac Day services and events at the club.

"Stage 3, hopefully, will start on April 29, which will be the coffee shop, so that's going to go in reception," Michael added. "We will service

street traffic as well, and all the windows will be bi-fold and have seating out the front."

Michael said a \$40 million plan to build a new RSL club with a Peppers resort on top, was still "in the works". "It has been put on the backburner – it's about five years down the track," he added. "The development application [before Council] is still active. Prior to my coming here last September, they applied to build a brand new club with a resort on top."

However, the club Board decided to invest \$1.5 million in club and sub-branch funding for the refurbishment to keep the club alive.

"They have to revamp this because it's old and tired," Michael added. "This is a five-year plan for us, just to survive."

Michael moved to Cairns from the Far South Coast Zone last year and, with former Zone President Craig Clark who also moved from Moruya Golf Club to the Fuller Sports Club in Cairns, have become an integral part of a group of 18 managers in the region interested in taking on education and professional development as CMAA members.

CMAA Executive Officer Ralph Kober and CMAA Queensland Membership Liaison Officer Justin McGurgan travelled to Cairns earlier this year and, after meeting with the interested managers helped to re-form the Far North Queensland Zone with Mono Gomez, from Brothers Leagues Club as President, Michael as the Vice President, Judy Pearce from Cairns RSL & Services Club as Secretary, Craig Clark from Fuller Sports Club as Treasurer and Troy Jones from Tigers Leagues Club as Zone Education Officer.

"We were very impressed by the enthusiasm for the CMAA's support of club managers in the area and we are planning another visit there soon with CMAA Industry Professional Development Manager Geoff Meston to set out a professional development program so that these managers can continue to enhance their career skills and prospects," Ralph Kober said. ■



■ **TOP:** Cairns RSL Club General Manager Michael Clare.

■ **BOTTOM:** Fuller Sports Club General Manager Craig Clark.

HOSTPLUS to ease burden of super reforms for Australian businesses



■ **HOSTPLUS CEO DAVID ELIA**

HOSTPLUS, the leading industry super fund for the hospitality, tourism, recreation and sport industries, has announced approval of its MySuper licence by the financial services regulator, APRA.

Under the Stronger Super reforms, funds are required to offer a low cost super product (MySuper) with a simple and uniform set of features.

HOSTPLUS is the Major Sponsor for Club Managers' Development Australia, the education and professional development arm of the CMAA.

HOSTPLUS CEO David Elia said APRA had approved the HOSTPLUS Balanced (default) investment option as the MySuper option from July 1, 2013.

"A number of funds have had to develop new products to comply with MySuper, but at HOSTPLUS, we have always provided



our members with a high-quality, low-cost investment option." Mr Elia said. "As the only national fund for hospitality, tourism, recreation and sport industries, we make it our business to unburden our employers and members as much as possible from the hassle of super."

"We've also created a 'MySuper Approved' icon so our employers and members can choose HOSTPLUS with confidence and rest assured that the fund is fully equipped and licensed to assist businesses in our industry in meeting their superannuation obligations."

The HOSTPLUS national service team will be visiting employers and members across Australia to assist with Stronger Super transition along with the support of the National Call Centre team at **1300 HOSTPLUS**. ■

Strategic Rewards offers access to incentives across Australia



■ Dwayne deSouza at the Strategic Rewards stand at the CMAA Hospitality Expo at Darling Harbour.



SINCE 1980, Strategic Rewards has been providing Australian organisations with access to shopping discounts and lifestyle benefits.

Today, more than one million Australian employees, or members, are enjoying their rewards.

Strategic Rewards – a CMDA Career Development Sponsor company – works in partnership with leading Australian companies, unions and a variety of membership-based organisations, including the CMAA, to provide a broad range of employee retention programs and customer acquisition programs.

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1 - Presidential Card ... A show-your-card & online savings program established in 1980, with about 10,000 savings and 10,000 products.

2 - Employee Added Extras ... An online savings program for employees with around 2,000 savings and 5,000 products.

3 - We Thank You ... A FREE employee benefits program with around 50 'hand-picked' savings and 1,000 products.

4 - Lost Property Dept ... A service that reunites lost property with its owners via stickers and key rings.

5 - My Own Rewards ... A points-based program to motivate employees or customers.

6 - SR Shop ... Our online store with access to more than 30,000 products at guaranteed savings.

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Strategic Rewards is committed to expanding its vast range of rewards and to providing customers with online and mobile access to an impressive range of products and services.

Strategic Rewards provides genuine lifestyle savings to enable businesses to recognise and reward the people most important to them. ■

► For more information on the Strategic Rewards range of products and services, contact Strategic Rewards CEO **Brett Foster** on P: 03 - 8692 6600, M: 0414 210 051 or E: bfoster@strategicrewards.com.au

Rod's impressive outcome in HOSTPLUS challenge

ROD PARBERRY was crowned winner of the 2013 **HOSTPLUS** Cook For Your Career (C4YC) Challenge. The NSW traffic engineer turned 'kitchen cat' won the grand finale cook-off on March 2, narrowly edging out Toni McAnalen from Western Australia. Rod chopped, diced and seared his way through the cook-off at the Melbourne Food & Wine Festival Cellar Door & Artisan Market event to win a full apprenticeship with one of Australia's leading restaurants, Peter Doyle @ The Quay.

Adam D'Sylva, one of Melbourne's most-respected kitchen maestros from Coda restaurant, led a judging panel that



■ 2013 C4YC winner Rod Parberry with Umberto Mecchi from **HOSTPLUS** and Alan Bond.

included food writer and radio presenter Wendy Hargreaves and guest judge Matilda Adiyody, winner of the C4YC People's Choice public voting competition,

to put the pair through their paces. Alan Bond, from Peter Doyle @ The Quay in Sydney, and Lyndon Waples, from Print Hall in Perth, were also on stage to support the finalists.

Cook For Your Career not only offers the opportunity to realise a dream, but endeavours to support the Australian hospitality industry when it comes to finding and building quality chef talent.

HOSTPLUS CEO David Elia said that as a national superannuation fund for the hospitality, tourism and recreation and sports industries, **HOSTPLUS** launched Cook For Your Career as an innovative and creative way to help tackle the skills shortage, ensure the long-term growth of the industry and nurture the next generation of quality chefs. ■

Barringtons can assist on AUSTRAC

IN 2006 the Federal Government introduced the *Anti-Money Laundering & Counter Terrorism Financing Act*. This impacted on registered clubs and hotels that provide gaming as these services were listed as 'designated services' under the Act, obliging clubs and hotels to assess the risk of money laundering and terrorism financing and to introduce an Anti-Money Laundering and Counter Terrorism Financing Program to address such risk and the stipulated provisions within the legislation.

2013 has seen increased participation by the regulator, AUSTRAC. Prior to March 31 each year, clubs and hotels that have gaming must submit a compliance report. This has been a requirement since 2007. Organisations that provide false information in their compliance reports expose themselves to a penalty up to 10 years imprisonment and/or \$1,100,000 in fines.

Barringtons have been working closely with clients who have been subject to audits by AUSTRAC inspectors. Through consultation, **Barringtons** has worked with clients and the requirements of AUSTRAC to ensure they do not expose themselves to

offences under this legislation.

A CMDA Career Development and National Bursary sponsor company, **Barringtons** recommends all clubs and hotels that provide gaming should take a close look at their obligations and compliance with the *Anti-Money Laundering & Counter Terrorism Financing Act*. Organisations having difficulty with this process should contact **Barringtons** immediately to ensure they are – and remain – compliant in this area.

Anti-Money Laundering & Counter-Terrorism Financing Act (AML/CTF) legislation impacts on all registered clubs, hotels, and other businesses providing 'designated services' as specified by the Attorney-General's Department.

Gambling venues are obligated to implement certain actions in an ongoing process. These requirements include, but are not limited to ...

- Assess risks associated with providing the 'designated services';
- Develop a compliance program to collect and verify the identity of anyone receiving 'designated services';
- Venue staff undertaking risk awareness training

Barringtons Corporate Risk has developed a program to ensure

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compliance with this mandatory legislation. The **Barringtons** program includes facilitating the development of ...

- Procedures for collecting and reporting information on 'suspicious activities';
- Procedures for collecting and reporting information on 'threshold transactions';
- A management plan, including nominating a 'compliance officer';
- Procedures to maintain records collected to comply with the AML/CTF Act, ensuring compliance with privacy, secrecy, recording and storage requirements;
- Training staff in procedures developed to mitigate risks in providing 'designated services'. ■

► For more information on this topic or any of the range of products and services provided by **Barringtons** in Corporate Risk, Recruitment, Traineeships, Online Training, Smartek, Security and Surveillance, contact Blayne Webb B: 02 - 9899 0665; M: 0404 095 687; E: blayne@barringtongroup.com.au or go to W: www.barringtongroup.com.au

Emil spreading the word about powerPerfector's benefits for clubs



■ EMIL NOVAK.

SOME CMAA Zones by now have been introduced to Emil Novak, Australia Sales Executive – Clubs Industry for **powerPerfector**, one of the most recent CMDA Career Development Sponsor companies. Formerly Exact Energy Australia, **powerPerfector** is Australia's leading provider of Voltage Power Optimisation (VPO) technology. The embedded power conditioning benefits make **powerPerfector**'s VPO unique, increasing cost savings and CO₂ savings against rising and volatile energy prices, carbon legislation, over voltage and variable power quality.

Emil, who has worked with Exact Energy Australia and **powerPerfector** for the past two years and has spoken at several Zone events, including full workshops and brief presentations, impressing managers with the benefits of the **powerPerfector** system. Emil said the decision to become a CMDA Career Development sponsors was an important step in the right direction for **powerPerfector**. "Our ongoing commitment is to ensure that all the decision-makers in the Club Industry across Australia are introduced to

powerPerfector impressive technology to help control rising and volatile energy prices that affect their business. Exact Energy Australia built a solid, trusted reputation in the power optimisation industry. Now, as **powerPerfector**, we will continue to strengthen business relationships and save clients thousands every year with our VPO technology."

Emil manned the **powerPerfector** stand when the company exhibited at the CMAA's Hospitality Expo at Darling Harbour in March.

Clubs can cut energy consumption, reduce costs and protect electrical infrastructure. Going green has never been more cost-effective with **powerPerfector**'s VPO technology.

powerPerfector technology guarantees energy, cost and carbon savings by efficiently optimising a building's electrical supply. This allows all electrical equipment to operate more efficiently and consume less energy with significant ongoing savings for your venue – typically between 8% and 13%.

A 100% Australian-owned company, run by the best combined knowledge base in the industry,

There are more than 500 **powerPerfector** VPO units installed throughout Australia, including many 'blue chip' companies, and 180,000 VPO units installed globally since 1993, with a 00% reliability record.

powerPerfector is the biggest supplier of voltage optimisation in Australia and the only supplier to have successfully completed a large scale national roll-out, with Coles Supermarkets. ■

► For more information on **powerPerfector** technology, contact Emil Novak – B: 1300 864 824; M: 0413 662 730; E: enovak@powerperfector.com.au or visit W: www.powerperfector.com.au



eBet commits to push boundaries through WMS 2.0 launch



■ eBet CEO TONY TOOHEY.



► For more information on the range of eBet products and services, contact eBet CEO & Managing Director Tony Toohey - P: 02 - 8817 4700; M: 0411 180 371; E: ttoohey@ebetgroup.com; or go to W: www.ebetgroup.com

WHEN eBet embarked on getting the WMS product to be approved under National Standards 10, the opportunity to re-invent the product and kick start a new approach was embraced. Chris Caspers, Executive Director of WMS in Sydney has seen the changing trends internationally and proffered a re-birth of the product that would take into account game play, product trend movement and aesthetic values.

"WMS development across the globe started to change, so we looked to include many of those, as well as some uniquely Australian features that players demand and expect," Chris said.

"We are limiting math clones of games, focusing on unique game mechanics, injecting some volatility, and from a purely visual perspective, adding royal symbols, which is what players here are used to."

On top of the game development changes, customer demands for operational improvements have been made to improve product performance.

The start-up time has been drastically reduced to less than half of the previous time, while button configuration and meters have been localised.

Transmissive reel development has been discontinued, in line with WMS reduction in global development in the mechanical reels market.

Allon Englman, Vice President of Game

Development for WMS, based in Chicago, said the Australian market was one of the most competitive in the world and getting product to perform here can often be a key indicator in other key global markets.

"We have looked closely at the evolution of the Australian market over the last three years, and have a better appreciation of what we need to do to succeed," Allon added.

"And key to that is integrating local requirements with our top line goal of innovating."

The launch of WMS 2.0 last month signals a change of the product's direction and design - but not its core focus.

eBet CEO Tony Toohey, who has operated clubs and understands the importance of differentiated product, said 1-cent product was still more than 65% of the installed EGMs in NSW and, with so many SAPs being developed, eBet's desire to supply stand-alone product reflects what the total market offering.

"This is our point of difference," Tony added.

While eBet understands and appreciates the regulatory environment, it does not see any reason to sit still and accept what it is.

"We want to engage in discussions that seek to open new opportunities for products that have more of an entertainment context, products that are very different and push the boundaries," Tony added.

"The WMS 2.0 launch is our commitment to push these boundaries, and look to expand available innovation." ■

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Andrew proud to carry family name and rich tradition

THERE ARE some famous names and brands in the rich tapestry of Australian winemaking.

Names such as Thomas Hardy & Sons, Penfolds, Henschke and De Bortoli roll off the tongue, for starters.

One person who is proud to carry his family's moniker is Andrew Hardy, General Manager in charge of winemaking and viticulture at Lion's Adelaide Hills-based winery Petaluma.

Hardy is the great great grandson of the pioneering winemaker Thomas Hardy.

Young Thomas left his native England to seek his fortune in Australia and did just that during the Victorian Gold Rush days.

During the 1950s he planted his first grape vines on the banks of South Australia's Torrens River.

It was the start of a family dynasty with Thomas Hardy & Sons growing to

become Australia's biggest wine producer.

Hardys is now the global Accolade Wines group.

I first met Andrew Hardy, the son of former Hardys technical director and production manager Robert Hardy, at a wine dinner in Wollongong and was surprised to learn that he has never worked for the company that bears his family name.

In fact Hardy almost didn't follow the family 'trade', instead opting for a life on the land as a jackaroo after leaving school.

But the wine bug bit him overnight, so he packed his bags and headed off to Adelaide University to study winemaking.

Thank goodness he did because the affable Hardy is now regarded as one of the great talents of the Australian industry.

■ *Petaluma winemaker Andrew Hardy is the great great grandson of Thomas Hardy who built an Australian winemaking dynasty.*

Hardy learned his craft under the iconic winemaker Brian Croser at Petaluma, eventually taking over after Croser sold to Lion Nathan.

Petaluma, which this year released its new White Label range, is just one of industry giant Lion's stable of wineries that includes Knappstein, St Hallett, New Zealand's Wither Hills and Te Hana, California's Argyle, Preece, Croser, Stonier and Bridgewater Mill.

Add to that the brewing and spirits arm that includes Tooheys, XXXX, Hahn, James Squires, Emu, West End Draught and you have one very big organisation.

Hardy is fastidious in his approach to winemaking, spending countless hours in the vineyards keeping a watchful eye on the fruit that goes into Petaluma's impressive portfolio.

He says Petaluma's 2013 vintage was a 'beauty', so stay tuned as the first of the white wines begin to roll out over the next few months.

AUSTRALIA'S MOST famous wine was released earlier this month amid much fanfare. The heritage-listed Penfolds Grange this year commanded a staggering \$785 price tag on the back of a perfect 100-out-of-100 rating by the influential American wine magazine *Wine Advocate*. It is the first time, in 32 years, that a Grange (1976) has received a perfect score. ■

➤ **KERRY BOYD-SKINNER** is a journalist and respected wine writer with more than 40 years experience in newspapers. His wine column will appear regularly.

Petaluma 2013 vintage a 'beauty'

PETALUMA INTRODUCED its new White Label wines earlier this year. There are four wines in all – a chardonnay, pinot gris, sauvignon blanc and cabernet sauvignon – concentrating on the Adelaide Hills and Coonawarra regions.

1 – Petaluma 2011 White Label Chardonnay \$23. Petaluma has a long history of producing Adelaide Hills chardonnay and it shows in this stylish newcomer. There's some lovely harmony here, citrus and stonefruit, a creamy palate, vibrant acidity and a lingering finish.

2 – Petaluma 2012 White Label Sauvignon Blanc \$23. The blending of Adelaide Hills and Coonawarra sauvignon blanc is rare, but it actually works a treat with a portion of the fruit fermented in French oak. It's bright and vibrant with zesty acidity, aromatic fruit on the nose and palate, herbaceous notes and a crisp, clean-as-a-whistle finish.

3 – Petaluma 2010 White Label Cabernet Sauvignon \$27. There's lots to like about this cabernet from Coonawarra. For starters, it's from an exceptional vintage and it's packed with regional characteristics. Think lashings of black fruit, minty undertones and juicy tannins and you'll be on the money. ■





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The Fork in the Road Conference Series

2013

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

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

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

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

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

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



Jupiters July 17 - 19 THE ROAD AHEAD – Meeting New Tribes & Cultures

Social media strategies; DiSC & other behavioural tools to align yourself & your team;
More customer service;
More economic updates.



Jupiters July 16 Tomorrow's CEOs Summit *Part of the Mid-Year Conference*

The Summit is for any managers and senior supervisors, including non-members of the CMAA.
The Summit is free of charge and optional for all Conference Delegates.



September 10 - 11 Clubs+ Chefs Management Summit

Join some the best chefs in the industry – be a part of it and bring your team for this value-packed two-day event in Sydney.



October Clubs+ Social Media Summit

Want to learn more about Facebook, Twitter or blogs and other social media?
Bring your iPad!



October Upcoming Summits Finance Summit – Sydney General Management Summit – Toowoomba Stay tuned for dates & venues ...

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Who benefits:

The Player

- Single press play through. No more double press to start a game after a win
- Red/Black Double up - coming soon
- Improved CCCE performance
- Cancel credit back out
- Standard button configuration setup (# of line activate game)
- Reduced sound volume
- Configurable RESERVE timing
- Introduction of Royals (A,K,Q, J, 10 etc) to all games
- Removal of all non-gaming paraphernalia in game (celebratory messages, high volume win sounds)
- More volatility, more potential to 'win big'

The Operator

- National Standards compliant
- Improved 'splash' button panel
- Faster boot up time by 40%
- Machine defaults to a high max bet after RAM clear
- Math models targeted at the Australian player
- Closer RTP variations 88 - 91%

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- Great Eagle Returns
- The King and the Queen
- Super Jungle Wild
- Zeus III
- Mystical Unicorn



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Courses & Events Scheduled for May - June 2013



CMAA Mid Year Conference – July 17-19 @ Jupiters Gold Coast

Social media strategies; DiSC & other behavioural tools to align yourself & your team; More customer service; More economic updates.

Programme Name	Dates	Location	Price Type	Amount	Duration
SITXMPR005A Develop & Manage Marketing Strategies	7/05/2013 - 12/06/2013	CMDA - Sydney Olympic Park	Member	\$880.00	9.30 - 5
Marketing is an essential part of business, the best products will fail if customers don't know you exist or aren't convinced to give it a try. In this unit you will learn how to: Collect and analyse information on internal & external business environments, Develop marketing strategies, Prepare a marketing plan & Conduct ongoing evaluation.			Non Member	\$970.00	9.30 - 5
SITXFIN004A Manage Finances within a Budget	14/05/2013 - 15/05/2013	CMDA - Sydney Olympic Park	Member	\$330.00	9.30 - 5
A budget is only as reliable as the information it is based on. In this unit you will learn how to: Allocate budget resources, Monitor financial activities against budget, Identify & evaluate options for improved budget performance & Complete financial and statistical reports.			Non Member	\$365.00	9.30 - 5
Effective Operational Manager Program	20/05/2013 - 5/06/2013	CMDA - Sydney Olympic Park	Member	\$1,560.00	9.30 - 5
This 6 day course is a must for current & potential Operations Managers – Includes HR, Leadership, Project Management, understanding contracts & some management accounting cost control concepts.			Non Member	\$1,690.00	9.30 - 5
SITXHRM006A Monitor Staff Performance	27/05/2013 - 28/05/2013	CMDA - Sydney Olympic Park	Member	\$480.00	9.30 - 5
Businesses that run effective performance management systems enjoy improved communication between management and staff, greater staff retention, increased productivity, motivation and team work. Don't be left behind by your competitors.			Non Member	\$580.00	9.30 - 5
SITHFAB009A RSA	3/06/2013	Moama Bowling Club	Member	\$135.00	9.30 - 5
Don't forget, if you completed your course between 2001 & 2006 your certificate expires on the 30th June 2013 –Don't be caught non-compliant!			Non Member	\$140.00	9.30 - 5
SITHGAM006A RCG	3/06/2013	Moama Bowling Club	Member	\$95.00	9.30 - 5
Remember, if your course was in 2006 or prior, there are only 3 months left to renew!			Non Member	\$100.00	9.30 - 5
WESTPAC: Financial Management 101	06/06/2013 – 07/06/2013	CMDA - Sydney Olympic Park	Member	\$990.00	9.00 - 5
Delivered by WESTPAC's Davidson Institute and back by popular demand! This NON accredited course covers financial performance measurement, breakeven analysis, cash flow budgets, effective planning and more			Non Member	\$1045.00	9.00 - 5
WESTPAC: Business Planning	14/06/2013	CMDA - Sydney Olympic Park	Member	\$450.00	9.00 - 5
Delivered by WESTPAC's Davidson Institute and back by popular demand! This Non Accredited course discusses short, medium and long term business plans, setting goals for key performance areas, elements that need to be in your business plan.			Non Member	\$500.00	9.00 - 5
Duty Manager Development Program	17/06/2013 – 03/07/2013	CMDA - Sydney Olympic Park	Member	\$1560.00	9.30 - 5
			Non Member	\$1690.00	9.30 - 5
SITXHRM003A Roster Staff	17/06/2013 – 18/06/2013	CMDA - Sydney Olympic Park	Member	\$330.00	9.30 - 5
Recently redesigned to be delivered over 2 days. This course now includes an in- depth half day coverage of the current Award and how it applies to your staff scheduling.			Non Member	\$365.00	9.30 - 5
SITHFAB009A RSA	24/06/2013	CMDA - Sydney Olympic Park	Member	\$135.00	9.30 - 5
Don't forget, if you completed your course between 2001 & 2006 your certificate expires on the 30th June 2013 –Don't be caught non-compliant!			Non Member	\$140.00	9.30 - 5
SITHGAM004B Analyse & Report on Gaming Data	24/06/2013 - 25/06/2013	Ingleburn RSL	Member	\$480.00	7.30 - 5
Learn the concepts and formulas behind your gaming cash flow analysis, link reconciliations; performance reports. This course also covers your gaming compliance requirements. It's practical and hands-on. There are TWO pre-requisite subjects which must also be addressed to complete this unit, and we'll help you with that as well. See our website for details.			Non Member	\$580.00	7.30 - 5
SITHGAM006A RCG	25/06/2013	CMDA - Sydney Olympic Park	Member	\$95.00	9.30 - 5

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* SOURCE: MAX REPORTS - 10 OR MORE GAMES IN AT LEAST 5 VENUES

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