

# Club Management

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THE GAMING industry in Victoria is reeling with the news that Intralot CEO Frank Makryllos has resigned - just months into his new role as the head of the state's gaming industry monitor. Beleaguered by reports of incompetency, Intralot has now shed two chief executive officers within a year, leaving Victoria's electronic gaming industry in disarray. CMAA Victoria Zone Education Officer Stephen Hodge believes desperate times demand innovation and progressive thinking ...



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MANDATORY QUEENSLAND representation on the CMAA Federal Executive is needed for the good of the licensed clubs industry, according to the Executive's recently elected new member Steve Condren. "Queensland is continuing to grow and I think it's essential that we have someone on the board all the time," said Steve who heads the Southport Surf Lifesaving Club on the Gold Coast. "Whether I'm here, or it's someone else, Queensland's growth is enough to warrant that recognition."



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## Expo already up to 140 stands

**MORE THAN** 140 exhibition stands already are booked, taking up more than 93% of the 15,000 square metre exhibition space – the size of an Australian Rules football field – for the 2013 Australasian Gaming Expo.

The Sydney Convention & Exhibition Centre at Darling Harbour will welcome thousands of exhibitors and guests to the three-day event – August 13 to 15.

AGE 2013 is the 24th presentation of the Australasian Gaming Expo at the Centre since the first in 1990.

The exhibition will be full to capacity – including the 2012 'Best Stand' winner, Task Retail Technology, along with new exhibitors Atlas Gaming, Charlie's Cookies, DE Master Blenders, Elagast Australia, Generate Group, Nespresso, Red Design Group, Signature Floor Concepts, Total Workplace Solutions and Visual Sounds.

More than just a Gaming Expo, AGE 2013 will support the finals of the

national 'Hot Club Barista Cup', and features a range of hospitality equipment exhibitor categories, including furniture, point of sale systems, signage, security, paging, flooring, entertainment and building services.

Event owner and operator, the Gaming Technologies Association, will add to the AGE 2013 experience by offering a trip for two to Las Vegas each day at the Expo.

Visitors can expect to experience the world's best gaming and related equipment and services from the primary members of the Gaming Technologies Association – Ainsworth, Aristocrat, Aruze, Bally, IGT, Konami, SHFL entertainment and WMS Gaming.

Entry is complimentary to gaming industry executives.

Visit [www.austgamingexpo.com](http://www.austgamingexpo.com) to register or call the Gaming Expo Help Line 02 - 9211 7430. ■



■ AGE 2013 is the 24th presentation of the Australasian Gaming Expo at the Centre since the first in 1990.

## Expert says students need gambling education

**TEACHING STUDENTS** the dangers of gambling - in the same context as alcohol, drugs and unsafe sex - is crucial with the boom in betting and easy access to online gambling, an international expert warns. Canadian academic Jeffrey Derevensky, of McGill University's International Centre for Youth Gambling Problems and High-Risk Behaviours, said gambling should be treated like other teen issues in education. Dr Derevensky, who was in Melbourne for Responsible Gambling Awareness Week, said research showed 77% of Australian youth had bet at some stage, with 4.5% of adolescents having a gambling problem. "We do it for drugs, we do it for alcohol, we do it for unprotected sex, we do it for smoking," Dr Derevensky said. "We know that prevention programs actually work, and decrease problems. So, my emphasis is education, awareness and helping young people understand what the risks are, and helping parents and teachers understand what some of the signs are to pick up potential problems." Studies showed that of 13 dangerous teenage behaviours, parents and teachers ranked gambling last. ■



Visitors to the 2013 Australasian Gaming Expo have the opportunity to win one of three trips for two to Las Vegas and the Global Gaming Expo in October 2013. Conditions apply, see our web site for details

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## Conference offers stunning insight for Aust managers

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

**AT THE** recent Asian Club Managers' Conference in Macau, delegates were stunned by the presentation of gaming consultant Steve Vickers, a former Royal Hong Kong Police officer. Mr Vickers presented *'Gaming – Be On Your Guard! An insight into the personnel, punters, players and proprietors of the Gaming Industry'*. Mr Vickers has spent his working life pursuing and protecting organisations against Triads, the Chinese organised crime gangs. The stunning information is that potentially 10 times the Macau Government's declared gaming revenue of \$US38 billion in 2012 is controlled through Triad-linked 'junket' operators. That amount is almost equal to the recently announced Federal Budget estimate of total income for Australia in the 2013-2014 fiscal year. Mr Vickers said that junket operators bring mainland Chinese punters to Macau, extending them large sums of credit to gamble in private gambling facilities operated through the casinos. They also assist in money laundering – at a fee, of course. That might explain the super-expensive watch and jewellery shops in Asian casinos that never seem to have any customers. To be competitive, it can only be assumed that the major casinos in Macau have relationships with the junket operators and the Triad. All casino operators in Australia are in search of the Asian high-roller. As NSW moves to another casino in Sydney specifically targeted at the Asian high-roller and operated by a major player in Crown, we all should consider the true cost/benefit. This information is readily available from Government websites around the world, including the US Congress that has linked

money laundering through Macau to North Korea. It is hoped that the process of approval will pass the test in time.

Not nearly as controversial, but just as informative, was our own David Staughton. David, 'The Business Development Guy', who presented the topic, *'Managing Change With Long-Standing Employees'*, was the best received by a vast international audience of delegates. Since turning the CMA Australia direction towards Asia, and with closer ties to CMA Asia, we have encouraged Australian input into the presentations to share what we have learnt over the years with our international colleagues. David Staughton did us all proud.

Also, I must acknowledge the professional manner in which all of the Australian Club Managers represented the CMA Australia, their clubs and the Club Industry. While we expect the bursary winners to respect the opportunity that our allied partners have provided, the many other managers – particularly the large delegation from the Great Lakes Zone – carried themselves at the highest professional level.

**IT WILL** be reported elsewhere that the CMAA Federal Council held a Special Meeting on May 14 to consider – and, if thought fit – to adopt amendments to the Constitution of the Federal body CMAA. As has been reported over the past 12 months, the introduction of Amendments to the *Registered Organisations Act* has required a review and insertion of deemed rules in the Constitution. The new Constitution and 'marked-up' version

are available on the CMAA website with a specific tile directing Members to the relevant documents. The new provisions clearly are designed to ensure the assets of an Organisation are controlled and not applied for personal gain, as has been demonstrated in the Health Services Union fiasco. The Federal Council particularly considered the training impact on Zone Executive Members and will be seeking your input for the future benefit of all CMAA Members.

**AS THE** CMAA Federal Council prepares for the Strategic Planning session in July that will direct the CMAA for the next three years and lay the groundwork for the next decade, there is significant discussion on Tabcorp's plans for the NSW Club Industry.

It's apparent that, through Tabcorp Gaming Solutions (TGS), expansion in NSW is planned. With brands including TAB.com.au, Luxbet.com, Sky Racing, Sky Sports Radio, TGS, Tabaret and Keno, along with a general 'softening' in the industry regarding terminology from 'on-line gambling' to 'social gaming' and 'social media gaming', there is increasing speculation about Tabcorp's ambitions. It's clear from the recent Victoria experience that managers who took control of their club's destiny by 'owner-operating' their gaming machines are receiving the benefits – not Tabcorp and Tattersall's. The Association's concerns with the TGS model is the impact on club managers. It's not long ago that we witnessed Tabcorp's business practices in the takeover of NSW TAB and the removal of ClubTABS. It will always be important to weigh the corporate relationships developed by the Club Industry for a strong, well-funded industry against the impact of these corporations on clubs of all sizes. ■

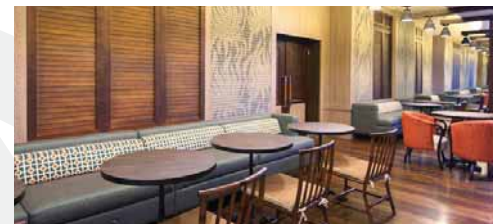
➤ **BILL CLEGG, ACCM**, is the CMAA Federal President, a CMAA Life Member & General Manager at Randwick Labor Club



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## National Bursary winners shine in Macau experience

The Executive Officer's Desk with RALPH KOBER

**HAVING JUST** returned from hosting the CMDA National Bursary winners to the 9th CMAA Asian Club Managers Conference in Macau recently, I was struck by how common a lot of the challenges facing our club managers in Australia are with those of our colleagues in Singapore, Hong Kong and surrounding countries. While gaming may not be a primary business focus for some due to legislation and government control, the day-to-day management of clubs operationally – particularly with respect to attracting, retaining and motivating staff – is, and continues to be, of great importance and significance in how successful clubs are in achieving their goals and servicing their members. A diverse range of speakers from the United States, Asia and our own David Staughton from Australia, lined up and reiterated the common theme about sourcing and selecting staff who demonstrate a commitment to delivering a high level of customer service care and who are positive, responsive and open to working in a dynamic workplace environment. It seems that this endeavour is an age-old constant and is one that I faced as a young manager last century – and something all of our managers will face into the foreseeable future. A highlight of the tour – apart from the conference, casino tours and the networking with the Asian managers – was the opportunity to visit one of the biggest and best hospitality food, beverage and equipment expos in the world – HOFEX, in Hong Kong. With more than 1,900 exhibitors, the range of product was awesome and for many of the bursary winners, the first time in their professional careers they had attended a trade show as diverse and large. Congratulations to all of the managers who participated on the tour and a special thanks to the CMA Great Lakes Zone contingent who represented the CMAA and their clubs in the most professional manner as well. Later this year, the CMDA 2014 National Bursary Program will be launched and open for applications. I encourage all members – from the Duty Manager to CEO levels – to consider applying for a great range of educational bursary awards on offer supplied by our generous sponsors. Again, the CMAA Asian Club Managers Conference Bursary will be offered and the winners – 14 managers – will be lucky recipients of what is a career

highlight opportunity. Remember ... you have to be in it to win it!

**JUST AROUND** the corner is the CMAA's National Club Managers' Mid-Year Conference at Jupiters from July 17 to 19. A world-class line-up of international speakers, including the Keynote Speaker Dan Gregory from *'The Gruen Transfer'*, will be presenting an array of interesting and relevant topics for Duty Manager and senior management levels. Of particular note will be the **FREE** to attend **'Tomorrow's CEO Summit'**, which is designed for all levels of management and senior supervisors who aspire to become senior managers or CEOs. This Summit will feature many topics around personal and professional topics, particularly around what to do on your first days in the senior role. The **'Tomorrow's CEO Summit'** will be presented on Tuesday, July 16, at Jupiters before the Conference opens the following day. Remember ... this will be a great opportunity to assist your junior and middle-level managers with career aspirations.

To register go to the **CCM Travel** website – **[www.ccmtravel.com.au](http://www.ccmtravel.com.au)**



**SPEAKING OF** Jupiters, I was at the Gold Coast with Geoff Meston this month to ensure everything was in place for the July Conference. It was also an opportunity to call in on long-serving CMAA Member Phil Mallon, who was seriously injured in an accident on his property at Christmas time last year. Phil suffered major injuries when a bin fell on him, requiring extensive surgery and a long period of recuperation. Phil continues his recovery in John Flynn Hospital at Tugun and he was surprised to see us when Geoff and I called in to present him with a cheque for more than \$11,000 to help with the cost of his



■ Ralph Kober with Phil Mallon.

treatment and rehabilitation program. The money all came from CMAA-sponsored fund-raising events and donations, including Nepean Zone and Riverina Murray Zone; \$500 from Sam Koura in an auction of an autographed Penrith Panthers football; and \$260 from Phil Boughton in a Facebook auction of a Panthers autographed jersey. The Panthers jersey and football were donated by CMDA Major Sponsor **HOSTPLUS**. Phil was overwhelmed by the generosity of his colleagues and our remarkable sponsors and was keen to pass on his thanks ... "When I heard about the things my CMAA brothers and sisters were doing, being a proud person, I had mixed feelings. The simple truth is, the knowledge that I have friends who think so well of me that they have taken these extraordinary steps to support me and my family has made a huge difference, both to my recovery and the way I feel about life. I am grateful to be alive, grateful for my family and I am grateful to my friends. No wonder the doctors say I am making a 'phenomenal recovery'. Thank you to all." This is a generous donation but Phil's expenses will continue and I encourage all Zones and Members to keep Phil in their thoughts at any fund-raising opportunities.

**IN CLOSING** this month's report, I would like to welcome Chris Keeble to the Association as its new Sponsor & Membership Manager. Chris comes to the CMAA with a wealth of experience and enthusiasm in sponsorship, member acquisition and services and will be tasked with working closely with all Zone Committees in increasing membership, participation in Zone events and profiling the CMAA. Chris will start at the CMAA in mid-June. ■



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## As Victoria's frustration continues, managers push to control links

By KATIE CINCOTTA

**THE GAMING** industry in Victoria is reeling with the news that Intralot CEO Frank Makryllos has resigned - just months into his new role as the head of the state's gaming industry monitor.

Beleaguered by reports of incompetency, Intralot has now shed two chief executive officers within a year, leaving Victoria's electronic gaming industry in disarray.

CMAA Victoria Zone Education Officer Stephen Hodge believes desperate times demand innovation and progressive thinking.

That's why he, and other club managers, believes Victoria's clubs should be able to operate their own gaming links.

Currently, only PVS (Progressive Venue Services) runs links (random and symbol jackpots) after buying them from the Tatts Group.

"You can have their links, but you have to pay for it," Mr Hodge, the General Manager at the Italian Australian Club at Morwell, said.

"As an industry, we need to be able to purchase our own link ... a link that can go over any machine so that we can make our own decisions.

"If you have a machine at the bottom of the net profit list, you could add it to the link, which could double its net profit."

To get current game changes for his link across six machines, Mr Hodge says he would have to outlay more than \$50,000.

"It makes it very hard, when you're forking out money, paying off a licence and, after not even 12 months of being in control of your own gaming, you've got to pay to update your 'Cash Express'

which will be out of date in six months," Mr Hodge added.

Lawrence Shepherd, who runs Independent Gaming, has devised a Community Share Jackpot that Victoria's clubs are keen to implement.

The Community Share Jackpot concept offers a portion of profit to a communal jackpot that is shared with all the connected players.

"When that jackpot goes off, if there's five people on those machines playing, they all get something," Mr Hodge added.

"We've never seen anything like it in Victoria and people are raving about it."

Mr Shepherd says his company invented the Community Link two years ago and now exports it to 35 countries.

"We have some unique mathematics in there called 'variable distribution percentage' which a club, hotel or casino can set up how they want," Mr Shepherd added.

"People playing the 1-cent machines want to spend as much time enjoying themselves and that's where Community Jackpot comes in and shares the value-added jackpot around. People stay longer and they enjoy the experience."

Chris Byrne, the General Manager at Yarraville Club, is currently operating Aristocrat's 'Cash Express' and Konami's 'High Velocity' link and is looking to introduce new jackpot links over the next 12 months.

He sees jackpot links as an important part of the overall gaming room strategy to ensure clubs can compete with other gaming venues - and Crown Casino.

"We are exploring new link options such as Community Link and look forward to seeing new jackpot links entering the Victorian market in the coming months," Mr Byrne said.

"We are hopeful that the IGS



- monitoring system will have the capability to offer diversified link options and configurations to ensure that we have complete flexibility in our link choice."

Grant Duffy, ACCM, the General Manager at Numurkah Bowls and Golf Club, says the nature of gaming management is dynamic and the state's monitor needs to review its turn-around times on machine and game changes as part of its KPIs.

"In a recent discussion with a manager from NSW, I asked the question: 'You buy a machine; it is delivered to your club; the technician stands it up and powers it up; how long to have it connected to the NSW monitor?' The reply was: 'That day'."

In Victoria, the deployment of a machine, or game change, requires three months, which is painfully exasperating for managers.

"Why should we have to wait three months – to have our machines moved or to change a game – when NSW can do it in 24 hours? The Government needs to have a real look at itself," Mr Hodge concluded. ■



- 1: Independent Gaming Managing Director LAWRENCE SHEPHERD.
- 2: Italian Australian Club General Manager STEPHEN HODGE.
- 3: Yarraville Club General Manager CHRIS BYRNE.
- 4: Numurkah Bowls and Golf Club General Manager GRANT DUFFY.

## Moreland tackles Vic Govt on rates

ANOTHER MELBOURNE council has voted to challenge new State Government guidelines against charging poker machine venues higher rates by including an increased levy in its Draft Budget. Councillors at the City of Moreland recently voted unanimously to include differential rates levied on electronic gaming machine venues in its Draft Budget for the coming financial year. It puts the Council on a collision course with the Government, which introduced new rating guidelines in early May to provide councils with clear rules on differential rates. Moreland is at least the third Melbourne council to challenge the state's guidelines, with the City of Monash and City of Moonee Valley also including differential rates in their draft budgets. Local Government Minister Jeanette Powell has written to both Monash and Moonee Valley, saying she would seek to prohibit the councils from declaring a rate that did not comply with the new guidelines. A Government spokesman also said the differential rate guidelines would be enforced. "The Minister will seek an order from the Governor-in-Council to veto differential rates that are inconsistent with the guidelines," he added. Councils that still did not comply would have to appeal against the guidelines in the Supreme Court, he said. ■

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## INDUSTRY UPDATE



■ NSW Environment Minister Robyn Parker launched the Energy Saver Registered Clubs Toolkit last month.

### Clubs have the energy to save

**CLUBS ACROSS** NSW can save more than \$100,000 a year off their energy bills with the help of the Energy Saver Registered Clubs Toolkit. Launched last month by NSW Environment Minister Robyn Parker, the toolkit is an opportunity for the 1,400 licenced clubs in NSW to save on energy costs and become more environmentally sustainable.

"The toolkit provides practical advice and a step-by-step guide to help clubs get started on energy saving upgrades," Ms Parker said.

"By using the toolkit to improve their environmental performance, NSW clubs could collectively save \$11.9 million a year and reduce their energy use by up to 17%.

"This toolkit is based on the experiences of clubs who have already made energy and water efficiency upgrades to their facilities, such as Mittagong RSL Club, which has saved \$133,000 a year on average since participating in the program.

"These practical examples and technical advice are now available to all clubs across the state so that they too can make savings."

The toolkit covers topics such as upgrading heating and cooling, lighting, catering and hot water systems. It also includes tips on how to save even more through building insulation, tinting windows, putting timers on equipment, using swimming pool covers and maintaining refrigeration equipment.

ClubsNSW CEO Anthony Ball said news of the toolkit had generated an overwhelming response from clubs, including many expressing interest in environmental initiatives for the first time.

"The majority of not-for-profit clubs are currently facing some form of financial distress, so any initiative that reduces their energy costs is a huge help," he said.

"As not-for-profit organisations, less money spent on power bills also means there's more money that can go towards

helping community organisations and sports teams."

Ms Parker also congratulated Oak Flats Bowling Club for becoming a 'gold member' of the NSW Government's Sustainability Advantage Program.

Oak Flats Bowling Club is the first NSW club to become 'carbon neutral'.

"This club is an outstanding example of how an organisation can respond to changing attitudes towards sustainability and truly demonstrate benefits of investing in energy efficiency," Ms Parker added.

Mr Ball said it was impressive to see a mid-size club recognised for its environmental leadership and initiatives, alongside large businesses that operate across Australia and even overseas.

The new Energy Saver Registered Clubs Toolkit is part of the NSW Government's programs for business. These programs have helped clubs and other businesses to save more than \$100 million a year off utility bills by offering technical advice, energy audits and energy-efficiency training.

To download the Energy Saver Registered Clubs Toolkit, or for more information about NSW Government programs for business, visit [www.environment.nsw.gov.au/sustainbus](http://www.environment.nsw.gov.au/sustainbus) ■

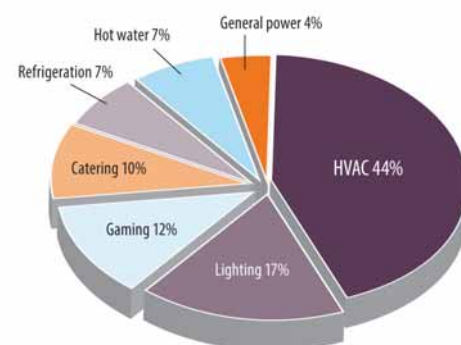


Figure 2.1: Typical breakdown of club energy use



## \$48 million for problem gambling services in NSW

**THE NSW** Government has announced contracts worth more than \$48 million over four years for high quality counselling and support services for problem gamblers across NSW.

Hospitality & Racing Minister George Souris said the Government's Responsible Gambling Fund would support mainstream and multi-cultural problem gambling counselling services, legal support for problem gamblers, and professional training for counsellors.

"I'm pleased to announce that 56 services have successfully tendered for contracts to provide high quality problem gambling counselling and support services on behalf of the Government over the next four years," Mr Souris said.

The organisations will share in more than \$10.7 million in funding in 2013-14 and more than \$48 million through to June 2017. Face-to-face counselling services will be funded across NSW including Sydney, the Central Coast, Hunter, Illawarra, New England/North West, North Coast, Riverina-Murray, South-East and Western NSW regions.

State-wide services also will be provided to support problem gamblers from non-English-speaking backgrounds, to help problem gamblers facing legal difficulties, and ensure that NSW gambling counsellors have access to the latest professional training.

"These organisations and services will deliver best practice programs and support to efficiently and effectively target problem gambling on the front line of metropolitan, regional

and remote communities – right across our State," Mr Souris added.

The Government will support problem gambling services that are "accessible and relevant to local communities and of a consistently high standard".

The Government conducted a needs analysis into the problem gambling sector last year which consulted widely and examined data about gambling prevalence and counselling needs and access across the State.

Areas identified for improvement included ...

- better access to more after-hours counselling support;
- access to financial counselling alongside therapeutic counselling;
- appropriate referrals to skilled clinicians for problem gamblers facing complex mental health issues;
- more community education about problem gambling;
- greater promotion of counselling services;
- the need to ensure quality services were supported and shaped by measured outcomes.

"Over the next four years we will be providing services tailored to specific community needs to help turn around the lives of the 0.8% of the NSW adult population that has a gambling problem, to bring relief to not only them but also their families and loved ones," Mr Souris added.

Mr Souris said 24-hour telephone counselling support also would continue to be available as well as access to support via the internet and email to ensure problem gamblers can get the help they when and where they most need it.

For more information on problem gambling support services, P: 1800 858 858, or go to W: [www.gamblinghelp.nsw.gov.au](http://www.gamblinghelp.nsw.gov.au). ■

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## THEY SAID IT ...

*'The Summit was put together wonderfully. All presentations gave me something to take away.'*

– **Helen Gardiner,**  
**Kingscliff Beach**  
**Bowls Club**

*'Marketing Expectations with Geoff Meston – the extra '3 Ps' were great reminders. I hadn't studied marketing since school. Website ideas – I was interested to hear how simple it can be to update and get it right.'* –  
**Kaycee Tuckerman,**  
**Roseville Golf Club**

*'This was my first summit and I found it very informative. I made some handy contacts, both close by and interstate. Carly Way's Marketing Plans & Communications strategy included very good information and the Website Improvements To Drive Sales was also valuable.'* –  
**Daniel Marmont,**  
**Mittagong RSL Club**

*'I found your summit amazing. This is my first club role and prior to this I have attended the events industry IMEA, RSVP, trades events etc. This summit was 100% better. Great idea.'* –  
**Dijana Thompson,**  
**Clubs Central –**  
**Hurstville and Menai.**



## Needs the same but techniques change in a decade of learning

**KEN BURGIN** recently celebrated 10 years of CMDA workshops, conferences and, more recently, summits with the two-day **2013 Clubs+ Events Management & Marketing Summit** at The Epping Club. Ken writes that the purpose of the first workshops was to provide hands-on training to industry members in the simple, but highly effective, changes that can be made to their business to increase efficiency and profitability. The objectives of the 2013 event are no different, but the level of awareness, professionalism and recognition for highly visible club facilities, creative ways of promoting and marketing them, and appreciation of the abundant opportunities is far more acute ...

**IN 2003**, in collaboration with Ralph Kober, then the CMAA's Education Manager, I ran the first **Kitchen Profit & Efficiency Workshop** for the CMAA community, testing my belief that the Club Industry was ready for a massive shift towards education and training in hospitality.

How thrilling it is to celebrate in 2013 a very successful 10-year partnership, and the evolution of so many valuable and creative training initiatives I have been privileged to develop for the CMAA and its members.

The main objective, right from the very early days, was to offer educational programs and encourage clubs to make a paradigm shift – from running catering operations as loss leaders for gaming, to realising the potential of efficient, effective and profitable restaurants, bistros and functions standing alone as highly prized revenue-raising business streams.

Food can truly be the heart of the house!

One such opportunity for CMAA Members has been the Profitable Hospitality Bursary, a Food & Wine Study Tour to Melbourne

held in March each year to coincide with the iconic Melbourne Food & Wine Festival.

Held in March 2013 for the sixth year, it was terrific to have bursary winners Matthew Gooden, the Food & Beverage Operations Manager at Dapto Leagues Club and Nick Papadatos, the Functions Manager at Kingsgrove RSL Club as our guests.

It was particularly satisfying that Matt has been one of our long-term 'followers', participating in many events right from that very first workshop a decade ago.

The **Clubs+ Event Management & Marketing Summit** last month was a very fitting acknowledgement of just what has been achieved over time.

Attended by more than 150 people, including CEOs, Event and Function Managers, Operations Managers, Chefs – in fact anyone whose objective it is to make their club stand above the competition.

All committed to running profitable, efficient and professionally organised events within their own clubs, they turned out for







- ▶ this hugely popular two-day event at Sydney's 5-star Epping Club.

The purpose of the **Kitchen Profit & Efficiency Workshop** 10 years ago was to provide hands-on training to industry members in the simple, but highly effective, changes that can be made to their business to increase efficiency and profitability.

The objectives of the two-day super, sophisticated and streamlined **Clubs+ Events Management & Marketing Summit** were no different.

Today, however, the level of awareness, professionalism and recognition for highly visible club facilities, creative ways of promoting and marketing them, and appreciation of the abundant opportunities is far more acute.

Thanks to those hundreds of people over the years – especially at this recent Summit – who have contributed so much, as they have shared their thoughts, experiences and ideas with others.

Looking forward, we have two more very appealing (and most essential) **Clubs+** summits coming up.

The **Clubs+ Chefs Management Summit** on September 10 & 11 is back by popular demand. Once a chef qualifies, there is little industry support for this critically important profession. The management side of the business is

often pushed aside, due to the day-to-day demands of a hectic kitchen and busy kitchen team.

This specialised Summit will open up a new view of the role of a chef, and the potential to really excel.

In October, the **Clubs+ Social Media Summit** is a must.

Consumer behaviour and communication has changed. Consumer consumption, perceptions and purchasing decisions are being driven by multi-tasking media communication and content sharing.

Learn how to develop a successful strategy for social media, and how to implement it in your club – it's much more than just Facebook 'likes' and Twitter 'followers'.

This **Clubs+ Social Media Summit** will help to deliver contextually relevant information to consumers in their own time, and in their way, with the objective of driving leads and sales.

Make sure you finish 2013 on a high and do all you can to ensure that your club is very visible and a venue of choice, not to be toppled by the competition. ■



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## Steve goes in to bat for Queensland

■ **ABOVE:** Steve Condren's passion ... the Southport Surf Life Saving Club.

■ **BELOW:** Steve Condren ... beating the odds.

By **HENRI LACH**

**MANDATORY QUEENSLAND** representation on the CMAA Federal Executive is needed for the good of the licensed clubs industry, according to the executive's recently elected member Steve Condren.



"Queensland is continuing to grow and I think it's essential that we have someone on the Board all the time," said Steve, who heads the Southport Surf Lifesaving Club on the Gold Coast.

"This may require a change in the Association's

constitution to be industrially correct, because we're governed by the Industrial Relations Act.

"But whether I'm here, or someone else is here, Queensland's growth is enough to warrant that recognition," he said.

Steve concedes that the Federal Executive is dominated by NSW representation because of numbers.

"There are four times as many CMAA managers in NSW as there are in Queensland so, naturally, they have greater voting powers. But the powers are shifting away.

"Queensland is growing all the time," he said.

Steve sees remoteness as the great enemy of the CMAA in his state, and he's foreshadowed geographic changes to the state's zones.

"We've got the Darling Downs, Cairns, Bundaberg, and smaller zones, but as with any organisation, they need to be serviced," he added. "We're trying to do that.

"The Sunshine Coast Zone is now strong again. There's been a resurgence in Cairns with a new Board elected up there, and Bundaberg as well."

He points to the Ipswich-Toowoomba area as an example of distance issues.

"Geographically, it's very hard because the people in Ipswich think it's easier – which it is – to go to Brisbane meetings than to go all the way to Toowoomba.

"We'll have to change the boundaries, so we go from Gatton to Toowoomba and Stanthorpe and make that a stand-alone Zone.

"Even if they only have a couple of meetings a year, it will encourage people to be members and to get the benefits of that membership."

Steve is not backward in taking a swipe at the State Government. He believes the omission of CMAA representation on the Red Tape Reduction Panel [its report is due to be published as this issue goes to press] was a bad oversight.

"We want to be more proactive in that area," he added. "Club managers know more about the day-to-day running and legislation governing clubs than anyone else, because they're at the coal face all the time.

"We've written a letter to the Attorney General Jarrod Bleijie [whose portfolio

Queensland is continuing to grow and I think it's essential that we have someone on the Board all the time.



- includes gaming and liquor licensing] asking him to make sure that the CMAA is involved in those types of events in future.

"The manager's point of view is a big part of the industry.

"The industry has been hounded for long enough. It's time for governments to get off the back of volunteer organisations that put all their money back into the community.

"Hopefully, the Red Tape Reduction Panel's report will lead to a more streamlined approach."

The *Queensland Liquor Act* continues to be a thorn in the side of licensed clubs, and Steve wants to see changes.

"Under liquor licensing, we're put in the same category as night clubs," he said. "Anytime something goes wrong ... 'it's the clubs'.

"Night clubs are distinct from community clubs and that needs to be addressed."

Steve is cautiously optimistic about the future direction of the current State Government.

"The Attorney General comes from a sound background. He is very much tied up with the lifesaving movement and the hospitality industry, so I think we're very well placed to have him there. But, only time will tell," he concluded. ■

## Beating the odds

THE ODDS were stacked against Steve Condren when he faced the starter at the CMAA elections in March.

In fact, he put himself at 100/1 against.

"I was second last on the ballot paper, and anyone who knows anything about the political process, knows that makes you a long shot," he said.

But he beat the odds, and became the first Queenslander to be elected to the CMAA Federal Executive.

Two years earlier, he'd been appointed to fill a vacancy on the board, at the recommendation of former Executive Officer Terry Condon.

Steve's reaction to the election result?

"I was ecstatic," he beamed. "I was gob-smacked ... absolutely gob-smacked. It truly is a humbling experience."

Steve is not the sort of bloke to beat his own drum, but he believes his win is a vindication of his work during his two years as an appointed Executive Member.

"I ended up with about one-third of the vote, so I must have had a lot of support from NSW members as well as Queensland," he said.

Steve has the utmost praise for the dedication of the CMAA organisation and its executives.

"The President, Bill Clegg, and the Federal Secretary, Allan Peter, are irreplaceable," Steve added. "You just need to look at the role they play, and how much effort they put in. People just don't realise the amount of work they actually do."

Emails and phone calls congratulating Steve on his election have been many.

One message he treasures is an email from Bill Clegg. Steve reveals that Bill's final line was: "No wonder we can't win the State of Origin – you Queenslanders get together." ■

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# Stronger Super ... what does it mean for you?

WITH THE Federal Government's **Stronger Super** reforms set to take effect over the coming months, there's a lot of information to take in. Here, **HOSTPLUS** – the CMDA's Major Sponsor – answers some of the important questions ...

## What is Stronger Super?

Stronger Super is a package of reforms designed to transform the Australian superannuation system into a stronger and more efficient system, with the aim of maximising retirement savings for members. Specifically, the Government is implementing the following changes ...

- creating a simple, low-cost default superannuation product called 'MySuper';
- improving every-day transacting between employers and

super funds – making it easier, cheaper and faster, through 'SuperStream';

- strengthening the governance, integrity and regulatory settings of the superannuation system, including in relation to self-managed superannuation funds.

## What is MySuper?

Under the legislation, a MySuper product must have common characteristics for comparison across funds, based on a few key differences – cost, investment performance and level of insurance cover.

## Why has MySuper been introduced?

The array of complex features within superannuation products makes comparisons between products difficult and costly. MySuper products will have a simple set of product features, irrespective of who provides them. This simplification will allow comparison between funds based on a few key differences – cost, investment performance and the level of insurance cover. It will also ensure that members do not pay for unnecessary 'bells and whistles' they do not use.

## When will HOSTPLUS release MySuper?

HOSTPLUS has received its authorisation from the Australian Prudential Regulation Authority (APRA) to offer **MySuper** (Authorisation No. 68657495890198) and will make **MySuper** available from July 1, 2013.

## Does my employer now need to report my SG contribution on my pay slip?

Yes. From July 1, 2013 your employer must include on your payslip the amount of the super contribution, to whom they paid the contribution (i.e. which super fund) and the date that the payment was actually made.

## What is auto-consolidation?

The Government is introducing a new law from January 1, 2014 known as 'auto-consolidation'. This means that if you have several super funds that have less than \$1,000\* and haven't had any money contributed for more than two years, the Government requires that money to be swept into your current active super account or the account with the highest balance. The good news is that 'auto-consolidation' can take the hassle out of bringing your super together, helping you save on fees and charges. So, it pays to take control of your super to make sure you're with the right super fund.

For example, if you contributed to HOSTPLUS earlier in your career, but your current employer contributes super on your behalf to a different fund, that fund could take over your inactive HOSTPLUS account. This means you will lose your insurance cover and all the other benefits you currently enjoy as part of your HOSTPLUS membership, including a low \$1.50 member fee which has not increased for over eight years and will remain frozen for at least two more years.

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\* This threshold may change subject to government review.

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- MySuper will ensure members don't pay for unnecessary 'bells and whistles' they do not use.





## Vic gambling rivals unite to fight levy

**GAMBLING RIVALS** Tatts Group and Tabcorp are standing firm in a dispute against the Victorian Government over an \$85 million levy, despite suggestions they miscalculated the amount that they had to pay.

Tatts and Tabcorp, on May 6, told investors that they had been charged a larger-than-anticipated amount by the Victorian Government for a levy aimed at raising money for health care from poker machine operators.

The gambling companies had been caught off guard by the Government, with Tatts being charged six times what it had initially expected to pay. The organisations are threatening legal action against the state.

However, Sally Scott, a partner at law firm Hall & Wilcox, said the companies had got their sums wrong. She said that the companies' statements released to the Australian Securities Exchange on May 6 could be misleading because they make a case that the levy should be calculated on a pro-rata basis, corresponding to the fact that the companies only operated poker machines in Victoria for 46 days in the 2012-13 financial year, "when in fact it should be calculated on the period between December 2011 and Aug 15 2012," Ms Scott said.

Tatts CEO Robbie Cooke said he "completely" refuted the suggestion the company had misled investors. "We have been billed an amount of \$42.6 million for 2013 financial year by the Government," Mr Cooke said. "It's a period in which we earned \$29 million [from poker machines]."

The companies stopped operating poker machines on August 15, 2012. After this point, poker machine management was put in the hands of pubs and clubs, as a result of a changed licence structure, which is subject to legal claims from Tatts Group and Tabcorp worth \$1.3 billion. Tatts flagged in its

February interim results that it was expecting, and had made provisions for, the health benefit levy for 2012-13 of \$7 million.

"We calculated the amount in our half-year result on the same basis that the Victorian Government did in its budget papers which was a pro-rata based on that 46 days of operation in 2012-13," Mr Cooke said.

On May 8, a Victorian Treasury official said the \$15.7 million relating to the levy published in the past two budgets was incorrect.

Mr Cooke also said the company would rely on an indemnity granted by the state in 2009 as a consequence of Tatts extending its license date by four months, into the new financial year.

The levy, as outlined in the Act, accrues at a point in time, based on retrospective information.

So, in the case of the 2012-13 levy, the formula looks at December 2011 to November 2012.

In this period, Tatts and Tabcorp operated poker machines for nine of the 12 months after they ceased operations in August 2012.

The levy formula takes into account the period the companies did not operate poker machines.

Ms Scott said because the formula takes into account periods that a company did not operate poker machines, this is similar to a pro-rata calculation. "If the calculation works out to be [based on] approximately nine months then that would suggest that the government has done the right thing," Ms Scott said.

But Mr Cooke said the mechanics for calculation refers back to a prior period, but the levy is for a period. "In that period, 2012-2013, we ran the machines for 46 days," Mr Cooke added.

Tabcorp declined to comment, but has previously said that \$15.7 million attributable to the health benefit levy in the last two Victorian budget papers was "in line with a pro-rata calculation". ■

## Victoria's red tape reduction campaign

**VICTORIA'S MINISTER** for Gaming Regulation recently issued the VCGLR with a 'Reducing Red Tape' Statement of Expectations. The Government has asked the VCGLR to ...

- Streamline the liquor and gambling application processes;
- Reduce some application requirements;
- Improve the information provided to applicants to ...
- reduce the time it takes to apply for and approve lower-risk liquor licence applications (including temporary approval for unaccompanied minors, transfer of licences and new licences) by 15%
- reduce the time it takes to apply for and approve minor gaming permits (including trade promotion lotteries and raffles) by 15%
- Reduce the red tape on participants in liquor and gaming inquiries by streamlining procedures and reducing average hearing times by 25%.

VCGLR Acting Chairman Bruce Thompson said the VCGLR remains committed to reducing red tape and improving operations. The statement also sets broader goals for the VCGLR, including the need to develop a comprehensive risk-based approach to regulation that takes into account the VCGLR's legislative objectives. To achieve these identified targets by July 2014, the VCGLR has established an internal taskforce. ■

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## Total ATM joins the CMDA sponsors 'family'



- *Total ATM National Sales Manager Mark Cannon has already created an impression with the Club Industry when the company took a stand at the CMAA National Hospitality Expo at Darling Harbour in March.*



- For more information on the range of **Total ATM** products and services, or to book an appointment with **Mark Cannon** M: 0488 041 327; E: [mark@totalinc.com.au](mailto:mark@totalinc.com.au) or go to [www.totalinc.com.au](http://www.totalinc.com.au)

**MARK CANNON**, the National Sales Manager for **Total ATM**, has been a friend and supporter of the CMAA for almost 25 years. Mark's experience with gaming manufacturers has provided an understanding of the product and service needs of a supplier and his experience within club venues has provided a 'coal-face' understanding of the issues and benefits of cash management, legislative and operational requirements and the needs of ATMs.

**Total ATM** has joined the CMDA as a National Bursary Program Sponsor to ensure that CMAA Members have the appropriate information and support to provide the best option for cash management for their clubs.

Mark said **Total ATM's** aim is to ensure all Members are aware of the challenges associated with upcoming legislative changes to ATM functionality and access within licensed clubs with gaming machines.

ATMs have become an important part of our daily lives. As a society, we continuously look at ways to simplify our day-to-day lifestyles. The comfort of knowing cash is available quickly and efficiently at your local club removes the security concerns of carrying cash.

"At **Total ATM**, our aim is to provide our clients with an end-to-end solution to their ATM inquiries," he said. "We promise to deliver the best-possible customer service experience and innovative solutions for all our clients with support 24 hours a day, seven days a week."

**Total ATM's** concept is to continue to build strong working relationships with its partners and clients who share the company's vision of customer service excellence and success.

"Our ATMs and new cash dispensing units will be strategically placed in friendly, safe, compliant and convenient locations and our service and support will appeal to all club management," Mark added.

**Total ATM** is the exclusive Australasian supplier of Chungo ComNet, Korea's leading supplier in the global ATM and cash dispensing market. The Xtremo 7000 series is designed for speed of transaction and to create efficient self-service.

As a vastly experienced Club Industry executive, Mark said he was impressed with many aspects of the **Total ATM** business model ...

"Our agreements are easy to read and understand and our team will make sure you understand your obligations and will assist with completing the necessary documentations.

"Our trained technicians will deliver

and install your ATM in the pre-agreed and most suitable location within your premises.

"We will provide training on how to operate your ATM, as well as equipping you with a self-help Quick Reference Guide.

"We have a 24/7 service line to assist with any concerns. Our technicians will service your ATM on a call-out maintenance basis.

"Our promise is to ensure all inquiries and concerns are attended to in a timely manner. We will ensure our ATM is always up and running at its full capacity.

"Your **Total ATM** unit will be cleaned and serviced regularly. We will provide signage where relevant.

"We will provide continuous monthly analysis on the performance of your ATM.

"We will provide free stationary supplies."

Mark said club managers would have seen **Total ATM** units in other outlets such as retail, petrol stations and convenience stores, markets and supermarkets and mobile ATMs at festivals, concerts, sporting and special events

**Total ATM** provides ATMs across Australasia. **Total ATM** has a highly experienced team around Australia with years of combined experience in the industry.

"We aim to provide the highest quality of service to our customers," Mark added. "We don't believe in tying our customers into an unrewarding contract and making them regret hosting an ATM.

"We believe in repeat business with our customers, with loyal and positive relationships. **Total ATM** is a 'total' service provider.

"We can install, sell, maintain and do all requirements needed for ATMs."

**Total ATM** got off to a flying start in its new partnership with the CMAA and CMDA when Mark was on the floor of the CMAA's 2013 Nation Hospitality Expo at Darling Harbour in March.

Mark already has attended CMAA Zone meetings in Glen Innes with North West State Zone and the Central Coast Breakfast Meeting at Gosford RSL Club in mid-May.

"I saw a lot of familiar faces and caught up with many old friends during the Expo at Darling Harbour and was impressed with the events at Glen Innes and Gosford," Mark said. "I look forward to assisting all members with their ATM and cash management needs." ■





# THE ROAD AHEAD

## Meeting New Tribes & Cultures

**2013 Mid Year Conference**

**July 17-19 @ Jupiters Gold Coast**

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



## 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

## REGISTRATION FEES

(workshops only)  
(all GST included)

### Normal:

Members \$940;  
Non Members \$960

### Early Bird Discount:

Members \$840;  
Non Members \$860  
(Until midnight June 3)

Go to [www.ccmtravel.com.au](http://www.ccmtravel.com.au)  
and [www.cmaa.asn.au](http://www.cmaa.asn.au) for  
Registration and Conference  
information

## 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](http://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!





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

*CMAA Gold Coast Zone & CMAA Brisbane Zone Combined Charity Race Day at Gold Coast Turf Club*

**\$130 per person or Table of 10 - \$1,300 (includes GST)**

Book online & send cheques to **CMAA Gold Coast Zone** P.O. Box 119 Nerang 4211 Queensland.

The money raised from the Race Day will go to local charities.

All inquiries to: **Steve Condren** – E: [steve.condren@sslsc.net.au](mailto:steve.condren@sslsc.net.au) M: 0418 766 689



## Conference tackles major challenge for club business

**THE CMAA's** annual Mid-Year Conference at Jupiters Casino is coming fast upon us on July 17 to 19.

In an effort to create a sequential theme overarching our conferences, we continue on the strategic path first undertaken in 2012 and now deal with change management.

This is possibly the most misunderstood and maligned area of business management, because the importance of how to get it right is arguably understood by so few – and the thought of change resisted by so many.

Back in the 1980s and '90s when 'greed was good', companies around the world went into a frenzy of acquisitions and downsizing, then coupled that with significant capital investment in a raft of new-fangled IT systems such as SAP, plus intranets and extranets to keep workers on the road – plus make things easier for B2B customers.

This represented a major shift in the way work was done, and introduced a much-despised word (and accompanying high-fee consultant) to the business lexicon, namely 'Business Process Reengineering'.

The name alone lends itself more to physical structures such as buildings and bridges, but it deals with people and their jobs ... very objectively.

At our March Conference, our esteemed colleague Paul Lyons, who is currently helping Qantas with their change management efforts, said to us that too many companies see change through the eyes of accountants and share market price – and not through the visceral day-to-day lives of their employees.

Thus, the big mistake in change management is to try to 'sell', or force, the idea of change onto employees using numbers to argue decisions, rather than deal with employee fear about the how, when, why it will affect them and their futures.

"Head AND heart must be addressed to



make change accepted in the workplace," Paul said emphatically.

Back to us in the Club Industry ... we are seeing major shifts in demographics; social values, needs and wants; and spending profiles.

And we are experiencing a quantum shift in how people relate to and communicate with each other.

Smart operators realise that to be successful in today's commercial environment we can no longer rely on what used to work in the past. We must engage new, profitable customers in the fashion and method that they want, which is not the traditional manner that has worked with previous generations where business has traditionally told customers, "this is what you want, so come and get it", via newspaper, brochures, and member letters etc.

Our Keynote Speaker at Jupiters this year deals with this new paradigm on a daily basis.

Dan Gregory has worked in sales and marketing in some of the biggest brands in the world. He's also a very funny man from the very intellectual *Gruen Transfer* (now *Gruen Planet*) on ABC TV.

Dan will deliver two sessions covering how customers and staff perceive business and how technology has changed the way companies need to engage with customers.

The advent of products such as Facebook and Twitter has realigned how 'groups of people' interact and this 'internet tribalism' has completely upturned the nature of both staff and customer engagement, attraction, and competition for their loyalty.

Looking forward to telling you more next month and at Jupiters. ■



■ **ABOVE LEFT:** Dan Gregory, the Keynote Speaker at the CMAA's Mid-Year Conference has worked in sales and marketing in some of the biggest brands in the world.

■ **ABOVE:** Popular CMAA conference speaker PAUL LYONS.

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# 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](http://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'?



**[www.cmaa.asn.au](http://www.cmaa.asn.au)**  
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# Macau – big money, big dreams

## Asian Club Managers Conference - May 2013

**THE 2013 CMAA National Bursary** tour lifted off the tarmac at the exquisite Sydney Kingsford Smith airport on Sunday, May 5, and touched down on dry land some nine hours later in Hong Kong.

As they say ... there's no rest for the wicked, so we were all bundled onto a huge jetboat for an hour-long journey to Macau and on to the Venetian Casino.

The Venetian has 3,500 suites, all of which are bigger than the average inner-city unit, and the building is quite awe inspiring in its sheer size and footprint on what was once swamp and ocean.

With nary a second to rest up, we walked into the night and on to James Packer's newish 'City of Dreams' casino, which, while 'just over the road', took some 15 minutes to arrive due to the gargantuan casino buildings rising from the island.

There, we saw a water-based show that can best be described as mind boggling in the skill of the performers and the technology used in the staging, which transformed from deep oceans to dry continents in seconds ... well worth the price of entry, I assure you.

On day one, we had Sam McElhone from Aristocrat Macau give us a fascinating insight into Macau and its gambling statistics.

While Macau has had a casino presence for more than 50 years under the old Portuguese regime, the industry has only

entered the world stage since the early 2000s, when the title reverted back to China at the end of 1999.

In 2002-2003, casino profits were approximately \$US2 billion, and the most recently published figures now claim that profits have increased to \$US38 billion.

Most surprising to many will be that Macau has overtaken Las Vegas profits by some \$US2.6 billion from just 38 casinos, whereas Las Vegas has well over 120 casinos.

From an EGM point of view, there are only 16,585 'slots' in Macau, averaging \$273/EGM/day. So, it's very apparent that the customers (about 98% Chinese nationals) must prefer table games, with Baccarat the favourite.

Looking at these casinos from an investment outlook, the first big US casino, 'The Sands', opened in 2004 at a price tag of \$US240 million, which took the operators a measly nine months payback time on investment!

There are six casino concessions in operation, and it is very big dollars they are playing with.

The beautiful Wynn casino cost \$US1.2 billion to build, but the operator offset that by on-selling a sub-concession to Packer and his Macau partner (Melco Crown) for \$US900 million. So, in effect, Wynn got his casino for \$US300 million – a very savvy investment!

The Venetian casino, where we stayed, currently gets 66,000 to 86,000 visits per day and counted its 10 millionth visitor in only 169 days from opening! Woo! Hoo!

It's the world's seventh-largest building, with a 55,700 square metres of gaming room, 2,360 EGMs and 800 tables, with a life-size replica of Venice's

■ James Packer's City of Dreams casino.



famous Rialto Bridge out the front where they conduct performances on the water... free, of course, as most leave their money at the Baccarat tables.

Don't forget to apply for this year's CMDA National Bursaries ... see the world and learn while you are doing it.

I strongly recommend the experience. ■



■ The Venetian casino in Macau.

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## CMDA Courses Coming Up: June – July 2013

Program Name	Dates	Location	Price Type	Amount	Duration
<b>WESTPAC:</b> Financial Management 101	06/06/2013 – 07/06/2013	CMDA - Sydney Olympic Park	Member	\$990.00	9.00 - 5
Delivered by <b>WESTPAC's Davidson Institute</b> 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
<b>WESTPAC:</b> Business Planning	14/06/2013	CMDA - Sydney Olympic Park	Member	\$450.00	9.00 - 5
Delivered by <b>WESTPAC's Davidson Institute</b> & 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 <sup>th</sup> 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	<b>Ingleburn</b> RSL Club	Member	\$480.00	7.30 - 5
Learn the concepts & formulas behind your gaming cash flow analysis, link reconciliations; performance reports. This course also covers your gaming compliance requirements. It's practical & hands-on. There are <b>TWO</b> pre-requisite subjects which must be addressed to complete this unit, & 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, this course is your last chance to renew!			Non Member	\$100.00	9.30 - 5
Leadership Behaviour & their Impact on Company Culture	02/07/2013 -03/07/2013	CMDA - Sydney Olympic Park	Member	\$480.00	9.30 - 5
This course is part of the Duty Manager Development Program but is also a standalone course for those who are not able to attend the Duty Manager Program as a whole. This course is the un-accredited version of Lead & Manage People.			Non Member	\$580.00	9.30 - 5
SITXFIN005A Prepare & Monitor Budgets	08/07/2013 -23/07/2013	CMDA - Sydney Olympic Park	Member	\$330	9.30-5
Budgets are common & important management tools, helping to achieve club goals by setting targets to be achieved in specific timeframes, allowing evaluation of your performance against those targets & make adjustments for the future.			Non Member	\$365	9.30-5
Managing Workplace Relations	29/07/2013 – 30/07/2013	CMDA - Sydney Olympic Park	Member	\$330.00	9.30 - 5
This is a 2 day course - Don't let poor industrial relations policy or lack of knowledge cost your organisation in time and money. Learn the key principals in avoiding the industrial relations minefield.			Non Member	\$365	9.30-5
Duty Manager Development Program	29/07/2013 – 28/08/2013	<b>Orange</b> Ex Services Club	Member	\$1560.00	9.30 - 5
			Non Member	\$1690.00	9.30 - 5
SITXHRM003A Roster Staff	29/07/2013 – 30/07/2013	<b>Orange</b> Ex Services Club	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 staffing.			Non Member	\$365.00	9.30 - 5



### Don't forget

Mid-Year Conference at Jupiters Casino – July 17 to 19. Social Media / Social Design workshops; Strategy Execution; DISC Profiling; Industrial Relations & Bullying Update – plus lots more.  
**TWO Streams:** Senior Management and Line Management as per feedback requests.

But wait, there's more! Attend the **'Tomorrow's CEOs Summit'** on Tuesday, July 16, and learn about and discuss issues that the industry's upcoming movers and shakers now face. Special guest (among many) is David O'Neill, the CEO at Castle Hill RSL Club.

Go to our [website](#) for more information and to register.

Don't forget to write down July 17 to 19 for your Jupiters Mid-Year Conference. Brochure & program available [NOW](#)



## Changes afoot for CMDA's suite of courses

**BY THE** time you read this article, the following three courses – **SITXMG002A Develop and implement operational plans; SITXMG004A Develop and implement a business plan; and SITXFIN008A Manage financial operations** – will be deleted from the newly developed **SIT12 Hospitality Training Package**.

When speaking to the Industry Skills Council, responsible for writing the new training package, their argument for deleting these courses is that the content of these units already is covered in detail in other Units of Competency inside the Business Training Package.

The CMDA is in the process of revising a range of material aligned to these units in the Business Training Package with the intention of adding the relevant units to its scope later this year. When these units become available, the CMDA will notify Members and the courses will be scheduled accordingly. So, how does this impact you and your ACCM applications, you might ask? For starters, those of you who already have completed these units will still be recognised and awarded the relevant accreditation as per normal and no further actions are required outside of the usual application process.

Similarly, those who have the equivalent Business Units – (**BSBMGT515A Manage Operations, BSBMGT617A Develop and implement a business plan, and BSBFIM601A Manage finances**) – your certificates also will be accepted towards your ACCM for the units **SITXMG002A Develop and implement operational plans, SITXMG004A Develop and implement a business plan, and SITXFIN008A Manage financial operations**.

Finally ... the new training package, itself. The Government now has endorsed all units of competency and these have been upgraded to reflect the new training package title, **SIT12**. In some cases, units have had significant changes to them, whereby they no longer reflect the same content as in previous versions. This does not mean your old qualifications and Statement of Attainments are no longer valid. It simply means that anyone enrolling for any of these courses must be assessed against new guidelines that have been deemed to be a much closer reflection of industry standards and expectations. In the coming months, the CMDA will be applying to have all of our units of competency upgraded to the new Training Package version, with changes made to our courses to reflect this outcome. Stay tuned for more information regarding changes to CMDA courses. ■

- ▶ Should you have any questions, or concerns regarding your ACCM application or course accreditation, please contact **CMDA RPL Officer Jason Thomas** at P: **02 – 9746 4199** or E: **jason@cmaa.asn.au**

## NRL legend tackles problem gambling

**FORMER PARRAMATTA** Eels captain Nathan Hindmarsh is joining forces with ClubsNSW to help problem gamblers. As one of the game's most celebrated and recognised sportsmen, Nathan is in a position to inspire others to seek help, having overcome his own problem with gambling. A state-wide education campaign started on May 22 with the launch of Nathan's new role as ClubSAFE ambassador. It's a fact that only 15% of problem gamblers seek professional help for their problem. Nathan will work with ClubSAFE and across the Club Industry to promote the message that "if gambling isn't fun anymore, it's okay to ask for help".

Nathan is known to many NRL fans for his bravery on the field.

Now he will be able to show that it is also an act of bravery to tackle your gambling problem. Nathan said that as someone who had been supported by clubs during his sporting career, he was proud to now be working with clubs to help problem gamblers. "Having a punt can be fun, but when it isn't about having fun anymore and you don't like how you feel when you finish gambling, it's time to do something about it," Nathan said. "Putting your hand up and asking for help takes guts. That's why I want to work with clubs to share my story so others with a gambling problem



get on the road to recovery and stay on it. I grew up with clubs and am part of the club family, so I know how much they give back and how much they already do to help people. I also know you can't take a one-size-fits-all approach to this issue. So I hope that by telling my story I can help people who aren't having fun with gambling anymore to stop and get help." ClubsNSW said

National Responsible Gambling Awareness Week was the appropriate time to promote this important initiative. ClubsNSW CEO Anthon Ball said public relations, radio, press coverage and appearances by Nathan across the media were organised to spread the ClubSAFE message. ■

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**Keep posted for more detail!**





**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.

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

### 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"> <li>1. CMAA &amp; Southern Cross University Corporate Governance Program (4 Day)</li> <li>2. CMAA &amp; Southern Cross University Corporate Governance Zone Summits (1 Day intensive)</li> <li>3. CMAA Secretary Manager Course (4 Day)</li> <li>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</li> </ol> | <ol style="list-style-type: none"> <li>5. Chartered Secretaries Australia courses</li> <li>6. Certificate in Governance for Not-for-Profits</li> <li>6. Individual units undertaken jointly (all 4 short-course units)               <ol style="list-style-type: none"> <li>a. Not-for-Profit officers, Directors &amp; the Board</li> <li>b. Meetings, Minutes &amp; Resolutions</li> <li>c. Governance Essentials</li> <li>d. The Accidental Company Secretary</li> </ol> </li> </ol> <p>* NSW OLGR may determine other appropriate RPL evidence</p> |
|---|--|



## New Executive Leadership Development Program - It's time to test yourself

*'It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change.'*

– Charles Darwin

OVER MANY years, the CMAA has delivered the **Visionary Leadership** program which gave aspiring managers, as they neared the top of the pile, an opportunity to look into themselves, at how their mind works, and how that would translate to becoming a good 'leader'.

We will continue to associate ourselves with that course in the future, but felt it was high time to develop a rigorous, in-depth program for CEOs, whether they be very experienced, or just about to come on board.

Since coming to the CMAA some 18 months ago, I have been consistently asked to develop a program for senior management that had some bite in it ... something that asked questions of those who wished to be tested on a tougher platform to meet the Club Industry's modern, more-demanding competitive environment.

Over some months now, we have been working with an expert consultant – O'Malley Consulting – to construct a solution that was ...

- financially accessible;
- leadership behaviour focused;
- required commitment;
- teamwork oriented;
- with very practical outcomes to implement back in the club.

The program will involve attending five classes over a 10-month period, interspersed with individual debriefings with the facilitator and a group action learning project project.

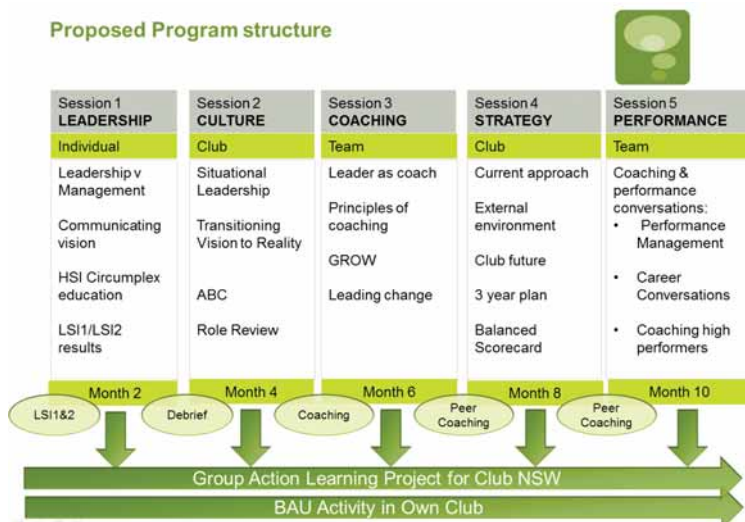
The five crucial elements will be ... **1. Leadership; 2. Culture; 3. Coaching; 4. Strategy; 5. Performance.**

Modern CEOs and executives in any industry must drive organisational performance to safeguard business viability and competitive advantage into the future.

The CMAA sees this program as the way forward for Club Industry leadership and future mentoring to ensure a high calibre layer of proactive – rather than reactive – executive thought and strong peer network across clubs ... and to keep the industry – and our Association – vibrant well into this century. It's only for the committed.

We'll be posting more information for you soon. ■

### Proposed Program structure



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# BUSINESS PLANNING COURSE

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

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# The fall and fall of face-to-face RSA and RCG training

**QUESTION: WHEN** did great quality face-to-face Responsible Service of Alcohol (RSA) and Responsible Service of Gambling RSG go out of fashion in Queensland?

**ANSWER:** About the same time as the introduction of online training in these two key areas of compliance and risk.

Every club manager I speak to highly values face-to-face training as their preference for their new staff so they can be assured that they have had the exposure to the knowledge and experience of a qualified trainer – as well as the chance to question and clarify the many ‘grey’ areas of regulation and legislation that affect us all, including our youngest and newest staff.

We all acknowledge that Queensland is a vast state geographically, and that online learning makes it easier for remote staff and indeed backpackers and travellers from other countries wishing to be ‘job ready’ before they get to Queensland.

A number of changes are occurring simultaneously that will change the way Queensland club staff are trained in RSA and RSG, as well as change the administration of their qualifications by the regulator, Office of Liquor Gaming and Racing.

As outlined in my article last month, the *Liquor & Gaming (Red Tape Reduction) & Other Legislation Amendment Bill 2013* is being introduced to Queensland Parliament and includes changes to reduce the regulatory burden by removing State approvals of trainers of RSA and RSG courses.

Currently, persons employed in service and other key roles within the Queensland gaming and liquor industries are required to complete training in RSA and RSG under the *Liquor Act* and *Gaming Machine Act*. The OLGR currently administers the mandatory training framework and approves trainers of the courses.

On February 13, 2011, the Council of Australian Governments (COAG) (with the exception of Victoria and Western Australia) entered into an inter-governmental agreement with the Commonwealth Government on national reforms for the regulation of vocational education and training (VET). This

included establishing a national VET regulator, the Australian Skills Quality Authority (ASQA), which is responsible for the registration and regulation of registered training organisations (RTOs) and accreditation of VET courses. National VET sector legislation, the *National Vocational Education & Training Regulator Act 2011 (NVR Act)* and the *National Vocational Education & Training Regulator (Transitional Provisions) Act 2011*, was also introduced.

The national VET sector legislation provided that from July 1, 2011, jurisdictions would either refer or not refer VET powers to the Commonwealth. Subsequently, the Federal Minister issued a determination under the *NVR Act* that gave Queensland until June 30, 2012 to refer legislative power for the regulation and accreditation of RTOs and VET training courses. The *Vocational Education & Training (Commonwealth Powers) Act 2012* (the *Queensland VET Act*) commenced on June 29, 2012. The *Queensland VET Act* referred Queensland’s legislative powers in regard to regulating VET, including the regulation of RTOs to the Commonwealth Government.

To ensure consistency with Queensland’s referral of regulatory power in regard to the delivery of RSA and RSG courses, amendments are to be made to the *Liquor Act* and the *Gaming Machine Act* to remove the provisions relating to the approval of trainers. Essentially, the legislative changes will result in the acceptance of the nationally accredited Statement of Attainment for RSA and RSG and their accredited course codes are to be included in the *Liquor Regulation 2002* and the *Gaming Machine Regulation 2002*.

Staff will not be required to renew their training under the new provisions, thereby removing a regulatory burden on individuals. This change is not likely to affect community interests as once trained, licensees are obliged to provide liquor and gaming in a responsible manner and mechanisms exist in the *Gaming Machine Act* and *Liquor Act* to ensure responsible service.

Transitional provisions are inserted to provide for State approved RSA/RSG certificates issued prior to the amendments to continue to be valid until the expiry date stated in the certificate (up to three years). Once the state-

approved certificate expires, holders will be required to complete the national course to continue their RSA/RSG training compliance under the *Gaming Machine Act* and the *Liquor Act*.

Amendments will commence on proclamation to allow for amendments to be made to the relevant regulations.

On a national front, all Registered Training Organisations (RTOs) are required to transition to the new **SIT12 Tourism, Travel and Hospitality Training Package** that includes the units **RSA** and **RSG**. The assessment and evidence required to demonstrate competency in these units is more robust and will require changes to the way many RTOs currently deliver these units. Evidence required in RSA, such as ...

- Responsibly sell or serve alcohol on multiple occasions to diverse customers with different requests for alcoholic beverages.

In addition the context of and specific resources for assessment must ensure use of ...

- An operational food and beverage outlet providing the service of alcohol with the fixtures, large and small equipment and workplace documentation defined in the Assessment Guidelines. This may be a ...

- Real industry workplace;
- Simulated industry environment, such as a training bar or food and beverage outlet servicing customers.

These changes alone will change the way face-to-face training is done and, no doubt, will make online learning providers scratch their collective heads in working out how they can meet these requirements online.

Perhaps these changes will see the demise of many ‘pop-up’ RTOs who will no longer be able to make shortcuts in delivering these units.

Time will tell as all RTOs have until the end of 2013 to transition to SIT12.

Perhaps then we will see high-quality RSA and RSG training return to the classroom, preferably real, live training environments such as clubs. ■

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

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



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## North West State Zone AGM

**NORTH WEST** State Zone is famous for its generous support of CMAA members and the events the Zone presents. That generous support extends to the Zone Committee with all officers returned unopposed at the AGM at Glen Innes Services Club on May 8. The AGM followed the annual Trade Show and Dinner, that included the famous Haggis Ceremony and more than 200 guests for the event. The 2013-14 Committee is ...

- President: Tim Palmer, Inverell RS Club
- Vice President: Paul Gordon, Narrabri RSL Club
- Secretary-Treasurer: Margaret McGrath, Quirindi RSL Club
- Education Officer: Kellee Anderson, Inverell RS Club
- Publicity Officer: Phil Wheaton, Armidale City Bowling Club

Thirty Members attended the Meeting where *CMA Magazine* Editor Peter Sharp presented the Head Office Report and newly elected Division E Federal Councillor Phil Wheaton presented John Campbell with his Active Certified Club Manager (ACCM) Award. John told colleagues he was proud to have achieved this career milestone and encouraged everyone to consider the professional challenge. The Zone's next event will be a Meeting with dinner and the annual auction at Quirindi RSL Club on August 6 & 7. ■

■ **1:** North West State Zone Committee members (from left) Paul Gordon, Margaret McGrath, Tim Palmer and Phil Wheaton.

■ **2:** Rod Laing with Paul Gordon and Maurie Anlezark.

■ **3:** Phil Wheaton with John Campbell



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### NSW

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Central Coast Leagues Club

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TBA

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#### MID STATE

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Karren Howe

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#### SOUTHERN RIVERINA

Craig Muir

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Shay O'Connor, CCM

## NSW Govt backs ban on live odds

THE NSW Government has reaffirmed its view that the advertising of gambling services in sport, and in particular the promotion of live odds during sporting broadcasts is of great concern. George Souris, the Minister for Hospitality & Racing, and Graham Annesley, the Minister for Sport & Recreation, combined to underline the Government's position on the now-controversial issue. Mr Souris said that at the last meeting of the Council Of Australian Governments (COAG) Select Council on Gambling Reform in May 2011, the NSW Government demanded action to address the potential harmful effects of this form of advertising, particularly for young people significantly influenced by advertising associated with their favourite media or sporting personalities. Mr Souris said the use of commentators and sporting role models to promote gambling and discuss betting odds could 'normalise' gambling and influence vulnerable and young people in an adverse manner. "Following urging by NSW and other states and territories, the Commonwealth Government agreed to address this issue and that if satisfactory amendments were not in place by the end of June 2012, the Commonwealth would consider a legislative solution," he added. Mr Annesley said the NSW Government already had taken action to maintain the integrity of betting in sport and it was time for the Federal Government to properly address the issue of live odds promotion during sports broadcasts. ■





- CMAA Nepean Zone President was unanimously re-elected for another term at the AGM at Penrith Panthers.

## Nepean Zone AGM

**NEPEAN ZONE** held its Annual General Meeting at Penrith Panthers in late March with President John Turnbull returned for yet another term. It has been a big year for the Liverpool Catholic Club CEO after also winning a place on the CMAA Federal Executive following the tri-annual election conducted following the Association AGM on March 12 and the election declared on April 23.

More than 70 members attended the AGM and, although elected to the role of Zone Education Officer, David Kim has stood down. His predecessor, Joe Bayssari, accepted the Executive's invitation to take on the ZEO duties along with his Vice President role. The Nepean Zone Committee for 2013 is ...

- President: John Turnbull, Liverpool Catholic Club
- Vice President & Education Officer: Joe Bayssari – Seven Hills RSL Club
- Vice President & Publicity Officer: Michael Ekert – Emu Plains Sporting & Recreation Club
- Treasurer: David Marsh – Ingleburn RSL Club
- Secretary: Antoinette Sultana – Liverpool Catholic Club

Following the Election of Officers, CMAA Executive Officer Ralph Kober, who attended the AGM to present the Head Office Report, presented Michael Ruggeri with his Active Certified Club Manager Award.

During the Meeting, Members supported a Nepean Zone donation of \$2,000 to assist the appeal for former CMAA Division E Federal Councillor Phil Mallon.

The day's activities started with two workshops – **'Armed Robbery'** and **'The New Work Health & Safety Obligations'** – both presented to 57 managers by consultant Jason Fullerton from the Barrington Group, a CMDA Career Development sponsor and National Bursary Program sponsor organisation.

Following the workshops and AGM, more than 110 guests enjoyed lunch at Penrith Panthers. CMDA Major Sponsor **HOSTPLUS** donated a signed Penrith Panthers football as a prize for the Zone raffle during lunch. Sunblest Cleaning Services Managing Director Sam Koura won the bidding for the ball at \$500.

Nepean Zone's next event will be a Workshop, Meeting and Lunch at Club Liverpool on June 20. ■

## Central Coast Zone

A **STUDY** tour to Melbourne is on the radar for CMAA Central Coast Zone Members in 2014. Zone President Christine Haynes reported to 25 Members at the 7.30am Breakfast Meeting at Gosford RSL Club on May 15 that Education Officer Daniel Brain was working on the project for 2014. With a Special meeting of the CMAA Federal Council at Sydney Olympic Park, *CMA Magazine* Editor Peter Sharp travelled to Gosford to present the Head Office Report. Following the Meeting, another 45 guests, including industry trade representatives and Central Coast club Directors, joined Zone Members for the breakfast and presentations by Craig Burnard from Instore Vision, a CMDA Career Development Sponsor company and Mark Cannon, National Sales Manager with Total ATM, a CMDA National Bursary Sponsor company. David Jack, Aristocrat's Senior Manager, Business Improvement, looked at the implications of Voluntary Pre-Commitment and ATM legislation, while ClubsNSW Policy Officer Anthony Trimarchi outlined the changes to the ClubGRANTS scheme. ■



- 1: Craig Burnard with Mark Cannon, Central Coast Zone President Christine Haynes and Jon Shevket.
- 2: Jason Willis with Zone Secretary Lisa Caswell.
- 3: John Atkins from Breakers Country Club with Colleen Norris from HOSTPLUS.
- 4: Zone Vice President Jason Willis with Breakers County Club CEO Ken Pearson and Gosford RSL Club CEO Russell Cooper.

Day	Date	Meeting	Venue	Zone
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	Ryde Eastwood Leagues Club	Manly Northern Suburbs Zone AGM & Mid Year Lunch
Wednesday	10/07/2013	10:00	TBA	Wide Bay Zone Meeting
Monday-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

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## Audit Office report recommends ClubGRANTS scheme changes

**THE AUDIT** Office of NSW has just released its report into the management of the ClubGRANTS scheme.

The Report found participation by all sectors of the community in the ClubGRANTS scheme is strong and the scheme has funded many successful projects.

However, the Report also claimed there is a lack of monitoring of the scheme's performance and suggests additional Government regulatory oversight of ClubGRANTS would assist in enhancing review processes, reporting, and transparency.

The Auditor General made 14 recommendations to improve ClubGRANTS and provide greater assurance that the scheme is managed properly.

ClubsNSW welcomed proposals to improve ClubGRANTS but expressed concern that some of the Report's observations do not take into account the principles underpinning the scheme's operation.

The NSW Government has expressed its support for the ClubGRANTS scheme in its present form and has not indicated which recommendations will be supported, or set a timeframe for implementation.

The Audit Office Report's recommendations on ClubGRANTS guidelines included publishing all successful recipients of funds on club websites, which will be considered by the Office of Liquor, Gaming and Racing (OLGR).

The OLGR provides oversight for every grant made through ClubGRANTS.

ClubGRANTS helps not-for-profit clubs deliver millions of dollars in funding annually for the NSW community, including ...

- \$75,000 from Blacktown Workers Club for equipment used to detect and treat esophageal cancer – the first of its kind in Western Sydney.
- \$25,000 for Streetworks' Willoughby Street Outreach program from Chatswood RSL Club to provide assistance to disadvantaged youth to address problems including crime, substance abuse, violence and learning difficulties.
- \$10,000 from Parramatta Leagues Club to support the 'Take a Stand' program, a bullying prevention program run by Parramatta/Holroyd Family Support Inc.

ClubGRANTS has delivered almost \$1 billion in funding for NSW community groups, sporting organisations and charities.

In 2012, clubs donated \$92 million through ClubGRANTS – more than double the amount required.

ClubsNSW CEO Anthony Ball said ClubGRANTS allowed local clubs to deliver what was needed most in their local area. "We've seen time and time again that clubs are better placed than a central bureaucracy to know what is needed most in their local community," he said. "By keeping the grants local, you keep the financial support in the local community directly funding the projects and organisations that need it most. The organisations that apply for ClubGRANTS funding do so on limited resources and can't afford to wait for months, only to discover they've been rejected. Having ClubGRANTS approved at a local level also keeps recipients directly accountable for how the funds are spent and makes sure that all funds available go to the community, instead of being wasted on unnecessary red tape, administrative fees and bureaucracy." ■

## New service helps clubs with gaming staff

**CLUBS QUEENSLAND** is partnering with a Sunshine Coast employment screening agency to ensure all club gaming staff have necessary police and visa checks.

Maroochy-based Employment Screening Australia will assist Clubs Queensland to provide national police history and visa checks for staff working in club gaming areas.

RSL clubs and surf clubs will be among the clubs using the new service.

Employment Screening Australia Managing Director Natalie Evans said the alliance with Clubs Queensland comes as a result of 2012 amendments to the *Gaming Machine Act 1991* that removed the requirement for gaming staff to be licensed.

Prior to the changes, gaming machine employees performing specific duties were routinely probity checked through the Office of Liquor and Gaming Regulation (OLGR) during the licensing process.

The OLGR also carried out Police checks every five years when club and venue licenses were renewed.

The scrapping of licenses effectively shifted the onus onto individual clubs to ensure staff were probity checked in line with risk management rules contained within the *Anti-Money Laundering and Counter Terrorism Financing Act 2006*.

Coolom Surf Club General Manager Mal Wright said the service would be a valuable resource for clubs. "The importance of this process for clubs lies in the ability of Employment Screening Australia to get the Police check results back to us so quickly. It can take two or three weeks through the police," Mr Wright said. "We think this is a very valuable resource for valuable resource for clubs."

Clubs Queensland CEO Doug Flockhart said the initiative was part of Clubs Queensland's commitment to ensuring clubs were given ready access to the resources necessary for legislative compliance. "Clubs Queensland has brokered this arrangement with Employment Screening Australia for the benefit all clubs throughout Queensland to ensure a measure of protection in employee due diligence programs under the AML-CTF rules," Mr Flockhart said.

The screening arrangement would provide clubs with a fast, cost-effective and value-for-money probity checking service accessible via the Clubs Queensland website, he added. ■

## Update RSA & RCG certificates

**RSA AND RCG** paper certificates issued between January 2001 and December 2006 will not be valid after June 30, 2013. Holders of these certificates need to complete a new course from an approved training provider – the CMDA is an approved RTO and offers these courses both in-house or at the Sydney training facility – and apply for a photo competency card from a participating Australia Post outlet. The Office of Liquor, Gaming and Racing (OLGR) has worked with Australia Post to ensure access to this facility. There are 118 Australia Post Offices throughout NSW and in cross border locations that provide this service. To find out the expiry dates for all paper certificates, as well as details of approved RSA and RCG training providers and how to apply for a photo competency card from Australia Post, go to [http://www.olgr.nsw.gov.au/photocard\\_certificate.asp](http://www.olgr.nsw.gov.au/photocard_certificate.asp). Holders of expired paper certificates risk being fined by NSW Police or OLGR inspectors. ■



**BARRINGTONS** Director **BLAYNE WEBB** is a former NSW Police Force Detective with more than 25 years experience in security risk management. Barringtons – a CMDA Career Development and National Bursary sponsor organization – are a leader in the security risk field within the liquor and gaming industry, banking, education, government, finance, retail and construction sectors and have been providing Armed Robbery Survival Skills training to clubs for more than 20 years.

**ONE OF** the major security risks faced by clubs and the liquor and gaming industry generally, is the threat of armed robbery. According to the NSW Bureau of Crime Statistics and Research (BoCSAR), in 2011 there were a total of 4853 robberies in NSW. Almost 234 of these robberies occurred in licensed premises. Although official statistics show a general decrease, or stabilisation, of armed robbery incidents for all categories over the past 10 years, clubs, hotels and other licensed premises have experienced an increase in recent years and remain a major target of armed robbers.

The focus of criminals in targeting licensed venues can be attributed to the perceived wealth associated with the gaming industry, a general lack of security deterrents and easier accessibility to cash holdings.

#### Liquor Industry - 2011 Recorded Statistics

January to December 2011				
Licensed Premises	Robbery without a Weapon	Robbery with a Firearm	Robbery with a Weapon not a Firearm	Total Robbery
Bottle Shop	7	10	34	51
Club	11	19	22	52
Hotel/Pub	25	44	50	119
On Premises (eg nightclub, licensed restaurant, winebar)	6	1	5	12
<b>Total Licensed Premises</b>	<b>49</b>	<b>74</b>	<b>111</b>	<b>234</b>

Source: NSW Bureau of Crime Statistics and Research

January to September 2012				
Licensed Premises	Robbery without a Weapon	Robbery with a Firearm	Robbery with a Weapon not a Firearm	Total Robbery
Bottle Shop	2	4	13	19
Club	12	19	17	48
Hotel/Pub	36	37	31	104
On Premises (eg nightclub, licensed restaurant, winebar)	13	1	2	16
<b>Total Licensed Premises</b>	<b>63</b>	<b>61</b>	<b>63</b>	<b>187</b>

Source: NSW Bureau of Crime Statistics and Research

#### Notes:

1. Statistics are not currently available for the period September-December 2012.
2. As the statistics for 2012 show club, hotel and on premises robbery figures are likely to surpass 2011 levels by end December 2012, while bottle shop figures appear to have reduced.

The increase we are experiencing in robberies within the industry is a timely reminder for managers to re-evaluate systems and procedures to strengthen overall security and provide the safe workplace for staff as required under Work Health & Safety legislation. There is no single solution to prevent an armed robbery. A systems approach in security risk management is required to ensure safety of staff and protection of assets. Are you providing adequate protection for your staff?

#### Weighing Up Your Risk

In weighing up the 'RISK' associated with armed robbery, we must consider not only the monetary value of the theft, but also other associated consequences of the event, such as ...

- trauma to staff;
- workers compensation claims;
- civil litigation;
- increased insurance premiums;
- statutory fines under Work Health & Safety legislation;
- loss of trade;
- Police attention;
- unwanted media attention;
- reduced patronage;
- financial burden of post-event management.

These combined will add significant cost and burden on you and your business.

While it is virtually impossible to eliminate the risk of armed robbery, the implementation of sound risk management strategies will provide some degree of comfort in working towards providing a safe workplace for your staff, pursuant to Work Health & Safety legislation. It's fine to say ... 'it won't happen to us' ... when the probability is that it will happen to your venue at some time – unless precautions are adopted and the risk regularly assessed. Do nothing and risk incurring the wrath of WorkCover.

#### Different Types of Robbers

In general terms, there are three (3) categories of armed robberies / robbers ...



- ➤ the opportunistic
- the amateur
- the professional

(*Australian Institute of Criminology, An Exploratory Analysis of Armed Robbery in Australia, 2003*).

The difference between the opportunist and amateur armed robber to the professional armed robber is that the professional will know, or estimate, the amount of cash expected to be cleared on any day. The professional usually has conducted observations of the premises, looking for the venue's strengths and weaknesses in its security. Additionally, current or former employees with knowledge of cash holdings will make or would have made, innocently or otherwise, this information known. This calibre of criminal conducts his own intelligence operation prior to committing a hold-up.

In real terms, the liquor and gaming industry is susceptible to all three categories of armed robbery. However, due to high levels of perceived gaming revenue, the professional armed robber has the industry insight. The financial sector, which was the traditional hunting grounds of the professional armed robber, has systematically improved security to a degree that offenders have generally moved to other sources of revenue. Unfortunately, the Club Industry now is the main focus.

### Implement Secure Risk Management Strategies

There is great importance and urgency in 'target hardening' your venue. Within the context of implementing target-hardening applications, we strongly advise you instruct an experienced and qualified risk management company to assess your venue from a security risk perspective and align all areas of operation to your WH&S obligations. A treatment plan also should be developed to ensure appropriate treatments are adopted, maintained and continuously monitored.

In applying sound risk strategies to prevent armed robbery, you can reduce your risk of becoming the victim of such an incident. A systematic review incorporates assessment of ...

- electronic security;
- security manpower levels;
- cash-holding facilities;
- cash-handling practices;
- cash minimisation;
- policy and procedure;
- armed robbery survival skills training;
- general security awareness by staff.

### Police Task Force Insight

Barringtons meets regularly with a Police agency tasked with the investigation of armed robberies within the liquor and gaming industry. Ongoing focus of discussion revolves around current and emerging crime trends, modus operandi and investigation procedures currently being implemented by the Task Force and other Police units across the state in response to the growing number of robberies committed upon licensed premises.

Sharing the same philosophy to Barringtons, Police have identified the following concerns that impact on all licensed premises in NSW ...

#### – Risk / Reward Ratio

In layman's terms, the 'Risk v Reward' ratio is the potential risk versus the potential reward. Robbers of any type target their victims by taking into account the risk required to be

taken by them as opposed to the potential reward for their efforts. In these circumstances, it is essential that prospective targets 'harden' their security measures to reduce the risk of becoming a victim. Offenders will look for easier targets.

#### – Cash Management

Police advise licensed businesses to adopt cash management safeguards as a security measure. Cash handling processes minimising cash exposure is a proven deterrent for would-be offenders when considering a target. Recommendations provided within any Barringtons review are designed and in line with these desired principles.

#### – Trading hours / staff presence on premises out of hours

Police intelligence deems that venues are more at risk of an armed robbery when trading is at its lowest and patronage is minimal. Staff should be advised to remain on premises after trading for no longer than is absolutely necessary to conclude their duties. Furthermore, we recommend licensed establishments should consider closing businesses earlier when there are only a small number of patrons within the premises.

#### – CCTV standards

Police believe the standard of CCTV coverage at the majority of venues where armed robberies have occurred, is considered poor. Therefore, much of the evidence gathered by these systems has failed to assist Police in their investigations and given the robber a good chance of eluding capture. Police advise that all premises have CCTV systems in place that produce high-quality video that can later be used on an evidentiary basis.

### Conclusion

If you only address one, or a number of the security areas, you MAY not be deemed to have satisfied your Duty of Care. Remember that security risk management is a process by which each individual area cannot be isolated and must be viewed holistically in the context of providing the safe workplace.

Barringtons has been in the business of risk management and assessment within the liquor industry for more than 22 years and during that time have been able to document and implement 'best-practice' security assessments to enable risk reduction and management. For more information on the range of Barringtons products and services or to speak with a security risk expert, contact a Barringtons Senior Business Executive ...

- **Peter Jeffries** –  
M: 0418 266 185
- **Aron Power** –  
M: 0439 643 157
- **Bryan Lawrence** –  
M: 0400 941 548 ■



# powerPerfactor reduces energy consumption and financial burden

**THE CLUB** Industry throughout Australia faces exactly the same cost pressures as any other type of business in the community.

Whether electricity cost increases are due to infrastructure improvements to the electricity supply grid, or a carbon tax really does not matter too much.

The point is cost increases bring uncertainty to any business operation.

The club sector is an electrical energy-intensive industry.

Refrigeration, lighting, catering and entertainment areas are constant energy users over relatively long operating hours of the community club.

**powerPerfactor Australia** has recently developed a product offering specific to the club sector that is radical in reducing energy consumption and, at the same time, reducing the financial burden on the business.

**powerPerfactor** recently was named No.2 on the *BRW* list of 'Fast Moving Australian Businesses'.

This is a remarkable achievement, which is underpinned by a dynamic team and innovative energy-saving technologies.

This is the second successive year that **powerPerfactor** has been listed by *BRW*.

The combination of energy-saving technology and a planned finance structure has resulted in a potential \$350,000 saving to the moderate-sized suburban club over a seven-year period.

The financial model is made possible because of the inherent reliability of the **powerPerfactor** Voltage Power Optimisation (VPO) equipment.

The **powerPerfactor** VPO hardware is renowned for its extremely long-term reliability.

The equipment can last an operating life of longer than 50 years.

The reliability of the hardware is highlighted by a standard 15-year warranty.

The extreme reliability of the technology has allowed



**powerPerfactor** to create a unique financial product structure because the VPO hardware and its operation have such unique operation characteristics.

First, electricity will be the dominate form of stationary energy well into the future.

The only issues that will likely change is the way electricity is generated.

We will still be using electricity well into the next century.

However, wind, solar, geothermal and other renewable methods of creating electricity will gradually replace coal and oil.

Second, the **powerPerfactor** technology has a warranty period much longer than any other type of industrial or business equipment, which means certainty in a financial environment.

The result is the cost of the equipment can be financed in such a way that the monthly investment amount is significantly less than the savings in energy bills.

While the investment amount remains constant over a maximum of seven years, if electricity costs continue to rise, the positive cash flow becomes greater.

Once the finance period is completed, the **powerPerfactor** equipment is still left with eight years of warranty and the full savings of electricity in place for the full life of the installation – up to 50 years.

The **powerPerfactor** technology optimises the supply of electricity into the club so that all electrical equipment receives a constant supply of energy.

The top-line saving in energy consumption is between 8% and 12%.

But the further important advantage is that all installed equipment requires less maintenance. ■

- For more information on **powerPerfactor** technology, contact **Emil Novak** –  
B: 1300 864 824;  
M: 0413 662 730;  
E: [enovak@powerperfactor.com.au](mailto:enovak@powerperfactor.com.au)  
W: [www.powerperfactor.com.au](http://www.powerperfactor.com.au)

## Who is powerPerfactor Australia?

**powerPerfactor Australia** is one of Australia's most dynamic companies. It has been listed on the *BRW* 'Fast Movers' list two years in a row, jumping from No.37 place in 2012 to No.2 in 2013. **powerPerfactor Australia** specialises in world's best energy and environmental technologies.

## What is Dynamic VPO (Voltage Power Optimisation)?

When electricity is supplied from the grid, it ideally should be close to 220 volts. However, for many reasons, it varies dramatically – sometimes more than 250 volts. Dynamic VPO technology measures the voltage before it enters the business and instantaneously adjusts it back to 220 volts so that the equipment in the business can operate at optimum performance.

## Key points ...

1. units already installed in 26 clubs.
2. More than 5,000 units in operation in the United Kingdom with not one breakdown – ever.
3. 50 years operating life.
4. Each unit is tailored to the site.
5. Recognised as a significant energy-saving technology

## Financial product for clubs ...

1. The installation can be cash positive.
2. As energy cost increase, the savings increase.
3. In a moderate-size club, the positive cash flow is as much as \$350,000 (CVM) in seven years – even without energy cost price increases ... much more as electricity prices increase in the period.
4. The **powerPerfactor** financial product, at this stage, is limited to the clubs sector.

## From a current club installation ...

"From the eeVs Report, the savings per month (9.5%) are 73,038KWh/12 = 6083KWh = \$1,580 per month. The **powerPerfactor** repayment plan is \$1,100 per month for seven years, which means an additional \$480 in cash flow at the start. But the cash flow will increase as the electricity price inevitability increases."  
– Club Manager.





## Stars step up for Sylvanvale

**THE CLUB** Industry again stood tall with its generosity when the St Johns Park Bowling Club hosted a fund-raising event for Sylvanvale in early April. Club CEO David Marsh rounded up the troops – more than 200 club and business executives from across Sydney – and Darryl Brohmann was ‘ring master’ to the series of interviews and an auction to raise funds for the foundation. David hosted this same event when he was the General Manager at Ingleburn RSL Club and convinced his Board at St Johns Park Bowling Club to support the concept. “I’m so happy for the great people at Sylvanvale and the work they do that we had such remarkable support for our first Sylvanvale charity day here at the club,” David said. Sylvanvale was founded in 1947 when a group of parents united to establish an organisation that would give children with an intellectual disability a better quality of life. Today, Sylvanvale provides services that enable people to live as independently as possible and learn in a way and pace of their choice. The list of celebrities who supported the event included Ricky Stewart, who spoke about his family connection to Sylvanvale, Wests Tigers players Keith Galloway and Marika Koroibete, past league champions Terry Lamb, Steve Mortimer and Eric Grothe, women’s lawn bowls champion Kelsey Cottrell and star apprentice jockey Teagan Harrison, who flew in from Brisbane for the event. ■



- **TOP LEFT:** Eric Grothe, Terry Lamb and Steve Mortimer.
- **TOP RIGHT:** David Marsh with the sports celebrities and Sylvanvale guests.
- **ABOVE:** David Marsh with Teagan Harrison and Kelsey Cottrell.

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**M:** 0438 655 373 **B:** (02) 9330 4751  
**E:** david.begg@casellawines.com  
**W:** www.casellawines.com

## ■ Coca-Cola Amatil

Founded in 1886, **Coca-Cola** is the world's leading manufacturer, marketer, and distributor of non-alcoholic beverage concentrates and syrups, used to produce nearly 400 beverage brands.  
**Darren Pressley**, Group Business Manager - Licensed Clubs  
**M:** 0407 052 526; **B:** 02 - 9630 4076  
**E:** darren.pressley@ccamatil.com  
**W:** www.ccamatil.com

## ■ Carlton &amp; United Brewers

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**Allan Brassil**, National Trade Relations Manager  
**M:** 0418 490 744; **B:** 02 - 9217 1418  
**E:** allan.brassil@cub.com.au  
**W:** www.cub.com.au

## ■ Global Coffee Solutions

**Lee Fitzgerald**, Sales Manager  
**M:** 0422 446 020; **B:** 1300 552 883  
**E:** Lee.Fitzgerald@globalcoffee.com.au  
**W:** www.globalcoffee.com.au

## ■ Lion Nathan

**Tooheys** forms part of **Lion Nathan**, a premium alcoholic beverages company that produces, markets and distributes approximately 900 million litres of Australia and New Zealand's most-appreciated beer brands annually, together with some of Australasia's leading wine and spirit brands.  
**Doug May**, Director Trade Relations  
**B:** 02 - 8120 4637  
**E:** doug.may@lionco.com  
**W:** www.lionco.com

## ■ Pernod Ricard

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**Peter Sullivan**, Account Manager  
**B:** 02 - 8874 8222  
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## ■ Robert Oatley Vineyards

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**Campbell MacLeod**, National Sales Manager  
**M:** 0429 927 628; **B:** (02) 9433 3255  
**E:** cmacleod@robertoatley.com.au  
**W:** www.robertoatley.com.au

## ■ Treasury Wine Estates

**TWE** is a unique global wine company with a leading international portfolio of new world wines and a history stretching from the establishment of Australia's Penfolds in the mid-1840s to the 1876 founding of Beringer Vineyards.  
**John Lawson**, State Sales Manager NSW  
**M:** 0414 661 838; **B:** 02 - 9741 1866  
**E:** john.lawson@tweglobal.com  
**W:** www.treasurywineestates.com

## BEVERAGE WHOLESALERS

## ■ Club Partners

**Damian White**, General Manager  
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## ■ Liquor Marketing Group

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## CLEANING

## ■ Sunblest Cleaning Services

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## CONSTRUCTION, DESIGN &amp; FACILITIES

## ■ EP&amp;T Global

**Mark Swindell**, Commercial Manager  
**M:** 0424 888 083; **B:** 02 - 8422 6060  
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**W:** www.eptglobal.com

## ■ Paynter Dixon Hospitality

A trademark for design and construction excellence since 1914, **Paynter Dixon** is dedicated to answering the building requirements of its clients with innovative, high-quality and cost-effective solutions.  
**Lindsay Verdon**, Head of Hospitality & Entertainment Venues  
**M:** 0417 428 526; **B:** 02 - 9797 511  
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## ■ powerPerfector

**powerPerfector** is the market leader in Australia and globally with more than 180,000 Voltage Power Optimisation (VPO) technology units installed to date, providing a turn-key solution, 15-year VPO warranty and savings backed by a performance guarantee.  
**Emil Novak**, Sales Executive  
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## ■ Quattro

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**W:** www.quattrointeriorsstudio.com.au

## ■ Rohrig

One of Australia's leading hospitality construction, refurbishment and fit-out specialists, **Rohrig Hospitality** takes pride in its innovative services that offer the greatest possible value and quality, backed by the resources of the **Rohrig Group**.  
**David Vokes**, National Business Development Manager  
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**E:** davidv@rohrig.com.au  
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## FINANCIAL &amp; STRATEGIC MANAGEMENT

## ■ BDO

**BDO's** team of leading professionals offers an unparalleled combination of thinking, depth and industry experience, coupled with our client-centric approach this ensures a personal and tailored approach to each club's business needs.  
**Atle Crowe-Maxwell**, Partner  
**M:** 0410 602 276; **B:** 02 - 9251 4100  
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## ■ Community First Credit Union

**Community First** is the largest community-based credit union, operating across Sydney and the Central Coast with \$700 million in assets under management, 70,000 members and 13 stores.  
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## ■ Creating Synergy

**Ron McLean**, Director  
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**W:** www.creatingsynergy.com

## ■ Eastern Commercial Lawyers

**Tony Johnston** & **John Murray** are founding partners of Eastern Commercial Lawyers, recognised as a leading law firm in the Club Industry, providing legal services to clubs of all sizes around Australia.  
**Tony Johnston**, Partner  
**M:** 0414 253 181; **B:** 02 - 8243 1707  
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**W:** www.eclawyers.com.au

## ■ HOSTPLUS

The CMDA's **Major Sponsor**, **HOSTPLUS** is the industry superannuation fund for the hospitality, tourism, recreation and sport industries and is passionate about providing its members and employers with the best possible products and services. **HOSTPLUS** is one of Australia's largest super funds, with one million members, 80,000 employers and more than \$10 billion in funds under management.  
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**Jon Shevket**, Manager New Business  
**M:** 0410 609 743; **B:** 02 - 9893 1822  
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## ■ Lührmann Business Consulting

**Lori Lührmann**, Senior Consultant  
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## ■ PGD Financial Services

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**W:** www.pgdfs.com

## ■ Russell Corporate Advisory

**Russell Corporate Advisory** is a financial consultancy firm that provides the expertise, information and analytical framework for sound decision making.  
**Greg Russell**, Director  
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**W:** www.russellcorporate.com.au

## ■ Thomsons Lawyers

**Thomsons Lawyers** are expert providers of legal services to the Club Industry, working with more than 60 major clubs and industry associations across Australia, with offices in Sydney, Brisbane, Melbourne and Adelaide.  
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## ■ Thorn Equipment Finance

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**W:** thornequipmentfinance.com.au

## FOOD

## ■ Profitable Hospitality

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**W:** www.ProfitableHospitality.com

## GAMING

## ■ Ainsworth Game Technology

**Ainsworth** prides itself on its leading animation and programming expertise and creative thinking to deliver innovative and superior gaming solutions to the gaming industry.  
**Peter Black**, National Sales Manager  
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**W:** www.ainsworth.com.au



itunes.apple.com  
 iphone app  
 android app



## GAMING

## ■ Aristocrat

**Aristocrat** is a leading global provider of gaming solutions - world-class software, systems and hardware that consistently out-perform the competition.  
**David Ronson**, Sales & Marketing Director  
 M: 0417 691 487; B: 02 - 9013 6630  
 E: David.Ronson@ali.com.au  
 W: www.aristocratgaming.com

## ■ ARUZE Gaming Australia

**Aruze Corporation** is the global leader in gaming entertainment with specialised technologies and vast experience emanating from the company's high profile and exceptional performance in the Japanese Pachinko/Pachislot industry.  
**Ian Thomson**, Managing Director  
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 W: www.aruzegaming.com

## ■ Bally Technologies Australia

With a history dating back to 1932, Las Vegas-based **Bally Technologies Australia** designs, manufactures, operates, and distributes advanced gaming devices, systems, and technology solutions worldwide.  
**Ron Jeffrey**, Managing Director  
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 W: www.ballytech.com/australia/

## ■ eBET

As a leading Australian gaming systems company that develops and markets a range of networked solutions for gaming machines, **eBET** is all about delivering unique products to the NSW clubs market.  
**Nicole Thomas**, Marketing Manager  
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 W: www.ebetgroup.com

## ■ IGT

**IGT** is sharply focussed on customer business through professional sales, marketing and customer service personnel as well as an experienced and dedicated Service Plus team.  
**Andrew Neagle**, Sales Director, ANZ  
 M: +61-417 469 969; B: 02 - 8345 3000  
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## ■ Independent Gaming

For the past 23 years, **Independent Gaming** - a 100% Australian-owned company - has evolved into a leading gaming solutions provider and manufacturer with more than 100 staff.  
**Lawrence Sheppard**, Managing Director  
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 W: www.independentgaming.com.au

## ■ Konami Gaming

**Konami's** Gaming and Systems segment manufactures, distributes, and services gaming machines and casino management systems, providing gaming machines with outstanding reliability, technological innovation, and entertainment value.  
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 E: alchin0129@konamigaming.com  
 W: www.konami.com.au

## ■ Maxgaming (Tatts Group)

**maxgaming** is Australia's largest gaming services operator, providing monitoring and value add services such as wide area linked jackpots in NSW, Queensland, Victoria and the Northern Territory.  
**Shanun McCarthy**, Divisional Sales Manager  
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 W: www.maxgaming.com.au

## ■ SHFL entertainment

**SHFL entertainment** electronic gaming machines are developed by the company's Australian subsidiary - **Stargames** - primarily for the Australia, New Zealand and Asian gaming markets.  
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## IT

## ■ ClockOn Australia

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## ■ Insite Digital

**Insite Digital Publications**, the publishing arm of Sydney-based digital media company **Insite Organisation**, produces the impressive 'page-turning' technology in the online version of *CMA Magazine*.  
**Matthew Easy**, Account Director  
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## ■ Micropower

**Micropower** is an Australian company making, selling and supporting integrated software solutions for Australian clubs for more than 25 years and servicing more 400 clubs across golf, yacht clubs & marinas, private and social club segments.  
**Peter Jefferis**, Director of Sales & Marketing  
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## ■ SECOT Technology

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## INSURANCE

## ■ Scott &amp; Broad

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## MARKETING &amp; PROMOTIONS

## ■ GSL

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## ■ Mailezy

**Mailezy** is a leading technological dynamo in the marketing world specifically set up to cut through everyday marketing clutter - graphic design, direct mail, print, email blasts or SMS messages.  
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## ■ rawsuga

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## ■ Strategic Rewards

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.  
**Brett Foster** - CEO  
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 W: www.strategicrewards.com.au

## ■ Instore Vision

**Craig Burnard** launched **Instore Vision** in 2007 in response to the growing demand for rich media content for the emerging digital signage industry and web marketing.  
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## OFFICE EQUIPMENT

## ■ BBC Digital

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## PRINT &amp; DESIGN

## ■ Daily Press Group

**Daily Press Group**, one of Australia's leading design, print and distribution specialist printers for the Club industry, also prints and delivers the CMAA's **Club Management in Australia** (CMA) magazine to CMAA members and subscribers around Australia.  
**Wayne Knight**, Managing Director  
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## SECURITY

## ■ Barringtons

Whether clubs are concerned with issues of legislative compliance, staff and patron safety, criminal wrong-doings or personal development, **Barringtons** can provide the best and most-appropriate solutions to the Club Industry.  
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## ■ Gold Crest Security

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 W: www.goldcrest.com.au

## SUPERANNUATION

## ■ HOSTPLUS

The CMDA's **Major Sponsor**, **HOSTPLUS** is the industry superannuation fund for the hospitality, tourism, recreation and sport industries and is passionate about providing our members and employers with the best possible products and services. **HOSTPLUS** is one of Australia's largest super funds, with one million members, 80,000 employers and more than \$10 billion in funds under management.  
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**Jon Shevket**, Manager New Business  
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## TRAVEL

## ■ CCM Travel

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Please contact CMAA Events Administrator TEGAN CAIN -  
 P: 02 - 9746 4199 or E: tegan@cmaa.asn.au -  
 to notify of amendments to this Services Directory



## Tools to grow your gaming business

**ARISTOCRAT'S SYSTEMS** business is defined by an absolute commitment to the future successes of its customers. That commitment is reinforced by a complete range of products and services that include essential gaming management tools, technical and educational assistance, and future systems development, providing clubs with a system that advances simultaneously with their business objectives.

**System 7000's** reputation has been built on a platform of stability. In fact, **System 7000's** maturation into a dynamic, yet functional, offering was born of the hard work of a dedicated team focussed on delivering a product suited to customers' needs. Aristocrat has partnered with some of the biggest clubs in NSW to define, then construct a workable and relevant solution based on quantifiable feedback. With more than 11,000 machines across NSW connected to the **System 7000** family, comprising more than 12% of the total market, that affords clubs a considerable voice in the future development of a tailored approach to gaming management.

The foundations of **System 7000** have been manufactured around an easy-to-operate EGM management capability tool. The ability to effectively manage EGM activity is the primary concern that any effective system seeks to address.

From that position, spans an entire suite of features that include Ticket In/Ticket Out (TITO), customisable gaming analysis reporting, and an excellent marketing and promotional management module.

In the wake of the constantly evolving technological environment, a system needs to be as flexible as it is reliable. The Aristocrat systems business is abreast of the changing face of technology, future-proofing the latest version of **System 7000** by developing it on the latest Windows platform. This isn't lost on the development team – with 43 members dedicated to the systems business – who have a clearly defined roadmap that includes tools to aid in the advancement of harm-minimisation requirements to enabling providers to be at the forefront of responsible gaming.

The NSW Office of Liquor, Gaming & Racing recently approved '**emPower**', a voluntary pre-commitment module within the **System 7000**. This configurable module allows club gaming machine operators to proactively address pre-commitment and has been rolled out successfully already across a number of NSW venues. The '**Systems**' roadmap also includes new tools that allow gaming operators to proactively manage their floors with intuitive and responsive features. '**Speed Media**', a marketing module, provides real-time delivery of systems generated content to one EGM, a group of EGMs, or the entire floor from one central location, generating an enhanced player experience.

**Systems 7000 'LiveView'** further allows gaming staff to better manage the gaming floor and increase service to players. **LiveView** facilitates a live view of the gaming floor so that performance trends can be monitored as the day progresses. Then, there's '**nVision**', Aristocrat's economical, out-of-the-box business intelligence and data warehousing tool that give clubs a 360-degree view of the business and revenue lines. It features reel-time graphical reports analysing gaming performance, marketing effectiveness, and general revenue tracking. **nVision** is a flexible module, configurable by the user, to align to individual business requirements and can be ported to mobile devices.

Aristocrat's **System 7000** is a trusted system that's table and reliable, giving clubs the peace of mind to effectively manage the day-to-day operations of gaming floors. In the Aristocrat Systems business, clubs have a capable partner, dedicated and equipped to grow with them into the future. ■



► For more information on the new features available through Aristocrat, or for questions relating to **System 7000**, visit [aristocrat.com.au](http://aristocrat.com.au) or P: 1800 150 432.

## O'Farrell bids extra time for NSW proposals

NSW PREMIER Barry O'Farrell has given the operators of Sydney's Star Casino, Echo Entertainment, and James Packer's Crown group extra time to finalise unsolicited gaming proposals. After James Packer's Crown group lodged a plan to build a six-star resort with a VIP gaming room at Barangaroo, Echo Entertainment upped the ante with its own proposal to spruce up The Star casino. Both proposals have been referred to an independent steering committee. It is recommended that each group be given until June 21 to submit final plans. In mid-May, James Packer unveiled potential designs for his project, to build a new six-star hotel and casino at Barangaroo. ■

## IGT appoints new members to Victoria team

INTERNATIONAL GAME Technology (IGT) has appointed two new members to its Victorian sales team to ensure that customers take full advantage of the new gaming environment within the state.

David Grech has been appointed as Key Account Manager for Victoria and Ray Zarb as Sales Executive.

Both roles will be integral to growing IGT's long-term customer relationships and increasing IGT's presence within Victorian clubs and hotels.

David joins IGT with extensive experience in the gaming industry, including 10 years at Melbourne's Crown Casino, product management with Tattersall's and business development with Aristocrat Technologies.

Ray has a solid technical sales background which originated with a role at IGT early in his career. Since then, Ray has diversified into

distribution management and executive sales both inside and outside of the gaming industry.

Andrew Neagle, Sales Director ANZ at IGT said David and Ray had joined at an exciting time for IGT with the evolving changes to the gaming industry in Victoria.

"We are building on the excellent foundations established by Theo Toklis, our State Sales Manager for Victoria," Mr Neagle added. "Our new recruits provide IGT with a wealth of industry knowledge and strong customer relationship skills to further strengthen our position with our valued business partners and continue to grow IGT's leadership in the industry." ■



■ DAVID GRECH



■ RAY ZARB





# Big Events Diary Dates

## 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 3 & 4 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 ...

# BLOCK PAYS

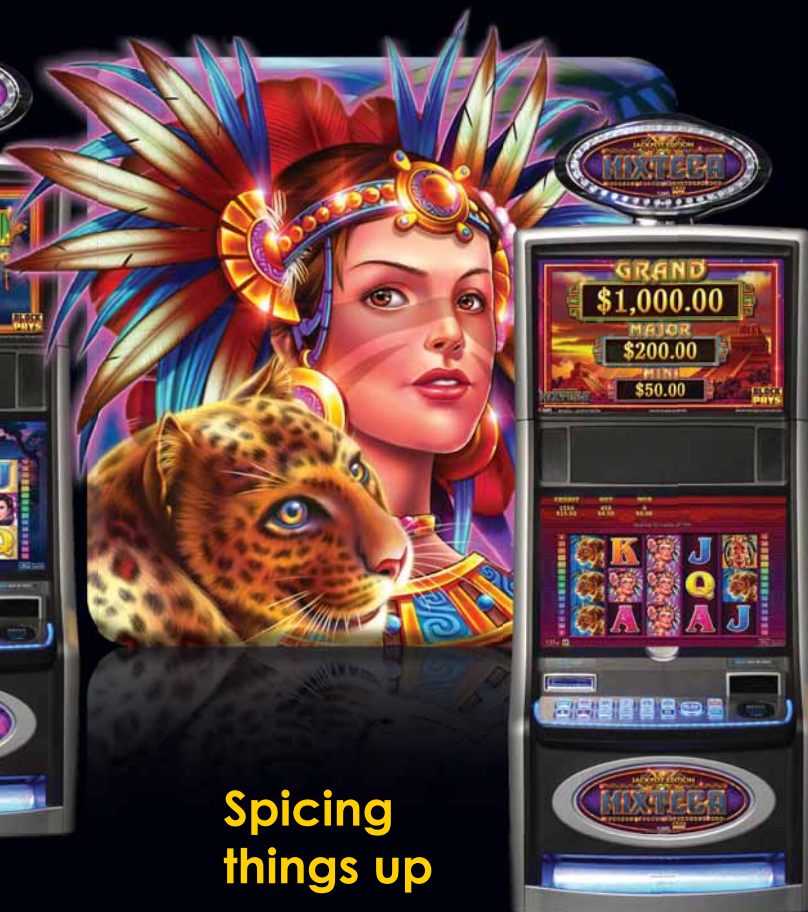
AN EXCITING NEW GAME STYLE FROM SHFL ENTERTAINMENT

## Hero

## JACKPOT EDITION MIXTECA



**Everyone  
needs a Hero**



**Spicing  
things up**

Dynamically changing reels mean large stacks of symbols can appear on every reel, every spin, to create more Blocks that award more huge prizes.

With increased chances of Block Pays in the Free Games feature, it is just... A Better Game.

\* Hero is available in both progressive and standalone game format.

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

