



## On The Road Again

The CMAA's Great Lakes Zone was on the road again in June with 20 members hopping aboard a bus for the trip to the Gold Coast and the 2014 National Managers Conference at Jupiters Casino. It was the third consecutive year that the Zone had packed up and headed off on a study tour. In 2013, it was to the Asian Club Managers Conference in Macau and, the previous year, it was their first major trip to the mid-year conference at Jupiters. Zone Publicity Officer Robert Dwyer has a full report on the 2014 study tour on p14.



**2014 CMAA National Managers Conference Special Feature: p6 – 20**



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# KONAMI



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Daily Press Group

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

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**Subscription rate is \$60 a year.**  
ISSN 0045-7205



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**Club Managers' Association (CMA) Australia**  
invites tenders for the  
printing and mailing of its  
industry journal,  
***Club Management in Australia***  
**(CMA) Magazine.**

CMA Magazine will be printed as a  
**64-page Quarterly** edition from  
the first Quarter of 2015.

The Tender submission period will close on  
**Monday, September 1, 2015.**

The successful Tender will be announced in  
October 2014 edition of *CMA Magazine*.

To obtain a formal Tender Specifications document, or  
for more information on the Tender process, contact ...

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**MORE THAN** 280 delegates registered for the CMAA's 2014 National Managers Conference at Jupiters Casino on the Gold Coast.

The three-day Conference opened with the Members' General Meeting on Wednesday, June 18, with more than 180 Members hearing reports from President Bill Clegg, Federal Secretary Allan Peter, Executive Officer Ralph Kober, Professional Development Manager Geoff Meston and Sponsor & Membership Manager Chris Keeble.

Conference Sponsor representative David Ronson from Aristocrat, officially



opened the Conference sessions before his presentation and Centre for Hospitality Management (CHM – formerly CMDA) Platinum Sponsor HOSTPLUS Chief Financial Officer Sam Sicilia delivered his assessment on the global economy and its consequences for Australia and the Club Industry.

The day finished with the State of Origin rugby league 'Footy Fever' event with more than 300 guests cheering home the NSW Blues.

Day 2 opened with Australia's most decorated living serviceman, Ben Roberts-Smith, VC, MG delivering his Keynote presentation to more than 250 delegates.

World-class speakers and presenters then combined with cutting-edge topics and industry experts on workshop panels for following two days of professional development. CMAA Professional Development Manager Geoff Meston and the CMAA's Board of Management Studies put together a compelling three days of learning and networking for managers, directors and industry trade executives. ■





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## CMAA Members' General Meeting

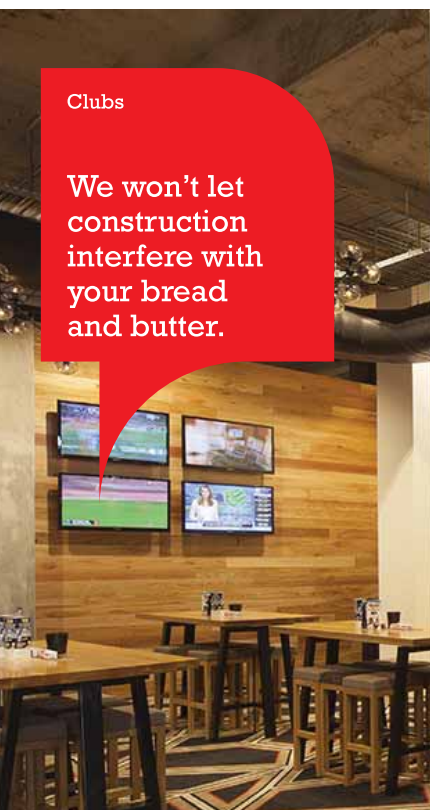
**MORE THAN** 180 Members signed in for the Members' General Meeting on Wednesday, June 18 at Jupiters before the start of the 2014 CMAA National Managers Conference. Federal President Bill Clegg called the meeting to order at 1pm and presented his President's Report, before calling on Federal Secretary Allan Peter, Executive Officer Ralph Kober, Professional Development Manager Geoff Meston and Sponsor & Membership Manager Chris Keeble to present their mid-year reports. Immediately after the Meeting, Conference Sponsor representative David Ronson from Aristocrat, officially opened the Conference sessions. ■

- **TOP:** The CMAA Federal Executive (from left) Steve Condren, John Turnbull, Allan Peter, Bill Clegg, Executive Officer Ralph Kober and Michael O'Sullivan.
- **RIGHT:** Membership & Sponsor Manager Chris Keeble.
- **FAR RIGHT:** Professional Development Manager Geoff Meston.



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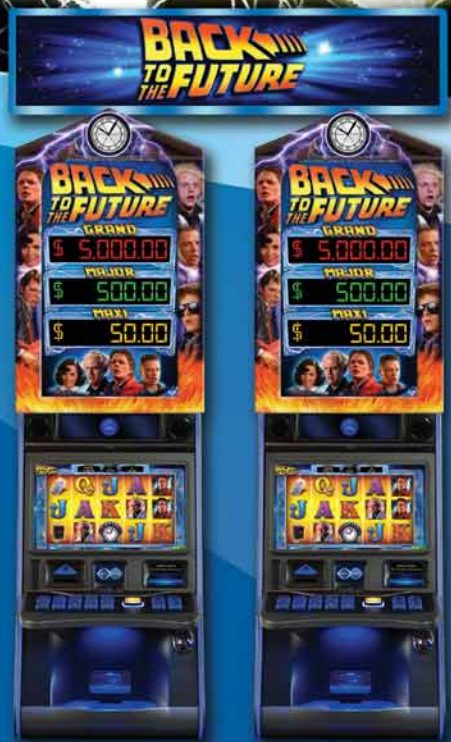
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# CMAA Federal President's Report



■ Bill Clegg presents his 2014 Mid-Year Report to the Members' General Meeting at Jupiters.

Importantly, succession planning at all levels of governance of the Association is important. We urge all Members to consider taking an active role at Zone level and look towards positions at Federal Council level to assist in developing a successful and relevant future progress for the CMAA.

**CMAA FEDERAL** President Bill Clegg, ACCM, presented his 2014 Mid-Year Report to the Members General Meeting at the National Managers Conference at Jupiters on Wednesday, June 18 ...

It has only been a short time since I last reported on the activities of the Association and today I provide a further update on the matters that the Executive have been focusing on.

Executive Officer Ralph Kober recently reported on the key elements of the CMAA's Strategic Plan in *CMA Magazine* and will report further at this meeting.

The importance of the 2014 AGM, Conference & Hospitality Expo at The Dome, Sydney Olympic Park, has been highlighted and the potential impact that the now-combined Australasian Hospitality & Gaming Expo may have on the Association was reported on. The event in March returned the CMAA a net result of more than \$300,000.

The reduction in size of the administration and training centre has also had a positive impact on the cash flow.

While we are confident that the combined Australasian Hospitality and Gaming Expo, here at the Gold Coast in March 2015 will be successful, the financial impact remains unknown. We are committed to conduct the Expo for the next two years in Queensland. With the rationalisation of this trade event space, we are also seeing a movement in support from a number of sponsors. We constantly remind our current and prospective supporters that their support directly benefits the professional development of club managers and assists to grow the Club Industry. We seek the support of all CMAA Members to remind those colleagues that they deal with to consider our suite of sponsors when making business decisions for your organisations.

**MEMBERSHIP** – This remains our central focus with the 'my' branding series across the CMAA's offering of products and services, including *myassociation*, *mynetworks*, *myCMAg* etc.

**TRAINING & DEVELOPMENT** – The retention of the RTO status is now behind us, along with the additional costs. These costs are not only financial, but also encompass the resources of the CMAA staff. With the addition of the Diploma in Human Resource Management, there is also a focus and we continue to develop Regional Conference concepts.

**INDUSTRIAL REPRESENTATION** – While these comments also may be mentioned by Ralph and Allan in their reports, it is important to reinforce the amount of effort that goes into supporting members ...

- the Industrial Officer and Federal Secretary in the past 12 months have received more than 1,000 direct Member inquiries regarding issues in the workplace across areas such as unfair dismissals, harassment allegations, redundancies, policy breaches, terminations and defamation via club social media portals;
- the Industrial Officer conducted multiple face-to-face representations of members to their boards across the states;
- the mediation and brokering of a number of Enterprise Agreements between management and the board.

**LEGISLATION & COMPLIANCE** – I particularly want to thank all Zone office bearers who have readily complied with the compulsory training required under the changes to the *Fair Work Act*. As the CMAA has always been proactive in compliance issues, it demonstrates to everyone associated with the CMAA that we are mindful of our responsibilities.

The review of the Strategic Plan does not stop with the key elements as outlined. The review also highlighted the need to revisit the CMAA's Conference offering and, in combination with the inaugural 2015 Australasian Hospitality & Gaming Expo, the CMAA's Mid-Year Conference will move to Sydney.

This is seen as a practical outcome, encouraging managers to attend the AHG Expo in Queensland in March and the Mid-Year Conference in Sydney in July. Further, the Association's Annual General Meeting will be held prior to the AHG Expo on March 23, 2015.

Importantly, succession planning at all levels of governance of the Association is important. We urge all Members to consider taking an active role at Zone level and look towards positions at Federal Council level to assist in developing a successful and relevant future progress for the CMAA.

It is important that the membership has a clear understanding of who the current Executive sees as the Association's future leaders at Federal Executive and Federal Council levels as we move past the half-way mark in this three-year election cycle.

We will continue to keep you advised of the progress of the Strategic Plan in all of these key areas.

In closing, I express the appreciation of all to Ralph and all of the CMAA staff for their continued support of members across all areas. ■

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





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## War hero captures hearts and minds at Jupiters

**BEN ROBERTS-SMITH, VC, MG** was the Keynote Speaker for the CMAA's 2014 National Managers Conference at Jupiters Casino on the Gold Coast on June 19.

Australia's most decorated living serviceman, Ben captivated his audience of more than 250 delegates – club managers, board directors and Centre for Hospitality Management (CHM)

Sponsor company executives – with his dramatic and witty stories from the frontline in Afghanistan, how he was awarded the Victoria Cross and the parallels between his training and the discipline and principles required to successfully run any business.

Many of the delegates took the opportunity to have their photos taken with one of Australia's living heroes. ■



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## Great Lakes Zone extends study tour program

By **ROBERT DWYER** -  
*Great Lakes Zone Publicity Officer*

**THE CMAA's** Great Lakes Zone extends along Australia's eastern seaboard, from Bulahdelah in the south to Port Macquarie in the north and includes 60 managers as CMAA members.

Led by President Larry Collins, the Zone has a strong focus on education, experience and networking. The region is highly regarded in the Association for its bursaries and study tours.

This year, the Zone heavily subsidised 20 delegates to attend the National Managers Conference at Jupiters Casino on the Gold Coast from June 18 to 20.

Last year, a similar number of delegates attended the Asian Club Managers Conference in Macau and, before that, 2012 CMAA Mid-Year Conference at Jupiters.

When we are away at these events, fellow club managers from other Zones often ask how our Zone attends these conferences in such strong numbers. Bursaries are open to all CMAA Members of each club, providing their club meets the minimum number of attendances and participation at Zone Meetings e.g. if the General Manager attends the Zone Meetings, participates and meets other criteria, the General Manager may nominate other CMAA Members of their club to attend the study tours. This way, the opportunity for education and networking extends to all CMAA members, not necessarily just the senior executive of the club. The 'tyranny of distance', therefore, doesn't apply so severely to this region. Being a club manager in a regional area doesn't mean education opportunities are limited.

The Great Lakes study tour started with a bus trip on Tuesday, June 17, prior to the Conference opening, with pick-up points in Forster, Taree, Kew, Port Macquarie and Kempsey, arriving at Grafton Ex-Services Club (Far North Coast Zone) for lunch and a back-of-house tour with retiring CEO Arthur Lysaught and Operations Manager Nathan Whiteside, the Zone Publicity Officer.

A highlight of the day was later, at a pre-arranged back-of-house tour of Twin Towns Services Club where it was enlightening to hear that many of their issues hold true in our smaller clubs as they overcome hurdles relating to catering, gaming, functions, TAB, and staffing.

In a time when most venues are focussing on rewards programs, it was interesting to hear from one of the biggest



players in our state, that they are not doing a loyalty program. Twin Towns is focussing on rewarding their members with return-to-player percentages. It was certainly a highlight for the group to be able to talk openly with Twin Towns Group Gaming Manager Tim Richardson and Operations Manager Lachlan Donaldson about the day-to-day running of their venue.

On the Wednesday morning, before the Members General Meeting at 1pm and Conference opening, the Zone Executive organised a back-of-house tour of the Burleigh Bears Club. It was an exciting time to be in a Queensland club on the eve of the State of Origin rugby league series

Game 2. It was great to hear General manager Ian Amos discussing issues that affect all clubs and the strategies by which they have driven business in recent times through promotions, functions and renovations. Burleigh Bears has embarked heavily on a rewards program which has been beneficial for the club. It's an interesting scenario, considering Twin Towns believe in the opposite strategy. The conclusion is that different programs and ideas work in different markets.

The National Managers Conference was a fantastic education program for our Members, focussing on strategies, governance and operations, offering senior and line management workshop streams on different days, which was appealing to our tour party members.

Tour highlights included the Keynote leadership presentation by Benjamin Roberts-Smith, VC, MG, our generation's most decorated soldier and the *'Game Changer'* presentation by Linda Joannides assisting us to understand our most valuable member and what SHE wants. The Friday highlight for most of our members was the discussion panel on good corporate citizenship and the clubs' community involvement. Such workshops and panels instigated a lot of discussion between our group over our dinners and on the bus trip home.

The study tour's industry partners, including executives from our gaming and beverage sectors, joined the managers on our tour, attended the Conference and networking events and our Members would not have enjoyed such an opportunity and positive experience without their support.

Congratulations to Ralph Kober, Geoff Meston and the CMAA team on such a first-class professional development and networking Conference. All clubs in our Zone have provided some great reports to their governing bodies highlighting what they learned and we look forward to seeing that learning in action. ■



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**IT'S HISTORY** that NSW won the 2014 State of Origin rugby league series 2-1, but to say there was a buzz in the air was an understatement when the states squared off for Game 2 of the annual contest and the traditional 'Footy Fever' event at Jupiters Casino as part of the CMAA National Managers Conference. The room was packed and the crowd at ANZ Stadium in Sydney could have heard the roar as NSW halfback Trent Hodkinson crossed for the game-tying try, then conversion for the Blues to break Queensland's eight-year grip on the trophy. For the more than 250 guests, it was pies, sausage rolls, hotdogs, chips, an ice-cream and a few beers to make it a night to remember. ■





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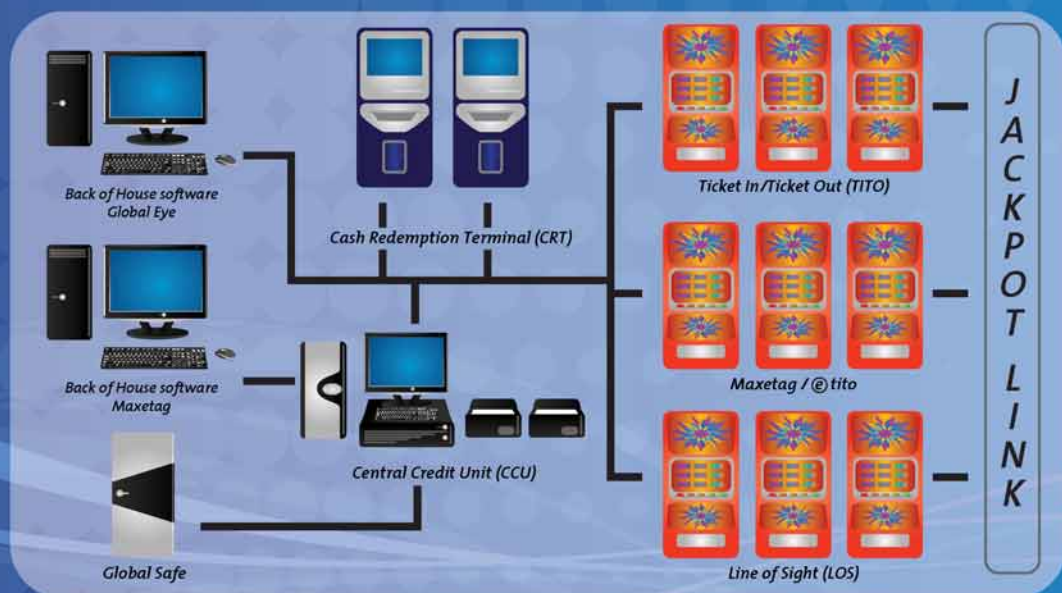
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## Networking a big part of experience

**NETWORKING AND** business are a big part of the CMAA's National Managers Conference at Jupiters and the three-day event offers plenty of opportunity to catch up with fellow professionals and industry decision-makers. Whether it's coffee and a pastry at morning tea; a sandwich and juice at lunchtime; or post-conference day cocktails and canapés ... the Jupiters Conference will always been an important get-together for Club Industry executives. ■



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## Gold Coast Zone & Brisbane Zone

IT IS usually the social highlight of the CMAA's annual Mid-Year Conference at Jupiters, but the stars did not align in 2014 for the Combined Zones (Gold Coast Zone & Brisbane Zone) Charity Race Day. The race day – celebrating its 10th anniversary – made it to the barriers on Saturday, July 5, with more than 350 guests packing The Dome at the winning post end of the Gold Coast Turf Club's home straight. It was a perfect winter day with Carlton & United Breweries the major sponsor and the traditional raffle, sponsored by *Coca-Cola*, and auctions highlighting the Club Industry's remarkable generosity. The event's preferred charities – Drought Relief in Queensland and the PCYC – were the biggest winners on the day. ■



## MEDIA SERVICES MANAGER

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**The Club Managers' Association (CMA) Australia is seeking the services of an experienced and talented professional for the role, *Media Services Manager*.**

The **CMAA** is registered as an industrial organisation of employees in the terms of the *Fair Work Act 2009*, representing 2,500 professional managers of clubs in NSW, Queensland, Victoria and ACT.

The **CMAA** is seeking a professional with excellent news sense and a proactive approach to join a hard-working group representing the interests of our Members in the Club Industry.

Reporting to the Executive Officer, and working with Industrial Relations, Membership, Professional Development and Sponsorship sections, the Media Services Manager will be able to newlist, write, sub-edit and edit the **CMAA's** quarterly industry publication, *Club Management in Australia (CMA) Magazine*, supervise the Association's internal and external communications, and manage the **CMAA** website ([www.cmaa.asn.au](http://www.cmaa.asn.au)), digital media, Facebook and social media resources.

Possessing excellent verbal and written skills, you will prepare communication materials that include media releases and editorials, briefing documents, technical and consumer-focused content and communication strategies. At times, you will be required to act as the **CMAA's** spokesperson.

The role would suit someone who is creative, can write well for a variety of audiences, takes the initiative by looking for opportunities for the Association, has a keen interest in current events, and has a flair for building relationships.

You will have a good record of success in media relations and social media, ideally with a recognised media organisation.

Importantly, you will be a 'team player' with resilience and passion for exceptional customer service.

Your remuneration package will be negotiated with the Executive Officer.



**For more information regarding this role, contact CMAA Executive Officer Ralph Kober.  
P: 02 - 9746 4199; E: [ralph@cmaa.asn.au](mailto:ralph@cmaa.asn.au)**





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**THE 2014 'Entertainment Summit'** was both exciting in prospect and a major triumph on the day with 60 delegates thoroughly 'entertained' by the line-up of presenters and tropics.

Feedback from the day suggests that this forum is certain to become a regular feature on the CMAA's calendar.

The day opened with CMAA Membership & Sponsor Manager Chris Keeble giving her special introduction to the industry with a **'Who's Who in the Zoo'** ... some fun to kick off as Chris used graphics from the *Planet of the Apes* to help describe the various roles that lived within the industry – from promoters to producers ... agents to bookers, consultants and more.

Brad Stanford, from The Juniors, Kingsford, gave the audience great

examples of types of deals and how a venue can be prepared at all levels for the incoming acts.

Vivienne Young, from Thomson Greer, shed plenty of light on the murky world of contracts. Yep, it's a tough one, but Vivienne helped to make it easier to understand.

Linda Joannides, from Your Marketing Mentor, gave us some **'Kick Ass Marketing'** advice in regards to entertainment. Linda, who has a diverse background, brought some clear and visionary ideas to the table and provided some very detailed insights.

Thuy Nguyen, from Rawsuga, helped delegates to embrace analytics – all of those 'things' that help provide the ROI and real story with the impact of entertainment in any venue ... fascinating stuff.

Jed Zarb, from Muso Promotions, delivered an entertaining presentation on the expectations of performers and the entertainment world from an agent's view point ... how worksheets are done, transparency in commissions and more.

Gordon Laffan, the popular and 'entertaining' General Manager at Stockton Bowling Club – winner of the 2014 Australian Club Entertainment (ACE) Award for 'Venue Excellence in Entertainment' – shared his club's progressive ideas.

Andrew Williams, now the General



Manager of the Port Kembla Golf Club & Hotel – part of the Wests Illawarra Group – chatted about a career that has seen him on many sides of the fence as a performer, agent, venue managers, now club manager.

It was another great day at Rocky Massaria's 99 on York with the superb food and service from the management and staff a highlight.

Profitable Hospitality Managing Director Ken Burgin, a hospitality and customer service statesman, described the day as a major success.

"The Entertainment Summit was GREAT. I learned so much [as I've never worn a black t-shirt] and I know others did, too. Lots of people in the industry were sharing the best information. Chris 'CK' Keeble rocked the house!" ■





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## Plenty on the boil after first 12 months

The Business End with CHRIS KEEBLE

**IT HAS** been a year – a YEAR – since I started with the CMAA and time has flown. Having fun? Well, sure. Being busy? Most definitely.

So, as a recap, I'd like to go over some of the things we have achieved and some things we are working on – plus, some more news.

### BRANDING & REFRESHING

The '*my*' series that you now see on most CMAA collateral has been well accepted and we believe it looks fresh and new. It's just what we needed. Hope you have received your 'Happy Birthday' messages via email. We trust you have also received your CMAA membership recognition pins.

### MEMBERSHIP

Membership remains steady with new members joining each month. We are

also close to fully integrating with a new database system. As many of you well know – especially as we are all membership-based organisations – a 'clean' and well-maintained database is probably one of our biggest and most important pieces of inventory. There are still a few things to do to migrate and transfer and we appreciate your support and patience. We will need to re-enter and check all details and re-enter any Credit Card payment details into the new system. This is for a number of reasons, not the least being security and privacy – plus savings (the new way incurs no fees). You will receive information on that, soon. Hopefully, by the time the magazine is out, we may well be down that track.

We have introduced a couple of campaigns. One being to Board members, letting them know what a positive impact on the club it is if their managers are CMAA members. Ultimately, protecting their club, but having managers who are across all legislation and compliance.

We continue to build our 'nursery' with the Affiliate Program, which is a great introduction to any aspiring club manager. This is a great way to get deeper into the Club Industry, develop and receive member discount on courses and the latest news. It's a one-off payment, so you don't pay again until you become a manager – and we hope you do.

### SPONSORSHIP

Apart from welcoming new sponsors and looking after our existing sponsors, the Centre for Hospitality Management (CHM) national sponsorship structure has been changed to reflect more an 'industry-standard' language. We no longer have 'Centre' and 'Bursary' levels. This is replaced by 'Platinum', 'Gold', 'Silver' and 'Bronze' levels. 'Platinum

Sponsor' level is with HOSTPLUS, while 'Bronze' replaces the 'Bursary' level. You can view who features in our 'world' and what specific area with the page (page 2) dedicated to our national sponsor partners. Their support is greatly appreciated. This change allows us to grow and deliver better to our

sponsors and helps better manage expectations at all levels. It is also timely to re-develop this area in line with all the other strategic directions the CMAA is taking.

### SUMMITS

By the time you read this article, the inaugural 'Entertainment Summit' will have been delivered at Rocky Massaria's impressive 99 on York venue in the Sydney CBD (p22). At the time of writing, we had almost reached 'full house'. This Summit certainly generated a lot of interest. It will be a great day with subject matter close to my heart. If you have missed out this time, don't worry. I suspect we might do it again.

The 'Women in Club & Hospitality Leadership' programs also are generating plenty of interest. This is open to men and women with some dynamic speakers on board. I hope to see you in Sydney, or Brisbane for this interesting experience. Details about these events are on the **inside back cover** of this magazine. It has been fun producing these events, which is one of my passions.

### SOCIAL MEDIA

Our Facebook site is growing daily with more 'likes'. If you haven't 'liked' us yet, please do. Soon, we will set up special targeted group sites so that we can create discussions for marketing, financial, operations and more. It's another great way to keep open the lines and information and communication. This medium is certainly a growing arena and I'm sure we are all learning something new every day about it.

In closing, it has been a productive year. There is still plenty to do and I'm looking forward to the new database system being able to produce improvements in many areas of our business. I hope to see you soon at a Zone Meeting, CMAA or CHM event, or one of our many professional development courses. Thanks for your support, co-operation and patience as I've found my way around this past year.

➤ P.S. On a personal level, my new and first grand-daughter is already four months old. I've been on some amazing motorbike rides around this incredible country and I keep any spare time busy with a bit of rock and roll. As they say ... you get only one go at this life! ■

➤ **CHRIS KEEBLE** is the CMAA's **Sponsor & Membership Manager**. To contact Chris ... B: 02 – 9746 4199; M: 0418 970 963; E: [chris@cmaa.asn.au](mailto:chris@cmaa.asn.au) W: [www.cmaa.asn.au](http://www.cmaa.asn.au)



■ A highlight of my week at Jupiters for the National Managers Conference in June was meeting the remarkable Ben Roberts-Smith VC, Australia's most-decorated modern war veteran and an inspiration with his views on life and leadership.



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## Failure to comply with reinstatement order 'serious': Federal Court

**THE FEDERAL** Court has held that TAFE NSW's failure to reinstate an employee "appears to give rise to a serious matter" and involved a "deliberate decision" to disobey a Fair Work Commission (FWC) order, which carries a 12-month jail term under the *Fair Work Act (FWA)*.

The TAFE had sought a stay of Commissioner Donna McKenna's Reinstatement Orders while the court determined its June 30 application for them to be set aside. However, it made its application after Commissioner McKenna's Wednesday, June 25, 2014, reinstatement deadline.

Commissioner McKenna, on June 4, found the employee was not genuinely redundant, and on June 16 ordered her reinstatement. When TAFE did not comply by the deadline, the employee notified TAFE that she would present for work on Friday, June 27.

On June 26, the Crown Solicitor's Office emailed the employee's solicitor saying it was unnecessary for her to do so because it had received instructions to appeal Commissioner McKenna's orders and apply for them to be stayed. The email said the solicitor handling the file was on leave.

The employee went to work on Friday morning, but was sent away.

Justice Nye Perram said this "was, of course, a continued breach of the Commission's orders in the sense that TAFE was required to have reappointed [the employee] by the Wednesday". He noted that s675(1) of the *FWA* provided that it was an offence to contravene a FWC order. "What is involved is a deliberate decision to disobey an order of the Commission. As events transpired this Court was not approached until

Monday of this week [June 30] when I granted an interim stay pending the hearing of the present application on Wednesday. I do not discount the difficulties which arose from the fact of the solicitor having the ordinary carriage of the matter being absent on leave, but it remains nevertheless a very serious matter for a party, particularly a governmental party, simply to ignore an order of the FWC. Further, once the difficulty was appreciated on the evening of Thursday, this Court should have been moved immediately and not, as happened, on Monday of the following week," Justice Perram said.

TAFE argued that the exceptional circumstances existed to support its application for writs of certiorari and mandamus, including that the *FWA*'s s389 'genuine redundancy' provision could not 'operate against it' under the *Melbourne Corporation* doctrine, nor lead to orders.

Justice Perram said he accepted "at least, that the former is arguable". He also accepted TAFE had an arguable case in maintaining that the Commissioner was required to identify and establish a position suitable for reinstatement of the employee. However, he found that the balance of convenience favoured the employee, and said of TAFE's argument that it would have to place the employee into a position that 'did not exist': "I am not sure this is consistent with the facts found by Commissioner McKenna." He continued: "I do not think that giving [the employee] paid employment during this case is a significant form of prejudice even if the position does not exist."

Justice Perram also rejected TAFE's argument that it was exposed to prejudice from 'ambiguity' of the 'no less

favourable' conditions requirement in the Reinstatement Order, saying he did not see any "particular difficulty" interpreting the phrase and did not accept that TAFE was "especially concerned about disobeying Commission orders in light of the events that have led up to the current stay application."

Justice Perram said that although TAFE was paying the employee, she had not worked for almost two years since her dismissal, despite wanting to maintain her employment. "Finally, even if I had otherwise been satisfied that TAFE was entitled to a stay, I would refuse the application due to its delay in applying," he said. "The order was made by Commissioner McKenna on June 16, 2014. It was at that time that TAFE should have moved. Waiting for two weeks, until such time as it had already committed an offence under the *Fair Work Act*, was a delay which is simply inexcusable in an application such as the present, where urgent relief is sought." ■

**Technical and Further Education Commission v Pykett (No 1) [2014] FCA 727 (4 July, 2014)**

**SENATOR ERIC ABETZ**, the Federal Minister for Employment and the Government Leader in the Senate, will headline the Clubs Australia Industrial Human Resources & Workplace Relations Conference at the Dockside Convention Centre in Sydney on August 4 and 5. The Minister joins an impressive list of speakers, including Peter Sams - Fair Work Commission Deputy President; Jason Fullerton - Barringtons Executive Manager - Clubs; Patrick Delaney - CEM legal specialist; Registration and conference brochure, can be found online at <http://www.clubsnsw.com.au/members/events/national-hr-and-wr-conference/#f9065691-a8aa-6a79-a8c7-ff00002bab05> ■



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## Budget imposes four-year freeze on super guarantee

**THE COALITION GOVERNMENT** introduced a four-year freeze on increases to the Superannuation Guarantee (SG) from July 1, as it seeks to "provide business with certainty" over SG rises. In releasing its 2014-15 Budget on May 13, the Government said it would continue to increase the SG rate to 12 % from 9.25%, but the changes would take place over a different timeframe.

Treasurer Joe Hockey said that, instead of pausing at 9.25%, as previously announced, the SG rate would increase to 9.5% on July 1 this year and remain there until June 30, 2018. "It will then increase by 0.5% each year until it reaches 12% in 2022-23, one year later than previously proposed," Mr Hockey said. "This delay will avoid the fiscal cost of the earlier increase to 9.5%."

The rescheduling makes it clear to businesses that are uncertain about whether they should pay superannuation at 9.25% (as announced) or at 9.5% (as legislated) from July 1, 2014. ACTU President Ged Kearney argued the Coalition was "making it harder for Australians to save for a decent retirement" by freezing the increase to the Superannuation Guarantee for four years, as well as lifting the retirement age to 70.

Industry Super Association spokesman Matt Linden said increasing the pension age to 70 and reducing the generosity of pension indexation – to be based on CPI increases rather than wages – would significantly reduce retirement savings. "Coupled with the proposed changes in pension indexation

and further pause in the Super Guarantee it will result in a 25% reduction in total retirement incomes for someone aged 45 today on average earnings," he said.

In another major change, the Budget will save about \$90 million over four years from the Fair Entitlements Guarantee, which was previously known as GEERS and covers unpaid employee entitlements in the event of insolvency or bankruptcy. From January 1, 2015, the maximum redundancy payment under the FEG scheme will be capped at 16 weeks in line with the maximum set by the National Employment Standards (NES).

Employees seeking to claim an entitlement above the maximum set by the NES will maintain rights as creditors to recoup any outstanding entitlement through the winding up of their employer's business.

"From July 1, 2014, indexation of the Maximum Weekly Wage used in calculating entitlements for claimants earning above the Maximum Weekly Wage of \$2,451, will be paused until June 30, 2018," the Budget papers stated. "The changes will apply only to liquidations and bankruptcies that occur on or after the commencement date."

### Parental Leave

The Government did not outline in the Budget the details of the Paid Parental Leave Scheme that will begin on July 1, 2015, and the levy to finance it.

The Government says it remains committed to reducing company tax by 1.5% at the same time, so this will offset the cost of the Paid Parental Leave Scheme for large companies.

The Government, before the Budget, revealed that it would reduce its planned income limit from \$150,000 to \$100,000 (including super) and cap payments at \$50,000. ■

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## A CHANGE OF FORTUNE

Since partnering with TGS, the Kogarah RSL Club has undergone substantial changes that have rejuvenated the venue and transformed the customer offering.

Utilising the TGS venue design and product management services a visually stunning and contemporary interior has been created, breathing new life into the club. This transformation completed in only three weeks, boasts a gaming floor with one of the most modern and popular gaming product selections for a venue of it's size.

The TGS whole-of-venue approach ensures vital support is provided to every facet of the business. Introduction of the TGS loyalty program - Diamond Rewards™, along with local area marketing consultation has maximised the opportunities for customer growth and retention. Now with a compelling entertainment offer Kogarah RSL has been successfully launched, and is an example of the beneficial TGS partnership.

*"Partnering with TGS allows us to tap into the knowledge and expertise across a number of commercial areas that will see this club survive another 60 years and become a leader in the club industry".*

– Grant Amer, Kogarah RSL Club General Manager



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## 'Marshy' takes a moment to enjoy club's impressive makeover

**DAVID MARSH** stepped into the CEO's role at St Johns Park Bowling Club almost three years ago. It seems that since he walked in the door, his new 'home' has been undergoing a \$15 million 'makeover' – but the job isn't done, yet.

Rohrig Constructions Pty Ltd, a Centre for Hospitality Management Sponsor, signed off on the 18-month project in December 2013. "The most important thing is the club members are very happy. We are hearing nothing but positive feedback about the remarkable transformation from the tired looking Club décor, to the vibrant new ambiance," David Marsh says with a smile.

He pays tribute to the Club's Board and a determination to 'step outside the square' of the traditional Bowling Club. "The result is spectacular and we could not be more pleased for our members and for our community. It was a leap of faith that has been fully rewarded," he added.

Since his move from Ingleburn RSL Club, David completes his third year at St Johns Park in September this year. He says that despite the challenges of such a major construction project, it has been worth every challenge. "Anyone who has done a renovation, no matter how small, understands the impact on the members and the business. To invest more than \$15 million into a project of this size is a remarkable commitment, but the result is everything we hoped for," David added. "The Rohrig team has been first class and every aspect of the project was completed within budget and often ahead of schedule."

Completed stages of the Master Plan included a new noodle bar and alfresco



area, completely renovated gaming area, two bars, state of the art TAB facilities, a new sports lounge and large outdoor terraces. HQ Bar is the hub of the club and is flanked on one side by a living wall of tropical plants and a water feature.

The most recent stage of the work saw the completion of a new Porte Cochere

and foyer combining contemporary design elements, vibrant colours and innovative lighting to achieve a high-end look that is stylish and inviting. This \$3 million construction included the driveway works and the club remained fully operational during the process.

David Vokes, Rohrig's National Business Development Manager, said there were some 'interesting' issues during the project that included a restricted height access limit of 2.8 metres, with no large trucks able to access to site. Structural works included tunneling 20 metres under the club to sink a new lift shaft against a functioning and operational bowling green with all works beneath the water table.

"Works completed to date are a great outcome for the Club, its members and for Rohrig," David Vokes added.

"The design concept was bold for a bowling club and, despite the challenges that go with such a major project and the result is everything we worked hard to deliver. It's great to hear that the club, the Board and the members are so pleased with our efforts."

David Marsh said the final stage of construction was likely to start before the end of 2014. "It is important for St Johns Park Bowling Club to hold its place as one of the leading entertainment venues in Sydney's south-west. We are proud of where we have come from and this development allows us to offer our members a superior standard of facilities and services," David added.

The next step is to rejuvenate the Club's catering and functions facilities, taking the overall project to around \$28 million. To date, St Johns Park Bowling Club has remained debt free. ■



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## Taking training to the people

with Brad Jones, CHM Course Scheduler

**THE CMAA** – trading as the **Centre for Hospitality Management (CHM)** – is willing to run any of our courses, anytime, anywhere ... where commercially possible.

Like not-for-profit clubs, we still have to cover our costs and retain a little profit to reinvest in improving ourselves, so we still need your support.

Here's how you can best go about organising commercially possible training in your Zone ...

**Ring Us** – Quite often, a course being delivered in a particular Zone starts as an enquiry from a member asking when a particular course will be run in their area. This is followed by CHM asking if the inquirer would like to host it at their venue, and if so, can we get the Zone Committee and Zone Education Officer (ZEO) involved to encourage enough students to attend.

**Answer surveys** – The another area we generate courses from is our Zone Surveys. You may have seen these surveys, or even replied to the questions regarding what courses you would like to see in your area. Obviously, the more responses for a particular course should ensure adequate student numbers and we begin looking at venues and dates. Zone Meetings are another area we attract significant feedback regarding the courses that members would like to complete.

**Speak to your ZEO** – Regardless of the method, ZEOs are an integral part of the process that allows the CHM to canvas interest in courses wanted, which can then lead to discounts on the courses, Zone subsidies and host venues getting on board to ensure it all happens. ZEOs and the CHM work hand in hand to get the courses to the areas where they are needed. To get the ball rolling, contact your local ZEO and tell them what you want, and we then have an idea of who wants what and when.

Some points to remember when looking at courses that interest you ...

- Larger courses (6 days) require significant registrations in order to break even with overheads (costs) involved with trainers, travel and accommodation.
- Remember, you will also save on travel and accommodation for your staff attending in your Zone, rather than coming to Sydney.
- At venues far from where our trainers are based, we may



require that your town has an airport so we can get our trainers in quickly and efficiently.

- Obtaining adequate class numbers may require the involvement of more than one Zone or club to host it.
- The longer the course, the longer a manager is away from the club, and this can impact on rosters and hamper smaller venues, so we try to break long courses into smaller 'chunks'.
- Course delivery dates are strongly driven by the availability of our trainers.
- If you offer to run a course at your club, we can discuss pricing flexibility for you and/or your staff.

The ZEO can help with all of these issues as can the staff at the CHM.

For example, a six-day course can be broken up into three sessions of two days. Each session can be held at a different host club to share the burden and increase the registrations.

Do you know who your ZEO is? Do you participate in the Zone Meetings in your area? The first step in the process is to become involved with your Association and what it can offer you. A full list of Zones, Committee Members and ZEOs can be found on our website - [www.cmaa.asn.au](http://www.cmaa.asn.au) and on p38 of this edition. You can also contact Brad Jones

E: [brad@cmah.asn.au](mailto:brad@cmah.asn.au) or P: 02 – 9746 4199 to discuss how to get the training you want.

Remember, everything you do with the CHMA helps obtain your ACCM. ■

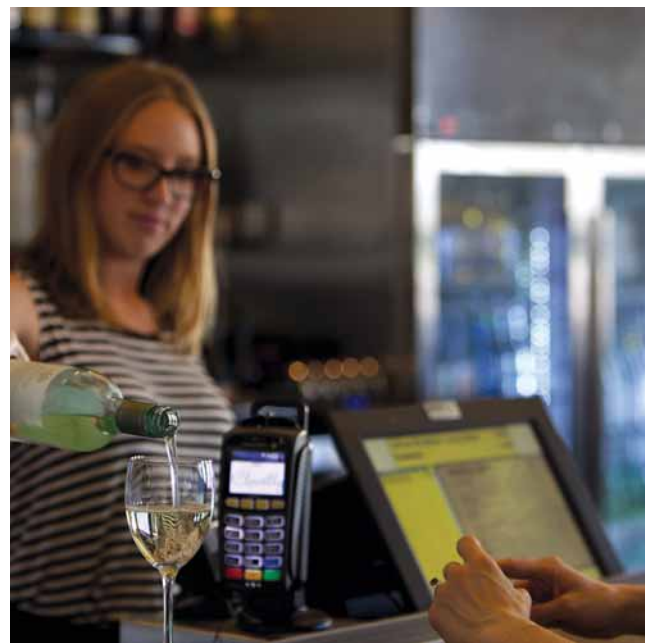
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# Managing Catering Operations for Clubs: One day workshop



## WHO SHOULD ATTEND THIS WORKSHOP?

All senior management who need to better understand food operations; Food & Beverage Managers, Chefs, plus everyone on your team who wants better results.

Australians have never been better educated in what good food is, and what they should expect for their dining dollar. They are mobile, less brand loyal, and demand variety, quality as well as value.

Relaxation in licensing laws has allowed new and highly professional, yet flexible entrants to the restaurant and catering arena; and clubs must compete successfully to maintain customer loyalty and also attract new business. Successful clubs are seeking greater input into the catering side of operations and managers need much greater knowledge and skills to be able to add value.

**This hands-on Workshop, presented by Ken Burgin, will show you dozens of great ways to increase efficiency, cut costs, tighten up management and improve your Gross Profit.**

*Topics covered in the workshop will include:*

- Food cost management in detail – recipes and menu calculations, plus weekly figures
- Making sense of POS figures and monthly reports – don't work in the dark!
- Understanding the Breakeven Point of your food operation – how to move from loss to profit
- Planning for Kitchen Efficiency – how to reduce costs, improve productivity and serve great food
- How to create a Weekly Dashboard with all the results in one place
- Menu design and pricing tricks to boost sales and profits
- Short cuts to reduce energy, water and waste consumption
- Better management of food purchases, stocktaking and tenders
- Using technology and modern equipment to streamline production
- Sales improvement – shortcuts to boost front-of-house selling skills



## Workshop dates and registration details:

Dates: **SYDNEY - 23 September, Cabra-Vale Diggers,**  
1 Bartley St, Canley Vale NSW 2166 **9.30 – 4pm**

**TWEED HEADS - 30 September, South Tweed Sports Club,**  
4 Minjungbal Dr, Tweed Heads South NSW 2486 **9.30 – 4pm**

Price: CMAA Members \$320 + GST per person;  
Public \$350 + GST per person.

**Two workshop combo price pack:** CMAA Members \$600 + GST per person; Public \$650 + GST per person gets you entry to the accompanying one day workshop "Social Media Marketing for Clubs" (see next page)

**Don't delay – book online at [www.cmaa.asn.au](http://www.cmaa.asn.au)**

For more information, visit [www.ProfitableHospitality.com](http://www.ProfitableHospitality.com)

Call **CMAA** on **02-9746 4199** or Ken Burgin at **Profitable Hospitality** on **1800-001353**



## Following the letter of the law

AS A Registered Training Organisation (RTO), the CMAA must remain compliant with the legislation outlined by the federal governing body ASQA at all times, or risk the possibility of sanctions, or even deregistration as a RTO.

To monitor our compliance status, and as part of our Continuous Improvement practice, the **Centre for Hospitality Management (CHM – formerly CMDA)** recently employed the services of **Barrack Street Compliance Auditors** to review our operations, and prepare a full and wide-ranging audit to ascertain our current alignment with the regulations. This is an annual event with the findings reported to the CMAA Federal Executive and used to make improvements based on the audit recommendations.

This audit comprised two days of on-site inspection of all aspects of operations, including course delivery, trainer files, student records, policy and procedures, and operational structure of the RTO in accordance with the units of competency currently on our scope of registration. It also entailed staff one-on-one interviews and off-site reviews of a 'sample' of our course documentation. The audit will report on our compliance with the standards for continuing registration for national RTOs (SNR).

At the time of writing, the CMAA had not yet received the formal audit report, but the informal feedback on all of our work over the past two years was encouraging. We will update you on the final report outcomes in our next magazine.

## Course Profile: BSBHRM506A Manage recruitment, selection and induction processes – What it means for you

AS YOU are no doubt aware, staff turnover and the need to recruit new staff to fill this void, is an ongoing challenge that the Club Industry faces on a daily basis.

This new HR course is designed to address the structured process of recruitment selection and induction practices commonly used within business – not just in 'club land' – and are aimed specifically at those personnel responsible for selecting new staff and orientating them to their new positions.

This nationally accredited course will help you to define your own recruitment, selection and induction policies and procedures, while explaining concepts of outsourcing, employee contracts, recruitment and selection methods, and common induction processes.

It also forms part of the core units outlined in the **Diploma of Human Resources** currently being delivered by the CHM (CMDA).

If this area of operations is your specialty, or if you are considering obtaining your Diploma of Human Resources, then this course is a great starting point for you.

Please go to the CMAA website – [www.cmaa.asn.au](http://www.cmaa.asn.au) – to find out when this course is next scheduled for delivery, or contact Brad Jones E: [brad@cmma.asn.au](mailto:brad@cmma.asn.au) or P: 02 - 9746 4199 to inquire about bookings for this and other courses currently advertised. ■

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## Social Media Marketing for Clubs: One day workshop



### Still struggling to make Social Media applications work at your club?

Think of social media in two parts. Firstly, there is social media participation where you are present on social channels and are constantly delivering value to the online community; and then there is the creation and distribution of original content that informs, empowers, educates and/or entertains.

To be effective however, content published and promoted via social media needs to be created with the audience in mind (thus it's important you first understand who you're trying to communicate with and where they hang out online).

**Ken Burgin will discuss and show you the latest techniques for social media marketing at your club – this will be an exciting day!**

- Social Media Strategy – how to create a manageable roadmap for online marketing
- Facebook changes in 2014 – finding opportunities in all the changes
- How to Use Facebook Promotions and Contests to reach more customers
- Mobile-friendly marketing – what you need to update for 2015
- How to Use Photos and Stories to Promote Events, Members and the Community
- Twitter, Instagram, Google+ and YouTube – the best use for very different services
- Better Email Campaigns – an essential part of your marketing toolkit
- Best services to sell tickets and events online
- Social Media Policies for Staff, Members and Guests – keeping it safe and secure
- How to Monitor and Protect your Club's online reputation

### WHO SHOULD ATTEND THIS WORKSHOP?

CEOs, Marketing managers, communication staff and everyone who's responsible for connecting with members, guests and the community.

*(Feel free to bring a laptop or iPad with your own internet connection, but this is not essential)*

### Workshop dates and registration details:

Dates: **SYDNEY - 24 September, Cabra-Vale Diggers,**  
1 Bartley St, Canley Vale NSW 2166 9.30 – 4pm

**TWEED HEADS - 1 October, South Tweed Sports Club,**  
4 Minjungbal Dr, Tweed Heads South NSW 2486 9.30 – 4pm

Price: CMAA Members \$320 + GST per person;  
Public \$350 + GST per person.

Two workshop combo price pack: CMAA Members \$600 + GST per person; Public \$650 + GST per person gets you entry to the accompanying one day workshop "Managing Catering Operations for Clubs" (see next page)

**Don't delay – book online at [www.cmaa.asn.au](http://www.cmaa.asn.au)**

For more information, visit [www.ProfitableHospitality.com](http://www.ProfitableHospitality.com)

Call **CMAA** on **02-9746 4199** or Ken Burgin at **Profitable Hospitality** on **1800-001353**



## CMAA Queensland Zones Meeting & 2014 Bursaries



IT WAS another big day for the CMAA's Queensland members with the annual Bursaries Lunch presented at Kedron-Wavell Services Club on Thursday, June 5. The full day of events and networking opened with registration and welcome at 10am, followed by the Combined Queensland Zones Meeting, with CMAA Executive Officer Ralph Kober presenting the Head Office Report. Brisbane Zone President John Limbrick and Gold Coast Zone President Steve Condren – also a CMAA Federal Executive Member – co-chaired the Meeting with Committee and members of the Sunshine Coast and Ipswich-Darling Downs zones present. John Lees then presented an hour-long workshop – 'Service Excellence' – to more than 70 CMAA Members, club directors and industry trade

### CMAA Queensland 2013 Bursaries & Scholarships

#### Ian Silk Memorial Bursary – sponsored by the CMAA

**Brisbane Zone:** Suzanne Long, CEO at Nambour RSL Club;

#### Low Cooper Asian Club Managers Conference Bursary –

**sponsored by Aristocrat:** Lyndon Broome, General Manager at Kedron-Wavell Services Club;

#### Asian Club Managers Conference Bursary – sponsored by

**Lion Nathan:** Rob Aldous, General Manager at The Surf Club, Kurrawa;

#### Australasian Hospitality & Gaming Expo Bursary –

**sponsored by Ainsworth Gaming Technology:** Lee Hall, Operations Manager/Outlets at Kedron-Wavell Services Club;

#### CMAA National Managers Conference Bursary – sponsored

**by QClubs & Yalumba Wines & Jacaranda Advisory – QClubs:** Martin Weir, General Manager at Redcliffe RSL Club; **Yalumba Wines:** Alicia Boyle, Senior Duty Manager at Geebung Zillmere Club; **Jacaranda Advisory:** Phil Charlewood, Duty Manager at Greenbank RSL Club;

#### CMAA Educational Development Bursary – sponsored by

**Maxgaming:** Peter O'Grady, Marketing/Gaming Manager at Pine Rivers Memorial Bowling Club;

#### Australasian Hospitality & Gaming Expo Bursary –

**sponsored by Konami & Finlease – Konami:** Bianca Puglisi, Operations Support Officer at Brothers Club Cairns; **Finlease:** Steve Crawford, General Manager at Woodgate Club;

#### CMAA National Managers Conference Bursary – sponsored

**by CMAA Brisbane Zone Committee:** Aaron Muirhead, General

Manager at Nudgee Golf Club; Kachaya Robertson, Duty Manager at Redcliffe RSL Club; Glyn Wallis, Duty Manager at Arana Leagues Club; Zoe Clegg, Training & Compliance Manager at Kedron-Wavell Services Club;

#### Educational Development Bursary – sponsored by CMAA

**Sunshine Coast Zone:** Jamie Lancaster, Operations Manager at Caboolture Sports Club;

#### Educational Development Bursary – sponsored by Jigsaw

**Consulting Group:** Marie Finlay, Assistant Accountant at Redcliffe Leagues Club;

#### Wine Study Bursary – sponsored by Robert Oatley

**Vineyards:** Peter Hurley, Catering Manager at Redcliffe Leagues Club;

#### Educational Development Bursary – sponsored by Academy

**Hospitality Australia:** Naomi Minns, Human Resources Manager at Pine Rivers Memorial Bowling Club;

#### Educational Development Bursary – sponsored by Global

**Coffee Solutions – Brisbane Zone:** Scott Steele, General Manager at Gallopers Club; **Gold Coast Zone:** Brett Holland, General Manager at Surfers Paradise Golf Club; **Sunshine Coast Zone:** Matt Rafton, Marketing Manager at Caboolture Sports Club;

#### Banktec Australasian Hospitality & Gaming Expo Bursary –

**sponsored by Banktec – Brisbane Zone:** Christie McIlroy, General Manager at Logan Diggers Club; **Gold Coast Zone:** David Avery, Duty Manager at Southport Surf Club;

**Rockhampton Zone:** Shane Latcham, General Manager at Suncity Sports Club.





- representatives. There was networking drinks in the club's Southern Cross Room before more than 200 guests moved on to the Blue Pacific Room for lunch and the presentation of the 2014 Queensland Bursaries, including the prestigious Ian Silk Memorial Bursary which was presented by Mrs Greta Silk. Naomi Minns, the Human Resources Manager from Pine Rivers Memorial Bowls Club received her Active Certified Club Manager (ACCM) award along with the Australasian Gaming Expo (AGE) Bursary to attend the three-day event in Sydney during August. Peter Psaltis was the Master of Ceremonies for the afternoon with comedian Marty Fields, who also entertained guests at the 2013 Gold Coast Zone Christmas Lunch, provided the yarns and laughs to cap off another successful day. ■





## CMAA Zone Education Officers

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#### RIVERINA MURRAY

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#### RIVERINA (Southern)

##### CRAIG MUIR

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##### ZOE CLEGG

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## Illawarra Shoalhaven Zone

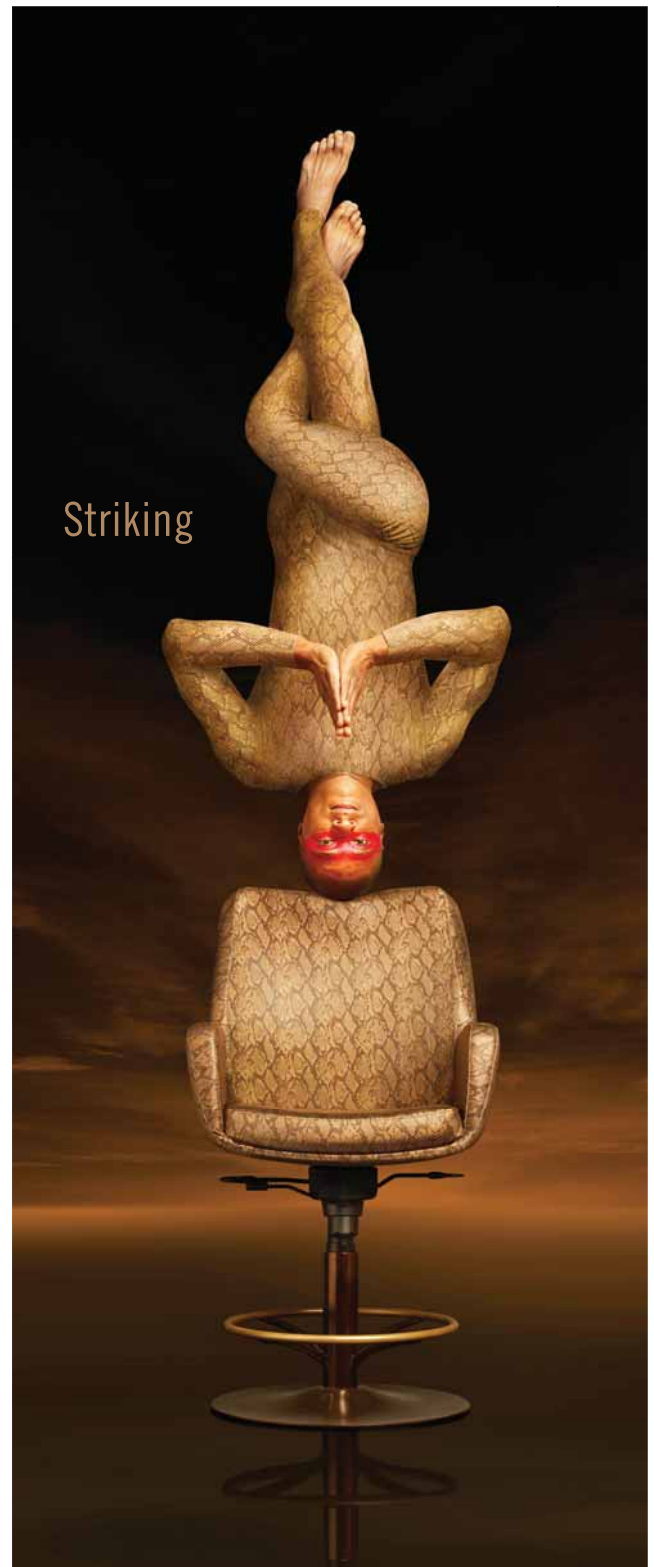
THE CMAA Illawarra Shoalhaven Zone conducted its 2014 second Quarterly Meeting & Lunch at Bomaderry Bowling Club on Friday, June 13. Zone President David Hiscox welcomed 31 members for the Meeting where CMAA Executive Officer Ralph Kober presented the Head Office Report and fielded questions regarding many of the important issues facing managers in the Zone and across the Club Industry. Following the Meeting host club CEO Garry Wilbraham welcomed more than 60 guests to the superb three-course lunch. Illawarra Shoalhaven Zone's next event will be the inaugural Zone Race Day at the Kembla Grange Racecourse on Tuesday, September 9. ■





## Central Coast Zone

CMAA CENTRAL Coast Zone President Jason Willis welcomed 33 members to the popular Breakfast Meeting at Club Toukley (RSL Club) on Wednesday, June 25. CMAA Executive Officer Ralph Kober headed north early to deliver the Head Office Report and discuss significant Club Industry and management issues. Ralph advised Members of the postponement of the Central Coast Zone AGM to February 2015, which will bring the AGM into line with other Zones who will hold elections in the first half of 2015. At the conclusion of the meeting, members were joined for breakfast by another 30 industry trade representatives and directors from club around the Zone. Breakfast also involved an informative presentation on 'Social Media & Business Ethics' from Rhonda Bowen, Managing Director of **tic technologies.com** – a CHM Sponsor company. ■



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## Mid North Coast Zone

CMAA MID North Coast Zone staged its June Annual General Meeting and Lunch at Club Coffs on West High Street. Zone Education Officer Carl Mower, also the host club General Manager, welcomed 26 guests for the 10am Meeting where CMAA Executive Officer Ralph Kober and Membership & Sponsor Manager Chris Keeble presented the Head Office Report following the AGM. Ralph conducted the election of office bearers with the hard-working Committee re-elected and two new positions created. The new Committee is President: Glenn Buckley

(Woolgoolga SS&A Club); Vice President: Lance Pike (North Beach Recreation & Bowls Club); Secretary-Treasurer: Carl Mower (Club Coffs on West High Street); Assistant Secretary-Treasurer: Daphne Parker (Woolgoolga SS&A Club); Education Officer: Grant Walden (Park Beach Bowling Club). Lance and Grant are the new additions to the Committee with Carl moving from ZEO to Secretary Treasurer. Mid North Coast Zone's next event will be the Combined Zone Conference with Far North Coast Zone at Yamba Bowling Club on September 9 & 10 and the Christmas Lunch and Meeting at Lance Pike's North Beach Recreation & Bowls Club on Monday, December 1. ■



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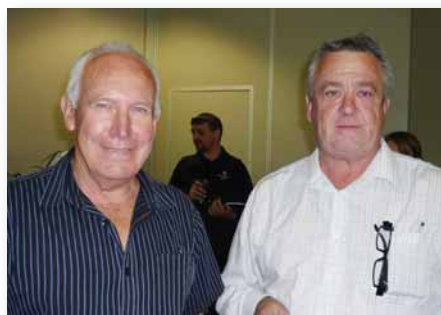


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## Far South Coast Zone

THE CMAA Far South Coast Zone hosted its quarterly Meeting and Combined Dinner at Narooma Golf Club on June 2 & 3. Host club General Manager Dominic Connaghton welcomed more than 80 guests – managers, club directors, industry trade representatives and their guests – to the club on Tuesday evening for the CMAA-ClubsNSW Dinner where Zone President Darryl Bozecevic was the Master of Ceremonies.

New Zone Member, Brendan McAlister, from Cooma Ex-Services Club, created an immediate impression when he won the traditional 'last card standing' fund-raising event. The following morning, Darryl introduced Brendan to 22 fellow managers at the Zone Meeting where CMAA Membership & Sponsor Manager Chris Keeble and CMA Magazine Editor Peter Sharp combined to present the Head Office Report, with contributions from CMAA Federal Vice President Michael O'Sullivan who is the General Manager at Milton Ulladulla Bowls Club and a Zone Committee Member.

Many of the managers had just completed the popular Secretary Manager Course at Narooma Golf Club, presented by CMAA Federal Secretary Allan Peter, along with an impressive list of guest speakers, including Tony Johnston, from Eastern Commercial Lawyers; Harry Harris, from Russell Corporate Advisory and Zone Member Toni Mitchell, from Goulburn Soldiers Club. Far South Coast Zone's next event is the AGM and Conference at Batemans Bay Soldiers Club on September 2 & 3. ■



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e: [peter.clark@bevinco.com.au](mailto:peter.clark@bevinco.com.au)

m: 0412 137 456  
m: 0427 532 925  
m: 0417 544 291





## Nepean Zone

THE CMAA Nepean Zone decided to try something 'new' with its quarterly Meeting and Cocktails at Liverpool Catholic Club on June 5. Host club General Manager John Turnbull, the Zone President and CMAA Federal Executive Member welcomed more than 60 guests – managers, club directors, industry trade representatives and their

guests – to the club for the Cocktails event.

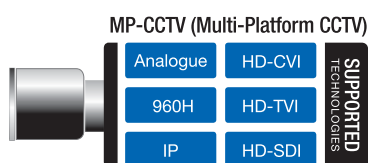
John also chaired the Zone Meeting where CMAA Executive Officer Ralph Kober and Sponsor & Membership Manager Chris Keeble presented the Head Office Report to 30 members. Nepean Zone's next event will be the annual golf day at Richmond Golf Club on Tuesday, August 26 with the next Zone Meeting & Cocktails at Blacktown Workers Club. ■



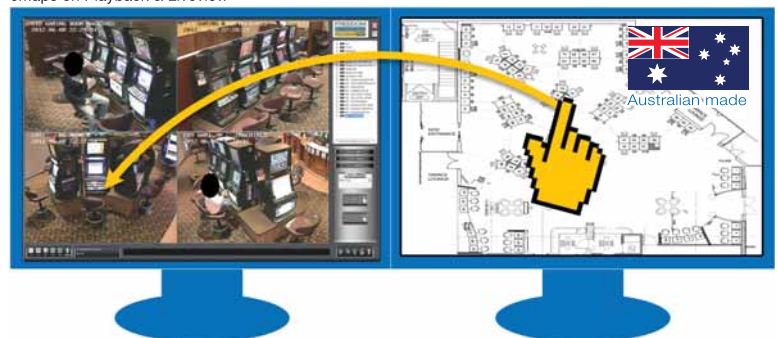
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## Far North Coast Zone

CMAA FAR North Coast Zone conducted its second meeting of 2014 at Cherry Street Sports Club at Ballina on Wednesday, June 4. More than 30 members arrived early for a workshop that was presented by Brett Pilcher from Centre for Hospitality Management (CHM – formerly CMDA) National Major Platinum Sponsor HOSTPLUS regarding 'all things' superannuation. CMAA Executive Officer Ralph Kober travelled north to present the Head Office Report. Zone President Phil Boughton wrapped up the meeting, encouraging all members to attend the combined

Zones (Far North Coast & Mid North Coast) Mini Conference at Phil's Yamba Bowling Club on September 9 & 10. Lunch was held in Cherry's Restaurant with an extra 40 industry trade representatives and directors joining the 30 managers. The meal was first class with beverages supplied by CHM sponsor companies Coca-Cola, Lion Nathan, Carlton, Asahi and Treasury Wines. Thanks to Tere Sheehan and his staff for hosting a first-class day. All members headed for home, already looking forward to meeting up at the CMAA's 2014 National Managers Conference at Jupiters. ■



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## Old Bar builds on half-century of success



**SEVEN KEEN** bowlers started the ball rolling at Old Bar almost 50 years ago. These days, Club Old Bar – and its second club at Taree West Bowling Club – have more than 4,600 members with the focus on quality – greens, facilities, services and food. General Manager Tony Jones and his team embrace the responsibility of being the social, dining and sporting hub of the beautiful coastal village on the NSW lower North Coast with a population just topping 3,000.

And, Tony and his team have been a big part of that growth and success.

Tony is in his 18th year at the club, while his deputy Kim White, the CMAA Great Lakes Zone Secretary, clocks up 15 years in October and staff member Lyn Carle celebrates 30 years on August 1. "It's a great place to work and the people are the best part of the job," Tony says. "We understand and enjoy the responsibility we have for the people around us and they support everything we bring to the club."

That community connection extends to the club constantly striving to provide the best for its members ... from the year-round synthetic greens at Old Bar to the latest construction works to upgrade the kitchen, dining and relaxing atmosphere. It is the sixth renovation since 1999 and this one involved relocating the café to make way for a stylish wine bar and remaking the kitchen to accommodate the five chefs and two apprentices who serve up an impressive menu of snacks, traditional bistro fare and up-market mains. "Food has become a major focus of our reputation and, unlike a lot of coastal clubs, we don't rely on the holiday 'rush' to balance the cash flow during the year,"

Tony says. "In fact, we have gone out of our way to build our club around our locals that helps to 'drought-proof' the business against relying on the holiday surge."

Tony says the financial downturn associated with the global financial crisis a few years back reinforced the theory that the local dollar was the money that mattered. "The Club Industry has faced a lot of obstacles to prosperity with a raft of legislation and compliance, smoking and gaming laws that forced a rethink of the clubs' business model," he added. "Like a lot of other clubs, we had to think beyond gaming and traditional recreation to genuine opportunities for diversification and change the way we thought about our members. The result, for us, is continually upgrading the venue and the facilities and making sure we serve the best meals in town. It is a challenge to deliver products and services that exceed the expectations of members and visitors, but if we are not improving what we do, then we are actually going backwards."

Having spent more than \$6 million on their building improvement program so far, some of the options on the table for the Club Old Bar Board are a motel and individual accommodation. "But the next upgrade at Old Bar will wait until we have invested in the Taree West Club," Tony cautions. "Taking on the club in 2008 was a big call, but we were confident we knew the bowls club 'business' well enough to take it on as a business opportunity and a community asset. Although there is plenty to do to make things better in town, it has worked out well for everyone involved and we are excited about the club's potential."

The Old Bar management team are also strong CMAA supporters with six members – Tony, Kim, Josh Robards, Troy Rolsey, Kim Mundy and Tim

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■ Club Old Bar General Manager Tony Jones enjoys a moment in the club's new wine bar.



- McAlister – regulars at Great Lakes Zone Meetings & Events, including the 2013 Study Tour to Macau and the 2012 and 2014 Study Tours to the CMAA's Mid-Year Conference at Jupiters on the Gold Coast. Kim White, with Zone President Larry Collins and Education Officer Damian Clements are 'prime movers' of these professional development opportunities – with strong support from the area's enthusiastic industry trade representatives.

And the bowling green appears to be in Tony's blood. Born in Gloucester, his family moved to Sydney and back to Forster where he finished his schooling and became an apprentice greenkeeper at Tuncurry Bowling Club, serving for 17 years. He took a promotion, moving to



■ Tony Jones with Assistant Manager Kim White, the CMAA Great Lakes Zone Secretary.

Tumut Bowling Club and some memorably frosty winter mornings, eventually made the transition from the green to the clubhouse and a management position. After a few years as Secretary Manager, he took the opportunity to return to the coast and Club Old Bar. "It's a place where I am comfortable and I enjoy the challenges of keeping up with industry change,

providing the best possible club for our members and leading a great team of people.

"We have a good Board who support what we work hard to deliver and we've made a profit each year that I've been here. With the continued support of our community here at Old Bar and at Taree, I can see only good things ahead for both clubs." Tony concluded. ■

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Program	Unit Code	Date	State	Venue	Price Type	Amount	Start	End
ACT								
Delivering Great Customer Service		01/09/2014	ACT	Southern Cross Club Woden	M	\$300.00	9:30am	4:30pm
					Pub	\$330.00	9:30am	4:30pm
Coaching Skills	SITXHRM301 Accredited	02/09/2014 03/09/2014	ACT	Southern Cross Club Woden	M	\$330.00	9:30am	4:30pm
					Pub	\$365.00	8:30am	5:00pm
Supervisor Boot Camp	SITXHRM301 Accredited	02/09/2014 14/10/2014	ACT	Southern Cross Club Woden	M	\$750.00	9:30am	4:30pm
					Pub	\$950.00	9:30am	4:30pm
Monitor Work Operations	SITXMGT401 Accredited	13/10/2014 14/10/2014	ACT	Southern Cross Club Woden	M	\$330.00	9:30am	5:00pm
					Pub	\$365.00	9:30am	4:30pm
Foundation Skills in Hospitality Management	Sold Out	11/11/2014 13/11/2014	ACT	Southern Cross Club Woden	Contact Matt Walshe at Woden to Register		9:30am	4:30pm
<a href="mailto:Matt.walshe@csc.com.au">Matt.walshe@csc.com.au</a>								
VICTORIA								
Manage Finances within a Budget (ACCM)	SITXFIN402 Accredited	06/10/2014 07/10/2014	VIC	Box Hill RSL	M	\$330.00	9:30am	4:30pm
					Pub	\$365.00	9:30am	4:30pm
QUEENSLAND								
Coaching Skills	SITXHRM301 Accredited	5/08/2014 6/08/2014	QLD	Greenbank RSL	M	\$330.00	9:30am	4:30pm
					Pub	\$365.00	8:30am	5:00pm
Customer Service Dynamics		25/08/2014	QLD	Greenbank RSL	M	\$308.00	9.30am	4.30pm
					Pub	\$330.00	9.30am	4.30pm
Women in Leadership Summit		10/09/2014 10/09/2014	QLD	Kedron-Wavell Services Club	M	\$319.00	8:30am	5:00pm
					Pub	\$363.00	8:30am	5:00pm
Implement & Monitor WHS Policies, Procedures & Programs (ACCM)	BSBWHS401A Accredited	23/09/2014 25/09/2014	QLD	Kedron-Wavell Services Club	M	\$600.00	9.30am	5.00pm
					Pub	\$660.00	9.30am	5.00pm
Supervisor Boot Camp	SITXHRM301 Accredited	29/09/2014 28/10/2014	Nth QLD	Townsville & Cairns RSL's	M	\$750.00	9:30am	4:30pm
					Pub	\$950.00	9:30am	4:30pm
Monitor Work Operations	SITXMGT401 Accredited	29/09/2014 30/09/2014	Nth QLD	Townsville RSL Club	M	\$330.00	9:30am	5:00pm
					Pub	\$365.00	9:30am	5:00pm
Communication Essentials		08/10/2014	QLD	Geebung - Zillmere RSL	M	\$308.00	9.30am	4.30pm
					Pub	\$330.00	9.30am	4.30pm
Communication Essentials		15/10/2014	Nth QLD	Townsville RSL	M	\$308.00	9.30am	4.30pm
					Pub	\$330.00	9.30am	4.30pm
Coaching Skills	SITXHRM301 Accredited	27/10/2014 28/10/2014	Nth QLD	Cairns RSL Club	M	\$330.00	8:30am	3:30pm
					Pub	\$365.00	8:30am	5:00pm
NEW SOUTH WALES								
HR -Implement & Monitor WHS Policies, Procedures & Programs (ACCM)	BSBWHS401A Accredited	04/08/2014 10/09/2014	NSW	Carnarvon Golf Club	M	\$600.00	9:30am	5:00pm
					Pub	\$660.00	9:30am	5:00pm
Analyse & Report on Gaming Machine Data (ACCM)	SITHGAM301 Accredited	06/08/2014 07/08/2014	NSW	Blacktown Workers Club	M	\$480.00	8.30am	5.00pm
					Pub	\$580.00	8.30am	5.00pm

Program	Unit Code	Date	State	Venue	Price Type	Amount	Start	End
<b>NEW SOUTH WALES</b>								
Board Governance, The Company Secretary, & the General Manager		11/08/2014 12/08/2014	NSW	Carnarvon Golf Club	M	\$352.00	9:00am	5:00pm
					Pub	\$418.00	9:00am	5:00pm
Supervisor Boot Camp	SITXMGT401 Accredited	18/08/2014 09/09/2014	NSW	North Haven Bowling Club	M	\$750.00	9:30am	4:30pm
					Pub	\$950.00	9:30am	4:30pm
Monitor Work Operations	SITXMGT401 Accredited	18/08/2014 19/08/2014	NSW	North Haven Bowling Club	M	\$330.00	9:30am	5:00pm
					Pub	\$365.00	9:30am	5:00pm
Supervisor Boot Camp	SITXMGT401 Accredited	25/08/2014 23/09/2014	NSW	Wagga RSL Club	M	\$750.00	9:30am	4:30pm
					Pub	\$950.00	9:30am	4:30pm
Monitor Work Operations	SITXMGT401 Accredited	25/08/2014 26/08/2014	NSW	Wagga RSL Club	M	\$330.00	9:30am	5:00pm
					Pub	\$365.00	9:30am	5:00pm
Women in Leadership Summit		26/08/2014	NSW	Castle Hill RSL Club		\$319.00	8:30am	5:00pm
						\$363.00	8:30am	5:00pm
Group Decision Making Dynamics		28/08/2014	NSW	Mounties	M	\$308.00	9.30am	4.30pm
					Pub	\$330.00	9.30am	4.30pm
HR - Manage Employee Relations	BSBWRK510A Accredited	01/09/2014 01/10/2014	NSW	Carnarvon Golf Club	M	\$600.00	9:30am	5:00pm
					Pub	\$660.00	9:30am	5:00pm
Managing Your People		08/09/2014	NSW	Liverpool Catholic Club	M	\$308.00	9.30am	4.30pm
					Pub	\$330.00	9.30am	4.30pm
Coaching Skills	SITXHRM301 Accredited	08/09/2014 09/09/2014	NSW	North Haven Bowling Club	M	\$330.00	9:30am	5:00pm
					Pub	\$365.00	9:30am	5:00pm
Board Governance, The Company Secretary, & the General Manager		08/09/2014 09/09/2014	NSW	Narrandera RSL Club	M	\$352.00	9:00am	5:00pm
					Pub	\$418.00	9:00am	5:00pm
Manage Finances within a Budget (ACCM)	SITXCOM401 Accredited	15/09/2014 16/09/2014	NSW	Carnarvon Golf Club	M	\$330.00	9:30am	5:00pm
					Pub	\$365.00	9:30am	5:00pm
Monitor Work Operations	SITXMGT401 Accredited	15/09/2014 16/09/2014	NSW	Blacktown Workers Club	M	\$330.00	9:30am	5:00pm
					Pub	\$365.00	9:30am	5:00pm
Supervisor Boot Camp	SITXMGT401 Accredited	15/09/2014 22/10/2014	NSW	Blacktown Workers Club	M	\$750.00	9:30am	4:30pm
					Pub	\$950.00	9:30am	4:30pm
Coaching Skills	SITXHRM301 Accredited	22/09/2014 23/09/2014	NSW	Wagga RSL Club	M	\$330.00	9:30am	5:00pm
					Pub	\$365.00	9:30am	5:00pm
Managing Catering Operations for Clubs		23/09/2014	NSW	Cabravale Diggers	M	\$320.00	9:30am	4:00pm
					Pub	\$350.00	9:30am	4:00pm
Social Media Marketing for Clubs		24/09/2014	NSW	Cabravale Diggers	M	\$320.00	9:30am	4:00pm
					Pub	\$350.00	9:30am	4:00pm
Board Governance, The Company Secretary, and the General Manager		24/09/2014 25/09/2014	NSW	West's New Lambton Bowling Club	M	\$352.00	9:00am	5:00pm
					Pub	\$418.00	9:00am	5:00pm
Deal with Conflict (ACCM)	SITXCOM401 Accredited	29/09/2014 30/09/2014	NSW	Carnarvon Golf Club	M	\$330.00	9:30am	5:00pm
					Pub	\$365.00	9:30am	5:00pm





## Martin making most of club's opportunities

### Strategy at Work ...

**CMAA Professional Development Manager GEOFF MESTON** talks to **MARTIN WEIR**, the **General Manager at Redcliffe RSL Club** about strategy and the recent refurbishment works at the peninsula club ....

**GM:** Hi Martin, there's been a lot of water under the bridge since I worked for you in Sydney in 1989, what have you been up to since then?

**MW:** Well, after rejoicing for a few years when you left, Geoff ... I decided to move to Queensland in 1993 when the State Government finally allowed poker machines into the state. I was involved initially in the setting up of the Brisbane (Bears Australian Football) Lions Social Club at The 'Gabba and enjoyed the ride as Brisbane grew into a force to be reckoned with towards the end of the 1990s and beyond. I moved on to set up the Brisbane Lions Soccer Club at Richlands before doing a bit of consulting, then taking on the Magpies Sporting Club in Mackay, which was in severe financial distress at the time. I loved it for six years; got the club going well, then the job at Redcliffe RSL Club came up in 2006 and I couldn't resist the

opportunity to move back closer to Brisbane. The RSL was a big challenge with a \$750,000 loss in the previous financial year.

**GM:** What's the biggest lesson you've learned in your career to date?

**MW:** "Trust my instincts and experience. Never make the same mistake twice."

**GM:** Redcliffe RSL Club ... give me some statistics.

**MW:** The Sub-Branch has been in the area for 90 years, but the club itself has been on this site for about 40 years. We've got 168 EGMs, 95 staff, a Financial Controller, Executive Chef (we run our own catering), Operations Manager, House Manager, two Duty Managers – plus me. Our Board is made up of 12 members, all Vietnam veterans and they let us manage the club. It's a great working relationship which has been very successful. To maintain stability, our Board has three-year terms and one-third come up for re-election each year. I also get together with the Board Executive (five members) weekly to discuss relevant high-level matters that arise.

**GM:** How long had the club been in its (pre-refurbishment) state?

**MW:** The area in question? About 20 years and it has seen life as a nightclub and sports bar over that time.

**GM:** What's the strategy behind this 'refurb'?

**MW:** Society has changed; technology has changed; and our older market is dying off. So, our Board's concern was to 'secure our future' (the club's future – not theirs). We need to appeal to, and attract a new market which isn't necessarily a traditional club market, as we want to set ourselves apart from the pack, rather than fighting for a bigger slice of the same pie. Food has always been our priority and we are good at it. ▶



■ Redcliffe RSL Club General Manager Martin Weir (left) enjoys a lunch break with Operations Manager Trevor Spice and House Manager Peter Forsey.

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- So, being right on the waterfront with great views near a restaurant precinct, we thought we could leverage our financial strength to try to capture that market.

**GM:** How did you research this?

**MW:** We spoke to our members; in some cases one-on-one. We checked out the local non-club competition to ascertain their good points and their bad points. The good points are always something to aspire to (or avoid) and the bad ones are where we can offer a better alternative.

**GM:** What did you decide to do with the 'refurb'?

**MW:** **"A business within a business".** We have a two-storey building and the club is very strong and successful on Level 2, while the operation on Level 1 was the 'problem child' – low ROI, no future options with the status quo. Our research told us that food is too often treated by restaurants and other outlets as satisfying basic human function (i.e. sit 'em down, feed 'em, get 'em out, re-sit again) so there's not a lot of 'social experience' happening in many places. So, an opportunity to provide a very slick 'food as social entertainment' operation was open to us. We have opened up this ground-level area with lots of glass which can be opened up, or closed depending on the weather; open-air areas; differentiated sections within the room(s) and modern lighting, furniture, and technology options. Customers can walk straight in off the street – or beach – without going through the traditional 'club reception' gauntlet. This all suits a younger, profitable customer profile which doesn't necessarily want to go a registered club. So, in this space, we are effectively a laid-back modern restaurant / café / bar / coffee shop selling a different experience to our traditional club upstairs.

**GM:** What's your food pricing strategy, by the way?

**MW:** Initially, great quality food at the lowest-possible price, while making a profit. Once quality is recognised and demand shows some stability, we can slowly increase prices to make a reasonable and sustainable margin. We're really selling entertainment – not food – so, there's a lot of 'people' factors that we expect to add value as well.

**GM:** Is it a big step away from what people would normally associate with a club?

**MW:** Yes, while our existing members fully support the investment and the outcome, we have a different pricing strategy and don't offer discounts in the new area so they don't come down.

**GM:** What is your point of difference and your value proposition?



**MW:** Great ambience, interesting food, a social space, and really friendly service – plus we don't slap the bill in front of you to get you to leave once you've eaten. Our menu addresses the trends and wants of different markets among age groups.

**GM:** How hard was it to sell to the Board?

**MW:** Not hard. They were heavily involved in the planning to secure our future and saw it as a great opportunity to bring new customers to the business

**GM:** Has it attracted new members (and guests)?

**MW:** We are seeing lots of younger 'community members' come in and expect that to dramatically escalate once the weather warms up and we can really open up the space to the great Queensland climate.

**GM:** Customer Service ... lots of businesses spend a fortune on 'refurbs', but don't address staffing issues and culture, so miss out on real long-term returns. What did you do in this regard?

**MW:** Yep ... big time. It needs a different mindset. We sat down and wrote new standards specifically for this venue and hired all new staff. We then ran through a full week of pre-open training. Additionally, we hired a couple of 'key

staff' who set the standard and the mood we desire. As we have identified the brilliance of coffee as a social sales magnet, we run dedicated barista training so we can outperform the opposition with our products. Up until now, we have kept our club staff separate from this venture but are currently looking at some cross training to generate efficiencies and provide variety.

**GM:** Are there any 'green' aspects of your 'refurb'?

**MW:** Definitely. We replaced the club's entire air-conditioning system; installed energy-efficient lighting; and use a misting curtain (ceiling-mounted) in the outdoor areas to complement and take the load off the air-conditioning. All power and lighting is computerised with pre-set times and we are experiencing a 30% saving in utility costs.

**GM:** How do you see the Club Industry in 10 years?

**MW:** Technology is forcing change to the traditional club model, and we are already seeing some clubs that refuse to change going to the wall. Some people say that home-accessed gaming is a huge threat (and it will be), but I believe the vast majority of people will want to gamble in a socially stimulating environment – so, we're back to what I said earlier. The new generations coming through want to be entertained and want to be fed well, so clubs have to address their layouts, their venue footprints, and their skill sets, and their attitude to change.

**GM:** You're a New South Welshman. Have you seen the light and become a Bronco and Maroons supporter yet?

**MW:** No. Born 'blue', raised 'blue', live 'blue'!

**GM:** Hmmm ... might be black and blue once his constituents read about that. ■





Day	Date	Meeting	Venue	Zone
<b>AUGUST</b>				
Tuesday – Wednesday	05-06/08/2014	09:30	Inverell RSM Club	North West State Zone Meeting & Dinner
<b>Wednesday – Friday</b>	<b>13-15/08/2014</b>		<b>Sydney Exhibition Centre @ Glebe Island</b>	<b>Australasian Gaming Expo – AGE2014</b>
<b>Wednesday</b>	<b>13/08/2014</b>		<b>ROYAL QUEENSLAND SHOW DAY – QLD</b>	<b>ROYAL QUEENSLAND SHOW DAY – QLD</b>
Tuesday	26/08/2014	07:00	Richmond Golf Club	Nepean Zone Charity Golf Day
<b>Tuesday</b>	<b>26/08/2014</b>		<b>Castle Hill RSL Club</b>	<b>Women in Leadership Summit</b>
Wednesday	27/08/2014	10:30	Singleton Diggers Club	Hunter Zone Meeting & Lunch
Wednesday	27/08/2014	10:00	Queensland Irish Club	Brisbane Zone Workshop, Meeting & Lunch
Wednesday	27/08/2014	11:00	Kew Golf Club	Great Lakes Zone Meeting & Lunch
<b>Thursday</b>	<b>28/08/2014</b>	<b>09:30</b>	<b>Sydney Olympic Park</b>	<b>CMAA Federal Executive Meeting</b>
<b>SEPTEMBER</b>				
Tuesday	02/09/2014	11:00	Kareela Golf Club	St George Cronulla Zone Meeting & Lunch
Tuesday – Wednesday	02-03/09/2014		Batemans Bay Soldiers Club	Far South Coast Zone Conference, Dinner & AGM
Tuesday	09/09/2014	12:00	Kembla Grange Turf Club	Illawarra Zone Charity Golf Day
Tuesday – Wednesday	09-10/09/2014		Yamba Bowling Club	Far North Coast & Mid North Coast Conference & Meeting
<b>Wednesday</b>	<b>10/09/2014</b>		<b>Kedron Wavell Services Club</b>	<b>Women in Leadership Summit</b>
<b>Monday – Thursday</b>	<b>15-18/09/2014</b>		<b>Crown Convention Centre, Melbourne</b>	<b>RSL &amp; Services Clubs Assn 13th Annual Conference</b>
Tuesday	16/09/2014	11:00	Burleigh Bears Club	Gold Coast Zone Workshop, Meeting & Lunch
Tuesday	16/09/2014	07:30	Kogarah Golf Club	St George Cronulla Zone Golf Day
Wednesday	17/09/2014	10:00	Central Coast Leagues Club	Central Coast Zone AGM & Lunch
Tuesday	xx/09/2014	11:30	Blacktown Workers Club	Nepean Zone Workshop, Meeting & Lunch
Tuesday	23/09/2014	07:00	99 On York	City Eastern Suburbs Zone Breakfast & Meeting
Friday	26/09/2014	11:00	Southern Cross Yacht Club	ACT Zone Meeting/Lunch aboard MV Southern Cross
<b>Thursday</b>	<b>25/09/2014</b>	<b>09:30</b>	<b>Kedron-Wavell Services Club</b>	<b>CMAA Federal Executive Meeting</b>
<b>Monday</b>	<b>29/09/2014</b>		<b>FAMILY &amp; COMMUNITY DAY – ACT</b>	<b>FAMILY &amp; COMMUNITY DAY – ACT</b>
<b>Tuesday – Thursday</b>	<b>30/09-02/10/14</b>		<b>Sands Expo &amp; Conv Centre, Las Vegas</b>	<b>Global Gaming Expo – G2E</b>
<b>OCTOBER</b>				
<b>Monday</b>	<b>06/10/2014</b>		<b>LABOUR DAY – NSW &amp; QLD –</b>	<b>LABOUR DAY – NSW &amp; QLD – PUBLIC HOLIDAY</b>
<b>Saturday – Tuesday</b>	<b>11-14/10/2014</b>		<b>Gold Coast Convention Centre</b>	<b>ClubsNSW Annual Conference &amp; Trade Expo</b>
Thursday	16/10/14	8.30am	Townsville Race Club	Far North Queensland Zone meeting
Friday	24/10/2014	11:00	Dapto Leagues Club	Illawarra Shoalhaven Zone AGM & Lunch
<b>Thursday</b>	<b>30/10/2014</b>	<b>09:30</b>	<b>Sydney Olympic Park</b>	<b>CMAA Federal Executive Meeting</b>
<b>NOVEMBER</b>				
<b>Tuesday</b>	<b>04/11/2014</b>		<b>MELBOURNE CUP DAY – VICTORIA</b>	<b>MELBOURNE CUP DAY – VICTORIA</b>
<b>Friday – Sunday</b>	<b>07-09/11/2014</b>		<b>Sheraton Mirage Resort &amp; Spa, Gold Coast</b>	<b>Leagues Club Australia Annual Conference</b>
Wednesday	12/11/2014	15:00	Bathurst RSL Club	Mid State Zone Meeting & Xmas Dinner
Friday	21/11/2014	11:00	Carina Leagues Club	Brisbane Zone Xmas Lunch
Wednesday	26/11/2014	11:00	Port Panthers	Great Lakes Zone Meeting & Xmas Lunch
Friday	28/11/2014	11:00	Belmont 16ft Sailing Club	Hunter Zone Meeting & Xmas Lunch
Friday	28/11/2014	11:00	Labor Club Weston Creek	ACT Zone Christmas Bowls Day
Friday	28/11/2014	11:00	Ettalong Beach Club	Central Coast Zone Xmas Lunch
<b>Friday</b>	<b>28/11/2014</b>	<b>09:00</b>	<b>St George Motor Boat Club</b>	<b>CMAA Federal Executive Meeting</b>
<b>Friday</b>	<b>28/11/2014</b>	<b>10:30</b>	<b>St George Motor Boat Club</b>	<b>CMAA Federal Council Meeting</b>
<b>Friday</b>	<b>28/11/2014</b>	<b>12:00</b>	<b>St George Motor Boat Club</b>	<b>CMAA Sponsors Appreciation Lunch</b>
<b>DECEMBER</b>				
Monday	01/12/2014	12:00	North Beach Bowling Club	Mid North Coast Zone Xmas Lunch
Tuesday	02/12/2014	11:00	TBA	St George/Cronulla Zone Meeting & Xmas Lunch
Tuesday	02/12/2014	18:00	TBA	Brisbane Zone Sponsors Cocktail Party
Tuesday – Wednesday	02 – 03/12/2014	09:00	Moruya Golf Club	Far South Coast Zone Xmas Dinner & Meeting
Tuesday – Wednesday	02-03/12/2014	09:30	TBA	Nth West State Zone Xmas Dinner & Meeting
Thursday	04/12/2014	11:00	The Epping Club	Manly Northern Suburbs Zone Meeting & Xmas Lunch
Friday	05/12/2014	11:00	Club Helensvale	Gold Coast Zone Meeting & Xmas Lunch
Friday	05/12/2014	12:00	Collegians, Balgownie	Illawarra Shoalhaven Zone Xmas Lunch
Tuesday	09/12/2014	11:00	Matraville RSL Club	City Eastern Suburbs Zone Xmas Lunch
Thursday	11/12/2014	12:00	Cabra Vale Diggers Club	Nepean Zone Xmas Lunch
<b>Friday</b>	<b>18/12/2014</b>	<b>09:30</b>	<b>Sydney Olympic Park</b>	<b>CMAA Federal Executive Meeting</b>
<b>Thursday</b>	<b>25/12/2014</b>		<b>CHRISTMAS DAY – PUBLIC HOLIDAY</b>	<b>CHRISTMAS DAY – PUBLIC HOLIDAY</b>
<b>Friday</b>	<b>26/12/2014</b>		<b>BOXING DAY – PUBLIC HOLIDAY</b>	<b>BOXING DAY – PUBLIC HOLIDAY</b>

## Great Scott - The Future on show with IGT

**IGT'S STAND** at the 2014 Australasian Gaming Expo (AGE 2014) will be a hive of activity with movie game themes, high performers and new systems solutions. The '80s are back in fashion and taking advantage of this trend, IGT is going **'Back to the Future'**, bringing the much-loved movie to gaming machines.

IGT's head of marketing for AsiaPac, Nigel Turner said AGE 2014 is when IGT rolls out some of its best games. "We



will have almost 100 machines on show with a massive range of up to 50 games designed for all types of venues," Mr Turner added. "We also aim to have these games approved for each of their jurisdictions, so customers can see it and buy it at the show."

**'Back to the Future'** will engage a broad cross section of players, combining nostalgic film clips, proven game play concepts and new features such as 'Time Rewind' which can reset the free game counter – all brought to life on 3D screens. "Our customers love to use these themes as an opportunity to create a buzz with themed marketing and promotional activities," he added.

In addition to **'Back to the Future'**, IGT will have a strong variety of new and proven game play themes, including a new state-wide link. "In conjunction with maxgaming, we will launch our **'Megabucks'** brand as a state-wide link across NSW-ACT with an industry-first jackpot," Mr Turner added. "This new link has another Australian first – a dual video topper – to bring to life jackpot messaging."

One global performer sure to hit the 'sweet' spot is **'Candy Bars'** with its virtual stepper feel and game play features. **'Spooky Loot'** – perfect for the run-up to Halloween – has rich cartoon characters and new features. **'Wulin Master'** has strong Asian theming and bonus offering the chance to win jackpots and free games. **'Venture to Never Isle'**, a well-loved theme and two-game multi-pack introduces



**'Players Pulse'** where players can choose their playing experience.

Mixed in with IGT's world-class products are a number of **Multistar** multi-game packages, including the much anticipated 10-game **'Mightystar Jackpots'**. With 10 past and present winners in one machine, it's right for venues with limited gaming licenses or floor space.

IGT's **Advantage Club** system also is on show, demonstrating mobile and tablet-friendly interfaces and more applications for its Service Window. "We will launch **'Point Explosion'** which provides players with another vehicle to earn points within the venue," Mr Turner said.

IGT also will run free business presentations in its popular on-stand theatre, with industry experts speaking on a range of topics relevant to the hospitality industry. For information on session topics and times, visit IGT's website – [www.igt.com.au](http://www.igt.com.au) ■



## GTA welcomes new Associate Members

THE GAMING Technologies Association (GTA) has welcomed **Paltronics Australasia** and **Atlas Gaming** as Associate Members. Both companies now can participate in the GTA's day-to-day activities, including its Technical Committee, providing advice and insights regarding standards, submissions and related technical matters. Paltronics and Atlas also can participate in the Australasian Gaming Expo (AGE), which is owned and operated by the GTA. This means that all new gaming machines and games supplied in Australia are produced by the GTA's membership. **Paltronics Australasia** is an Australian company that is a leading developer and world-wide distributor of media management systems, progressive jackpot systems, mystery jackpot systems, table bonusing systems, slot bonusing systems, jackpot controllers, media controllers and gaming machine interface cards. **Atlas Gaming** is a new and exciting Australian electronic gaming machine (EGM) manufacturer focused on the development of slot machines, innovative and advanced gaming content and add-on peripherals for the Australian and international markets. Gaming Technologies Association's primary members include Ainsworth Game Technology, Aristocrat Technologies, Aruze Gaming Australia, Bally Technologies, IGT Australia, Konami Gaming Australia and WMS Gaming. ■



## Macau casinos face tougher visa rules

MACAU-CENTRIC casinos such as Las Vegas Sands rolled another 'deuce' recently when Macau officials cut the maximum number of days that Chinese visitors can spend passing through the gambling mecca.

Passport holders with transit visas can stay five days starting July 1, down from the previous maximum of seven days. The Government is trying to stop abuse of transit visas by travelers who intend to use them for vacations in Macau. Union Gaming analyst Grant Govertsen said most visitors to Macau only stay a day or two, anyway. "We do not think this new policy will have a measurable impact on gaming revenue," Mr Govertsen told Bloomberg. Some gamblers were already staying away before the visa rule change, which follows new limits on how much cash visitors can bring. They are meant to crack down on laundering money, but casinos have had a drop in visits by high-spending VIP gamblers, who are fewer in number than middle-class tourists but contribute the bulk of the region's earnings. "It's been a turbulent month, and our 2014 theme of 'this year will be choppy' is certainly playing out," Wells Fargo analyst Cameron McKnight said.

"Our credit model suggests VIP volume growth may remain in the negative low single digits for the remainder of 2014 ... well below normal," Mr McKnight added. ■



## Global's systems tried and tested over 25 years

**GLOBAL GAMING Industries** (GGI) is a privately owned gaming machine and systems manufacturer with 30 years in the gaming industry.

Before GGI, the company was **Nut & Muddle Poker Machines**, one of the original electronic Gaming Machine (EGM) manufacturers in Australia. After **Nut & Muddle** was broken up, GGI took the card machine IP and traded as **Milwell Pty Ltd** in 1984. Milwell was a major player in the AAD/card machine market in NSW and was the first to introduce the CCU (Central Credit System) into the hotel gaming market in 1989. The original CCU worked on sending and receiving pulses from the hard meters, coin mechanism and attendant switch prior to the introduction of gaming protocols such as X Series.

**Scott Macdougall**, the **Global Gaming Industries** Managing Director, said the Global suite of systems products had evolved over 25 years of systems experience and industry feedback, setting the benchmark for systems operations.

**Maxetag**, an all-of-venue marketing solution, allowing venues to operate **eTITO** while being able to reward and market to their patrons via POS and media broadcasting via mail, email and text messages. **Maxetag** is an optional add-on to GGI's successful **EGM Operating System (CCU)** offering a cost-effective and efficient way to service clients while reducing cash handling and staff time/labour costs.

The Global EGM Operating System (CCU) simplifies the management of a gaming venue and facilitates TITO, eTITO, CRT and interfaces with bank note and ticket counters/sorters, coin dispensers and scales to assist in buying and selling coin.



Global **Cash Dispensing Safe** protects a business float from armed hold-up and theft dispensing cash to corresponding EGM payouts, EFTPOS, KENO, TAB, POS and sundries.

**Global Eye** is a 'real-time' analytical package with remote access providing full-venue reconciliation, 'hotspot', room configuration and other features.

**GGI** has more than 1,000 systems installations nationally and has designed their suite of systems products to be 'modular', allowing venue operators the capacity to upgrade their systems installations accordingly.

Mr Macdougall said the **Uralla Bowling Club** had been associated with Global Gaming Industries and Maxetag for more than three years. Secretary Manager Fred Geldof said the club had seen the product develop to what is now a stable and reliable member reward system and gaming floor analysis. "The system is flexible and the follow-up service is great," Mr Geldof added. "I would recommend this system to smaller clubs as a cost-effective option to offer rewards and promotions to members in the venue."

**Cabramatta Golf Club** General Manager Bill Basan said he was comfortable knowing that his staff were at a minimal risk due to the minor cash floats being used with the bulk of money in Global's secured time delay cash dispensing safe.

**Boggabilla Town and Country Club** Secretary Manager Tony Gerry said that since installing Global's cash dispenser safe at the venue, it had resulted in a significant reduction in manual errors for pay-outs by staff to the patrons, reducing the time needed to correct the error.

For more information on **Global Gaming Industries** suite of systems products and services, contact Global Gaming P: 1300 6293824 or go to the website – [www.globalgaming.com.au](http://www.globalgaming.com.au) ■

## Qld fatal punch thugs face life sentence

**THUGS WHO** throw a fatal punch face a life sentence in Queensland. But Premier Campbell Newman has ruled out copying the NSW approach of early closing times for nightclubs and hotels in a bid to curb alcohol-fuelled violence. The *Daily Mail* newspaper reported that Mr Newman introduced legislation in June creating a new offence of 'unlawful striking causing death'. Offenders will face maximum life imprisonment and be required to serve 80% of their sentence behind bars. Attorney-General Jarrod Bleijie said a spate of fatal punches warranted the changes, adding Queensland's legislation would have fewer loopholes than recent NSW mandatory sentencing laws. "We've had too many deaths on the Sunshine Coast and right around Queensland," Mr Bleijie added. But Mr Newman disagreed with early pub closing times adopted in the NSW city of Newcastle and in some parts of Sydney. "You need to go and have a look at the stats ... changing the hours has not worked at all," he said. "In fact, the most recent crime figures show that there are more incidences now of violent assaults occurring on the streets." Jake Najman, Chairman of the Queensland Coalition for Action on Alcohol, criticised the Government's focus on tougher penalties, instead of earlier closing times. "When people are intoxicated, they aren't sitting there thinking about the size of the penalties they're going to incur if they engage in violent or anti-social behaviour," he said. Violent and anti-social offenders face stiffer penalties for obstructing police, assaulting public officials, creating a public nuisance, refusing to leave a licensed premises, failing to obey a move-on order and urinating in public. ID scanners also will be compulsory at venues trading after midnight. The recent Queensland budget set aside \$44 million for the 'Safe Night Out' plan. ■

## Echo signs new Brisbane casino deal

**ECHO ENTERTAINMENT** has signed a deal with two Hong Kong groups to develop its proposed casino and hotel project at the Queen's Wharf site in Brisbane. Echo told the ASX it has signed a binding memorandum of understanding with Chow Tai Fook (CTF) Enterprises and Far East Consortium (FEC) that will see Echo contribute 50% of the capital to the development of the project under a long-dated gaming operator agreement. CTF and FEC each would contribute 25%, and jointly take on the residential and 'related' component of the broader Queen's Street Wharf project. It is expected the development will have a \$1 billion project cost. The Queensland Government also has shortlisted Echo's great rival, James Packer's Crown Resorts, as a bidder for the project. The Queensland Government is expected to announce the successful developer in early 2015. Echo already operates casinos in Brisbane and on the Gold Coast, but it is limited in how it can redevelop its Brisbane property, which is housed in a heritage-listed building. Echo CEO Matt Bekeir said the company was delighted to work in partnership with two significant Asian-based partners and the Government to develop and submit a proposal for the Queen's Street Wharf site, which will deliver major investment in tourism infrastructure including a world class integrated resort to Brisbane. The deal appears to reduce the number of rivals Echo faced in the race to win the Queen's Street Wharf by one, as the Queensland Government had shortlisted CTF and FEC as a bidder for the project in late May. CTF is controlled by Dato Dr Cheng Yu Tun, whose family owns extensive property, hospitality and retail interests across Asia, including Chow Tai Fook Jewellery, the world's largest jewellery retailer. FEC, which is listed in Hong Kong, has been operating in Australia since 1994 and has a senior management team in Melbourne. ■

## Ainsworth on a Winner at AGE

**AINSWORTH WILL** showcase a spectacular new platform and extensive portfolio of innovative games at AGE 2014 that are set to deliver 'A Winning Play'.

The emphasis at AGE 2014 will focus on Ainsworth's continued innovation – the new **A560SL** – a one-screen wonder designed and custom built for a unique, highly entertaining game range. the **A560SL** features a 32" high-definition display, 19" LCD top option for jackpot promotion, unique attract lighting package stylised to the game, premium surround-sound technology, sky-high stacks and animations. It premieres with a range of game brands, including 'Sweet Zone', 'Whopper Reels', 'Rampaging Rhino', 'Frontier' and 'Bonus Bonanza'.

Scott Clarebrough, Ainsworth's Group General Manager Strategy & Development said this was an exciting year for Ainsworth with the **A560SL** platform. "We've pushed the technology boundaries with the **A560SL** to ensure improved sound, graphics and games like you've never seen before," Mr Clarebrough added.

Ainsworth also will display their latest 'Premium Plus', including 'Cash Challenge' which is encased in the **A560 'Wide Boy'**. Players will enjoy by HD graphics encased in a 32" LCD top box for the 'Cash Challenge' game show feature where 12 bonus wheels spin up player rewards. While the main game dazzles with Ainsworth's 'Mega Wild Expander' symbol, every Free Game Feature is different as players see wild multipliers, extra free games, holding reveal symbols and accumulating bonus points resulting in up to a \$1000 bonus prize on a 2-cent game. Ainsworth's also will present 'Golden Goose Mystery' and 'Crazy Ways Legends Mystery'.

Ainsworth's new link progressives includes 'Lucky Ye Ha Hai', 'Lucky

'Treasure', 'Treasure Storm' and 'Oriental Fortune'. 'Lucky Ye Ha Hai' is a five-reel, 50-line offering created for the Asian appeal, which includes a multi-dice feature and eight free games with guaranteed reveal symbols and accumulating wild multipliers.

Making their AGE debut are Ainsworth's latest multi-game entertainer packages, 'Multi Win 1', 'Quad Shot King Spin', 'Multiplay Big Time V', 'Multiplay Big Time VII' and 'Ultimate Choice'.

There are also new titles in the 'Quad Shot' and 'Double Shot' range along with an extended 'Wheel Winner' series to be launched at AGE 2014 bringing the library to eight titles, including 'Golden Age', 'Mystique Queen' and 'Gold Garden'. ■



➤ **Ainsworth Game Technology** will be at **Booth 300** for AGE 2014. For more information, contact **NSW Sales Manager Don Moseley** – M: 0418 606 640; E: [don.moseley@ainsworth.com.au](mailto:don.moseley@ainsworth.com.au), or visit [www.ainsworth.com.au](http://www.ainsworth.com.au)

## eBET issues profit guidance

**EBET LIMITED** announced guidance for (normalised) net profit before tax of between \$3.5 million and \$3.7 million for the financial year ending June 30, 2014. This represents an increase of between 22% and 30% from the prior year – a new record for the company. Given the strength of the expected result, the Board declared a dividend of 5.5 cents per ordinary share for the financial year, representing a 57% increase on the 2013 annual dividend. eBET Chairman Paul Oneile said the Board looked to the future with confidence given eBET's strong performance, solid financial position and growth prospects. "We remain committed to prudent capital management, while actively managing the balance sheet to provide superior returns to shareholders," Mr Oneile said. "In addition to the declared dividend, eBET will propose a capital return of between 5c and 6c, which equates to approximately \$1 million to the shareholders at the 2014 AGM. "Our decision to declare the 2014 dividend prior to the end of the financial year and the proposed return of capital is supported by eBET's continued strong cash generation, high level of recurring revenues, positive outlook and balance sheet strength," Mr Oneile added. eBET CEO and Managing Director Tony Toohey said it was pleasing to see the strong growth momentum in the business. "Our strategy of building leading-edge, innovative gaming technologies and supporting them with exceptionally responsive and high-quality service is achieving excellent results," he said. "We have achieved considerable success in expanding our national footprint with ongoing growth in our core market of NSW and strong market share growth in Queensland and Victoria in particular." The 2014 dividend of 5.5c per share contains no conduit foreign income and will be 50% franked and paid on September 26, 2014 with a record date of July 3, 2014. eBET expects to announce full year results for 2014 on or about August 19. ■

**eBET**

## Lock-out zones boost fringe pub sales

**SYDNEY'S CONTROVERSIAL** lock-out zones have sparked a surge of interest in pubs for sale in areas that are free of the restrictions. *Australian Hotelier* reported that hotel real estate agent CB Richard Ellis (CBRE) recently announced the lightning sale of Tailors on Central, with a prominent Sydney operator snapping it up within two weeks of listing.

Located just outside the lock-out zone, Tailors has a 3am licence and development potential. Daniel Dragicevich, CBRE's Director of Hotels, said it was hotly pursued in accordance with the "genuine appetite from most CBD operators looking to find venues with a late licence outside the entertainment lock-out zone".

Mr Dragicevich said the restrictions had sparked an upheaval in the affected areas, affecting profitability and employment. "The lock-outs, while clearly being of good intention to curtail alcohol-related violence, were rushed in with little industry consultation around boundaries and venue-inclusion," he added. ■



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**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.

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CHM MAJOR SPONSOR



## Wine is in the blood of the ROV team

■ **RIGHT:** Sandy and Robert Oatley



**IN THIS** edition of *CMA Magazine*, we take a look at our key wine sponsor, **Robert Oatley Vineyards**.

A major supporter of the CMAA since 2006, ROV is a relatively young wine business but most will be aware that it has more than 40 years of wine-making experience, Bob Oatley having founded Rosemount Estate.

ROV is the reincarnation of the Oatley family wine-making dynasty. Wine is 'in the blood' of founder Bob Oatley and his eldest son, Sandy, leaders of the family business founded upon a passion for grape growing, wine making and marketing – the combination of which has seen the Oatley family rise to the top of the Australian winemaking scene.

More than 40 years of nurturing grapevines and making wine has taught the Oatley family many lessons. Site selection is paramount, that 'sense of place', as where you choose to grow your grapes is vital to both style and quality.

The Oatley approach is to overlay this philosophy with an outstanding team of grape growers and wine makers, using the best possible equipment, to allow them every chance of producing a winner.

The Oatley family appreciates the support of CMAA members – a reflection of the high-

quality wine solutions they are able to tailor for the needs of individual clubs. They are able to demonstrate to venues how to grow their food and beverage sales by leveraging the support of a pro-active wine supplier.

They've proven adept at creating events to spice up the clubs calendar with interesting, revenue-generating activities.

ROV is Australian family owned and operated, with a dedicated sales force of their own representing their portfolio professionally and building successful, lasting relationships with clients. The vast majority of the ROV business occurs in the on-premise sector, with a quality wine list, collateral advice and printing services at their fingertips.

Aside from their own wines under the *Wild Oats*, *Robert Oatley*, *Montrose* and *Pocketwatch* labels, ROV distribute *Ara* wines (Marlborough); champagnes *Piper-Heidsieck* and *Charles Heidsieck* (France); *Climbing* (Orange); *Clover Hill* (Tasmania); *Cumulus* (Orange); *La Gioiosa* (Italy); *Rockburn* (Central Otago); *Rolling* (Central Ranges); *Santi* (Italy); *Taltarni* (Victoria).

The ROV distribution portfolio includes *Anchor* (USA) craft beers; *Addlestones* (UK) and *Woodchuck* (USA) ciders along with *Cape Grim* (Tasmania) & *Tasmanian Natural* waters. ■

### ▶ ROBERT OATLEY

➤ For more information on the Robert Oatley Vineyards range of products and services, contact

**Campbell MacLeod**  
M: 0429 927628.



## CCA renews Golf Australia partnership

CHM SPONSOR Coca-Cola Amatil (CCA) has extended its partnership with Golf Australia in a multi-year deal building on CCA's commitment to grass-roots golf in Australia. The partnership extends across all State Golf Associations – excluding Western Australia – and includes supply for each state's major events throughout the year. Golf Australia's initial agreement with CCA began in 2010. As part of the new agreement, CCA has renewed its association as the official non-alcoholic beverage supplier to Golf Australia and will remain the supply partner for the ISPS HANDA Women's Australian Open and 15 national amateur championships held annually. At a golf club level, CCA will provide valuable business insights to clubhouse management throughout Australia. Shane



Richardson, CCA's Managing Director Licensed & Alcohol, said he was delighted to extend the successful partnership with Golf Australia. "We have already enjoyed a successful five-year partnership and I know the next four years are going to be even more productive for both CCA and for Golf Australia," Mr Richardson said. Golf Australia CEO Stephen Pitt said he was pleased to renew the association with CCA.

"Coca-Cola Amatil has been a major supporter of the Australian golf industry over the last five years and we're pleased to continue our partnership across all levels of golf – from our national women's title through to amateur events and working to assist golf clubs in their growth," Mr Pitt said. The partnership allows CCA to continue to provide golf clubs with unique trading terms and promotional benefits as well as increased training on best practices with a view to increasing product sales. ■



# Women *in* Club and Hospitality Leadership Summit THE 2014 SERIES

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**QLD – 10th September 2014 – Kedron Wavell Services Club**

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## Featuring the following speakers



### The State of Femnation: Yolanda Vega

*An inspirational presentation about women in Australia and how we compare with our male mates and the rest of the world.*

Yolanda is the CEO at the Australian Women Chamber of Commerce & Industry (AWCCI). Yolanda works diligently to promote the importance and value-add of women-owned firms to the economy and supports the development and growth of women through research, education and advocacy.



### Social IQ: Karen R Levin

*Did you know that 85% of your success in life depends on “soft skills” (Social I.Q.) . Understanding Social I.Q. can improve your personal and professional life.*

With over 35 years of experience in law, management, marketing and personal development. An Author and Publisher, she is currently the Executive Manager for Sydney’s fastest growing Business Chamber and Founder of iEtiquette.



### The Game Changers: Linda Joannides

*Clubs have, by and large, been created by men, for men, and the industry is still overwhelmingly run by men. But the game itself is changing. It’s more than likely that females now deliver far greater value to your clubs bottom line than their male counterparts. So why keep delivering the same products, the same way?*

Linda Joannides is the creator and author of Your Marketing Mentor and is recognised as one of the leading exponents of Club Marketing in Australia.



### Create the life you truly desire: Constance Fairleigh

*Do you want more out of life but don't know how to get it? Are you ready to create more PASSION, more PRESENCE, and access the POWER within you that will give you the life you truly deserve?*

Constance Fairleigh was born in the United States of America and in 2009, she became homeless due to her experience with domestic violence and the ending of her marriage. Completing a Masters in Business and Mastery with Anthony Robbins. Constance has personal and business coaching clients in over 15 countries around the world.

## Plus Interview and Q & A with our Panel of Industry Experts

Meet the women who are leaders in the Industry and hear about their journey to the top and what the view looks like.



**NSW**  
**Sue McNeil**  
COO Penrith  
Panthers Group



**NSW**  
**Tracey Lentell**  
CEO Moorebank  
Sports Club



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# AGE 2014 – Free Seminars

## IGT's Lightning Theatre

### TUESDAY – August 12th

- 11:45am** IGT's Gaming Guide: a tour around IGT's key products  
- **Chris Gialouris/Daryl Bridges – IGT**
- 12:30pm** Beyond Gaming: using systems to improve customer service  
- **Darryl Bozicevic, CEO – Milton Ulladulla Ex Servos Club**
- 1:15pm** Better by Design: taking gaming floors into the future  
- **Tony Donnelly, Director – Donnelly Design**
- 2:00pm** Uncommon Practice: differentiate and secure future growth  
- **Tim McAleer, CEO – Tradies**
- 2:45pm** Four alternate strategies to safeguard long term survival  
- **Tracey Lentell, CEO – Moorebank Sport Club (Sporties)**

### WEDNESDAY – August 13th

- 11:45am** IGT's Gaming Guide: a tour around IGT's key products  
- **Chris Gialouris/Daryl Bridges – IGT**
- 12:30pm** Beyond Gaming: using systems to improve customer service  
- **Darryl Bozicevic, CEO – Milton Ulladulla Ex Servos Club**
- 1:15pm** Learning lessons from the past to take the best insights for future success  
- **Marisa Poptie, Chief Operating Officer, Ballina RSL Club**
- 2:00pm** Better by Design: taking gaming floors into the future  
- **Tony Donnelly, Director – Donnelly Design**
- 2:45pm** Converting your patrons to engaged customers and your best advocates  
- **Jacqui Matthews, Managing Director, Rawsuga**

### THURSDAY – August 14th

- 11:45am** IGT's Gaming Guide: a tour around IGT's key products  
- **Chris Gialouris/Daryl Bridges – IGT**
- 12:30pm** Better by Design: taking gaming floors into the future  
- **Tony Donnelly, Director – Donnelly Design**

To experience this year's exciting line up at IGT's Lightning Theatre, either:

- Register online at [www.igt.com.au/AGE14](http://www.igt.com.au/AGE14)  
OR
- Contact Charmaine Hutton via email on [charmaine.hutton@igt.com](mailto:charmaine.hutton@igt.com) or call (02) 8345 3500. Please ensure that you advise the date and session time(s) that you wish to attend and provide your name and mobile number so that we can keep you updated on theatre sessions.

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A large, bright blue lightning bolt strikes down from the top right corner of the page, illuminating the dark blue background. The bolt has multiple branches and a glowing trail.

## **Beyond Gaming: Using systems to improve customer service**

**Darryl Bozicevic, CEO, Milton Ulladulla Ex Servos Club**

While systems have helped deliver a gaming strategy that is responsive and relevant, importantly, it has enabled a customer service strategy that creates the personal experience to keep patrons coming back and keep the business growing.

## **Better by Design: taking gaming floors into the future**

**Tony Donnelly, Director, Donnelly Designs**

With ever increasing customer expectations and ever decreasing player attention spans, learn how to adapt your gaming floor to keep patrons of all ages coming back for more.

## **Uncommon Practice: differentiate and secure future growth**

**Tim McAleer, CEO, Tradies**

By promoting a strategy of "Uncommon Practice", it is possible to challenge and change the old ways of doing things, to deliver a better future. Tradies has come through the largest renovation and community investment in its history with resounding success. Find out more about the strategies that made it possible.

## **Four alternate strategies to safeguard long term survival**

**Tracey Lentell, CEO, Moorebank Sports Club (Sporties)**

In a competitive environment, sometimes you have to think outside the box. Sporties launched The Backyard as a creative approach to a longer term survival. Renewed efforts on technology innovation, staff strategies and customer service were launched to future proof the club.

## **Learning lessons from the past to take the best insights for future success**

**Marisa Poptie, Chief Operating Officer, Ballina RSL**

Last year, Marisa spoke about customer loyalty and what the club was doing to keep patrons coming back. A year on, she is back to talk about the longer term returns on this strategy and how it has impacted all areas of daily operations.

## **Converting your patrons to engaged customers & your best advocates**

**Jacqui Matthews, Managing Director, Rawsuga**

Every business already has the information it needs to improve marketing efforts and create greater customer loyalty. Learn how to use this data and everyday insights to drive successful customer engagement, retention and acquisition strategies.

A close-up, low-angle shot of the rear of a dark-colored car, likely a DeLorean, with its taillights glowing red and yellow. The license plate reads 'OUTATIME'. The car is positioned in the bottom left corner of the page.

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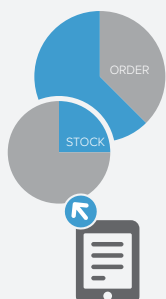
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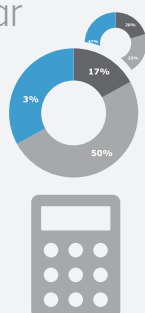


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