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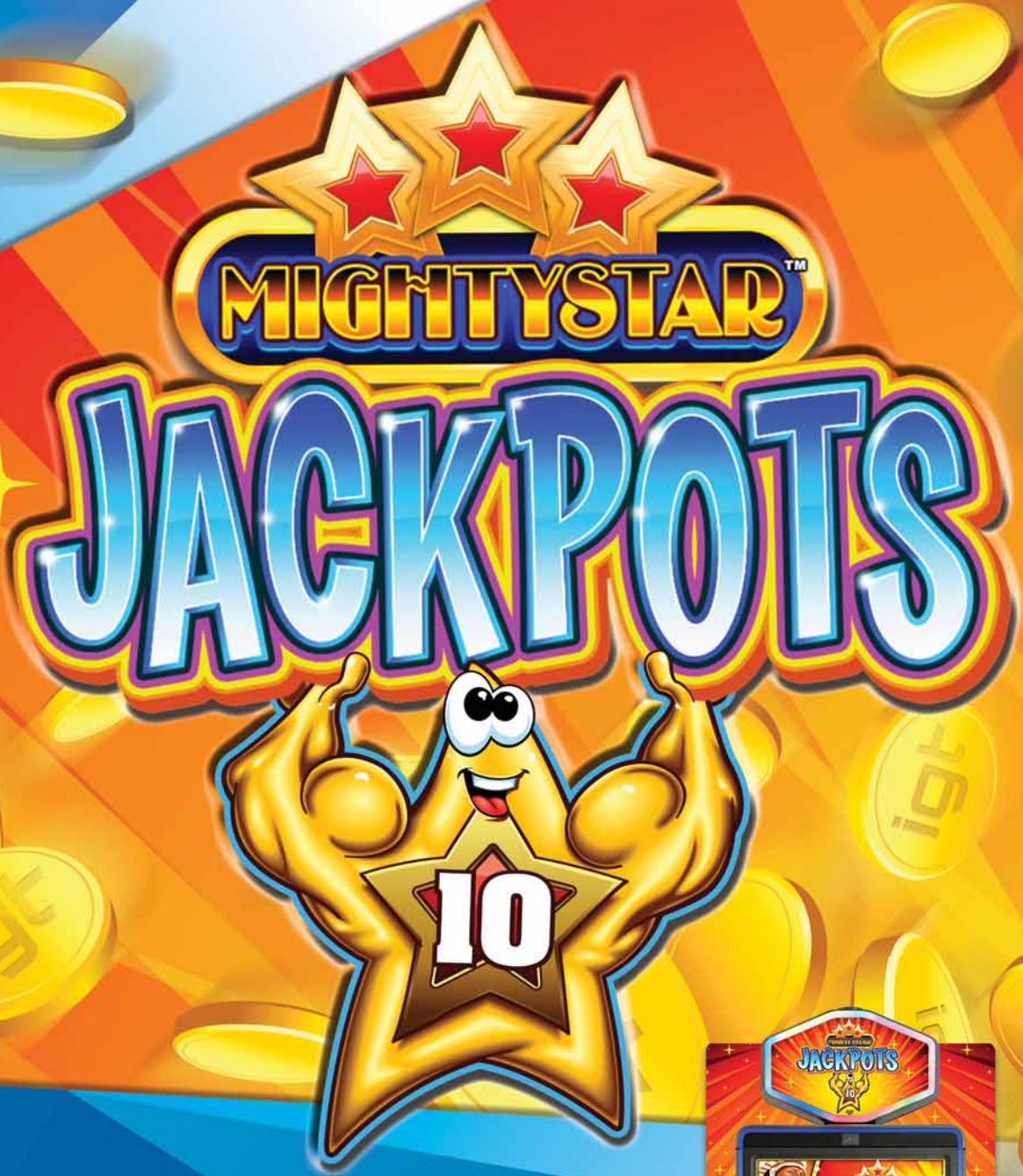


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2014 CMAA National Managers Conference

The CMAA is pleased to release the program for the 2014 CMAA National Managers Conference at Jupiters Casino & Convention Centre from June 18 to 20.

We are honoured to have the **Victoria Cross winner Ben Roberts-Smith** as our Keynote Speaker to deliver his views on leadership. As one of only nine living VC holders, this is indeed a rare opportunity to spend time listening to a special Australian.

Once again, we have senior and line management streams looking at different aspects of Leadership and Self-Awareness; teams and customer service.

A much-requested topic ... *'How To Conduct A Watertight Investigation - A Legal Perspective'* looks at how to minimise the risk of third-party intervention.

'Governance', presented by **Julie Garland McLellan, FAICD** will investigate *'Developing a Strategic Board Mindset'*.

This session is ideal for CEOs, senior managers and directors.

There will be a Discussion Panel on *'Good Corporate Citizenship'*, with four big club management players in the industry.

We are also offering an optional professional development full-day Workshop on **Tuesday, June 17** for CEOs, senior management and directors offering insights and instruction on the topic ... *'Corporate Governance: How To Present To Your Board To Get A Good Decision Every Time'*.

Presented and facilitated by **Julie Garland McLellan, FAICD**, this is an interactive, hands-on experience in this important aspect of club board decision-making and corporate governance. The course is aimed at CEOs and all senior club managers who need to present to their boards. We encourage club directors seeking to improve their board effectiveness to attend as well (see Conference brochure for pricing).

Registrations are now open via the CMAA website - www.cmaa.asn.au ■



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OLGR Director's comments help to raise level of debate

President's Perspective with BILL CLEGG, ACCM

THE NSW Office of Liquor Gaming & Racing, in announcing the outcomes of a number of inquiries into clubs, has detailed its expectations when it comes to the management of clubs in NSW.

OLGR Executive Director Paul Newson, commenting on the penalties handed down, has made a number of significant comments.

On the expectations of 'professional standards', Mr Newson specifically commented on the needs for training in WHS, IT systems, governance, asset management and Board procedures.

He has highlighted the need to ensure strategic goals and business plans are reviewed regularly.

While directors and executives have statutory and ethical responsibilities to their members, Mr Newson also stressed that all have a responsibility to the industry.

"Club secretaries and directors must discharge their responsibilities under gaming and liquor legislation with appropriate care and diligence to protect the best interests of members and the integrity of the Club Industry at large," Mr Newson said.

He went on to say ... "The facts of this case demonstrate serious failures in governance at the club which, if unchecked, risks undermining community confidence and is inconsistent with the significant economic and social contribution registered clubs make to local communities and NSW."

In a subsequent interview on *ClubNews*, Mr Newson said, when referring to CEOs, made the point that they had to have a genuine sense of accountability to the Board of the Directors; the need for them to upgrade their skills; and the need to have that discussion with the board if required.

With an OLGR Executive Director prepared to openly comment on the expectations of our controlling body, it is essential that we all take particular note of the anticipated direction of compliance in the future.

For those individuals and groups that continue to campaign for a higher standard of corporate governance within the Club Industry, Mr Newson's comments are welcomed.

The CMAA's ambition always is to deliver industry best-practice education and professional development opportunities for hospitality industry executives and staff.

This ethic continues at the Association's annual National Club Managers Conference at Jupiters Casino – June 18-20.

A special feature of the 2014 mid-year Conference is a full-day program focusing on **Corporate Governance** with Julie Garland McLennan, FAICD, one of Australia's most respected authorities in this field.

The course is aimed at CEOs, senior club managers and Club Directors seeking to improve their board effectiveness are invited to attend.

This course offers valuable insights into club board operations.

It is practical, enlightening and guaranteed to provide some valuable ideas in an interactive format with hands-on work using a number of case studies.

GOVERNMENTS BEING driven by the expectations of the community are not restricted to NSW.

Queensland Premier Campbell Newman recently wrote to the Association on the recently released **'Safe Night Out Strategy'** draft. This followed the CMAA's submission on the **'Red Tape Reduction'** program for liquor and gaming. Premier Newman wanted to better understand the Association's members' views on which actions would work; what may be missing; and what needed more attention. With a commitment to changing the culture and law to ensure alcohol-related and drug-related violence is minimised, this consultative philosophy and process can only be applauded.

THE CMAA Executive recently wrote to the Honourable George Souris, the Member for Upper Hunter, expressing our appreciation to him during his service as Minister for Hospitality, Gaming and Racing and prior to that as Shadow Minister. We thanked Mr Souris for his efforts to raise the bar of professionalism and accountability of management and directors and recognising the CMAA's ability and credibility to assist in the delivery of that education. Mr Souris will remain a close friend of the Club Industry and we wish him well for the future. ■

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



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2014 – More significant steps forward for CMAA

The Executive Officer's Desk with RALPH KOBER

IT'S AMAZING how time flies. This time last year, the Federal Executive, Federal Council and CMAA executive management met at the Mid-Year Conference to formulate the Association's Strategic Plan for 2013-2016.

A year later, I am pleased to advise members that significant progress has been made in achieving many of the strategies formulated at that planning session.

One tangible strategy implemented that has now had a positive financial impact on the Association's bottom line has been the downsizing of its previous 800 square-metre administration and training centre at Sydney Olympic Park to a sleek and efficient 220 square-metre administration hub on the level below – saving the Association at least \$200,000 per annum in rent and overheads.

Some of the other key outcomes across the strategic pillars that underpin the Strategic Plan include ...

Membership

- launch of the **'my'** branding series across the CMAA's offering, including **myassociation**, **mynetworks**, **myCMAg** and more;
- launch of the social media strategy to engage members across the CMAA Facebook page;
- development of members, zone and sponsor information packs;
- introduction of an amnesty campaign where former members of the CMAA could re-join, waiving their outstanding dues;

- launch of a new-look members card with improved benefits for members;
- scheduling of dedicated **'Women in Leadership'** summits to recognise women in club management;
- move to bi-monthly publication of *CMA Magazine* with substantial savings affected with alternate month electronic eNewsletters.

Training & Development

- delivery of a very successful and profitable CMAA Conference and Expo at a greenfield venue – The Dome at Sydney Olympic Park – in March;
- addition to the qualification scope of the Association's Registered Training Organisation (RTO) arm with the Diploma of Human Resource Management;
- maintain and continuously improve the RTO's compliance and quality standards;
- liaison and consultation with zone committees to introduce new models for zone meetings and zone professional development events such as the **Regional Club Managers Conference**;
- launch of a new brand for the education arm of the Association, the **Centre for Hospitality Management (CHM)**;
- development of specific Queensland and Victoria training calendars.

Industrial Representation

- CMAA Industrial Officer Peter Cooper and Federal Secretary Allan Peter, in

the last 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 representation of members to their boards across the states;
- mediation and brokering of a number of club Enterprise Agreements between management and their boards.

Legislation & Compliance

- the Association has demonstrated compliance with the overarching legislation governing unions, *FWA Act 2009* & the *Registered Organisations Act 2012* where the Association's structure and rules required amendment;
- roll-out of the mandatory ACTU financial corporate governance training course for all CMAA officials from Federal Executive, staff and zone levels.

While this list of achievements highlights an enormous amount of good work and effort expended by the management team and staff of the CMAA in implementing the Strategic Plan, there is plenty more to do over the next two years.

This year, at the June CMAA Mid-Year Conference, the Federal Executive and executive management will reconvene to update, analyse and amend the Strategic Plan to reflect the changing needs of the membership, the industry and the legislative environment now and into the future.

Members will be updated on the CMAA Strategic Plan during the balance of this year and beyond. ■



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Service pins recognise CMAA service and industry contribution

The Business End with CHRIS KEEBLE

I HOPE all members have received their five-year recognition pins, whether that's for five, 10, 15, 20, 25 or 30 years. Thanks for your continued support. For members marking 35 years and over, your pins are on the way.

I want to remind everyone about the exciting new one-day summits coming up and I hope to see you when they roll around.

The **Entertainment Summit** is on **July 15**, with **Women in Leadership Summits** on **August 26** in NSW and **September 10** in Queensland.

There's plenty of information on our website – www.cmaa.asn.au – our Facebook page, so send us an email and we can send you the details.

Don't forget to download our mobile site app. It has quick tabs to take you to the important pages and you can register for the **2014 National Managers Conference at Jupiters** –

June 18-20. It's another great line-up of speakers, workshops and networking opportunities.

I want to introduce a new Bursary Sponsor – **Carpac** and its **Managing Director, Peter Nielsen**.

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For more information, contact **Peter Nielsen P: 02 9543 0102** or visit the Carpac website www.carpac.com.au

I look forward to seeing you at a Zone Meeting or any of the great activities we have lined up this year. ■

➤ **CHRIS KEEBLE** is the CMAA's **Sponsor & Membership Manager**. To contact Chris ... B: 02 – 9746 4199; M: 0418 970 963; E: chris@cmma.asn.au

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GTA releases App for Australasian Gaming Expo



THE GAMING Technologies Association has released an Australasian Gaming Expo (AGE) Mobile App that's available for both Apple and Android Smart Phones.

Developed exclusively for the **2014 Australasian Gaming Expo** – at **Sydney Exhibition Centre @ Glebe Island** from **August 12 to 14** – the App features all the important information that visitors to the show will be seeking including; how to get to the new venue, transport timetables, an interactive floor plan and a detailed exhibitor list.

The App includes a registration form for interstate visitors to book bus transfers between Sydney Airport and the Sydney Exhibition Centre @ Glebe Island.

There's also information about how visitors to the show are eligible to win one of three trips for two to Las Vegas to attend the Global Gaming Expo held at the beginning of October.

Further details about the app are available at the AGE website – **www.austgamingexpo.com** – or it can be downloaded by visiting the Apple App Store or Google Play. ■



GTA announces new Chairman

THE GAMING Technologies Association has announced that **Adrian Halpenny**, the **Senior Vice President Australia and Europe of Bally Technologies**, is its new Chairman.



Mr Halpenny has been a member of GTA's Board of Directors since March 2011 and been heavily involved in Board Committees and related activities.

Mr Halpenny said it was a privilege to work with his colleagues at the GTA.

"Our strength is immense technical knowledge and experience and I look forward to continuing the great work done by Andrew Hely [previous Chairman] who worked very hard to provide reliable and sensible input to a very wide range of discussions with various government bodies and with our friends and colleagues in the gaming industry," Mr Halpenny added.

The GTA's primary members include Ainsworth Game Technology, Aristocrat Technologies, Aruze Gaming Australia, Bally Technologies, IGT Australia, Konami Gaming Australia and WMS Gaming.

Among its other activities, the Gaming Technologies Association hosts and operates the Australasian Gaming Expo, presented in August each year – this year at the Sydney Exhibition Centre @ Glebe Island – August 12 to 14. ■

■ *The GTA's new Chairman, Adrian Halpenny.*

WIN A TRIP TO LAS VEGAS



Visitors to the **2014 Australasian Gaming Expo** have the opportunity to win one of three trips for two to Las Vegas and the Global Gaming Expo in October 2014. Conditions apply, see our web site for details

www.austgamingexpo.com



Dare we say it, but the 2014 Australasian Gaming Expo will be a veritable jackpot of gaming ideas. With over 180 exhibitors across 15,000 square metres there's everything you need to see from the latest gaming technologies, food & beverage, marketing, security, signage and even what patrons sit on. There's simply too much to list here, which is what makes it one of the biggest events of its kind in Australia and the world, and that's why you shouldn't miss it.

Industry groups combine for inaugural National Expo

THE WAIT is over. It's time to add this date to your 2015 diary to ensure you indulge, participate, and enjoy the launch of the **Australasian Hospitality & Gaming Expo (AHG Expo)** on Queensland's Gold Coast during March 2015.

An exciting industry initiative, the **AHG Expo** is a collaboration of the Club Managers' Association Australia (CMAA), ClubsNSW, and Clubs Queensland.

The associations, heeding industry and exhibitor feedback, have consolidated their existing annual expos into one significant national event – the pioneering **AHG Expo**.

Located at the **Gold Coast Convention & Exhibition Centre** and running over two days – **March 24 (Tuesday) & 25 (Wednesday)** – this national industry event will attract significant Australia-wide delegate participation in its inaugural year, making it a 'must-do' in your diary.

It is anticipated that there will be increased participation from the Asia Pacific and New Zealand regions as the Expo grows.

The **CMAA** will present an education program for managers on **Monday, March 23** – the day prior to the Expo – and will

hold its own Association recognition events such as the **National Bursary Dinner** and other member awards.

The 2015 calendar year offers only two major hospitality and gaming industry events in Australia – the new **Australasian Hospitality & Gaming (AHG) Expo** on the Gold Coast in March and the **Australasian Gaming Expo (AGE)** in Sydney during the second half of the year.

AHG 2015 is the premier trade event and compulsory attendance for all stakeholders involved with the community club industry across Australia.

The latest in gaming offers for all Australian jurisdictions, technology, beverage, hospitality, education, the quirky and more will be showcased – along with superb networking opportunities with peers.

Clubs Australia partners have endorsed their members' participation, which guarantees significant delegate numbers.

Why the Gold Coast? For two specific reasons ...

1 - Delegates choose the Gold Coast as a preferred location due to the diversity of the region and the associated tourism and leisure activities available;

2 - With around 5,000 people expected to be involved, the abundance and variety of accommodation ensures all tastes, budgets, and special requirements can be accommodated. ■



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NSW Govt introduces Risk-Based Liquor Licensing

THE NSW Government has announced details of the annual **Risk-Based Liquor Licensing Scheme**. The scheme applies to all licensed premises, including bottle-shops and is calculated to recover the costs of regulating alcohol in NSW. Similar schemes apply in Victoria, Queensland and the Australian Capital Territory. From **July 1, 2014**, all clubs will be required to pay an annual risk-based licence fee comprising a base fee and additional risk-based loading fees based on the venue's level of risk, calculated by the **Office of Liquor, Gaming and Racing (OLGR)**. A fee calculator for clubs to calculate their fee can be accessed at http://www.olgr.nsw.gov.au/risk_based_licence_fee_calculator.asp

From July 1, 2014 licensed clubs will be required to pay a **\$500 base fee per annum**, indexed to CPI. The NSW OLGR will invoice clubs on **April 14** annually, with invoices due on **May 29**.

From July 1, 2014 a **\$2,500 loading** will apply to clubs authorised to trade between midnight and 1:30am on any day, and a **\$5,000 loading** will apply if authorised to trade after 1:30am on any day. The trading hours loading is calculated on authorised trading hours - not actual trading hours.

Any club whose liquor licence was granted before July 1, 2008 has unrestricted trading hours will be required to pay the **\$5,000 loading** from July 1, 2014.

Clubs can apply to the OLGR to have their authorised trading hours reduced to avoid incurring the trading hours loading.

From **July 1, 2015** a **compliance history risk loading** of

\$3,000 will apply if a club is convicted of one offence in the previous calendar year, rising to **\$6,000** for two offences and **\$9,000** for three or more offences.

Level 2 Violent Venues on **Schedule 4** of the *Liquor Act 2007* will be subject to the **\$6,000 loading** and **Level 1 Violent Venues** will be subject to the **\$9,000 loading**.

Clubs on the **Three Strikes Register** will pay **\$3,000** if they have **one strike** in force; **\$6,000** if **two strikes** are in force; and **\$9,000** if **three strikes** are in force. Consideration of compliance history starts on July 1, 2015 and is not retrospective.

If a club is liable for the compliance history loading, it will also be assessed for a location risk loading (**\$2,000 for venues trading in the Sydney CBD Entertainment precinct**) and a patron capacity risk loading (up to \$8,000 for venues with a patron capacity of 301-plus patrons).

Additional information on these loadings can be accessed at http://www.olgr.nsw.gov.au/pdfs/risk_based_licence_fee_fs.pdf

NSW Clubs are encouraged to review their current trading practices and take precautions to mitigate the risk of incurring a compliance loading, as the fees are significant.

From **July 1, 2015** the maximum amount payable by a club trading in the Sydney CBD Entertainment precinct is **\$24,500** and **\$22,500** for clubs trading outside the precinct.

Clubs are advised that as of **July 1, 2014** fees will be determined by the OLGR by **March 15** and invoices due by **May 29** each year.

Failure to pay the fees may result in the suspension, or cancellation of the club's liquor licence. ■

➤ For more information, contact the **ClubsNSW Member Enquiries Centre P: 1300 730 001**.

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David English – CEO Halekulani Bowling Club

"The programs developed by BullsEye really gave me a better understanding of which customers were walking away from the business. The reconnecting lost members program provided a great ROI and impacted positively on our profit."

Richard Hogg – CEO Yarrawonga Mulwala Golf Club Resort

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David Hiscox – CEO Dapto Rugby Leagues Club



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Phil a proud and 'favourite son' of his beloved Armidale

■ *Armidale City Bowling Club
SEO Phil Wheaton.*

THIS MONTH, in our 'CMAA Manager Profile' series, we get to know **Phil Wheaton**, ACCM the **Senior Executive Officer** at **Armidale City Bowling Club** in the CMAA's North West State Zone. Phil has served in virtually every role on the Zone Committee and last year was elected CMAA Division E Federal Councillor. A man passionate about his family, his community and his career, Phil epitomizes the CMAA ethic – personally and professionally ...

Name: Phil Wheaton, ACCM.

Title: Senior Executive Officer.

Club: Armidale City Bowling Club, NSW.

How long in clubs: 29 years.

Where do you live & how long have you been there: Armidale all of my life – except for three years where we lived in Geelong and Lismore.

The advantages of living & working in this region: Armidale is a beautiful city ... the city for all seasons. It has outstanding educational institutions, sporting facilities and a strong cultural heritage. My home town has given me employment stability and a wonderful place to live and work.

Other clubs where you have worked: Armidale Golf Club and Armidale Ex-Services Club.

Jobs outside the Club Industry: National Sales Manager for a hardware retail group.

How did you get involved with the CMAA: As an education avenue to obtain my ACCM.

You have invested a lot of your life in your club ... what are your ambitions for the club: For the club to continue to grow and provide employment for the youth of Armidale. To be the No.1 hospitality venue in this region. My vision is for the 'Bowlo' to be a valued asset in its community.

What would you like to be doing if you were not in clubs: Teaching, or marketing.

What do you do for relaxation: I enjoy anything involved with outdoor activities,

spending as much time as I can with my wife, our three children and two grand-sons. I also like to participate in community activities, such as sustainable environmental projects and sporting groups.

The best piece of advice you ever received: You're a custodian of a community asset – respect it.

The biggest challenge for the Club Industry: Ensuring that the community values the club's worth.

The biggest challenge for club managers: Staying abreast of the ever-changing legislation and challenges of social media.

What are you reading: Industry magazines.

Sports played now & growing up: Lawn bowls now ... golf in my 20s and 30s. Growing up I loved to compete athletics as a sprinter and hurdler. I played many sports ... cricket, swimming and tennis. I was – a long time ago – a State representative in football (soccer).

The most influential person in your life & why: Marilyn, my school girlfriend of 45 years. No-one knows, or understands, me better.

Do you ... Facebook / Twitter / LinkedIn: Facebook and LinkedIn

Favourite food / beer / wine: My wife Marilyn's rissoles & roast dinners. Tooheys Old. Coonawarra Reds.

Thanks Phil. ■

- A mark of Phil's contribution to the Armidale community was when the Council named 'Phil Wheaton Oval', located in Eriskin Street, Armidale, in his honour. 'Phil Wheaton Oval' is the home of the Norths United Football (soccer) Club which, on its Facebook page proudly claims to be ... "the most successful club in Premier League history, winning 5 First Grade and 9 Reserve Grade premierships."

Clubs act as one to fight against A.C.T. tax rises

CLUBS IN the A.C.T., which are in dire financial straits as their income from gaming machines goes into rapid decline, have warned the territory Government they cannot absorb – and will not tolerate – any tax increases in the budget.

Income from poker machines is down \$15 million a year from a decade ago, hit by the smoking ban, higher taxes and limits on machines, as well as the territory's economic slowdown.

Revenue is tracking even worse this year – at \$14.2 million in March – compared with \$15.1 million in March last year.

Things are “very, very bad”, said Clubs ACT CEO Jeff House who fears substantial tax rises in the territory budget.

“In the final analysis, the picture is simply very bleak,” he said. “I’ve been in this job more than four years and, until recently, I’ve never had meetings with club presidents who are concerned about being the last president of their club.”

The Tradies Group CEO Rob Docker said a tax increase would hit hard, putting pressure on bank financing and threatening the group's \$1.5 million-a-year support of charities, including Bosom Buddies, cerebral palsy and sports.

The group took a 20% hit with the smoking ban and had still not recovered to revenues of a decade ago, he said. “We’re extremely worried about it,” Mr Docker said. “From my point of view, it’s quite alarming that another heavy tax increase, particularly at the top end of the industry ... is largely going to be worn by ourselves and others. We have not turned a profit in our club group for the last five years, so that tells you how

concerning the prospect of a tax increase is.”

Poker machines account for about 60% of club income.

But other parts of the business also have slumped in the past year, with bar takings down nearly 10% at some clubs, including the Mawson Club, Raiders Gungahlin and The Burns Club.

The smoking ban in 2006 created an immediate dip in poker machine revenue, amounting to about \$20 million, or 10% a year, in all the capital's clubs – a hit from which they have never recovered.

Mr House said the Government talked at the time of tax relief to compensate, but nothing had been done.

Clubs were working to reduce their reliance on poker machines, but needed time.

Canberra is the only jurisdiction with a \$250-a-day cap on ATM club withdrawals.

It also has an outdated \$20 note limit on machines.

“We haven’t been opposed to every measure that the Government has introduced, even though it involved financial hardship, but I’m having meetings with club presidents and boards where they are genuinely worried about whether or not they can keep the doors open in six months’ time,” Mr House said. “Simply increasing taxes to make up the short-fall brought on by regulatory changes that hurt the clubs “was a recipe to kill the industry.”

The Government wants to reduce poker machine numbers, with an “aspirational target” of no more than 4,000. In 2011-12 there were 4,950 machines in clubs, down by 130 over four years. The clubs had also been hit by much higher rates with the Yowani Council Club rates bill this year up from \$14,000 to \$42,200. ■



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Gerard's impressive past drives passion for the future

AFTER 35 years in a job, it's fair to say the thoughts of many people stray towards a change of direction ... if not retirement.

On May 15, Gerard McMillan ticked over 35 years at the helm of the Singleton Diggers Club in the upper Hunter Valley of NSW. He's not thinking about a fresh start, or retirement, but he is working on the next 35 years.

"I probably thought about retirement for a few minutes at some point in the past few years, but it passed very quickly and has not come back ... I love what I do and I love being part of this Singleton community – it's a special place," the Diggers General Manager said with a laugh.

Singleton is famous as an Army town and it's fair to say that Gerard quickly became 'embedded' in the culture and lifestyle when he arrived as an enthusiastic young club executive in 1979 with his wife and two young children.

Singleton has grown, the club has evolved into two properties and the family now involves three children and three grand-children, but things that have not changed are Gerard's life priorities ... family, faith, the club and Rotary International.

Like many of his contemporaries, Gerard started work out of school in Newcastle as a trainee with public accountants John F O'Callaghan & Associate, which specialised in hotel accounting and club auditing. "There was a chance I would have to do National Service, but missed out because of my studies," he recalled. "I was about to move on to a Company Secretary's course when the Whitlam Government was elected and National Service was abolished."

The Company Secretary plan went on hold when Gerard got into clubs, running the Hamilton Rugby Club as the youngest Secretary Manager in NSW. "It was an absolute 'baptism of fire' ... I had no idea what I was in for," he said. "I managed two weeks of holidays in two years and worked almost every day. It's probably something other young managers have done, but it was very hard with a young family."

Despite the challenges at Hamilton, Gerard knew clubs was the right career path, but it was a major decision to relocate to Singleton and another leap of faith. "The Board at Singleton supported my position that I have appropriate

family time in the role and it was the best decision I ever made," he added.

When he walked in the doors of the original club, there were 1,060 members, 36 poker machines with annual revenue of \$167,700, total bar sales of \$240,598.00, net profit of \$25,913.00 and members' equity at \$278,631.00. Today, membership has touched 7,000 with 141 machines in two properties generating revenue of \$6.2 million, with total bar sales of \$1.5 million, net profit of \$700,000 and total members' equity of \$18 million.

Like his club, Gerard's life has blossomed with his three children – Ben, 37, Rebecca, 35 and Simon, 33 – adding their lives, careers and grandchildren to his world. "It's fair to say there are not a lot of gaps in my life, but I wouldn't have it any other way," Gerard laughed.

Gerard's connection to the CMAA goes all the way back to his introduction to the industry and he was quickly recruited to the original FICA examination committee with Chairman Fred Chubb, Paul Topliss, Arthur Allen, John Toominey, Max Emery and Peter Saez, when managers took over from independent examiners. After five years helping to set and mark exam papers, Gerard decided it was time to focus on his growing club, the CMAA's Hunter Zone and his growing interest in Rotary International in his District 9670. Gerard showed he had an eye for ability and talent when recommended his FICA Board replacement as the secretary manager at the Australian Postal Institute Club at Kellyville ... Terry Condon.

Gerard sees many parallels between clubs and Rotary – two of his life passions. Rotary International's motto – "Service Above Self" – are not simply words for Gerard McMillan. "The work done by Cessnock RSL Club and Rotary District 9670 is very important for the people who live in our region and it has been going on a long time," Gerard added. "Community and charity organisations rely on the generosity of these groups and many people's lives are better for the contribution these, and other groups, make."

After three years as District Assistant Governor, Gerard takes the reins on July 1 as District Governor after attending the Rotary International training program in San Diego earlier this year. "It's a great honour and I am grateful to the club's board for allowing me the opportunity to further the good work of



■ Singleton Diggers Club
General Manager Gerard McMillan.

Another proud milestone for Gerard and the Singleton Diggers Club is the Community Chest program that was the model for the CDSE Scheme – now ClubGRANTS.

the club and Rotary in the Singleton area," Gerard said.

Another proud milestone for Gerard and the Singleton Diggers Club is the Community Chest program that was the model for the CDSE Scheme – now ClubGRANTS. "Then Gaming & Racing Minister Richard Face attended a Community Chest event at Singleton and was so impressed, he took away the idea and the model for the CDSE scheme that has done so much good work in communities around NSW since its inception," Gerard said.

There's only a moment to look back on his 35 years at Singleton because Gerard McMillan has plenty to keep him occupied for the next 35 years. ■

Canberra's new liquor laws fail to stop violence in venues

THE A.C.T. Government will consider further crackdowns on the trading hours of hotels and clubs, outlet density and licence fees, as a new report reveals a rise in the number of assaults in Canberra's licensed premises.

The *Canberra Times* newspaper reported that the review of A.C.T. liquor laws found a peak in the number of assaults in the city's CBD between midnight and 6am. The new laws also have failed to stop a culture of so-called 'pre-loading' of alcohol by young people before they leave home. Prepared by consultants ACIL Allen, the review considered data from the first two years of new laws introduced in December 2010. Overall, alcohol-related assaults decreased by about 11% and alcohol-related offences, other than drink driving, were down by 21%. Drink-driving offences fell by 7% during the two-years. Its authors said some of the findings should be considered carefully due to data sets. Showing alcohol-related incidents increased as a proportion of all ambulance call-outs, the report also said alcohol-related attendances at hospitals increased among people under 18 years old. Authorities face "acute problems" in the city between 3am and 6am, the report said. A.C.T. Health emergency department data showed there had been an increase in hospital presentations for acute alcohol intoxication since 2010.

Finding that 'pre-loading' of alcohol made it difficult for laws to be effective in reducing anti-social behaviour and alcohol-related violence, the report forecast possible changes to opening hours of venues and the density of venues allowed. Compliance with existing laws and best-practice management of venues could be considered when liquor licensing fees are

decided and new restrictions on alcohol promotion could be introduced.

A.C.T. Attorney-General Simon Corbell said the report showed encouraging results, but there was more work to be done to increase public safety. "We do see some small increase in the number of assaults in the city centre, and we now need to focus on the recommendations of this review which focus in particular on trading hours, outlet density, licensing and promotion of particular drinking activities," he added. Mr Corbell said legislation closing loopholes allowing for supply of alcohol to minors could be expected this year, bringing the A.C.T. in line with other jurisdictions. He said issues related to 'pre-loading' might be solved through licensing fees for off-licence outlets and forecast better data collection measures.

Australian Hotels Association A.C.T. General Manager Brad Watts said the economic impacts of licensing laws had to be considered. "Larger licensed venues have been forced to pay considerably more than smaller venues in the A.C.T. for liquor licenses and this has impacted on trade and turn-over by up to 50% in some venues due to greater cost burdens," he said. "Canberra's licensed hospitality industry, which remains under intense pressure from the large increase in licence fees and growing costs, is continuing working with authorities to reduce incidents."

ClubsACT Deputy Chief Executive Gwyn Rees said there was no need for wholesale change to current laws. "Outlet density has merit and is worth discussion however calls for lock-outs and earlier closing times in A.C.T. is not supported by the evidence available and particularly whilst the collection of data needs improvement," he said. "The vast majority of clubs operate outside of the CBD and have strict sign in rules associated with membership and are very different from a nightclub at 4am." ■

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National military hero to inspire Jupiters delegates

THE CMAA is honoured to have the **Victoria Cross** winner **Ben Roberts-Smith** as the Keynote Speaker for the **2014 National Managers Conference** at **Jupiters Casino & Convention Centre** from **June 18 to 20**.

Ben will deliver his views on leadership and, as one of only nine living VC holders, this is indeed a rare opportunity to spend time to hear from a special Australian.

Born in Perth, Western Australia, in 1978, **Ben Roberts-Smith** joined the Australian Regular Army in 1996 and was posted to the 3rd Parachute Battalion, Royal Australian Regiment.

In 2003, Ben attempted and passed the legendary Australian SAS selection course.

Ben's impressive list of combat operations include two tours of East Timor including INTERFET in 1999, Fiji, Iraq and six tours of Afghanistan.

Ben was on his second operational tour of Afghanistan in 2006 when he was awarded the Medal for Gallantry for his actions as a patrol sniper in the Chora Valley.

It was on June 11, 2010, on his fifth tour of Afghanistan, that he was involved in his Victoria Cross action.

During an operation to hunt for a senior Taliban commander in the Kandahar province, Ben took part in an assault against an enemy fortification, exposing his own position in order to draw fire away from members of his patrol who were pinned down.

Fighting at close range, he stormed two enemy machine-gun posts and silenced them.

His citation in the *Commonwealth of Australia Gazette* notes that his "*selfless actions in circumstances of great peril served to enable his patrol to break into the enemy's defences and to regain the initiative ... resulting in a tactical victory.*"

Retiring from full-time Army duties in October 2013, the Victoria Cross together with the Medal for Gallantry makes Ben Roberts-Smith his generation's most-decorated serving soldier in the Commonwealth.

Ben's tenure with the SAS saw him deploy around the world in roles that covered the full spectrum of special operations.

He has a proven ability to engage and



■ Ben Roberts-Smith VC, MG.

form strong alliances with stakeholders, including national and international counterparts and enhance the planning and achievement of strategic and operational objectives, an ability which stems from his years of operational experience throughout the Middle East and South-East Asia.

As a former commander and key planner for special operations missions, Ben has fascinating insight into the processes and protocols that are critical in producing success in competitive environments.

Ben will not only drive the Jupiters 2014 'team' to succeed, but will provide the vision of a leader who has been charged with providing the Australian Government with positive strategic outcomes in some of the world's most dynamic environments for 17 years.

Using real-life examples from the frontline, Ben provides an insight into leadership and success that will strengthen the team's procedures and provide the focus to excel.

Ben is a gifted and inspirational speaker who engages audiences with his vivid depictions of modern warfare, while always maintaining focus on the topic.

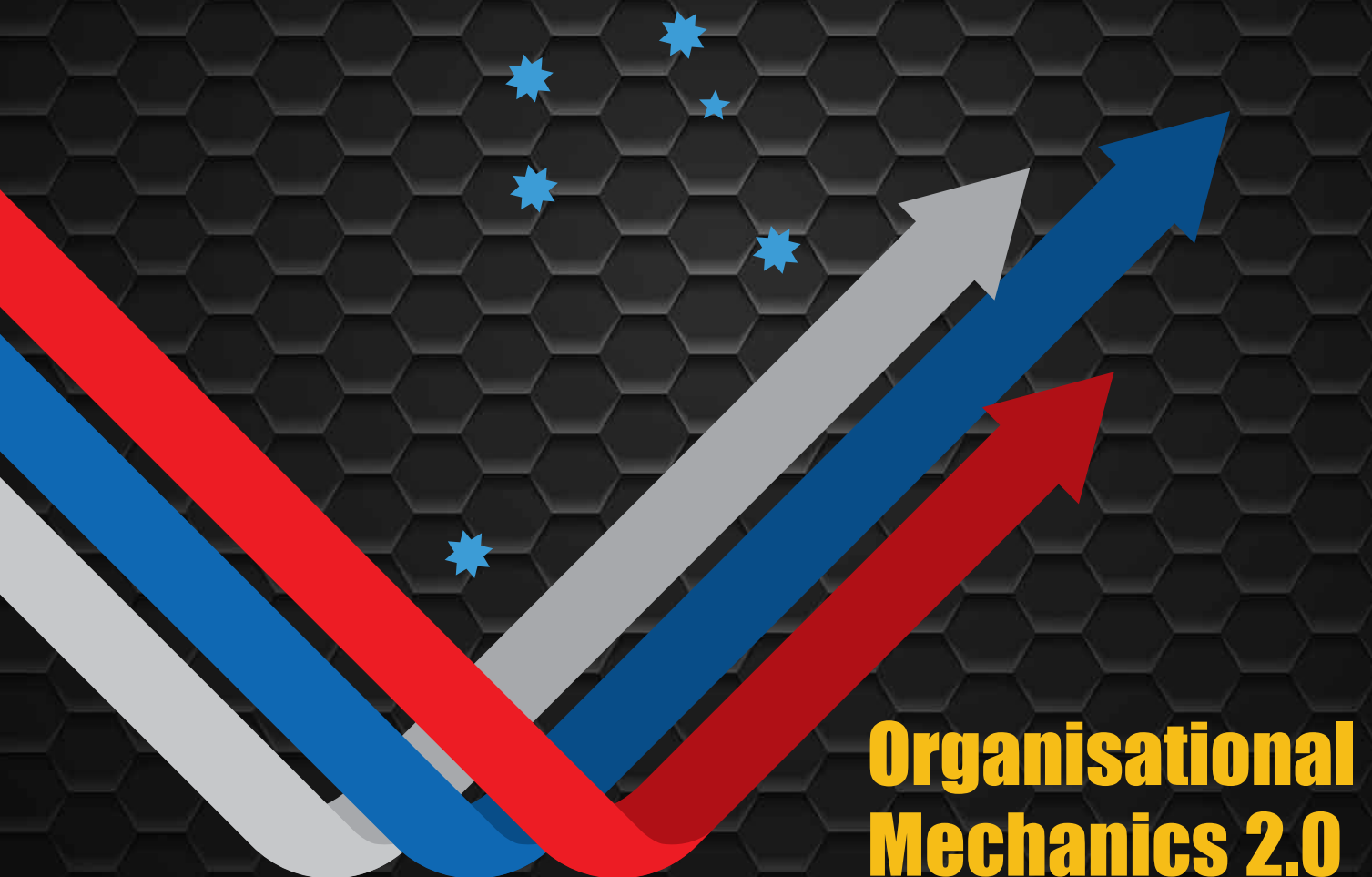
Now one of only nine living recipients of the Victoria Cross world-wide, Ben Roberts-Smith is a rare and motivational individual who has the ability to talk at all levels as one of this nation's proven leaders. ■



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2014 National Managers Conference Jupiters Casino June 18 - 20



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Conference at a Glance

Tuesday, June 17

Optional Corporate Governance Workshop (full day) – See page 5

Wednesday, June 18

1.00 – 2.00pm: General Meeting

2.00 – 2.15pm: Break

2.15 – 2.30pm: Welcome address

2.30 – 3.00pm
State Gaming updates

3.00 – 3.45pm
World & National Economic Update

3.45 – 4.45pm: Team Game

7.30pm: State of Origin

Thursday, June 19

9.05 – 10.00am
Ben Roberts-Smith, VC, MG winner

10.05 – 11.05am
Governance – Developing a Strategic Board
Mindset: Julie Garland McLellan, FAICD

11.05 – 11.25am: Morning tea

11.25 – 12.30pm
Let's Make A Deal

12.30 – 1.00pm: Team Game

1.00 – 1.45pm: Lunch

1.45 – 2.30pm
How Today's Leaders In Sustainability Achieve
Positive Cash Flow And Brand Reputation

2.30 – 3.15pm
The Game Changer

3.15 – 3.35pm: Break

3.35 – 4.15pm
Senior Stream – Self-Awareness & Leadership
At The Top
Line Management Stream – Dynamics Of Team
Leadership

4.20 – 5.00pm
Team Game

5.30 – 7.30pm: Cocktail Party

Friday, June 20

9.00 – 9.50am
Senior Stream – Customer Service As A
Competitive Strategy
Line Management Stream – Self-Awareness At
The Coal Face

10.00 – 10.50am
Conducting A Water-tight Workplace Investigation

10.50 – 11.10am: Break

11.10 – 12.00pm
Discussion Panel: Good Corporate Citizenship,
Are We Fair Dinkum?

12.00 – 12.45pm
Team Game & Conference Wrap-up

Wednesday, June 18

1.00 –
2.00pm
General
Meeting

2.00 –
2.15pm
Break

2.15 –
2.30pm
Welcome
address

2.30 – 3.00pm

**What's Happening In The
Gaming World On The Eastern
Seaboard?**

Aristocrat Technologies Australia.

3.00 – 3.45pm

**2014 World Economic Update &
How It Affects Us: Dr Sam Sicilia**, brilliant Chief Investment
Officer (CIO) from HOSTPLUS

Sam will deliver his unique annual review and insights into
what's happening in world business and economies
and its' flow-on to Australia.

3.45 – 4.45pm

**Conference Team Game:
Organisational Mechanics:
Networking Masterclass
& Workshop**

7.30pm
State of Origin
telecast event
(See entertainment
program)



Definition: Mechanics (Greek) ... concerned with the behaviour of physical bodies when subjected to forces or displacements, and the subsequent effects of the bodies on their environment.



Conference Welcome

*Tom Peters (of *In Search of Excellence* fame) was once exhorting a group of corporate executives toward excellence when one of them interrupted with ... "I'm sick and tired of hearing all this excellence stuff ... our company is no worse than anyone else's!"

Wouldn't that be a great motto to hang over your Club's front door? **"We're no worse than anyone else."**

As I welcome members, delegates, sponsors and guests to the 2014 National Managers Conference, these words have significance for everyone who has made the choice to attend this important Conference to look into the mechanics of their club organisations ... we should never seek to be 'average'.

We look forward to another enjoyable Conference at Jupiters *Reference: *Speaker's Sourcebook 2*, G Van Ekeren, 1994.

Ralph Kober, CMAA Executive Officer

CMAA MEMBERS GENERAL MEETING

Members only.

**Wednesday, June 18
1pm – 2pm**

Pavilion Convention Centre,
Ground Floor, Jupiters.

Thursday, June 19

9.05 – 10.00am

Leadership ... with this generation's most decorated Australian soldier – Benjamin Roberts-Smith, VC, MG

Using real-life examples from the front line, Ben provides an insight into leadership and success that will strengthen your team's procedures and give them the focus to excel. Ben is a gifted and inspirational speaker who engages audiences with his vivid depictions of modern warfare while always maintaining focus on the topic. Now one of only nine living recipients of the Victoria Cross world wide, Ben Roberts-Smith is a rare and motivational individual who has the ability to talk at all levels as one of this nation's proven leaders.

10.05 – 11.05am

Governance – Developing A Strategic Board Mindset: Julie Garland McLellan, FAICD

Julie addresses the skills needed to radically overhaul club board processes or develop strategic and risk-focused governance that will help the board to set and support a strategy for ongoing success. This presentation will look at practical actions that all CEOs and boards can take to improve their understanding of the strategic environment.

11.25 – 12.30pm

Let's Make A Deal

As clubs are engaging in a broader range of projects than ever before, we will address some of the critical factors in planning for a successful project, such as: identifying the deal that is really right for the Club; getting the right advice; doing the due diligence and a feasibility study to get the project started in the right direction; and implementing procedures and checks to then keep it on track. With **Brett Boon** (Partner), **Vivienne Young** (Senior Associate) of Thomson Geer, and **Greg Russell** (Director) from Russell Corporate Advisory.

12.30 – 1.00pm

Conference Team Game: Organisational Mechanics: 'Competitive Environment' Masterclass

1.45 – 2.30pm

How Today's Leaders In Sustainability Achieve Positive Cash Flow And Brand Reputation: Mark Swindell, EP&T Commercial Manager.

11.05 –
11.25am
Morning
tea

1.00 –
1.45pm
Lunch



2.30 – 3.15pm

The Game Changer: Understanding Your Most Valuable Member And What SHE Wants – Linda Joannides, Your Marketing Mentor.

Australian women are responsible for spending 90 cents in every household dollar and make 70-90% of all domestic financial decisions. Not only do they control the purse strings at home but it is more than likely, females represent the most valuable members of your club. This session will show you useful insights into how to harness the female factor; what motivates women at different life stages; why they visit; what they like; what they don't like; why they gamble; why they buy; how to communicate with them ... and how to apply this knowledge to your club.

3.35 – 4.15pm

Senior Management Stream Self-Awareness & Leadership At The Top:

with **Lori Luhrmann**. Three significant events, decades apart yield important lessons for leaders of today and emerging leaders of the future.

1. An industrial incident of the 1800s
2. A prisoner of war camp in World War II
3. A decorated hero from the Gulf War

What is their link? All have significance in today's emerging fields of emotional intelligence, and self-awareness and are extremely important skills for personal and professional success.

OR

Line Management Stream

Dynamics Of Team Leadership (interactive session)

What makes a Leader and what makes a follower? We'll investigate some essential strategies which can help Duty Managers to build and maintain your team - Marina Chadiloff, BA, MA, Graduate Diploma in Adult Education, qualified trainer and assessor, and psychologist.

4.20 – 5.00pm

Conference Team Game: Organisational Mechanics: 'Working The Strategy' Masterclass

3.15 –
3.35pm
Break

5.30 – 7.30pm
Sunset Cocktails
at the Pavillion:

Time to enjoy some fine food, beverages and company. This is your networking time. Enjoy classic hits from the days before digital.

VENUES

All Conference workshops and the State of Origin game telecast will be held in the Pavilion Convention Centre, Ground Floor, Jupiters Gold Coast. Smart casual attire is recommended for the Conference.



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Centre for Hospitality Management
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Friday, June 20

9.00 – 9.50am

Senior Management Stream

Customer Service As A Competitive Strategy – The First Crucial Step – Brett Jones, MBA from Bullseye.

Remarkable customer service allows us to differentiate our business, and can be a major revenue driver, but many fail to build a service delivery strategy. Brett addresses the critical issues you need to capture in your planning stage so you can create a sustainable and accountable strategy.

OR

Line Management Stream

Leadership Self-Awareness At The Coal Face – with Lori Luhrmann

A practical workshop for Duty Managers to help understand how their emotional reactions to circumstances influence staff and customer perceptions.

10.00 – 10.50am

Conducting A Water-Tight Workplace Investigation: The Lawyers' Perspective

Theft, fraud, bullying, harassment accusations, governance irregularities, and a raft of other issues all need to be dealt with objectively and fairly to minimise the risk of third party intervention ... and it all starts with a properly conducted investigation – **Tony Johnston & John Murray**, Partners, Eastern Commercial Lawyers.

10.50 –
11.10am
Break

11.10 – 12.00pm

Discussion Panel: Good Corporate Citizenship, Are We Fair Dinkum?

It could be argued the industry often struggles to be recognised for its community involvement ... are we going about it the right way? Some clubs have become embedded in the social fabric of their local community, which in turn helps support the club's longevity. How do we engage our local communities more effectively? Four big players with strong track records in community engagement give their insights:

John Turnbull, CEO Liverpool Catholic Club; **Kelvin Patch**, Secretary Manager, Caboolture Sports Club; **Bronwyn Newman**, Marketing & Community Development Manager, Dapto Leagues Club; **Phil Wheaton** SEO, Armidale City Bowling Club.



12.00 – 12.45pm

Conference Team Game:

Organisational Mechanics: 'Putting It On The Line' & Conference Wrap-up.



REGISTRATION FEES

(Workshops only – all GST included)

Normal: CMAA Members & Affiliates \$940; Non-Members: \$980

Early Bird Discount: CMAA Members & Affiliates \$840; Non-Members: \$880 (until midnight May 11)

Optional Corporate Governance Workshop (full day). See page 5. CMAA Members & Affiliates: \$220; Non-Members \$275

Go to www.ccmtravel.com.au and www.cmaa.asn.au for Registration and Conference information.

ACTIVITY POINTS

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

** Speakers may change due to unforeseen circumstances*

Jupiters speakers tackle industry's challenging agenda

myconference

'Developing A Strategic Board Mindset'

with **Julie Garland McLellan**, FAICD

CLUB BOARDS are largely composed of well-intentioned volunteers who support the club and are passionately engaged in elements of its operations.

They are frequently strongly linked to the club's community and widely recognised as leaders within it.

They can often be not skilled or qualified directors and frequently express concern that their board is too operational or focused on historical and compliance reporting when the environment is rapidly changing and a strategic focus is required.

They do not have the skills in designing board processes, or in developing and implementing strategy, to decisively lift their board's performance and redress these concerns.

Club managers are often aware of these concerns and share them.

They may also lack the skills to radically overhaul their board processes or develop strategic and risk focused governance that will help the board to set and support a strategy for ongoing success.

This presentation will look at practical actions that all CEOs and their boards can take to improve their understanding of the strategic environment to keep a strong and positive oversight of the Club's destiny.



'The Game Changer – Understanding Your Most Valuable Member And What SHE Wants'

with **Linda Joannides** – Your Marketing Mentor

ACCORDING TO *The Economist*, the biggest economic shift the world has ever seen is not going to come from the emergence of countries like China or India, but from the rise of the female market.

Women now drive the world economy.

It is a global phenomenon and Australia is not immune.

Australian women are responsible for spending 90 cents in every household dollar and make 70% to 90% of all domestic financial decisions.

Not only do they control the purse strings at home but it is more than likely, females represent the most valuable members of your club.

Data shows female members deliver far greater value, either individually or collectively, to your bottom line than their male counterparts.

While traditionally, the local club may have been a male domain, the key to success, and on-going success, lies with women.

So, how does an industry that has been primarily created by men, for men and is still predominantly run by men, successfully tap into this essential female economy?

This session will show you valuable insights into how to harness the female factor ... what motivates women at different life stages; why they come; what they like; what they don't like; why they gamble; why they buy; how to communicate with them – and how to apply this knowledge to your club.



'2014 World Economic Update And How It Affects Us'

with **Dr Sam Sicilia**, CIO HOSTPLUS Superannuation

AS THE Chief Investment Officer of a platinum and top 10-rated superannuation fund (www.superratings.com.au Top 10 Returns as at 31 March, 2014), Sam Sicilia needs to know not only what's going on in the world, but also how to look into the world's economic crystal ball to invest everyone's money wisely and effectively.

This will be Sam's third year reporting to us in his very informal and entertaining style interpreting the complexities of financial markets, interest rates, debt, and what impacts it may have on us in our businesses but also in our superannuation returns.

We look forward to Sam's take on the current domestic situation and how we will fare in Australia over the next few years. ■



■ **TOP:** LINDA JOANNIDES.

■ **LEFT:** JULIE GARLAND McLELLAN.

■ **ABOVE:** DR SAM SICILIA.



2014 National Managers Conference
Jupiters Casino June 18 - 20

Organisational Mechanics 2.0

www.cmaa.asn.au

**REGISTER
TODAY**

Pre-Conference optional full-day workshop

Corporate Governance: How to present to your Board to get a good decision every time

with Julie Garland McLellan, FAICD

TUESDAY, JUNE 17

Dealing with new strategic proposals, reporting progress, and building shared understanding and common identities; the most important presentations happen in the boardroom. This is where the stakes are highest and only the best will do. There is also very little information available to help Managers to recognise, diagnose and manage the complexities of the boardroom environment when making a critical presentation.

This one-day course will provide a valuable insight into the operations of club boards and the best way to present to them. It is practical and enlightening and guaranteed to provide some valuable ideas that will enhance your most important future presentations. The delivery style will be interactive with hands-on work using a number of case studies.

WHO SHOULD ATTEND?

The course is aimed at CEOs and all senior club managers who need to present to their boards; and we encourage Club Directors seeking to improve their board effectiveness to attend as well.

Workshop Program

9.00 – 10.30am

Presentation: **Understanding Boards**
Case study: **Tailoring a presentation for board engagement**

10.30 – 10.45am
Break

10.45 – 12.30pm

Presentation: **Developing appropriate pre-reading**
Case study: **Board papers to generate a board discussion**
Presentation: **Interactions outside the boardroom**
Presentation: **Intermediaries and the board**
Case study: **Intermediaries and developing a board paper**

12.30 – 1.30pm
Lunch

2.45 – 3.00pm
Break

1.30 – 2.45pm

Facilitator Introduction:
Julie Garland McLellan, FAICD
Presentation: **Presenting in the Boardroom**
Case study: **Tailoring a presentation for board engagement**

3.00 – 4.30pm

Role play: **Presenting our own information**
Presentation: **Follow-up and Minuting Decisions**
Case study: **Organising a board visit**

4.30 – 5.00pm

Debrief and discussion

Key Learning Outcomes:

1. The differences between boards and other audiences
2. Understanding board roles and power structures
3. Risks that board members worry about and how to address these in your presentation
4. How board meetings work
5. Understanding the board agenda
6. Developing good written board papers
7. Preparing to present in the boardroom
8. Facilitating an effective board discussion
9. Managing unproductive behaviours and responses
10. Building consensus
11. Specific requirements of registered club boards

All participants will receive a copy of *'Presenting to Boards'*, an internationally acclaimed book by Julie Garland McLellan. Participants also will receive a workbook and copy of the presentation so that they can take structured notes and retain the material for future reference.

The course is presented and facilitated by Julie Garland McLellan, FAICD. Julie is one of Australia's leading governance consultants. Working with boards in a range of industries for 20 years, Julie's approach is both

pragmatic and engaging. She has been credited by clients as being effective in her role due to her wide ranging international corporate experience, her ability to quickly understand the challenges confronting a particular board, and the tools she uses to assist boards in adding value to the business they govern.

Your investment

Investment (Incl GST): CMAA Members & Affiliates \$220; Non-Members \$275
Includes refreshments and light lunch, and after-course networking cocktail hour.

Time: 9.00am – 5.00pm

Location: The Pavilion at Jupiters Convention Centre.



Boardroom education an important lesson for all

'How To Present To Your Board And Get A Good Decision Every Time'

Julie Garland McLellan, FAICD

at Jupiters Convention Centre on June 20

MANAGERS SUCCEED one conversation at a time. In the workplace, most important conversations are formal presentations. These are used to gain acceptance of new strategic proposals, to report progress, or build shared understanding and common identities. The most important presentations happen in the boardroom. This is where the stakes are highest and only the best will do. It is a strange and uncommon environment where protocols, behaviours and legal liabilities may be very different from those in executive life. Clubs, such as those managed by CMAA members, are subtly different in their governance to the corporate sector. It is important for presentations made in the boardroom to appropriately accommodate these differences. This requires the presenter to have an understanding of the specific needs and duties of a Registered Club board and to know how to present effectively to such a body. Most information on presenting, however, is designed for general purpose, public speaking events and aims to help reluctant presenters to survive their ordeal. Very little is written or taught about how to deliver high-class presentations that meet and surpass the expectations of governance bodies within a tightly constrained legal and regulatory environment. Yet that is what boardroom presenters must do within the Club Industry. There is also very little information available to help presenters who are unfamiliar with the boardroom to recognise, diagnose and manage the complexities of the boardroom environment. Boardroom education is designed for board members and is often too complex and legalistic for easy assimilation by practical presenters. This is particularly relevant in a highly regulated environment such as the Club Industry, where prescriptive legislation can lead to mind-numbing reiteration of historical data at the cost of forward-looking strategic information. Without an understanding of the boardroom and its special interpersonal dynamics, even accomplished presenters are likely to fail. This one day course will provide a valuable insight into the operations of club boards and the best way to present to them. It is practical and enlightening and guaranteed to provide some valuable ideas that will enhance your most important future presentations. The delivery style will be interactive with hands-on work using a number of case studies. The course is aimed at senior club managers and directors who need to present to their boards, and achieve the best decision outcomes for their businesses. These are people with a reasonably high ability to gain training budget to attend courses and who can generate a positive return on investment for training expenditure.

Key Learning Outcomes ...

- The differences between boards and other audiences;
- Understanding board roles and power structures;
- Risks that board members worry about and how to address these in your presentation;
- How board meetings work;
- Understanding the board agenda;
- Developing good written board papers;
- Preparing to present in the boardroom;
- Facilitating an effective board discussion;
- Managing unproductive behaviours and responses;
- Building consensus;
- Specific requirements of registered club boards. ■

➤ **Investment: \$220(incl. GST) for CMAA Members and Affiliates; \$275(incl. GST) for non-members.**

CHM 2014 National Bursary Program Sponsors

Support the companies that support YOUR Association



Social networking events

Happy Hour

Tuesday, June 17

From 5pm



A special hour catch-up and debrief for those attending the day's Governance Course.

Enjoy a relaxing hour with colleagues before you hit your emails and tackle that inbox.

It's been a big day, so time for the brain to refresh!

Special Bubbles Bar by

ROBERT OATLEY
Signature Series
showcasing



State of Origin

Wednesday, June 18



LIVE ON THE BIG SCREEN

Fabulous footy food and drink vouchers for our guests (meat pies, chips, carvery roast)

State of Origin Trivia, Pick the Score and First Try competition.

It's as good as being there!

From 7.30pm

Delegates and Sponsors Cocktail Party

Thursday, June 19

5.00pm -
7.00pm



Time to enjoy some fine food, beverages and company.

This is your networking time.

Enjoy classic hits from the days before digital.

This night is free for you to continue on at the various restaurants and bars on offer.

Thanks to our special
beverage sponsors



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Differentiation strategy can define the success

'Customer Service as a Competitive Strategy - The First Crucial Step'

with Brett Jones

at Jupiters Convention Centre on June 17

AS CLUB managers, we recognise a fundamental principle that good service is important. It is important because the core item(s) of consumption we sell to our customers can quite often be freely purchased elsewhere.

Think about what items your club sells ... whether it be a steak, coffee, an alcoholic beverage, or time on a gaming machine, your customers enjoy a wide ranging choice of suppliers for those items goods and services.

The service that you wrap around that core item of consumption drives the customer decision to purchase at your club over a competitor. Offering great service allows your club to 'set itself apart' from other suppliers in the eyes of the customer.

So, we arrive at the term 'differentiation' strategy. Differentiating your business through great service can drive revenue. Failing to differentiate your business often leads to price discounting, increasing marketing and promotion costs, lower revenue and diminishing profit.

Why? Because the customer sees our business as the same as every other supplier, so there is no reason to choose. Although we all recognise the need for great service, many service based businesses fail in developing an effective **Service Delivery** Strategy.

In developing any type of strategy, planning is everything. Poor planning will lead to unplanned costs, low accountability, and low impact on revenue.

The '**Customer Service as a Competitive Strategy - The First Crucial Step**' session at the 2014 National Managers Conference will explore 7 key elements that underpin an effective service strategy.

They include ...

1. **Define & De-Mystify** - Replace the hard-to-define grey area of customer service in favour of metric-based **Service Delivery**;
2. **Create Accountability** - Anchor back to individuals the responsibility to execute strategy components and tactics;
3. **Engage Key People** - Since they are responsible for delivering the service, key people need to be central to the planning process;
4. **Develop Metrics** - Think commercially, and link **Service Delivery** to revenue and profit. Create tangible measurements as evidence that you are achieving your strategic objectives;
5. **Easy Flow Communication** - Engage technology to provide regular updates of the strategy in action. This must be easily understood by all employees;
6. **Create Sustainability** - Move the knowledge you build from the individual to the organisation;
7. **Create Customer Intelligence** - Learn what drives a customer's decision to purchase and integrate this intelligence into marketing action. ■

CMAA Zone Education Officers

ACT

TBA

NSW

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CMAA PRESENTS

entertainment summit

FOR YOUR CLUB, EVENTS
AND FUNCTIONS

Due diligence, feasibility, measurements and separating the red smarties

Understanding what type of entertainment can work for your club, your members and your *unknown* audience.

This one-day forum will explore via industry specialists and representatives ways to identify what can and can't work.

- Looking at your members and also your catchment area on what can work.
- Identifying something special and unique for your club.
- Making it work with clever and inexpensive marketing strategies and planning systems.
- Reporting and analysing, the boring bit, which will get everyone on the same page.
- How to deal with everyone from the artist, the manager, the agent, the publicist. Who are they and what do they do.
- Deals, regulations and licences. Who needs what and what do you need.

- Stage 1: From the planning stages, booking deals, doing deals and talking the language of many. Your pre-event checklist.
- Stage 2: The marketing strategy, the operation, delivery and the expectations. Your lead time action list.
- Stage 3: The analysis, reports and decisions. Your post-event report.

COME ALONG TO THIS, DARE WE SAY,
"ENTERTAINING" ONE DAY SUMMIT ON
THE WORLD OF ENTERTAINMENT..

*A series of presentations on all above topics plus a
Q & A forum with representatives from all parts of
the entertainment world.*



Date: Tuesday, July 15, 2014 – 9.30am to 4pm approx.

Venue: 99 on York

Includes: Buffet lunch and non-alcoholic beverages. Plus 1-hour post-event networking with drinks.

Cost: Members: \$280, Non-Members: \$320

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Register at www.cmaa.asn.au

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PROUDLY PRESENTED
BY CMAA

How do I obtain my ACCM Award?

THE ACCM (Active Certified Club Manager) status is a CMAA award for CMAA Members only.

This is probably the most asked question I receive from members regarding the ACCM, usually sparked by either a Zone Meeting or a colleague who has recently obtained the award.

Regardless of your motivation, the ACCM is something all professional managers should be striving to achieve. The 'ACCM' status after your name identifies to anyone you interact with that they are dealing with a manager of experience who has completed a rigorous educational requirement that endorses and ensures their professionalism.

Having said that, how do we go about obtaining this mysterious award?

The following guideline summarises the process and, hopefully, demystifies any doubts that it is too difficult to achieve.

First, let's look at the criteria, then break down the individual components ...

Industry Experience (*how long you have worked in club management*) ... **You need a minimum of 100 points.** Most managers fall into the level C/D for a medium-size club, and this generally equates to five (5) years as a manager as you obtain 20 points per year. Level A/B managers will take slightly longer and levels E/F/G slightly less. You can also obtain extra points for holding supervisory positions before you became a manager. This can be discussed, along with your current level, if you have doubt as to your current status.

Industry Activity (*what you do with CMAA*) ... **Again, you need 100 points.** These points must be obtained within a two-year period of your application and everything you do with CMAA attracts points (we set it up that way on purpose). Be it Zone Meeting attendance, Conference participation, course completions, or seminar and workshop involvement. So long as it is run by the CMAA and you attend, you will attract points. **My mantra is ...** Each year, attend two Zone meetings (20 points) and complete one ACCM course with CMDA (25 points) – this also helps you complete the educational criteria. This gives you 45 points each year. Slip in a Conference (mandatory) within the two years

and you have more than 100 points.

Educational Criteria – Now, this is the sticking point with most applications. I am sure you would expect that dealing with an Accountant with CPA after their name requires that person to possess a certain level of qualification in order to have that CPA status. The same applies to the ACCM. To qualify, you must possess five 'mandatory' subjects – **PLUS** 50 'elective' points of study that are offered.

The 'elective' area has three options that may be used to gain the 50 points ...

Option 1 is the traditional accredited CMAA course listing, where each course completed gives you five (5) points;

Option 2 covers studies that are equivalent to our (accredited) course listing, but belong to other qualifications. Each is worth five (5) points;

Option 3 is for professional development activity completed with CMDA that enhances your professionalism within the industry. Each is worth two (2) points. You can use all three options to obtain the 50 points required.

The required units of study can be completed through the CMAA, or other providers (RTOs). In some cases, you may apply for Recognition of Prior Learning (RPL). Whatever avenue you choose, we must verify your competence in each area. This may involve matching qualifications in related courses, such as University Degrees. If you are in doubt as to where you stand, simply contact **CMAA Training Course Administrator BRAD JONES** with a transcript from your training provider so that we can check the course codes and advise your status.

The application, guidelines and complete list of educational units required can be found on the CMAA website – www.cmaa.asn.au. Click on the 'Awards' tab ... then click on 'ACCM'. Once you have read the documentation, you are welcome to contact **Brad Jones** E: brad@cmma.asn.au, or P: **02 - 9746 4199** to discuss your current status and how to plan for awarding your ACCM at the next Conference.

Remember ... everything you do with CMAA helps to obtain your ACCM. ■



■ **ABOVE:** Lisa Caswell, Secretary Manager at The Bay Sports Club, Bateau Bay, received her ACCM Award from CMAA Federal President Bill Clegg, ACCM at the CMAA AGM at The Dome in March.

■ **BELOW:** CMAA Training Course Administrator BRAD JONES.

The 'ACCM' status after your name identifies to anyone you interact with that they are dealing with a manager of experience who has completed a rigorous educational requirement that endorses and ensures their professionalism.



Women *in* Leadership Summit

THE 2014 SERIES



A day of inspiration, knowledge and development for all managers and associates in the club industry. **Open to men and women!**

Gain valuable insights into the world of female leadership; the challenges, the opportunities, effective management and an understanding from all perspectives.

TWO ONE DAY SUMMITS

NSW – 26th August 2014 – Castle Hill RSL

QLD – 10th September 2014 – Kedron Wavell Services Club

Hosted and facilitated by Radio Broadcaster, TV Presenter and Author **Susie Eleman**

“Susie will share her funny, controversial and insightful experiences of being a woman in the ‘media male madness’ and also touch on her well received and in demand topic “How to find your Gee-Whizz Factor”

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.



Mastering Critical Conversations: Nevine Neill

Building and maintaining effective relationships can be critical and sometimes challenging. Over 70% of stress experienced in the workplace is around handling challenging communications.

With a Bachelor of Business, majoring in Accounting and an accredited Public Relations Practitioner, Executive Coach and Associate with the Institute for Independent Business. Nevine is also accredited as a Hogan practitioner.



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



QLD
Peta Ward
GM Norths Devils
Leagues Club



QLD
Anne Stovin
CEO Currumbin
RSL

Cost: Members – \$290. Non members – \$330 (plus GST).

Cost Includes: Lunch and Post ‘Champagne Network Hour’ hosted by Robert Oatley Wines.

CMAA Members will receive 13 points for attending the day

Book online now at www.cmaa.asn.au

Bookings close on: NSW – Monday 18th August and QLD – Monday 1 September

Proudly supported by:

Leadership remains one of the great challenges for modern managers

Executive Leadership Development Program – Pilot

"... to be able to inspire my team and mould behavior and culture better."

".... to better understand how to inspire staff to achieve a common goal. Be a better leader."

".... to become a better leader and grow my ability to motivate and strengthen my team."

"... I want to improve as a leader. You never stop learning and I want to develop into a better leader."

THESE WERE the responses from a number of the participants on the **Executive Leadership Development Program** that commenced in March. This first program is a 'pilot' program and was designed in recognition that the complexity of the running of a modern club at a CEO, or Executive Management, level requires increased and more sophisticated leadership capability.

It's an intensive program consisting of ...

- five, one-day workshops;
- a 360-degree review of leadership behaviours;
- one-on-one Executive Coaching sessions;
- a group project.

Having just completed the second workshop and one on-one coaching sessions, feedback is extremely positive.

With each of the workshops focussed on a core related theme, this is an integrated, intensive and comprehensive learning environment where participants reflect on their current practice, explore relevant theory and best practice, learn from each other, establish a great network and implement learning immediately back into their Club.

One of the highlights so far was an open dialogue with Steve Cox, the Managing Director of Dymocks, about the challenges and opportunities he is responding to, leading an organisation dealing with significant change in an industry which is rapidly evolving.

His leadership story touched on a number of the areas being explored on the program ...

- how do you go about leading teams, leveraging your own style and creating a legacy?
- what is the impact of culture and how do you ensure your organisational culture is aligned to your business?
- how do you ensure you are clear about your strategy, your customer offering and then consistently deliver what your segmented customers expect?
- how do you ensure people are clear about what is expected of them, the opportunity that this creates and then create an environment for them to succeed?

The success of this program is what the participants do back in their clubs. Subsequently, it has been pleasing to hear that the program's participants have identified ways in which the program has already informed and enhanced their leadership approach, ultimately enhancing their club. ■

➤ The second **Executive Leadership Development Program** will start in **July**. Register your interest early as **only 12 spaces are available**.

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July 2 another significant date for Arthur

THERE ARE a few memorable days that mark Arthur Lysaught's 41-year career in clubs.

The first was his 21st birthday – Friday, April 6, 1973 – when he started at the Grafton City Bowling Club as a permanent bar steward.

"The Thursday, when I arrived in Grafton, was Jacaranda Day and it was a huge celebration – especially for a 'bush boy' from Moree," Arthur recalled. "There were plenty of people around and the Army boys were in town. There were wild brawls up and down the main street and I stood there watching and thinking ... what have I done? It eventually all got sorted out and things went back to normal. I decided not to go home to Moree and these days, I'm considered a local."

Arthur had been working on the road for J.F. Barter Luxaflex selling venetian blinds and was looking for something that would allow him to settle down and work in Grafton, close to home and, eventually, his new wife, Johanna. The Lysaughts turned the calendar on their 41st wedding anniversary last December and have three children – John, Matthew and Ainsley – and eight grandchildren.

Arthur at the bowling club for just on four years, leaving on April 15, 1977.

The following day – April 16 – was the next career milestone for Arthur, when he started work at Grafton District Services Club to gain experience in a larger venue with the long-term plan to make his career in the Club Industry.

"The initial role at the Grafton District Services Club was as what was called a 'Floater', filling in for all permanent employees who were on annual leave ... bar steward, change clerk, door supervisor, office clerk, pay officer ... anything that needed doing," Arthur said.

Around 13 months later, he was appointed Sub-Assistant Manager, moving on to permanent night. The Acting Assistant Manager role followed in May 1979, then – a month later – Arthur, aged 27, suddenly found himself at the Secretary Manager's desk on a three-month trial. At that time, he was the youngest person appointed to manage a Grade 8 (the ranking system used in those days) club.

"It certainly was a fast transition from when I walked in the doors to taking on the top job, but I had good teachers and mentors along the way and the board was very supportive of my taking over ... they were exciting days," Arthur said.

Seeking a point of difference for his club,



Arthur packed his bags and headed to Seagulls Leagues Club where highly-respected boss Col Hayes was doing impressive things with innovative daytime promotions. "Col generously allowed me to watch the promotions in action and gave me some invaluable advice about making these ideas successful," Arthur recalls. "It shows how quality survives the test of time, but we are still running upgraded versions of some of those promotions today in the club ... people appreciate having fun – and that never gets old."

Arthur will pull up stumps as General Manager at Grafton District Services Club on July 2. "It has been a wonderful career in clubs and I'm grateful to everyone who has supported me along the way," Arthur said. "I'm proud to say that during my 35 years here, we have never had a trading loss, and that's a big thing. We have done five major renovations and refurbs – with another one on the drawing board – and we have helped a lot of people in our Grafton community."

Gary Williams came to the club as an accountant almost 25 years ago and has worked beside Arthur in building the club's profile and community contribution. With Operations Manager Nathan Whiteside, Gary will take over the reins from Arthur. "It has been a great year working with these two very talented young managers who will take the club in new and exciting directions."

Arthur and Jo holidayed in Canada last year and are planning a return in 2016, but the priority is a road tour at home with the Great Ocean Road, Uluru, the Alice and Darwin on the schedule.

There's a group of golf mates waiting on the 1st tee and a fishing boat in the shed that Arthur bought a few years back that still hasn't emptied a tank of fuel.

"The club is in good hands, so I can relax and enjoy what's next," Arthur concluded. ■

■ Arthur Lysaught will pull up stumps as General Manager at Grafton District Services Club on July 2.

It has been a wonderful career in clubs and I'm grateful to everyone who has supported me along the way. I'm proud to say that during my 35 years here, we have never had a trading loss, and that's a big thing. We have done five major renovations and refurbs – with another one on the drawing board – and we have helped a lot of people in our Grafton community."

CMDA courses back on the road, again

Tamworth Regional Managers Summit – July 22 & 23

THE CMAA North West State Zone Committee recently requested we deliver a **General Management Summit** in their zone after hearing great feedback about a similar summit we produced in Toowoomba, Queensland, late last year.

Our strategy is to 'transport' as much professional development opportunities to members as possible, given both the economic and physical constraints that we normally face taking courses and summits 'on the road'.

To this end, we rely strongly on the individual zone members to support the event and encourage as many people to attend as possible.

This Summit will be delivered at the **Tamworth Diggers Club** in **July**, over two days for a combined total of nine hours of professional development.

We will start mid-morning on **Tuesday, July 22**, and finish mid-afternoon on **Wednesday, July 23** to allow members access the event with minimal time out of their clubs.

For those members who wish to attend, the CMAA will host a **Division E – North West State Zone, Far North Coast Zone, Mid North Coast Zone, Mid State Zone – Meeting** on **July 23**.

Some of the topics to be covered in the Summit are ...

- environmental sustainability and business with the Department of NSW Environment;
- BDO presenting Financial KPIs for clubs in slow economic times, and reviewing gaming performance;
- Ken Burgin will talk about what's hot in food and bars;
- contract caterers versus employing your own catering people;
- creating a nimble strategy;
- improving your wine list to attract new customers whilst maintaining good profitability with Robert Oatley Vineyards.

We will send out the brochure soon (if you haven't received it, yet).

Managers and directors from all zones are welcome to join us.

There will also be a two-hour **Rural Regional Managers' Forum** on Day 1 to discuss issues, so support your association and your own skills and knowledge by coming along.

Emotional Intelligence (E.Q.) Workshops with Paul Lyons – July 15 & 16

E.Q. IS a big issue coming to the fore as society develops with managers and leaders having to address the changing labour market demographic, rapidly evolving markets and regulatory changes, volatile trends in customer tastes and attitude to loyalty.

There are lots of things going on that require staff to be brilliant at performing the business activities required to build revenues and create competitive advantage.

"Unless you run a business as a reign of terror (very short-term strategy!), the only way to create long-term success is your ability to understand other people ... what motivates them and how to work cooperatively with them," says Howard Gardner, the influential Harvard theorist. **That's E.Q.**

We've arranged for our much-admired and (almost) resident master Organisational Psychologist, **Paul Lyons** to deliver two workshops in Sydney on July 15 and Brisbane on July 16.

Paul briefly presented an outline of the subject at our recent March Conference at The Dome, and it was so widely well received that we knew it was a 'hot topic' for further elaboration.

If these workshops are successful, we will run more at other centres for members.

As individuals, our success – and the success of the Club Industry today – depends on our ability to read other peoples' signals and react appropriately to them.

Therefore, each one of us must develop the mature emotional intelligence skills required to better understand, empathise and negotiate with other people. ***Source:** <http://psychcentral.com/lib/what-is-emotional-intelligence-eq/0001037>

The essential premise of **E.Q.** is ... to be successful, requires the effective awareness, control and management of one's own emotions, and those of other people.

E.Q. embraces two aspects of intelligence:

1. Understanding yourself, your goals, intentions, responses, behaviour and all.
2. Understanding others, and their feelings.

Spend the day with **Paul Lyons** to find



■ Paul Lyons

out what **E.Q.** is all about and how can it help you. Can it be measured? How can I develop **E.Q.** skills? How can I use it to improve the success of my venue?

Put **July 15** or **July 16** in your diary for a day – an opportunity – not to be missed. ■



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Courses coming up! By State

Program Name	Unit Code	Date	State	Venue	Price	Amount	Start	Finish
Victorian courses								
Duty Manager Program Victoria - Session 2		03/06/2014 - 04/06/2014	Vic	Yarraville Club	M	\$600.00	09:30am	05:00pm
			Vic		Pub	\$660.00	09:30am	04:30pm
Customer Service Dynamics		03/07/2014 - 03/07/2014	Vic	Italian Australian Club, Morwell	M	\$308.00	09:30am	05:00pm
					Pub	\$330.00	09:30am	05:00pm
Queensland Courses								
Paul Lyons Emotional Intelligence	Workshop	16/07/2014	QLD	Brisbane TBA			09:30am	05:00pm
Supervisor Boot Camp	SITXHRM301	23/07/2014 - 06/08/2014	QLD	Geebung & Greenbank RSL's	M	\$750.00	09:30am	04:30pm
			QLD		Pub	\$950.00	09:30am	04:30pm
Monitor Work Operations	SITXMGT401	23/07/2014 - 24/07/2014	QLD	Geebung - Zillmere RSL	M	\$330.00	09:30am	05:00pm
			QLD		Pub	\$365.00	09:30am	04:30pm
Coaching Skills	SITXHRM301	05/08/2014 - 06/08/2014	QLD	Greenbank RSL	M	\$330.00	09:30am	04:30pm
			QLD		Pub	\$365.00	08:30am	05:00pm
Women in Leadership Summit		10/09/2014 - 10/09/2014	QLD	Kedron- Wavell Services Club	M	\$319.00	08:30am	05:00pm
					Pub	\$363.00	08:30am	05:00pm
New South Wales Courses								
Board Governance, The Company Secretary, and the General Manager	Custom	28/05/2014 - 29/05/2014	NSW	Rosehill Bowling Club	M	\$352.00	09:00am	05:00pm
					Pub	\$418.00	09:00am	05:00pm
Monitor Work Operations	SITXMGT401	02/06/2014 - 03/06/2014	NSW	Rosehill Bowling Club	M	\$330.00	09:30am	05:00pm
					Pub	\$365.00	09:30am	05:00pm
Board Governance, The Company Secretary, and the General Manager	Custom	02/06/2014 - 03/06/2014	NSW	Narooma Golf Club	M	\$352.00	09:00am	05:00pm
					Pub	\$418.00	09:00am	05:00pm
Supervisor Boot Camp		02/06/2014 - 01/07/2014	NSW	Rosehill Bowling Club	M	\$750.00	09:30am	04:30pm
					Pub	\$950.00	09:30am	04:30pm
RSA	SITHFAB201	18/06/2014 - 18/06/2014	NSW	Rosehill Bowling Club	M	\$135.00	09:30am	04:00pm
					Pub	\$140.00	09:30am	04:00pm
RCG	SITHGAM201	19/06/2014 - 19/06/2014	NSW	Rosehill Bowling Club	M	\$95.00	09:30am	04:30pm
					Pub	\$100.00	09:30am	04:30pm
HR-Develop & Manage Performance - Management Processes	BSBHRM512A	23/06/2014 - 31/07/2014	NSW	Rosehill Bowling Club	M	\$600.00	09:30am	05:00pm
					Pub	\$660.00	09:30am	11:30am

Courses coming up! By State

Program Name	Unit Code	Date	State	Venue	Price	Amount	Start	Finish
Coaching Skills	SITXHRM301	30/06/2014 - 01/07/2014	NSW	Rosehill Bowling Club	M	\$220.00	08:30am	03:30pm
					Pub	\$240.00	08:30am	05:00pm
Monitor Staff Performance	SITXHRM503	01/07/2014 - 02/07/2014	NSW	Ryde-Eastwood Leagues	M	\$480.00	09:30am	05:00pm
					Pub	\$580.00	09:30am	05:00pm
Union Governance Course		02/07/2014 - 02/07/2014	NSW	Mudgee Soldiers Club		NC	01:00pm	04:00pm
Duty Manager Development Program	SITXHRM401	07/07/2014 - 30/07/2014	NSW	Ingleburn RSL	M	\$1,560.00	09:30am	05:00pm
					Pub	\$1,690.00	09:30am	05:00pm
Roster Staff	SITXHRM401	07/07/2014 - 08/07/2014	NSW	Ingleburn RSL	M	\$330.00	09:30am	05:00pm
					Pub	\$365.00	09:30am	05:00pm
Duty Manager Development Program	SITXHRM401	07/07/2014 - 30/07/2014	NSW	Ingleburn RSL	M	\$1,560.00	09:30am	05:00pm
					Pub	\$1,690.00	09:30am	05:00pm
Manage Workplace Relations		09/07/2014 - 10/07/2014	NSW	Ryde-Eastwood Leagues	M	\$330.00	09:30am	05:00pm
					Pub	\$365.00	09:30am	05:00pm
Executive Leadership Development Program		09/07/2014 - 04/02/2015	NSW	Sydney	M	\$4,400.00	09:30am	05:00pm
					Pub	\$4,950.00	09:30am	05:00pm
Paul Lyons Emotional Intelligence	Workshop	16/07/2014	NSW	Sydney TBA			09:30am	05:00pm
Manage Physical Assets	SITXFIN601	15/07/2014 - 17/07/2014	NSW	Rosehill Bowling Club	M	\$440.00	09:30am	05:00pm
					Pub	\$485.00	09:30am	05:00pm
Entertainment Summit		15/07/2014 - 15/07/2014	NSW	99 on York	M	\$280.00	09:30am	05:00pm
					Pub	\$320.00	09:30am	05:00pm
HR-Manage Recruitment, Selection & Induction Processes	BSBHRM506A	28/07/2014 - 27/08/2014	NSW	Rosehill Bowling Club	M	\$600.00	09:30am	05:00pm
					Pub	\$660.00	09:30am	05:00pm
Leadership Behaviour & their Impact on Company Culture		29/07/2014 - 30/07/2014	NSW	Ingleburn RSL	M	\$480.00	09:30am	05:00pm
					Pub	\$580.00	09:30am	05:00pm
HR -Implement & Monitor WHS Policies, Procedures & Programs to meet Legislative Requirements	BSBWHS401A	04/08/2014 - 10/09/2014	NSW	Rosehill Bowling Club	M	\$660.00	09:30am	05:00pm
					Pub	\$726.00	09:30am	11:30am
Women in Leadership Summit		26/08/2014 - 26/08/2014	NSW	Castle Hill RSL Club		\$319.00	08:30am	05:00pm
						\$363.00	08:30am	05:00pm

Day	Date	Meeting	Venue	Zone
JUNE				
Tuesday	03/06/2014	11:00	Kingsgrove RSL Club	St George Cronulla Zone Meeting & Lunch
Tuesday	03/06/2014	5.45pm	Yarraville Club	Victorian Zone AGM & Dinner
Tuesday – Wednesday	03-04/06/2014	10:00	Narooma Golf Club	Far South Coast Zone Dinner & Meeting
Wednesday	04/06/2014	10:00	Cherry Street Bowling Club, Ballina	Far North Coast Zone Meeting & Lunch
Thursday	05/06/2014	11:30	Kedron Wavell Services Club	Combined Qld Zones Meeting & Qld Bursaries Lunch
Thursday	05/06/2014	11:30	Liverpool Catholic Club	Nepean Zone Workshop, Meeting & Lunch
Monday	09/06/2014		QUEEN'S BIRTHDAY – PUBLIC HOLIDAY	QUEEN'S BIRTHDAY – PUBLIC HOLIDAY
Tuesday	10/06/2014	10:00	Sawtell Bowling Club	Mid North Coast Zone AGM & Lunch
Friday	13/06/2014	11:00	Bomaderry Bowling Club	Illawarra Shoalhaven Zone Meeting & Lunch
Tuesday	17/06/2014	13:00	Jupiters Casino, Gold Coast	CMAA Federal Executive Meeting
Wednesday	18/06/2014	09:00	Jupiters Casino, Gold Coast	CMAA Federal Council Meeting
Wednesday	18/06/2014	13:00	Jupiters Casino, Gold Coast	CMAA Members' General Meeting
Wednesday – Friday	18-20/06/2014	09:00	Jupiters Casino, Gold Coast	CMAA Mid-Year Conference
Saturday	21/06/2014	11:00	Gold Coast Turf Club	Gold Coast Zone & Brisbane Zone Charity Race Day
Wednesday	25/06/2014	07:30	Club Toukley	Central Coast Zone Meeting & Breakfast
Thursday	26/06/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
Friday	27/06/2014	11:00	Randwick Bowling Club	City & Eastern Suburbs Zone Bowls Day & Cocktail Party
JULY				
Wednesday	02/07/2014	15:00	Wellington Soldiers Club	Mid State Zone Meeting & Dinner
Sunday – Tuesday	20-22/07/2014	09:30	Griffith Ex-Services Club	Riverina Murray Zone Dinner & Meeting
Tuesday	22/07/2014	08.30	Port Douglas Resort	Queensland State Zone Meeting & Workshops
Tuesday – Wednesday	22 – 23/07/2014	09.00	Tamworth	Regional Club Managers Summit
Thursday	24/07/2014	11:00	Beach Club Collaroy	Manly Northern Suburbs Zone Mid-Year AGM & Lunch
Thursday	31/07/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
AUGUST				
Tuesday – Wednesday	05-06/08/2014	09:30	Inverell RSM Club	North West State Zone Meeting & Dinner
Wednesday – Friday	13-15/08/2014		Sydney Exhibition Centre @ Glebe Island	Australasian Gaming Expo – AGE2014
Wednesday	13/08/2014		ROYAL QUEENSLAND SHOW DAY – QLD	ROYAL QUEENSLAND SHOW DAY – QLD
Tuesday	26/08/2014	07:00	Richmond Golf Club	Nepean Zone Charity Golf Day
Wednesday	27/08/2014	10:30	TBA	Hunter Zone Meeting & Lunch
Wednesday	27/08/2014	10:00	Queensland Irish Club	Brisbane Zone Workshop, Meeting & Lunch
Thursday	28/08/2014	11:00	Kew Golf Club	Great Lakes Zone Meeting & Lunch
Thursday	28/08/2014	07:30	The Grange Golf Club, Kembla Grange	Illawarra Zone Charity Golf Day
Thursday	28/08/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
SEPTEMBER				
Tuesday	02/09/2014	11:00	St George Masonic Club	St George Cronulla Zone Meeting & Lunch
Tuesday – Wednesday	02-03/09/2014		Batemans Bay Soldiers Club	Far South Coast Zone Conference, Dinner & AGM
Tuesday – Wednesday	09-10/09/2014		Yamba Bowling Club	Far North Coast & Mid North Coast Conference & Meeting
Wednesday	10/09/2014		Kedron Wavell Services Club	Women in Leadership Summit
Monday – Thursday	15-18/09/2014		Crown Convention Centre, Melbourne	RSL & Services Clubs Assn 13th Annual Conference
Tuesday	16/09/2014	11:00	TBA	Gold Coast Zone Workshop, Meeting & Lunch
Tuesday	16/09/2014	07:30	Kogarah Golf Club	St George Cronulla Zone Golf Day
Wednesday	17/09/2014	10:00	Central Coast Leagues Club	Central Coast Zone AGM & Lunch
Thursday	18/09/2014	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
Tuesday – Wednesday	TBA	11:00	Yamba Bowling Club (TBC)	Far North Coast Zone & Mid North Coast Zone Conference
Thursday	25/09/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
Monday	29/09/2014		FAMILY & COMMUNITY DAY – ACT	FAMILY & COMMUNITY DAY – ACT
Tuesday – Thursday	30/09-02/10/14		Sands Expo & Conv Centre, Las Vegas	Global Gaming Expo – G2E
OCTOBER				
Monday	06/10/2014		LABOUR DAY – NSW & QLD –	LABOUR DAY – NSW & QLD – PUBLIC HOLIDAY
Saturday – Tuesday	11-14/10/2014		Gold Coast Convention Centre	ClubsNSW Annual Conference & Trade Expo
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
Thursday	30/10/2014	09:30	Sydney Olympic Park	CMAA Federal Executive Meeting
NOVEMBER				
Tuesday	04/11/2014		MELBOURNE CUP DAY – VICTORIA	MELBOURNE CUP DAY – VICTORIA
Friday – Sunday	07-09/11/2014		Sheraton Mirage Resort & Spa, Gold Coast	Leagues Club Australia Annual Conference
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	TBA	Hunter Zone Meeting & Xmas Lunch
Friday	28/11/2014	11:00	Labor Club Weston Creek	ACT Zone Christmas Bowls Day
Friday	28/11/2014	TBA	Ettalong Beach Club	Central Coast Zone Xmas Function
Friday	28/11/2014	09:00	TBA	CMAA Federal Executive Meeting
Friday	28/11/2014	10:30	TBA	CMAA Federal Council Meeting
Friday	28/11/2014	12:30	TBA	CMAA Sponsors Appreciation Lunch

Far North Coast Zone Bowls Day

THE SPORT of lawn bowls was the 'big winner' when 124 'budding champions' rolled up at the Evans Head Bowling Club for the annual Far North Coast Zone CMAA Secretary Managers Bowls Day on May 6. Two games of 10 ends was on the playing schedule with a mix of regional champions and extreme novices travelling from as far away as Ocean Shores, Grafton and many destinations in between with the 'bowlers' including managers, directors, staff and industry trade suppliers. Funds raised on the day – around \$3,000 – will be added to the Zone's manager education funds. Thanks to the many representatives who supplied most of the numerous raffle prizes and auction items. As usual, Zone Secretary Roger Hong – the General Manager at Evans Head Bowling Club – with his staff and directors were superb hosts and make this the highlight of the Zone social calendar. Far North Coast Zone's next event will be the combined Conference with Mid North Coast Zone at Yamba Bowling Club in September. ■



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Gold Coast bowls clubs hit tournament jackpot

■ **ABOVE:** Champions Brett Wilkie and Lynsey Armitage, from Club Helensvale, share the moment with Tourism and Events Minister Jann Stuckey and Gold Coast acting mayor Donna Gates.

■ **BELOW LEFT:** Bowls Australia CEO Neil Dalrymple ... 'key initiative'.

■ **BELOW MIDDLE:** Club Helensvale's well-kept rinks.

■ **BELOW RIGHT:** Club Helensvale General Manager Len Brunt ... 'lifting our profile'.

By **HENRI LACH**

EMERGENCE OF the Gold Coast as a burgeoning lawn bowls Mecca of Australia is a shot in the arm for the tourist strip's bowls clubs.

Often regarded as financially poor relatives of the Licensed Clubs Industry on the Coast, a number of these clubs have fallen by the wayside in recent years.

Hard work by professional administrators was the key to salvation of others.

Those devoid of this level of expertise nevertheless are about to get substantial recognition for their very existence.

A major boost comes from a deal between Queensland Tourism Events, the Gold Coast

City Council and Bowls Australia that will see the Australian Bowls Open contested on the Gold Coast for the next five years.

The first of the tournaments will be played on the Coast from June 13 to 25 in 2015 at various venues.

A roster of participating clubs will be drawn up in the next few months.

Hot on the heels of that announcement came news that the Gold Coast is in the running to grab the World Bowls Champion of Champions tournament in 2015, as well.

Club Helensvale, a major bowls club on the coast, is the preferred venue to host the event.

Again, final arrangements won't be made until later this year.



- Meanwhile, the Australian Open is described as the southern hemisphere's largest lawn bowls event. It was Victoria's domain for the past 10 years, since its inception.

Bowls Australia CEO Neil Dalrymple sees the Open's move to the Gold Coast as "a key initiative for the sport's growth in Australia".

"It's a partnership between us, the State Government and Gold Coast City Council. There's been significant agreement between the parties," Mr Dalrymple added.

The agreement will see the tournament expand from a five-day competition to a 13-day lawn bowls festival.

An excited Queensland Events & Tourism Minister Jann Stuckey predicts the Open will generate \$45 million for the Gold Coast economy, with an influx of more than 4,000 competitors over the five-year contract.

Ms Stuckey described it as "a real coup for Queensland and the Commonwealth Games hosting city, and a boost for tourism".

"Lawn bowls is a core sport of the Commonwealth Games. Securing this event ahead of the Gold Coast 2019 Commonwealth Games further demonstrates our ability to host high-calibre sporting events," she enthused.

Gold Coast Acting Mayor Donna Gates agrees ... "This will boost the Coast's sporting portfolio and reputation."

Major licensed club bosses are a little more reserved in their enthusiasm, but they agree the event will have a broad spin-off.

CMAA Federal Executive Member and Gold Coast Zone President Steve Condren, the General Manager of the Southport Surf Club, is a pragmatist.

"I strongly support any event that comes to the Coast," he said. "We need as



A major boost comes from a deal between Queensland Tourism Events, the Gold Coast City Council and Bowls Australia that will see the Australian Bowls Open contested on the Gold Coast for the next five years.

many as we can get. Anything that promotes tourism here is a good thing."

The newly renovated Musgrave Hill Bowls Club is among contenders for some of the Open games.

"We now have wonderful facilities here and I expect we won't miss out," said Administration Officer Barbara Fisher.

Club Helensvale General Manager Len Brunt expects a wash up from the Open, but he saves his most emphatic enthusiasm for the World Bowls Champion of Champions tournament that look like landing on his doorstep in November next year. "This will be another step in lifting our profile as one of the major clubs in Australia," Len added.

Negotiations to bring the tournament to the Gold Coast were still in progress as this issue went to press, but all parties involved were confident of a positive result.

"It's a commercial arrangement between World Bowl and Bowls Australia and negotiations are going well," Bowls Australia's Neil Dalrymple added. "I have no doubt that Club Helensvale will do a fantastic job in hosting this event." ■

■ **ABOVE:** The newly renovated Musgrave Bowls Club.

■ **BELOW:** Musgrave Bowls Club Administration Officer Barbara Fisher ... confident of inclusion.



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Directors beware of personal liability for PAYG, super

IN JULY 2012, the ATO's powers to pursue directors were substantially increased.

In particular ...

- A Director Penalty Notice (DPN) may now be issued in respect of unpaid Superannuation Guarantee Contributions (SGC) as well as PAYG;
- If the PAYG/SGC has been outstanding and unreported for three months then the issue of a DPN automatically creates a liability for the director(s) to who the notice is issued;
- The liability can extend to associates of directors, including spouses, parents, siblings and children in certain circumstances;
- The ATO can deny the director(s) access to PAYG deductions relating to their personal employment.

Following these changes, we saw little action by the ATO to assert these new powers. However, in recent months, as part of the ATO's new 'Firmer Action' approach, we have seen a notable increase in the number of DPNs being issued pursuant to these new laws.

Reduce Your Risk

If it becomes clear that a club will struggle to meet its ongoing PAYG/SGC liabilities, the directors and management need to take immediate action, to ensure a DPN is not issued as there are limited defences available to avoid personal liability.

Important considerations ...

- Ensure all reporting requirements are lodged on time, even if the club has no capacity to pay;
- Consider a formal ATO payment arrangement, if unable to pay in full;
- As an involuntary creditor, the ATO is often the last to be paid, when a club faces financial difficulty. This priority needs to be reconsidered;
- As part of the annual audit, a proper reconciliation of PAYG and SGC liabilities to wages is undertaken. These liabilities should then be matched against actual payments;
- If you are considering becoming a club director, you need to check the PAYG/SGC position as it is possible for new directors to be deemed liable after only 30 days of commencing their role;
- Consider retiring as a director if the club is not going to take appropriate action. However, this will not exclude you from being personally liable during the periods in which you were a director;
- If you have retired as a director, ensure ASIC records are updated as the Commissioner is entitled to rely upon this as an accurate record.

BDO Can Help

For more information on common traps for directors and for insight into options available to avoid personal liability, if you receive a DPN, contact **ATLE CROWE-MAXWELL**, Tourism, Leisure & Hospitality Team Leader P: 02 - 9240 9845, or E: atle.crowe-maxwell@bdo.com.au ■



■ Atle Crowe-Maxwell

eBET receives regulatory approval for Victoria

eBET LIMITED has received the required regulatory approval to operate in Victoria from the Victorian Commission for Gambling and Liquor Regulation (VCGLR).

Tony Toohey, eBET's CEO and Managing Director, said this was a crucial approval for eBET's entry into Victoria, the third largest gaming market in Australia. "It demonstrates our commitment to enter the Victoria market and continue our national expansion strategy," Mr Toohey added. "We are excited to now be able to offer eBET's wide range of gaming products and services to licensed venues in Victoria."

eBET also announced that it has been selected as the preferred gaming technology provider to the Mercury Group, a major gaming group in Victoria.

The opportunity is estimated to be worth a minimum of \$2.6 million in sales revenue.

The Mercury Group, which operates 1,800 EGMs across 45 venues, has selected eBET as the preferred provider of gaming systems and business intelligence technologies across the group. Through this arrangement, eBET expects to generate sales revenue of between \$2.6 million and \$3 million, commencing in the 2015 financial year, and annual recurring revenue of between \$400,000 and \$550,000.

Mr Toohey said this was a "great result" for eBET and confirmed the company's commitment to enter the Victorian market. "Victoria, as Australia's third largest gaming market, is a key element of our national expansion strategy," he added. "Having received regulatory approval, and with an important foundation client in the Mercury Group, we are confident of building a strong footprint in

Victoria to leverage our wide, and growing range of products."

eBET Limited is a leading-edge gaming solutions company that is listed on the Australian Securities Exchange (ASX: EBT) and has its headquarters in Sydney. The eBET Group of companies provide integrated gaming solutions, including gaming management systems, Licensed Monitoring Operator (LMO) services and business intelligence tools and expertise. eBET's commitment to excellence, continual innovation and superior client service mean the company is expanding its presence in a growing number of markets. The company currently has international operations and commercial agreements extending to over 800 customers, operating 54,000 gaming machines in Australia, New Zealand and across Asia. ■

For more information on the eBET Group, visit www.ebetgroup.com



■ Tony Toohey

ATMs a constant challenge for clubs and managers

IN THE club and hospitality industry, ATMs are a vital asset, generating not only a fee rebate income, but also more cash in the pockets of patrons to spend in your club.

There are many ATM providers in Australia offering their services and this provides club managers with a vast choice in a vastly competitive market. This also offers the opportunity to shop around to get an improved return for your club. However, one of the biggest problems that club managers encounter is the 'fine print' in some contracts in the marketplace. There are a number of pitfalls to watch out for ...

- do you know if your contract has a roll-over clause that kicks in many months before the contract expiry date?
- are you being charged short-fall fees that you weren't aware of if your volumes don't meet the vendor's minimum levels?

Total ATM is a CMDA National Bursary Sponsor company and Director Tom Trainor says he is continually assisting clubs, hotels and convenience stores to investigate and exit these types of unfair contracts with other ATM providers.

"Unfortunately, in some cases, we cannot help," Tom added. "A club gets stuck in another contract that they don't want because they have been 'rolled over' by the existing provider."

As a club manager, the responsibility is yours to check your contract so you can improve your earnings.

"I strongly recommend you examine your contract as soon as possible, regardless of

when it expires," Tom added. "Look out for the clauses that roll you over and it's essential you give the contracted notice period you have to give."

Some notice periods can be as long as 180 business days – banking days – and the definition of this period can vary from state to state.

"At Total ATM, we believe that a successful business relationship depends on the club experiencing great customer service and satisfaction," Tom said. "We don't have rollover clauses, or clauses that lock you in or cost the club money - regardless of your turnover of transactions."

For more information on the range of **Total ATM** products and services, visit the Total ATM website – www.totalinc.com.au – or contact **Tom Trainor M: 0424 950 883** or E: tom@totalinc.com.au Total ATM will provide your club with support and assistance. ■

TOTAL ATM



■ Total ATM Director Tom Trainor.

First person to face NSW 'one punch' charges

THE MOTHER of man killed by a fatal punch says she does not care whether her son's alleged attacker was the first to be charged under tough new laws because nothing will bring her child back. *The Sydney Morning Herald* newspaper reported that Hugh Garth, 21, is the first person to be charged under the NSW Government's 'one punch' legislation after he allegedly punched and killed a nurse at a western Sydney party on May 3. Raynor Manalad, 21, was knocked unconscious outside a Rooty Hill house and died the next day in hospital. Mr Garth is the first person to face the new charge of assault causing death, which carries a maximum jail sentence of 25 years. Under new laws introduced in January, anyone who fatally punches someone while intoxicated will receive a minimum eight-year jail term. Mr Garth, 21, appeared briefly before Blacktown Local Court, where police laid two extra charges including assault causing death while intoxicated. "Hugh Bacalla Garth did when intoxicated unlawfully assault Ray Manalad by intentionally hitting [him] with a clenched fist ... thereby causing the death of Ray Manalad," the charge sheet reported. The Court heard he also faced a fresh charge of grievous bodily harm after he allegedly assaulted Myrik Ong, who was hosting the house party on Saturday. Magistrate Timothy Keady outlined a total of five charges in Court. Mr Garth's mother sat silently as her son was refused bail and told he would remain in custody until his next court appearance in July. ■

Another big quarter for Bally

BALLY TECHNOLOGIES announced record quarterly revenue of \$338 million and Adjusted EPS of \$1.10 for the three months ended March 31, 2014, which includes a \$0.05 per share loss from unfavorable foreign currency movements. Diluted earnings per share were \$0.70 for the three months ended March 31, 2014.

Ramesh Srinivasan, the company's President and Chief Executive Officer said Bally had achieved outstanding financial and operational results in the quarter which helped drive a record 26% adjusted operating margin for the first nine months of fiscal 2014 versus 23% in the prior year.

"The ongoing SHFL integration has been pivotal in many respects to our results," Mr Srinivasan added. "Our Systems business continues to be a major factor as we gain a greater share of the industry's increasing technology-related spend. On the EGM front, initial demand for our Pro Wave cabinet has been very robust, helping us to grow domestic

replacement unit sales by 25% over last quarter. Combined with SHFL's international strength, this was our highest quarterly EGM unit sale level in six years, despite the absence of Canada VLT units. We remain confident that our industry-leading innovation as evidenced by the Pro Wave platform and strength across a broad portfolio of products will help us grow our business into fiscal 2015 and beyond."

Mr Srinivasan said Bally continued to set a number of financial records this quarter, while generating significant free cash flow.

Neil Davidson, the company's Chief Financial Officer said Bally remained committed to deleveraging its balance sheet, as evidenced by the \$68 million of debt repaid during the quarter, for a total of \$101 million since the acquisition of SHFL, which lowered Bally's leverage ratio to 3.9 times. "In addition, we repurchased approximately 150,000 shares of our common stock for \$10 million during the quarter," Mr Davidson added. "We will continue to prudently utilise excess free cash flow to pay down debt with the goal of achieving a leverage ratio of 3.0 times by the end of calendar 2015." ■

Bally
TECHNOLOGIES®

mypartnerships

ATMS

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■ CashPoint ATM

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Aristocrat is a leading global provider of gaming solutions - world-class software, systems and hardware that consistently out-perform the competition.

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■ Bally Technologies Australia

With a history dating back to 1932, Las Vegas-based Bally Technologies Australia designs, manufactures, operates, and distributes advanced gaming devices, systems, and technology solutions worldwide.

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Micropower is an Australian company making, selling and supporting integrated software solutions for Australian clubs for more than 25 years and servicing more 400 clubs across golf, yacht clubs & marinas, private and social club segments.

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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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PROUDLY PRESENTED BY CMAA

Minister sets out blueprint to raise behavior standards

TROY GRANT has highlighted the “slow decline in standards and behaviour across all of our communities” during his first speech to the NSW Parliament in his new role as Minister for Hospitality, Gaming and Racing, while outlining his plans to correct it.

Mr Grant was appointed as a Cabinet minister by new Premier Mike Baird in April, and gave his first speech on May 8, using it as an opportunity to outline how the NSW Government will clean up problem drinking centres such as Kings Cross.

Dubbo's *Daily Liberal* newspaper reported that after 22 years as a police officer, Mr Grant said he was determined to tidy up the hospitality industry and called on people to take responsibility for their actions. “I had a front-row seat in witnessing the slow decline in standards and behaviour across all of our communities,” he said. “It has come to the attention of this House in the last three years that there has been an accelerated decline. As we have pursued every opportunity to

get equal rights, freedom and the like, we have abandoned parental responsibility, we have abandoned personal responsibility and we have lost our way on accountability.”

Mr Grant said resources had been poured into bringing Kings Cross under control and every effort would be made to ensure other areas of the state don't fall into the same behaviour.

He announced the Government had tendered the supply and operation of identification scanners at high-risk venues in Kings Cross. “From next month [June], up to 35 high-risk venues in Kings Cross will operate patron identification scanners that capture the name, date of birth, address and photograph of all patrons who enter those premises during specified times,” Mr Grant added. “The identification scanners will be linked to a centralised system and will alert venue staff and the police if a patron attempts to enter any high-risk premises while having a temporary or long-term banning order in place. This will be a vital tool for the police in their future work in this area.”

Mr Grant also used the opportunity to thank the man he replaced in the portfolio, George Souris, and pay tribute to former premier Barry O'Farrell. ■

ACCC wants regulation of user-generated restaurant reviews

NOW THAT anyone with an internet connection can share their opinions with a wide audience, user review websites such as TripAdvisor, Urbanspoon and Eatability are becoming the new word of mouth, and increasingly influential. But businesses are complaining about false, inaccurate and malicious reviews and say the system is open to abuse.

The Sydney Morning Herald newspaper reported that some businesses have struggled to remove negative comments from sacked staff, critiques posted by rivals, ‘revenge reviews’ written by troublesome customers and scathing reviews by hotel ‘guests’ who never stayed.

Concerned by the rise in paid-for and fake online reviews, the Australian Competition and Consumer Commission

(ACCC) has released guidelines for businesses and review platforms and made monitoring the sector a priority.

ACCC Deputy Chairman Michael Schaper said 75% of Australians used review platforms when deciding where to eat out or stay on holiday and inauthentic reviews misled consumers.

“It's time for the industry to bring its behaviour into line with ACCC expectations,” Mr Schaper said. “We would like platforms to review what's being posted up there, as well as trying to disclose as much as possible to consumers ... [about] sponsored and paid links.”

When the Accommodation Association of Australia surveyed its members in 2012 about TripAdvisor, almost 400 businesses responded and 28% said they had a review posted by

someone who never stayed at the property. More than 55% said malicious or vexatious reviews had been posted on their listing. The same number had been threatened with a negative review.

“They'd almost extort things like upgrades or free rooms with the threat of creating a bad review,” Association CEO Richard Munro said.

Review platforms should vet reviews and restrict authorship to those who had transacted with a business, he added. “We'd hope the companies would do that of their own accord and if [not] ... we'd be pushing for legislation to make that happen. The weakness in the current system is that anyone can get on and say anything they want.”

Restaurant & Catering Australia CEO John Hart said fake reviews were a huge problem for the association, estimating one in 10 reviews had “some falsehood in it”. “Generally, they're [written by] ex-staff or disgruntled neighbours, or somebody that's got an axe to grind about that venue. [They] can have a huge impact.”

Mr Hart said the ACCC guidelines did not go far enough and called for a code of conduct for review platforms.

TripAdvisor said it fought fraud aggressively, with each review going through a sophisticated tracking system. Its 200 content specialists investigated every review noted for inspection by its system and acted on any reports received. It does not verify reviews “as we believe every experience counts, not just the one where you paid the bill. If we required people to submit a receipt, then a lot of people who have had a genuine customer experience wouldn't have a voice and that goes against what we stand for.” ■





Attention Club Presidents

Your Professional Management Team Checklist

Are your Managers at the top of their game?

- ☐ Do you have the best Management Team?
- ☐ Are they well informed, across the myriad of Legislations, Acts, Governance?
- ☐ Are you protecting your club by having professional Club Managers, looking after your responsibilities and interest?

Ensure:

- ☒ Best Practice
- ☒ High Standard of Professionalism
- ☒ Corp Governance and all Industry regulations are compliant and your club is protected.
- ☒ Opportunity for your Managers to develop, network and support the Board and club on all Industry matters and club decisions.
- ☒ Ensure protection of your Club by having the best, well informed and up to industry standard Club Managers.

Consider joining your Managers in the CMAA - Club Managers Association Australia and CMDA - Club Managers Development Australia

The CMAA and the CMDA look to support all club managers with advice, professional development opportunities, networking with peers plus industry relevant news.

“Your Club, your Staff and you the Directors will benefit with best practice strategies to ensure your club has the highest standard of management practice.”

**Membership is only
\$550 per year per member**

**Fully
tax
deductible**

How to join your Managers:

- 1) List Managers names and their contact details on club letterhead along with Club contact. Email list to cmaa@cmaa.asn.au.
- 2) A CMAA Head Office representative will contact the club contact person nominated to arrange each manager to be set up in the system.

Investing in your Managers is value for money and makes professional sense.

www.cmaa.asn.au

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