

AUGUST 2017

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# NEVER SETTLE.



**Next edition of CMAA Club IQ Magazine is November 2017. Content deadline: 18 September, 2017. Feature: Finance & Planning**

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## President's Speech from the 2017 National Managers Conference

# President's Perspective



### David Hiscox President

#### **Good Morning members and welcome to this General Meeting of The Club Managers Association and the 2017 National Managers Conference.**

It is great to see so many members here and I'm sure we will all enjoy the coming days of education and networking with our peers.

I would like to acknowledge Life Members Allan Peter, David O'Neil and Grant Duffy.

Later in the meeting we will hear from the Minister for Racing, the Honourable Paul Toole MP for a short summation of what is happening in the legislative area of NSW Liquor and Gaming.

At our AGM in Brisbane, I announced to the members that we were in the process of purchasing a property for the Association's administrative office.

A purchase of this type had been the ambition of all previous Executive Boards and for various reasons never eventuated. On the Tuesday the 20th of June the Association finalised the acquisition of 23 Forest Road Hurstville. This property is in a brand new building on the fringe of Hurstville, located on the ground floor with some 250 meters of space to house our administration.

The property was purchased for \$1,100,000 of which \$700,000 is funded through borrowings. Architects have now been appointed and work will begin on the design and then the tendering the works to appropriate builders. A budget of between \$250,000 and \$300,000 has been allocated for the fitout.

It is anticipated that we will occupy the new space sometime early November. We will keep you posted on progress and how the building develops. On the industrial front it seems that what's old is new again with a level of industrial unrest unseen in our industry for many years bought about by the Fair Work Commissions decision on penalty rates and the review of the modern awards.

Federal Secretary Allan Peter will provide details in his report, but it has been interesting and challenging as our association sits in the middle of the Clubs Australia and United Voice's exchanges. These exchanges have been most noticeable in Queensland with United Voice picketing clubs and trying to coerce clubs into signing agreements guaranteeing that they will not remove penalty rates.

Rest assured the Executive has maintained contact with all the parties, particularly Clubs Australia Industrial and has strongly articulated our concerns in relation to the employment conditions of our members in any move to the Hospitality Award, these concerns

have been detailed in recent communications to members.

CMMA continues to be an intergral party to the negotiations between CAI and United Voice.

This year's Country Managers Conference was held in Cessnock, and what an outstanding event with over 140 managers and trade representatives attending this year. Planning for next year's conference is already underway with a decision on the location imminent. Next year's Country Manager Conference will also be the location of the Associations Annual General Meeting in May, another first for the Association. Thanks to the committee of country managers who put in a lot of time and effort organising the event and working collaboratively with head office. In Victoria clubs have now waited for almost 2 years for a decision on gaming machine ownership and a new tax regime and the introduction of TITO without resolution.

Federal Councillor Grant Duffy reports that Darebin City Council in Melbourne's North East has moved to blacklist sporting clubs that are supported by Poker Machine Revenue.

One of the club's that could be adversely affected, Northcote Football Clubs, Manager Dennis McNiece is reportedly shattered stating "this decision will impact on jobs, impact on sport and impact on community overall".

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**“This year’s Country Managers Conference was held in Cessnock, and what an outstanding event with over 140 mangers and trade representatives attending this year.”**

Apparently not just clubs with Poker Machines are affected, but clubs supported by clubs with poker machines are also being roped in. Northcote’s ongoing tenure at their home, council oval is under threat.

Darebin Councillor Susan Rennie is reported to have said “You can’t be in the sport and wellbeing business and also be in the pokies, misery and addiction business.” Maybe the time has come to remove local government from being involved in decisions affecting bona fide license holder.

From the 1st of April Victorian clubs will receive some relief in relation to Gaming regulations; no longer will a club have to seek permission form the Commission of Gaming Liquor Regulation to move the position on the floor of a machine, this previous approval was to move a machine currently owned and operated within the confines of an existing operation.

From the 1st August Victorian clubs will also see the introduction of more restrictive smoking regulation, these bans in food areas are similar as those introduced previously in NSW. Trading in Qld has been relatively soft in the first half of the year, in particular the regional clubs are doing it tough as a result of the mining downturn.

Representatives from CMAA, RSLs, Golf, Surf Lifesaving, Bowls and Leagues Clubs has been formed with the intention of commencing conversations with the State Government in relation to the club industry such as a relaxation of the indexation of gaming tax, direction of all wagering into the future, club access to multi terminal gaming, extended trading hours and competition equality with ending casinos in South East Qld it is interesting that a group such as this is required as you would think

that representations to government should be made on behalf of clubs by Clubs Queensland.

The new licensing regulations came into effect on July 1st, requiring venues in safe night precincts to operate an ID scanner at their licensed premises. Fortunately there are only a couple of clubs in Qld who are affected.

The now imminent merger of Tabcorp and Tatts will mean more disruptions for clubs in Qld. Tabcorp has sold its monitoring business Odyssey to a Tasmanian interest, pending the merger. Qld will continue to have 2 monitoring companies, maxgaming and Odyssey. On the Tatts front, the roll out of upgraded ATB wagering terminals has finally begun, and the long awaited self-service terminals are also being installed.

In closing thank you to all for all attending the Conference and supporting your Association, as always on behalf of the Executive I would like to pass on our thanks to Ralph and to all of the great staff who support the Association and you our members.

Finally it is also reported that the Queensland Zones have supported all their members in what have been traumatic times, the loss of Johnathon Thurston and Darius Boyd and the 7 previous changes for the deciding State of Origin has sent ripples through the club industry. As an objective and unbiased observer it is great to see that the Queenslanders have reverted to a tried and tested strategy to address this and have turned to their great friend Victoria to cover these losses, a true State of Origin.



## Executive Officer's Report

# 2016 Wrap Up

## Ralph Kober Executive Officer

### **I am pleased to present the Executive Officer's mid-year Association report.**

2017 is proving to be a busy year for the CMAA across all areas with some significant outcomes that have helped to ensure the Association remains relevant and attractive to our existing members and those considering joining.

With regard to the Sponsorship portfolio the CMDA sponsorship is now capped and trade are managed into various tiers depending on contribution and coverage. These tiers include Zone, Multi Zone, State, Trade, Bronze, Silver, Gold levels with our major Partner Hostplus retaining the Platinum level.

Membership is tracking well with approx. 1900 members. Of course we are always wanting to increase our membership numbers in all states and would see a target of over 2000 members as aspirational. Membership gender breakdown stats reflect a membership of 68% males to 32% females which has been a fairly consistent ratio for the past few years. This is pleasing considering that the Association had, I am told, only a handful of female members in the 1970s.

New members are asked what's their reason for joining and it is interesting that they overwhelming order the following in importance; Career Development, Industry Support and Networking.

The move to the CMAA Club IQ Fortnightly EDM and CMAA Club IQ Quarterly Magazine has seen a consistent increase in downloads and click throughs .. with the majority of all CMAA communication being read on a phone!

With regard to the CMDA, our 1-day summits such as the Gaming Summit held recently attracted over 100 delegates with a number of zones requesting it be scheduled in their areas as well. We will be releasing a number of multi topical 1-day summits for the rest of the year including Marketing Management in August, F&B Management in conjunction with the Fine Food Show in Sydney in September, and the ever popular Finance & Strategy Summit in October and November.

This year's NSW Country Club Manager Conference held at the Cessnock Leagues Club broke all previous attendances with close to 140 regional and country managers participating. Next year's event is possibly going to be in Lismore as a show of support to the town and local clubs in their rebuilding as a result of the devastation of the recent floods.

We are now working with the Qld zones to put together the inaugural Qld Regional & Country Managers conference in Cairns in October. Finally, we will be launching a number of new courses such as Gaming Management, Board Communication, and the Legal

& Compliance Registered Clubs Program.

With respect to the Association's HO location, Members have been advised that a premises at 23 Forest Rd Hurstville has been purchased and the HO team will be moving to it by end November this year. The purchase will ensure that the Association has an appreciating asset into the future sustaining its existence long term.

Allan has briefed you on the ever-changing IR area with respect to the future of the modern award and the implications to it if it is revoked, and the arduous corporate governance regime the CMAA and other Registered Organisations must adhere to, to ensure continue registration as a representative body of members.

I would like to congratulate all of the Zone Committees who have worked with HO to ensure that communication between HO, the Federal Executive board and members has been enhanced and their support of all of the initiatives presented to members as part of the Association's Strategic Plan.

Finally, I would like to acknowledge the ongoing efforts of the CMAA HO team who work tirelessly to ensure that your needs are met. Have a great conference.

Ralph Kober







## AFFILIATE PROGRAM

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You are eligible to become a CMAA Affiliate if you are not employed as a manager in a hospitality venue.

Examples of the type of job roles a CMAA Affiliate may perform include:

- bar attendant
- waitress
- cellarman
- receptionist
- catering attendant
- supervisor
- any other role that does not require persons performing managerial duties

### What are the benefits to the Club if it sponsors me as a CMAA Affiliate?

- access CMAA training at the CMAA members rate – a direct dollar savings recoupable within the first or second registration of a course for smaller clubs a demonstrable commitment by management to 'look after' the needs of supervisors/staff who can't progress to management due to restrictive opportunity or structure
- opportunity for staff to subscribe to a professional association for career path assistance

### What are the benefits to me as an individual?

- career path consultation assistance
- access to professional development
- incentive to drive your own career and development path
- opportunity to attend a wide range of courses with members discounts
- ability to accumulate industry activity points when Affiliates become managers and CMAA members
- access to CMAA training at the CMAA members rate
- access to wide networks of hospitality managers and Affiliates

### How much does it cost to join as a CMAA Affiliate?

A one off investment cost of \$280 inclusive of GST as long as you are employed and remain at the same club as an operational staff member.

When you do become a manager and are eligible to join the Club Managers Association Australia (CMAA) as a full member you can receive the full benefit of membership including

- full professional development opportunities,
- zone meetings,
- Individual industrial representation and more.

**Special conditions to note:** Affiliate membership paid for by the club cannot be transferred to another employee should the affiliate leave the club. The affiliate membership cannot move with the affiliate should they move to another club.

## CONTACT HEAD OFFICE FOR APPLICATION FORM

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# CMDA Report

**Zoe Clegg**

Professional Development Manager



**It has been a very eventful few months here at the CMAA offices, where to start!**

We launched our National Mentoring Program with 40 participants! The program is coming up to the mid-way point and so far so good. We have some really great Mentors as part of the first program, from a range of different clubs, sizes and locations. Our Mentees are just as diverse and both are finding the relationship rewarding! Work is already underway for next years' program.

We held another successful Country Managers Conference in May, in the beautiful Hunter Valley. Cessnock Leagues Club were our hosts for the two day event, Paul Cousins and his team did a brilliant job of looking after us, from the Club hospitality to the comfy beds at their motel!

This event is in its 3rd year with attendance growing each year. It is great to be able to take such events to the country areas and recognise

the unique challenges that they face and hopefully provide some support to them. It has been awhile since we held our last gaming summit and clearly from the response we received from our members at the recent one held, it was definitely wanted and needed!

We had a great line up for day, who took our members through the player journey, from the collection and analyses of player data, buying machines, room layouts, player loyalty right through to gaming strategy For the full wrap up see our Club IQ, better yet, attend for yourself, the event is running again on the Gold Coast in August!

One of the most important jobs we have, is to make sure the CMDA is always relevant to our members. To ensure we are, we have been working hard to bring new training programs to market. We are currently working on a number of new programs including the areas of Gaming, HR and Club Compliance, to release in the second half of the year, watch this space!

Unfortunately we hear far too often of managers struggling with their boards, as part of our new course development we are designing a course specifically for Club GM, CEO's and Sec. Man. to help them understand and manage their boards more effectively. This course will complement our Secretary Managers course which is currently compulsory for NSW Managers.

Summits, Summits and more Summits! We have lots of exciting summits coming before the end of the year, F&B (Sydney and Brisbane), Marketing (Sydney and Brisbane) Finance (Gold Coast, Sydney and Albury) Gaming (Vic).

These will all be released during July, for more information on each of the events or any other CMAA events and courses please go to our website – [www.cmaa.asn.au](http://www.cmaa.asn.au) Look forward to seeing you at the next CMAA event!

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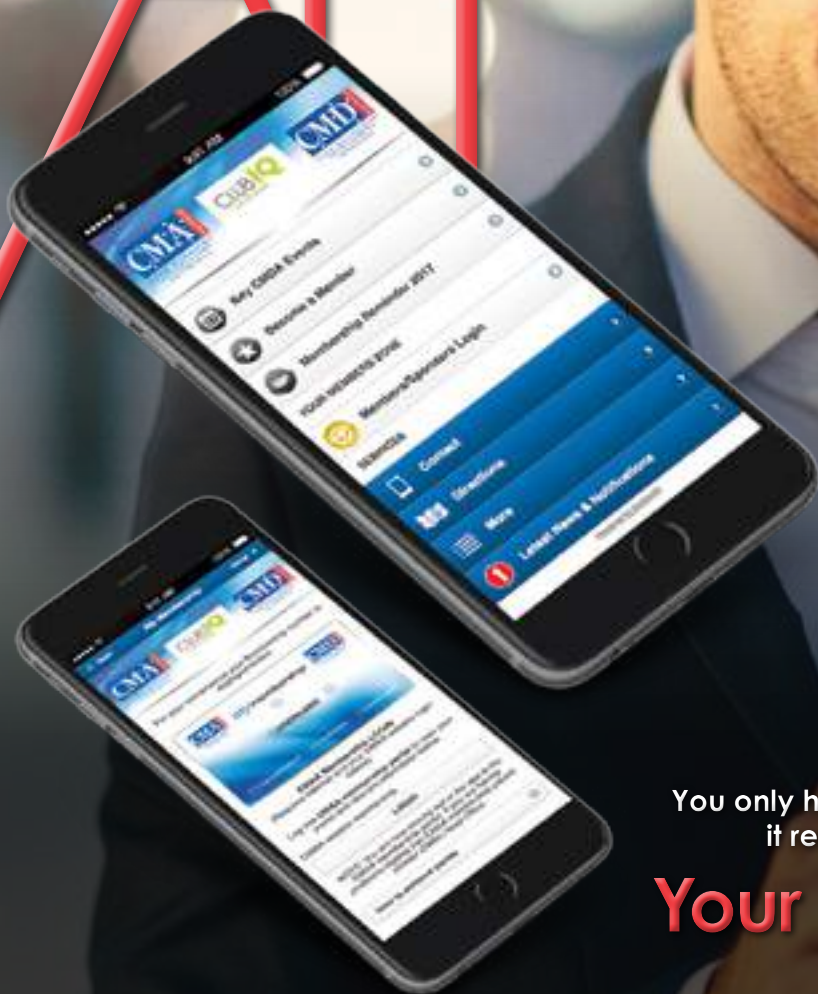




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# The Business End



## Chris Keeble

### Sponsorship and Membership Manager

#### Passing the middle of the year hump went by in a flash!

On the CMDA sponsorship front we welcome 3 new sponsors. Their contact details can be found on the directory in this edition.

#### Ecash - Bronze

Ecash is proudly an Australian company that specializes in payment solutions and innovative cash handling technology for Australian Clubs and the hospitality industry. The ecash TITO, Cash Redemption Terminals and cashiering products are the most trusted and widely used products in Australian clubs. The greater majority of clubs throughout Australia including

hotels and casino's use ecash CRT's and cashier recycling products. This is because of ecash's trusted brand in the industry for over 20 years and the fact that ecash design and manufactures all of their products in Australia allowing ecash to continually deliver innovation to all clubs large and small. ecash is based in Sydney Australia and currently exports its payment products to several countries throughout Europe, the US and Asia. [www.ecash.com.au](http://www.ecash.com.au)

#### NLWA Bronze - National Independent Liquor Wholesale Association

Develop and maintain effective working relationships and business development programs with liquor suppliers to pass on the benefits and savings to our members. We

strengthen member purchasing power by negotiating supply agreements with a wide range of national customer groups: [martin@novowho.com.au](mailto:martin@novowho.com.au)

#### One Call Venue Services- Gaming Room Design & Fitout Solutions - Victorian State Sponsor

One Call Venue Services are pioneering an exclusive "One Stop Shop" solution for Gaming Room Refurbishment Projects for the Hotel & Club Industry. Our Services are strengthened by our unique ability to Manufacture & Supply our own range of EGM Bases & Gaming Stools. Bases & Stools can be purchased from us individually or included into a complete refurbishment project package at very competitive prices [www.onecallvs.com.au](http://www.onecallvs.com.au)

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COMING SOON TO SYDNEY & BRISBANE

# MarketingSummit

## Summit Details:

**Date:** 10<sup>TH</sup> October 2017

**Location:** Carina Leagues Club,  
1390 Creek Rd, Carina QLD 4152

**Date:** 17<sup>TH</sup> October 2017

**Location:** Bankstown Sports Club,  
8 Greenfield Parade, Bankstown NSW 2000

## Digital era is here, is your Club ready?

Is your club utilising all it can from the digital world?

Take advantage of the digital world and make it work for you, not against you.

Digital v's traditional marketing, methods is there still a place for traditional methods, what do your members want?

## Investment :

- CMAA Members: \$450 + GST
- Non-Members: \$550 + GST

Investment includes course registration, catering and summit networking function

\*Does not include accomodation, travel/ associated costs

## ACCM Points

Members receive 20pts for summit attendance and a further 10pts if you have to travel more than 100km from your club to attend the summit.

## To Register

Please visit [www.cmaa.asn.au](http://www.cmaa.asn.au) or contact Zoe Clegg for more information at [zoe@cmma.asn.au](mailto:zoe@cmma.asn.au)  
Alternatively you can contact the CMAA office on 02 9746 4199

CONTACT THE CMAA FOR MORE DETAILS



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Stories from the industrial desk

# **SAME FIGHT. NEW MOVES**

**ACTU NexGen17 Conference**



**Wow! What a week the Industrial Relations team have had! Allan Peter – Federal Secretary, Peter Cooper – Senior Industrial Relations Advocate, and Peta Imber – Industrial Relations & Compliance Advisor all attended the ACTU's NexGen17 Conference at the International Convention Centre at Darling Harbour.**

The first ever event organised under the leadership of the ACTU's newly elected Secretary, Sally McManus, saw three days of intensive seminars, workshops, and networking, supported by over 1100 attendees including Trade Unionists, Union Officials, Organisers, and Delegates.

NexGen17 presented a diverse and national approach to 15 key issues the ACTU identified a significant for today's workforce.

Of these 15 key issues presented, Managers within Clubs have control or influence over three\* of these significant issues, these are;

**'Wage theft and Workers rights'**

The increasingly common issue of employers inadvertently underpaying or incorrectly paying staff, and the non-payment or incorrect payment of Superannuation. According to Industry Super Australia, one-third of eligible Australians are being underpaid super.

As Managers and especially as a Senior Manager who is responsible for Compliance and Payroll, you must ensure that you are checking to guarantee that all of your staff are being paid correctly in accordance with the Registered and Licenced Clubs Award 2010 or Employment Agreement (whichever applies), Superannuation Legislation and Taxation Legislation.

**'Insecure Work'**

This issue identified the increasing trend of organisations utilising casual workers on short-term contracts or in labour hire agreements or as independent contractors.

This group of workers constitute 40 percent of the current workforce resulting in the national workforce now only comprised of 60 percent of workers in full time or part time ongoing employment.

Casual work was originally limited to those rare cases where an employer could not cover the workload with permanent workers because of unforeseen workload peaks or temporary short-term staff shortages. It was closely regulated in awards and agreements to protect permanent work.

Twenty years or thirty years ago or so, many of today's managers who at that point in time were learning the ropes or working behind a bar, in gaming, or in promotions for example, enjoyed a secure employment structure, had annual leave, sick leave and job security in a permanent role.

Today, however, things have changed and the use of casual and other insecure work arrangements are used to cover entire work functions. The reliability of work has diminished; sick leave, holidays and security of work has gone for those in such arrangements. The change in the modern business model and the eventual measurement of successful management through labour cost reduction and overall business profitability has, over time resulted in a direct and negative impact on members of local communities in which they work.

**'Modern Workplaces'**

Significant gains obtained by working people and the Union movement in the past have been fought for and won in recognition that being able to spend quality time with family, and being able to support them when circumstances call, is the essence of a good life.

These gains that we all have grown to expect and potentially take for granted include;

- The 8-hour day
- Weekends
- Annual leave
- Paid parental leave
- Sick and carer's leave

In the last two decades the nature of work and families has changed significantly. The demands of modern life means that many Australia families are, and need to be, double income households.

Did you know that in 2016 there were;

- 12 million working Australians
- About 5.6 million families living as a couple, of which 53.5 per cent are families with both parents working
- Nearly one million sole parent families
- 2.7 million Carers of which 53.7 per cent were employed

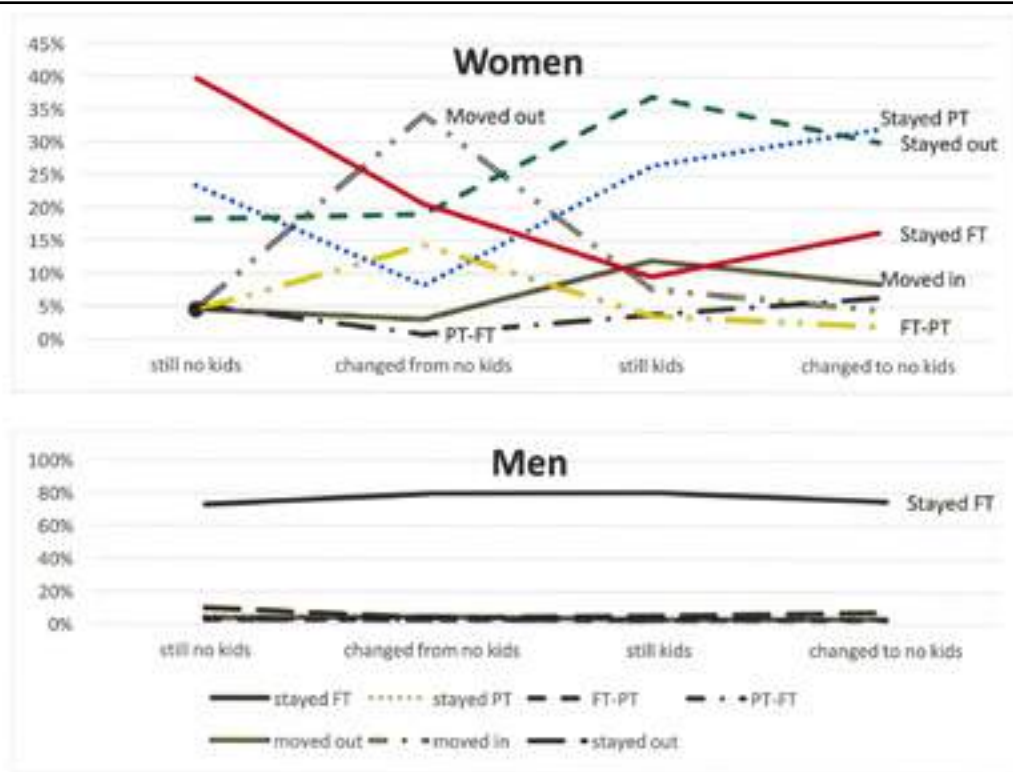
Our workplace laws haven't kept up with the changing nature of work and family responsibilities and we see now more than ever a work-life collision. Millions of families are juggling paid work with the responsibility for parenting young children and / or caring for ill, disabled or aging family members.

Both men and women regard work, parenthood and caring as important in their lives.

We know that a significant number of men – especially young fathers – desire greater access to flexible work arrangements than they currently have. But women still carry the vast majority of caring responsibility across their entire work life.

**Facts:**

- **Employment Ratio**  
**66.6 per cent men and 55.7 per cent women**  
**= gender participation gap of 11 per cent.**
- **Gender Pay Gap = 16 per cent.**
- **Superannuation Gap = 53 per cent (by age 50yrs)**
- **Parenting = Approximately 55 percent of women work part-time (with children under 15years).**
- **Caring = 71.8 per cent all primary carers are women.**



Reference - Austin, S. The Effects of Parenthood and other Care Roles on Men's and Women's Labour Force Participation and Experiences of Paid Work, May 2017, at p.25.  
 Figure 25. Employment Transitions Across Household Situations Associated with Parenthood in NZSA, 2001-2015, as a % of all transitions, by Gender.

Both men and women should have the right to secure, good quality working hours for parenting and/or caring responsibilities when they need them.

Employees and Managers can request in flexible working arrangements from their employer and in the case of CEO's or GM's, these requests need to be made to the Board of Directors. Please be mindful that there are specific requirements and criteria that must be met in order to be eligible to request such conditions. However, also be mindful these requests can be refused, they are requests and not rights, and currently there are limited grounds to challenge the decision. Some organisations do have a part-time/ flexible working policy, and many do not. In many cases often employer discretion and 'business needs' prevent these requests being met.

**“So, I hear you ask how do I have control or influence over these three significant issues?”**

Well, as the leaders in your club you are in the position of having to ensure full compliance with employment awards and agreements, along with compliance with superannuation and taxation

legislation. Distributed or delegated authority from your Board of Directors ensures that this responsibility sits with the CEO, GM, Secretary Manager, Venue Manager, or equivalent. Implications for such breaches can be damaging and far reaching.

Consider now the raised issue of Modern Workplaces. Again as the leader of your club, along with your senior leadership team, and the Board of Directors, the creation of your Club's strategic plan and 5 year plan identifies and determines the intended course of action for your venue, and often also includes the identification of a community need which surrounds your venue.

Consideration can take place for recruitment and rostering policies and procedures. Consider if cross training and up skilling your existing team members can reduce the need to utilise or engage contractors or labour hire agencies for tasks and roles that maybe fulfilled in-house.

Consideration can also be made for the inception of policies that advocate for a 'work life balance' for all members of your workforce, as well as the consideration for the establishment of a part-time/ flexible working policy.

Create the future you would want to work in. Consider the future, consider the legacy, and then consider what it would be like if we all did nothing.

*\*Other issues raised included; Industrial Action, Dispute Resolution, Enterprise Bargaining, Penalty Rates, Minimum Wage, Inequality, Tax, Temporary Visa Workers, ABCC, and Asbestos.*

**By Peter Cooper – Senior Industrial Relations Advocate, and Peta Imber – Industrial Relations & Compliance Advisor**





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# AGE 2017 - A TASTE OF WHAT'S IN STORE

**The highly anticipated Australasian Gaming Expo at the ICC in Sydney is about to kick off. Here are just a few of the highlights you can expect to see.**

## **IGT**

At this year's AGE, IGT will be presenting not only a big line-up of new innovative games reflecting a fresh approach, but new future-looking systems solutions and, importantly, a new local management team.

Nigel Turner, IGT's head of marketing for ANZ commented: "We're launching our revitalised strategy which will be delivering a new approach for Australian gaming. We hope our new ideas for games and systems will be the spark for new styles of game play, giving players new choices and operators more opportunities to fire up their business."

Their new game play concept Prize Disk will launch at the show with two games – Elephant King and Wolf Ridge. The innovative Prize Disk feature is common to both games and displays the bonus values, free games and jackpots that can be awarded once the feature has been triggered.

One of the hottest launches will be IGT's new Hyper Hits theme with three games: Longship Legend, The Golden Bow and Lotus Princess. The games are available as either a link or as standalone progressives, plus operators can choose multiple

denomination and RTP options, and six jackpot start-up options, while players can win five different bonus prizes plus jackpots and regularly occurring features.

They have also grown their Multistar Champion Series family with the highly flexible Champion Series Extreme - a new multi-denomination theme featuring six IGT winning games.

IGT will also be premiering their Systems Theatre. They will demonstrate how you can better manage your patrons' experience in your venue with new tools and technologies that drive loyalty, improve customer service and fire up your bottom-line performance.

## **AINSWORTH**

Ainsworth Game Technology will display a comprehensive portfolio of gaming solutions including the A600® EVO™, a dual 23.8" HD screen cabinet with a black trim surface, pinstripe-edge and dynamic game-driven lighting, LED button panel with mechanical bash and a 21.5" digital topper. The cabinet is ready to run new premium titles such as Firepower™ and Big Hit Bonanza™ as well as a back catalogue of A600® games.

Ainsworth's core portfolio will include new standalone and multi-game range solutions with more titles due for release in 2017. They will also display three multi-game multi-denom packages for the NSW Club market:

- o Multiplay Fire Star™ is mixed with the hottest Play 50 Lines™ and High Denom titles plus a 2 level Mystery Progressive.
- o Multiplay Treasures™ incorporates five entertaining NOVOMATIC titles that include exciting features with multipliers, sticky wilds and retriggers plus a 2 level Mystery Progressive.
- o Multiplay Mustang Series™ is derived from Ainsworth's popular 'Mustang Money' theme and now Ainsworth offers 4 amazing 'Mustang' titles all in one super-sized package plus a 2 level Mystery Progressive.

Ainsworth will demonstrate a wealth of titles in the legacy Double Shot®, Quad Shot®, Triple Shot™ and High Denom™ line of games.

Also on show will innovative content for the A640® cabinet, including Stacked Up™ and the new licensed product PAC-MAN EDITION™ which will make its Australasian debut at AGE 2017.

## **KONAMI**

Konami will be debuting Lucky Stakes Royale and Lucky Stakes Carnivale. These colourful casino-themed games are sure to attract and engage your players. Packed with two progressive jackpots and a "Lucky Stakes Super Spin" bonus, Lucky Stakes features a creative new twist on traditional free spins by using both screens to interact with the player and award credit prizes and jackpots.



Also exhibiting for the first time will be Konami's exciting new series, Cash Galaxy. Cash Galaxy will be launched with the game titles Lucky Spell and Dragon Flame.

These new games include a style of slot game that combines frequent bonus prizes and multipliers for added excitement.

Both game titles contain progressive jackpots and are denomination selectable, guaranteeing to take players on a fantasy adventure as they win prizes and progress through the bonus stages.

## GLOBAL GAMING

Global Gaming will be showcasing their new online web portal from Utopia Gaming. This will allow hotel or club groups to see their gaming data across the group rather than an individual venue through their existing Global Eye. Venues can also manage their cash seeing how much cash in ATM's, Safes, Cash Redemption Terminals and safe vaults at any one time.

## ROHRIG

Rohrig will be showcasing their Road Test Mock-Up at the Expo. This is one of their innovative services which allows the client to test decisions in real world conditions before the final construction.

## TESLABS

Teslabs will release its latest product at AGE 2017- VENUE-AV - an IP-based Video Collaboration and Control System. The VENUE-AV System is integrated into existing LCD/LED video wall processors, multi-viewers, AV matrix switchers, central controllers, HDMI extenders over CAT cable.

Multiple operators can preview content/video on iOS/Android/Windows tablets simultaneously so they are able to control the source and display options at the touch & slide of a figure. Multiple sources can also be displayed on a single monitor or video wall.

VENUE-AV along with Teslabs FACE-VALUE (Facial Recognition and ID Management System) will be demonstrated continually throughout the AGE.

## BRINTONS

Brinton's Carpets will be bringing an Indian Bazaar to the AGE. The Indian inspired theme was chosen to celebrate Brintons' Indian manufacturing base. And highlight their latest collection of Axminster carpets called Antipodes.

## TJS

TJS – a Facility Services Provider - is offering AGE attendees the opportunity to win an exclusive mystery prize which will be revealed on the day. To enter just visit their stand and drop your business card in the box. The winner will be announced via our website and contacted at the end the of Age Expo. Buzz Consultants – Stand 674 - invite you to call by and have a chat about their all-inclusive tiered loyalty & gaming solutions and Cashpoint – Stand 550 – will be showcasing their Cash Management and myPOS Point of Sale integrated business management solutions.

## Buzz Consultants

Invite you to call by and have a chat about their all-inclusive tiered loyalty & gaming solutions.

## Cashpoint

Will be showcasing their Cash Management and myPOS Point of Sale integrated business management solutions.







# CMAA NATIONAL BURSARY AWARDS: Winner's Reports





A group photo at The American Club Hong Kong of the touring party 2017 Asian Club Managers Conference Hong Kong. A well-deserved unwind after a long day of conferencing

**Each year the CMAA offers a bursary program for members. Successful applicants can apply for a range of study tours and “Exposure to Excellence” programs which provide an invaluable professional development resource.**

Here's an insight from some of those bursary winners, their experiences and insights and what winning a CMAA bursary has meant to them.

**Vjorn Bradow from Kedron-Wavell Services Club**

attended the Asian Club Managers Conference in Hong Kong and Macau. She was impressed by the members journey within the clubs and casinos she visited. For example, at The Wynn Casino she noted how they incorporated operational items into the design and theme of the club like how casino cameras were blended in to light fittings so that you didn't notice them and fire extinguishers were covered in gold plating to blend in with the surrounds. She also noted the use of consistent theming at every touch point throughout the venues and the prominent display of a venue map for new customers.

Vjorn also picked up some useful tips on HR, Culture and teamwork, as well as a creative use of advertising space on the on the sides of EGM's on the gaming floor.

Food and beverage initiatives made a big impression on most attendee.

Things like interesting and creative Food displays, creation of separate allergen menus (gluten free etc), ongoing training for chefs to keep up with current trends and techniques and the use of iPads as menus were mentioned.

For delegate **Ashley Lambert of Moorebank Sports Club**, Hong Kong was all about the food. Two of his favourite experiences were at the Ladies Recreational Club and the Hong Kong Club. When it came to Macau, his “wow” moment was the initial walk around Macau, how extravagant the casinos were and the amazing attention to detail on the gaming floor.

The highlight of the trip for **Melinda Maclwaine also from Moorebank Sports Club** was the tour of Wynn Macau Casino by Craig Mitchell, Assistant Vice President – Slot Operations. With player loyalty their main focus, they will reserve machines for players for an extended period. Some up to 2 years. She said Craig spoke at length about the trials of introducing new products in this area. Government regulations are strict on new links and machines with some approvals taking up to 2 months.

The government is also introducing quite stringent laws on overseas work visas. They are not re issuing work visas as they are strongly encouraging Casinos to employ local workers and promote them

from within. She also noted that in all Casinos, the focus has changed slightly with the removal of bars and the implantation of kid's clubs. It was definitely hard to find a place for a beer or a wine, she said.

**Brett Bolton from Narromine USMC**

also said the tour of the three clubs in Hong Kong and the back of house tour of Wynn Palace Casino in Macau and G2E trade expo were amongst his highlights. He said the conference held at Happy Valley race course provided useful information on a variety of topics relevant to our Industry including staff engagement and team work, cyber security, crisis management, wines, nutrition in the F&B Industry and the key note speaker, Adrian Hayes, provided the group with some real inspiration and motivation.

**Matt Cavanagh from Moorebank Sports**

won an 'Exposure to Excellence' bursary with leading Brisbane venue, Kedron Wavell Services Club. Matt noted how they have successfully transformed their Club to appeal to a large demographic and that it was delivered through excellent customer service, a diverse food and beverage mix and endless entertainment and live shows.

He said the buzz words that resonated from his time at KWSC were Connection, Experience, Sustainable.

**Connection**

Connection through their Social Media offerings to their guests, connection through community engagements, connection between Management and Staff and ultimately Connection to the members by providing individual experiences.

**Sustainable**

Looking to the future, venues like KWSC need to focus on offerings away from Gaming to ensure they remain sustainable as we remain at the whim of legislation and reform that threaten a decline in the future.

The next decade of clubs will see further decline of memberships as the generation gap between our current Club members and the youth diminishes. We need to look at what the next generation want and expect a Club to be, what would bring in new members, and what do they expect once they are here?

Along with customer service standards I believe we need to look at other streams of revenue in the likes of gyms, child care centres and entertainment geared towards the next generation and tapping into the digital space which is continuing to boom with no signs of slowing down.

**Experience**

Kedron Wavell Services Club's Mission Statement is "To be the destination of choice for both customers and employees" I believe they have achieved this through offering a diverse range of experiences, an empathetic management approach and empowering their staff and encouraging interaction.

One thing all bursary winners agreed on was that they strongly recommend all CMAA members apply for the National Bursary Program.



**Top left:** The main foyer at The Wynn Palace Macau  
**Top right:** A harp player on the canals in The Venetian Macau  
**Bottom left:** Street view Macau | **Bottom right:** Studio City, Macau



Pictured: Melinda MacLwaine Moorebank Sports, Rachel Donovan Liverpool Catholic Club, Ashley Lambert Moorebank Sports and Ralph Kober Executive Club Manager Association Australia. Enjoying a coffee and talk between seminars Day 1 of 2017 Asian Club Managers Conference



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**KONAMI**



## Clubs in the Community

# Club Marconi hosts one of the biggest community events in the country



Under clear blue skies, an estimated crowd of close to 28,000 people flocked to Club Marconi on Sunday 28 May to celebrate Italian Republic Day in spectacular fashion.

They were joined by a long list of dignitaries including Mr Craig Kelly MP, Federal Minister for Hughes and official representative for the Prime Minister of Australia; The Hon Ray Williams MP, Minister for Multiculturalism and Minister for Disability Services who officially represented the Premier of NSW; Mr Chris Hayes MP, Labour Member for Fowler and official representative of the Leader of the Opposition; Mr Frank Carbone, Mayor of the City of Fairfield; My Guy Zangari MP, State Member for Fairfield and Shadow Minister for Justice and Police, Corrections and Emergency Services; The Hon Senator Dr Francesco Giacobbe OAM, PhD Senator for the Italian Republic and Mr Arturo Arcano, Consul General for Italy in NSW, along with many others.

The premier event on Club Marconi's calendar, Italian Republic Day or Festa Della Repubblica grows in popularity year on year and is one of the biggest Italian festivals in the country.

Members, Italians, Australians of Italian descent and friends and visitors from across Sydney come to feast on pizza, roasted pork, panini's, cannoli, terrone, cristoli, zeppola, gelato and chestnuts, all washed down with copious amounts of wine and coffee. They come to share and celebrate the culture, traditions and pride that makes this community so strong.

Now in its 11th year, the festival takes months & months of painstaking planning, preparation and resources to pull this massive family event together.

It includes an Italian mass complete with the Marconi choir; over 120 food and specialty stalls; carnival rides, games and activities; non-

stop entertainment; cooking demonstrations; classic and contemporary automobile and motorcycle displays and a massive Foti fireworks spectacular to close the day.

Club CEO, Grant Imeson said he Club Marconi is a strong community club that plays a vital role, not just in the city of Fairfield but across the entire Sydney Italian community. He also wanted to acknowledge the enormous efforts of the staff and volunteers who work tirelessly to deliver such a successful event saying it simply could not happen without their whole-hearted support.

Underlying the celebrations of all things Italian was a message of inclusion and cultural diversity. Club Marconi President Vince Foti said that while the Club promoted and imparted the values of their rich Italian heritage, the club also recognised, embraced and welcomed other cultures that were part of their wider community.





He said, "In these current times of turmoil, it is the ideals of unity that must be nurtured and the joy of solidarity and harmony across our community and nation that should be celebrated."

A highlight of the day were two special awards presented by Mr Arturo Arcano, Consul General for Italy in NSW. The awards are from the Italian Government and are presented in recognition to members of the Italian Community abroad for their social and cultural contributions and initiatives.

Mr Salvatore Foti was presented with the Ordine della stella d'italia and Mr Andrea Carnuccio, a long serving Club Marconi and SWIAA Board Member received the L'Ordine al merito della repubblica.

The Hon Senator Dr Francesco Giacobbe summed up the day when he said that Club Marconi was the heart & soul of the Italian community. He said Italians made an enormous contribution to the success of this wonderful country when they first migrated here in large numbers after the war but it is their children and their children's children who are their greatest contribution as they continue to integrate and innovate but not forget their Italian heritage.



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# Makeover at St. Mary's Band Club



**St Mary's Band Club has undergone a stunning renovation, transforming the main trading floor of the club into a contemporary, open and light filled space.**

The project began back in 2005 when St Mary's Band Club acquired the adjacent bowling club. Nine years later in 2014 after an extensive strategic planning process, the Club discovered that selling the land to a developer could unlock the potential for the club's main premises.

After undergoing re-zoning, the sale of the adjacent land enabled the club to pay down debt and finance the refurbishment project. With no renovations carried out at the club since 2009, it was a major project. The board and management identified the main trading floor as a priority, with the revamp to include revitalising the food and beverage offering. It was important

that the project needed to provide improved amenities for the Club's existing members as well as attracting new patrons from the growing young family demographic.

The final touches are just being made to the project as we go to press which now boasts two new spacious entrances, a new alfresco terrace, a new central café and refurbished bars, a stylish waging facility and sports lounge, a family friendly indoor/outdoor dining precinct and a refurbished members lounge.

Adjacent to the new 'Family Table' dining space is a dedicated children's play area called 'The Yard' which also boasts a state-of-the-art parent room. The Clubs parking area has also been significantly increased with an upper deck added to the car park.

Club CEO Marlene Shipley said the renovations were designed

to attract a wider demographic and were firmly focused on being family-friendly. "The facilities are suited to being a venue for mums and bubs, which then hopefully transforms to an exciting dining and entertainment venue for when they have a babysitter and can enjoy a local night out in a great atmosphere." The St Mary's Band Club hopes the renovations will be the start of a new phase of hospitality for the community. With development of the new high rise residential site next door due for completion in just over 12 months, the sparkling new club facilities will come into their own.

**Project Cost:**

\$5.2 million

**Construction:**

FAL Construction Group

**Architect /Designer:**

GROUPN Architecture

Interior Landscape



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# Mid-Year Wrap Up

**Well, we just wrapped up another successful Mid-Year conference! It had been two years since the last time sunny Qld hosted the conference and it was great to be back. The Star Hotel having just undergone a stunning refurbishment was the backdrop for our conference and they did a great job hosting us over the four days.**

The events kicked off with a two part ACCM course, Emotional Intelligence being held on Tuesday and Wednesday prior to the conference.

This workshop was facilitated by Sarah Yip, from the Australian Institute of Management Brisbane. 35 delegates attended over the two days with a range of managers from DMs to HR, Ops and GMs which provided a great dynamic in the class.

Whilst our delegates were studying hard we had a small group study tour go through the Tweed Heads Bowls Club for a kitchen design briefing with very talented Executive Chef Brad Whittaker. Tweed Heads Bowls Club has recently had significant renovations to their brasserie and cafe. It's a large traditional club, however Brad Whittaker is well ahead of the times. Thanks Brad for taking the time to host our delegates.

Jon Dee, Anchor Sky News, opened our conference and showed delegates how to be smarter with their energy use and resources and how this can have a direct result on a clubs bottom line. Jon's book, Sustainable Growth has sold over 90,000 copies and is considered the definitive sustainability guidebook for small business. Jon also showed how in small steps and changes clubs can make a significant difference to their bottom line and the environment.

Wrapping up the first day was Hostplus' Greg Clerk who delivered the annual Australian and global economic update to our delegates. Later that night delegates and sponsors joined together to watch the live telecast of the State of Origin which again turned to Qld as the victors.

Talk about 'cementing the never give up attitude' which was the conference theme; Michael Crossland, our keynote speaker was sensational and wowed the audience with his inspirational presentation

recounting his adversity in life and how having self-belief can counter more challenges in our lives than we could ever expect. I struggle now to put the impact of his presentation into words and for those who were there, I am sure they can appreciate how hard it is to summarise, and do justice to the amazing story he told.

Michael is not only a gifted speaker who relates his extraordinary story in a personal way, he is also an accomplished businessman, National Ambassador for Camp Quality, Australian of the Year finalist, Australia Day Ambassador and International Hall of Fame Inductee. His extraordinary story of resilience and overcoming unimaginable adversity, was sad, inspirational and at times even funny.

Michael finished to a standing ovation from the audience and was gracious enough to stay and talk with our delegates and sign his book 'Kids don't get cancer'.

Simon Dowling was our next presenter, a hard act to follow but





Simon certainly delivered. Simon is the author of 'Work with Me: How to get people to buy into your ideas' and an expert in making collaboration within teams happen. The diversity of ideas and thinking in a team is part of its magic. Simon also facilitated part of our people stream, how to make leadership teams that hum and Simon definitely had them humming for the afternoon!

Lori Luhrmann was the second act for our People stream, delivering creating strategic HR plans and workforce essentials. As always Lori delivered practical solutions, innovative ideas and tools our delegates can take back and start applying.

Whilst our People steam was underway across the hall our Marketing stream was in play. Demetri Hughes kicked off the sessions with 'How does your club's brand measure up currently and how will it compete in the changing competitor landscape'. Brand equity goes far further than a simple

logo or social media post; Demetri explored the latest trends and opportunities as found locally and overseas, as well as across other sectors and how Clubs can utilise these to increase the social media and brand awareness.

Richard Harris from ADMA, one of our educational partners told us why it is important for clubs to understand data analytics and understanding what customers want, need and expect is critical to a clubs future success. Richard showed us practical ways to gather and use the data for effective marketing campaigns and better engagement from members.

Our final day we had John Murray from Eastern Commercial Lawyers look at dealing with stress leave issues & return to work programs, something all clubs are challenged with at some point or another. John has worked with many clubs and has seen firsthand how this can go horribly wrong for both employers and employees, John provided our delegates with

practical process and advise on how to avoid this in their clubs, with a simple message prevention is always better than a cure.

Our final presenter for the conference was Daniel Weis. Daniel is an accredited ethical hacker; is there such a thing, you may ask and why. I think all clubs would be surprised at how vulnerable their networks and servers really are.

Daniel took us on a live and scary tour of the Casino's networks and it was extremely eye opening at the amount of information he was able to gather in a short time, just through google!! The phrase just 'google it' will never be the same again.

**Thank you to all our delegates who attend this year's conference we hope you enjoyed the event and we look forward to seeing you next year!**



CMAA Manly Northern Suburbs Zone presents

# **Managers & Affiliates Networking Evening**

Introduce your Club's next generation of future leaders to the CMAA Affiliate program!

Managers from the Manly Northern Suburbs zone are encouraged to invite potential CMAA affiliates to this networking evening at Castle Hill RSL Club to learn more about the CMAA and meet industry peers.

Cocktail food and drinks included, with a wine tasting to conclude the night.

Any new affiliates registered on the evening will receive a free ticket to the CMAA Manly Northern Suburbs Zone Christmas Party

**Date:** Tuesday 26<sup>th</sup> September 2017

**Time:** 6.00pm - 9.00pm

**Venue:** Castle Hill RSL Club  
77 Castle St  
Castle Hill NSW 2154

**Price:** \$35 pp





# CMAA Affiliate Program

Become a CMAA Affiliate and have one of the hospitality industry's premier professional development providers help you realise your goal!

## What are the benefits of becoming a CMAA Affiliate to me as an individual?

- career path consultation assistance
- access to professional development
- incentive to drive your own career and development path
- opportunity to attend a wide range of courses with members discounts
- ability to accumulate industry activity points when Affiliates become managers and CMAA members
- access to CMDA training at the CMAA members rate
- access to wide networks of hospitality managers and affiliates

## What are the benefits to the Club if it sponsors me as a CMAA Affiliate?

- access CMDA training at the CMAA members rate – a direct dollar savings recoupable within the first or second registration of a course for smaller clubs, a demonstrable commitment by management to 'look after' the needs of supervisors/staff who can't progress to management due to restrictive opportunity or structure
- opportunity for staff to subscribe to a professional association for career path assistance

## Register for the Managers & Affiliates Networking Evening

Participant Club: \_\_\_\_\_

Contact Name: \_\_\_\_\_

Email: \_\_\_\_\_

Mobile: \_\_\_\_\_

Manager(s) Attending: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Potential Affiliate(s) Attending: \_\_\_\_\_

\_\_\_\_\_

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A/C: 206980

To register for the CMAA Managers & Affiliate Networking Evening, email this form to [cmaa\\_mnsz@hotmail.com](mailto:cmaa_mnsz@hotmail.com)

Please RSVP by Tuesday 19<sup>th</sup> September 2017

# West Tigers put on a special treat for fans Matt Kabealo & Chloe-May



Heartfelt thanks to everyone at the Tigers especially Natasha Exelby, senior management and the Tigers players for flying mad Tigers supporters Matt and Chloe-May down from the Tweed for the game recently against the Titans.

The presentation to them both of customised named jerseys and meeting all of the players post match in the sheds is a memory they both won't ever forget.

The Tigers organised for Matt and Chloe-May to have private tours of the Zoo and the Aquarium and little Chloe-May was jumping out her skin with excitement.

Thanks to Phil Kelly Matt's CEO and friend for being there for them from the start of their tragic loss of Stephanie, Jacob and Ella-Jane in the Tweed Floods and to everyone in the club industry family who have and continue to support Matt and Chloe-May in rebuilding their lives.



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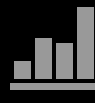
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# CURVE YOUR THINKING

This year at AGE we invite you to “curve your thinking” around the possibilities of games, cabinets, services, technology solutions, and the future of the gaming industry. You can expect to see new hardware and technology, insight led venue management solutions and the industry’s most entertaining new content all on the one stand.

Immerse yourself in our diverse portfolio that illustrates both choice and flexibility for your venue including cross-cabinet compatible content, venue configurable platforms and a range of commercial options that are accommodating to your strategy. We look forward to further strengthening our relationships with you and gaining your valuable feedback on our portfolio.

See you on stand #100



Pictured: Club York CEO Rocky Massaria ACCM, and Board Members at official launch.

# Club Rebrand Strategy Ticks all the Boxes

**In mid-June, 99 on York unveiled their new name and logo, Club York. Located in the heart of the Sydney CBD, 99 on York faced a lot of challenges that suburban or regional clubs don't encounter.**

The club also recognised it had a lot of underutilised opportunities, and after nearly two years of research, development and strategic planning the new identity was unveiled - Club York.

The rebrand was designed to better align the club name with the business and the services they supply to their members and guests.

Retaining, much less growing membership was also a challenge due to their location.

While the club has been trading better than ever, converting those visitors who work in the city but live outside of the CBD into becoming members, has not always been easy.

The street frontage is dominated by an open balcony that flows on from a sports lounge and is heavily male dominated.

They recognised they were missing out on engaging with at least half of their potential market by not appealing to females.

There were a number of crucial things the club considered when they looked at a rebrand including:

## **Why rebrand in the first place?**

The club felt they weren't connecting with their audience and/or the potential audience. Research showed that people outside of regular members did not recognise the venue as a club. Most regarded it as an address of an adjoining office building and many other York Street locations were also using their street number in their branding, so it became confusing.

## **What is the story you are telling with the new brand?**

The rebrand is more than just a name change. The club spent the past 12 months developing and refining their food and beverage offerings which they knew was a major traffic driver.

Part of the rebrand is the new look Zabou Bar and Grill where patrons can grab a taste of New York in Sydney's CBD.

Research showed that current patrons liked the name, but not the food, so the brand was completely revitalised and aligned with a quirky but relevant and cost-effective menu that suits the target market perfectly.

The design and construction of the new Zabou Bar and Grill was undertaken by Paynter Dixon Constructions and the total cost including building work, furniture and equipment was around \$1.5 million. The adjacent outdoor balcony was also increased in size as part of the project.

The club will unveil more food offerings later in the year as it continues to develop this side of the business.

They also wanted the look and feel of the brand to reflect their city location and business.



It needed to be modern, stylish and sophisticated and it needed to have an aspirational feel.

### Streamline the identity

A major consideration with the rebrand was the club wanted patrons to immediately know who they are and what they do. They wanted to be easy to relate to and not to confuse their audience. The club also boasts a very successful functions centre, however, there was a disconnect in the old branding, with many patrons from the function centre not recognising it was part of the club, which resulted in the club not maximising the flow on from this resource.

Along with technology upgrades to bring the venue up the best of city standards, the rebrand has been extended to incorporate the York Events space as well.

Rocky Massaria, CEO of Club York said, "Following our strategic planning session in 2016, the club held a series of focus group sessions with members and staff which led to a number of recommendations being submitted for Board consideration.

Amongst these, it emerged that the club had a bit of an identity crisis and that we'd become and address, like many other "...on York" businesses in the street. " "We wanted to have our own identity as a club and hence the name 'Club York'. This, coupled with the new style of food offerings has proved very successful, resulting in record F&B sales in the opening month and a substantial spike in new members", Mr Massaria added.

### Broaden the appeal.

The club knew they needed to revitalise its image and broaden its appeal. The club's city location is also one that is highly evolved and innovative. It needed to keep pace and be noticed in a very congested and competitive market.

The new identity needed to become more relevant to its city audience.

The club has engaged and worked with its members and staff along each step of the rebranding process.

They may have a new name, a new look and new food and beverage offering - but they have retained their friendly staff and high standards of customer service which research showed were one of their major assets.

**For a preview of the new look and feel, check out the Club York website here >>**

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**The industry superannuation fund for hospitality, tourism, recreation and sport has today announced an interim return of 13.2 per cent for Hostplus' default MySuper Balanced Option after tax and after fees – placing Hostplus as the number one performing fund, according to Chant West and SuperRatings.**

Warren Chant, Director of leading independent superannuation consultancy Chant West, said it has been an excellent year for super funds, with Hostplus' Balanced Option topping the growth category over the 2016-17 financial year.

"While much of the focus this time of the year is on the financial year result, longer-term performance is far more important to Hostplus' investment team. The fund's investments team, led by Chief Investment Officer Sam Sicilia, has done an exceptional job for their members for a very long time.

"Hostplus' Balanced Option has consistently been a top-ten performer over one, three, five, seven and ten years to June 2017 in our survey," Mr Chant said.

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Hostplus' strong performance has also been consistently recognised by independent research provider, SuperRatings, where the fund's default option has ranked number one over one, three, five and seven years (SR 50 Balanced Investment Option Survey, June 2017).

"While this year's results are pleasing, this investment formula isn't new to Hostplus, nor has it been the result of good luck. "Our default MySuper Balanced Option offers a diversified portfolio across a wide range of asset classes that has achieved top quartile performance over all investment horizons. It is this diversification

which serves to protect our members from market downturns and maximise their returns.

"These results are further vindication that the industry fund model and our profit-for-member philosophy consistently continues to deliver more to working Australians," Mr Elia said.

**"We are delighted to announce that our members are in line to receive an outstanding investment return again this financial year. This 13.2 per cent return after fees and after taxes delivers industry-best net benefit returns to our members"**

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**Price:** Manly Northern Suburbs Zone

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# MICROSOFT EXCEL



## MODULE 1: PLAYING EXCEL WITH KEYBOARDS

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- Basic and advanced cell selections
- Format cells
- Apply basic borders to cells
- Formulas
- Manage multiple worksheets
- Pivot tables
- Auto filter
- Adjust column width and row height

## MODULE 2: DATA VALIDATION

Create reports and insights which include a self-error handler. Data validation maintains the integrity of the data when accessed by other users. Create customised rules, and drop down lists to assist users to efficiently modify reports without risk of changing raw data.

- Create a drop-down list of items in a cell
- Restrict entries, such as a date range or whole numbers only
- Create custom rules for what can be entered
- Prevent duplicates
- Restrict to specific date range
- Restrict to dynamic date range
- Prohibit weekend dates

## MODULE 3: PIVOT TABLES

Pivot tables are one of Excel's most powerful features. A pivot table allows you to extract specific data from a large and detailed data set. A pivot table can tame hundreds of thousands of data cells into a manageable application with click and drag functionality.

If you are finding yourself writing lots of formulas to summarize data in Excel then Pivot Tables can save you a lot of time and work and give you insights into your data that are otherwise too hard to discover.

## MODULE 4: PROTECTING YOUR SPREADSHEET

If you are working with confidential data, you might want to password protect your entire Excel file. Though Excel security is not foolproof, but in most of the cases is a good enough security option. If you don't want to password-protect the entire Excel file, you may use the following options:

- Locking/ Unlocking Specific Cells
- Selectively unlock the cells that are supposed to be edited by someone, leaving the rest locked.
- Setting Ranges with Passwords

## MODULE 5: RECORDING A MACRO

Macros are small programs that run within Excel and are used to automate common repetitive tasks. Using macros, you can save hours and boost productivity manifold. Macros are one of Excel's most powerful features, yet most of the users fail to utilise it fully. A macro can be designed as the recording of a series of tasks, so that it can be automated. It's the simplest form of automation – showing a software program the steps to be followed to get something done, and using that recorded macro to automate that process.

Macros in Excel are written in Excel VBA (Visual Basic for Applications). This is a version of Visual Basic (a prominent Microsoft programming language) developed specifically for use in Office-like applications.

# Club Constitutions: Lessons from the Coalface

**Your club's constitution is the most important governance document for your club. Once known as a memorandum and articles of association, the constitution sets out the members' rights, eligibility for the Board, various powers and restrictions on the club and other important matters. The same principle applies for co-operative clubs in relation to their Rules.**

For these reasons, the club's constitution needs regular review. However, in our team's collective years of experience, we still find clubs in trouble that do not review their constitution frequently.

There are some classic traps. Even more difficult to unwind are the consequences that can arise from those traps. Below are a few case examples from different clubs that we have been involved with over the last 12 months.

## **Who are your members?**

Last year, Ryde Ex-Services Memorial & Community Club Limited (trading as Club Ryde) had to go through a long process in the Supreme Court to obtain a judge's determination on what its membership provisions meant. The judge observed that the drafting of their constitution led to potential inconsistencies. The fundamental problems were trying to work out who fell into the category of RSL members and which members were eligible to stand for the Board of directors.

Their issues were compounded because of the complex rules surrounding membership of RSL state and sub branches.

However, it also mattered greatly because the club was trying to come out of administration and deal with controversial efforts to sell a portion of its property. The Club had to make sure it was ready to manage itself again, and that the persons responsible were eligible to be appointed.

The court cases demonstrate the need for clubs to regularly review their constitution for inconsistencies and remove outdated provisions. Accordingly, Club Ryde's members adopted a whole new constitution earlier this year in a step forward for good governance.

## **What rights do your members have?**

A club recently approached us to replace a very outdated constitution. Amongst the varying issues, we identified was that the club had been depriving a certain class of members the right to vote. However, the constitution actually specified that those members did have voting rights based on a resolution passed 25 years ago.

We had to explain to the club that this class of members would need to have the right to vote. As part of our update, due to restrictions under the Corporations Act, we could not simply take those rights away now without passing additional resolutions.

A comprehensive review of the constitution clarified the members' rights – and helped to resolve some political issues of opening up the broader membership's ability to vote on decisions affecting them.

## **Can you sell your property?**

Other constitutions contain longstanding provisions that only a certain class of members can vote on a sale of the club's property. As these restrictions are on top of Registered Clubs Act restrictions, it can become very hard for clubs to deal with their property. These are the kinds of issues we raise when reviewing constitutions, so that the club is properly informed of them. A popular bowls club underwent a serious political stoush between conflicting groups of members over a development proposal. One group of members was opposed to the proposal that would see one of the bowling greens used up as part of a development project. The club's board and management saw the project as highly beneficial to the club's future.

The club had previously passed a non-core resolution as required by the Registered Clubs Act to make the land available for the development. Unfortunately, the constitution also required another resolution by a small group of bowling members in order to sell the land. The non-core resolution was passed as all members could vote on it. The second resolution was lost however, because only a small number of members were entitled to vote on it. The development could therefore not proceed.

This case highlights the need to understand what is in your constitution and to review it yearly to make sure it is up to date with the law and best practice.



## Can you do anything with your property?

We have been guiding a successful club with a proposed development project to diversify a part of their land for a seniors living project. However, a review of its constitution illustrated an additional obstacle in the already difficult process. A rule in the constitution effectively requires a part of the club's property to be maintained and not constructed upon unless approved by a special resolution passed by a specific class of members.

**"A rule in the constitution effectively requires a part of the club's property to be maintained and not constructed upon unless approved by a special resolution passed by a specific class of members."**

Some ambitious projects can become controversial – there is every likelihood that this may be one of them. These 27 words in that club's constitution could mean an extra few months of negotiations and more expenditure to get that specific class of members to approve the project. This will be on top of asking the entire membership to pass a resolution to declare that property non-core.



Brett Boon  
& Arj Puveendran

However, identifying the potential obstacle at the very outset has meant it can be factored into the strategic planning process rather than surprising management much later, after spending lots of dollars on all the planning.

### Conclusion

A sign of a club that has its house in order is a solid and updated constitution. Regular review helps to ensure issues are identified early, especially so that the constitution does not create unwanted obstacles for future projects.

**If you would like to discuss your club's constitution, please contact either Brett Boon on 02 8248 5832 or at [bboon@tglaw.com.au](mailto:bboon@tglaw.com.au) or Arj Puveendran on 02 8248 3494 or at [apuveendran@tglaw.com.au](mailto:apuveendran@tglaw.com.au).**



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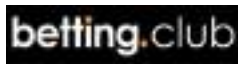
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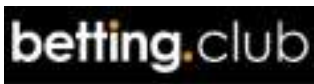
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## De Bortoli Wines



Warwick Brook

## DWS Hospitality Specialists



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## NDH Associates Pty Ltd



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## NILWA - National Independent Liquor Warehouse Association



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## Rohrig



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## Silverchef



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## TJS Services



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## Vintage House Wine & Spirits



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## EDUCATIONAL SPONSORS

### CCM Travel



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### Luhrmann Business Consulting



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### Profitable Hospitality



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1300 628 700

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Michael Chain 0416 206 969

**Digital Design Studios**  
Kirily Smith 0400 141 800

**Paltronics**  
Meryll Freeman 02 9531 5199

**Global Coffee Solutions**  
Lee Fitzgerald 0422 446 020

**Project Leaders**  
Craig Cornish 07 3871 3399

**Scent Washroom Services**  
Todd Lester 0424 566 899

**Senpos**  
Thomas Rabi 02 4962 1313

**Signature Floorcoverings**  
Anthony O'Halloran 0418 349 198

**Split Watermelon Design**  
Sue Jago 02 9669 3381

**Starwell Furniture**  
Murray Waters 04182 84627

**Sunblest Cleaning**  
Matthew Koura 02 8095 6650

**Tic Technologies**  
Rhonda Bowen 0419 992 862



# CMAA GUIDE

## LISTING OF CMAA ZONES + POSTCODES

DIVISION	ZONE	ZONE POSTCODES	ZONE AREAS
A	City/Eastern Suburbs	2000 – 2036	CBD, Watsons Bay, Coogee, Maroubra, Botany, Mascot, Redfern
A	Manly/ Northern Suburbs	2056 – 2126, 2154 – 2159	North Sydney, Manly, Palm Beach, Brooklyn, Galston, Castle Hill, Rydalmere, Gladesville
B	St George/Cronulla Sutherland	2205 - 2234	Arncliffe, Kingsgrove, Revesby, Heathcote, Cronulla
B	Inner Western Suburbs	2037 – 2050, 2190 – 2204, 2128 – 2144	Balmain, Five Dock, Auburn, Bankstown, Canterbury, Newtown
C	Nepean	2145 – 2153, 2160 – 2177, 2560 – 2571, 2745 – 2790	Parramatta, Windsor, Katoomba, Picton, Liverpool
D	Hunter	2264 – 2339	Morisset, Cessnock, Singleton, Denman, Merriwa, Scone, Willow Tree, Nelson Bay, Newcastle
D	Central Coast	2250 – 2263	Umina, Gosford, Wyong, Budgewoi, Terrigal
D	Great Lakes	2420 – 2430, 2443 – 2446	Buladelah, Dungog, Gloucester Wauchope, Port Macquarie, Taree, Forster
E	Mid North Coast	2431 – 2442, 2447 – 2463	Kempsey, Dorrigo, Grafton, Coffs Harbour, Crescent Head
E	Far North Coast	2464 – 2489	Yamba, Casino, Kyogle, Tweed Heads, Ballina, Lismore, Evans Head
E	North West State	2340 – 2411	Coolah, Narrabri, Moree, Tenterfield, Armidale, Walcha, Tamworth
E	Mid State	2791 – 2880	Bathurst, Condobolin, Bourke, Walgett, Nyngan, Dubbo
F	Illawarra/Shoalhaven	2500 – 2535, 2540 – 2541, 2572 – 2579	Nowra, Moss Vale, Mittagong, Wollongong, Kiama
G	Central & Northern Queensland	4650 – 4880	Maryborough, Longreach, Mount Isa, Cairns, Townsville, Mackay, Rockhampton
H	Brisbane	4000 – 4200	Redland Bay, Brisbane, Redcliffe, Sandgate
H	Sunshine Coast	4500 – 4615	Caboolture, Kingaroy, Goomeri, Gympie, Noosa Heads, Nambour, Caloundra
H	Gold Coast	4201 – 4230	Coolangatta, Beenleigh, Southport, Burleigh Heads
H	Ipswich/Darling Downs	4280 – 4490	Warwick, Goondiwindi, Cunnamulla, Blackall, Roma, Toowoomba, Ipswich
I	Riverina/Murray ACT/ Far South Coast	2586 – 2594, 2640 – 2737, 3644 2536 – 2539, 2545 – 2554, 2580 – 2584, 2600 – 2633, 2900 – 2914	Albury, Mulwala, Barham, Wentworth, Hillston, Griffith, Young, Wagga Wagga Eden, Cooma, Canberra, Goulburn, Ulladulla, Batemans Bay, Broken Hill
J	Victoria	3000 – 3980	Victoria

CONTACT THE CMAA FOR MORE DETAILS



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**Rick Holder**  
Relationship Manager

0418 442 947  
[rholder@communityfirst.com.au](mailto:rholder@communityfirst.com.au)



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