



Our Purpose & the Way We Work

Our purpose is to create opportunities for our members to thrive.

The way we work ...

- 1. We treat people fairly, respecting their views and valuing their contributions.
- 2. We accept, embrace and promote diversity and inclusivity.
- 3. We encourage our people to be creative, take initiative, show leadership and reach their potential.
- 4. We take responsibility for our communications, decisions, actions and performance.
- 5. We act with integrity in our work and in dealing with others.

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Chairman’s Review

Peter Newell OAM - Chairman

ClubsNSW has completed a year in which robust decisions breaking new ground on several fronts have prepared the way for bigger things in 2017-18. Leading the charge has been the determination to embrace digital technology at every reasonable opportunity, and to assist and encourage our members to do the same. At the same time, steps to address clubs’ governance and wider community contribution have started a concerted push in those directions.

The ClubsNSW Board in June resolved to approve the creation of a specialised digital services team, while recruiting clubs to a digital commerce reference group, all aimed at researching and developing new opportunities and ease of doing business for clubs. With regard to specific digital technology initiatives:

- ClubsNSW in 2016-17 announced a digital wagering advertising partnership with CrownBet. This exercise was about enabling clubs to benefit from choice and competition in digital wagering as well as being better able to use technology to engage with their members. It followed a rigorous tender process involving Tabcorp and other digital wagering providers. Tabcorp has sought to challenge the arrangements – as is its right – though we believe it can and should exist with CrownBet if it is confirmed as being a legal operation. We now are at the Supreme Court in NSW seeking declaratory relief to confirm that our arrangements do not breach NSW law and we will have a decision before the ClubsNSW AGM, enabling clubs to benefit from choice and competition
- As I reported this time last year, ClubsNSW was not successful in a bid to win the NSW Central Monitoring System tender, but I’m pleased to say our objective to influence the technological outcome for our industry now has been successful with the later announcement that the new CMS will be fully G2S compliant. This will introduce

- competition for a range of new features and new games
- Work is underway developing a new ClubGRANTS online system for clubs to use free of charge. This will be a much-improved and simplified one-stop-shop for grant applicants, local committees and reporting to Liquor and Gaming for tax purposes
 - Work also is underway on the ClubSAFE front to widen and enhance our world-class offering and web-based multi-venue self-exclusion system, plus ongoing gambling research.

On the other side of the coin:

- ClubsNSW has launched a new program encouraging the recruitment and training of a new cohort of club directors, arguably one of the industry’s greatest challenges
- At the same time, a group is working to promote the benefits of board diversity, while more funding and education resources are being directed to facilitate club mergers and lower associated costs
- A Corporate Social Responsibility guide has been completed, allowing clubs to benchmark the growing importance of their CSR activities and report them to stakeholders
- Pathways to education of directors, managers, staff and the general community will be extended, including via the Club Directors Institute, as well as the Future Club Leaders program and market research.

While all this has been happening, the Australian Competition Tribunal on 20 June approved an \$11.6 billion merger of Tabcorp and Tatts upon condition that Tabcorp sell its Odyssey Gaming Services business. While not opposing the merger as such, ClubsNSW and ClubsAustralia had advised the Australian Competition and Consumer Commission and the Tribunal of clubs’ concerns, including the possible misuse of data and the impact

of competition for services. Agreement was reached with Tabcorp about how to best protect club data following a merger, with a legally binding Deed signed. The ACCC opposed the merger, claiming it would not provide the net benefits that were presented, but the Tribunal did not agree.

During the year the NSW political scene changed at a personal level, but a strong relationship with clubs did not. Gladys Berejiklian replaced Mike Baird as Premier and Paul Toole replaced Troy Grant in the Racing and Gaming portfolio. ClubsNSW enjoyed positive relationships with both the former leaders, as we do with the new and with the Opposition. The same can be said of the Coalition and Labor parties at Federal level, although I cannot be as generous in my recognition of the Greens and some others. The bottom line is, although some anti-gaming extremists continue to try and influence political and community attitudes to clubs and gambling, they are not being successful and much of the focus has been placed on online gambling, with passage of the new Interactive Gambling Act, reducing advertising and other trading conditions as well as increasing powers to stop overseas gambling groups from operating online to Australians. A so-called “test case”, in which lawyers representing an Adelaide complainant are seeking an order to restrain Aristocrat and Crown Resorts from supplying certain gaming machines, wanting a declaration that they are “rigged” and designed to mislead and deceive players, has gone to the Federal Court. Aristocrat and Crown are defending this action and ClubsNSW, while not directly involved, certainly has a keen interest in its outcome which also may be known by the AGM.

Specifically on the NSW political front, a Memorandum of Understanding between ClubsNSW and the Government remains afoot, with the issues of gaming machine leasing and

a review of Local Impact Assessment (LIA) legislation under way. Work has begun with regard to seeking election commitments from the major parties before the next State election. There have been minimal changes to alcohol and smoking legislation affecting clubs during the year, and taxation rates remain stable.

On the workplace relations front, the Fair Work Commission has ruled favourably on our application for our flexible part-time employment provisions to remain in place, which is a good outcome for clubs. Clubs Australia Industrial has indicated to the Commission that, in the absence of an agreed outcome on negotiations with the United Voice union on other matters including penalty rates, it has an interest in merging the Clubs Award with the Hospitality Award. In doing so, we would require the special award conditions that apply to clubs (including industry classifications and conditions relating to club managers) to be carried over.

The game of Keno has been a real success story throughout the year. Game performance at 30 June was at a record high 4.6 per cent increase on last year (4.1 per cent for clubs) which also was a record. Jackpot pooling across the eastern seaboard, with NSW, Vic, Qld and ACT pooled, enabled jackpots to grow more quickly, while Keno Mega Millions – the \$2 game offering the chance to win a minimum \$5 million – came to life with the first winner of \$5.6m at Sydney’s Caringbah RSL Club in early June. Keno digital (or Keno in-venue mobile) was released, with 118 clubs operational by the end of June.

ClubsNSW finances were on budget, with an association surplus of \$371,778.

On behalf of its member clubs, ClubsNSW continued to support an impressive list of Community Partners during the year, including Surf Lifesaving NSW, Fr Chris Riley’s Youth Off The Streets, the Talent Development Project, NSW Regional Academies of Sport, the Centre For Volunteering, the Clontarf Foundation, Homes For Heroes, the Salvation Army, Max Potential, Life Education and Little Wings.▶▶



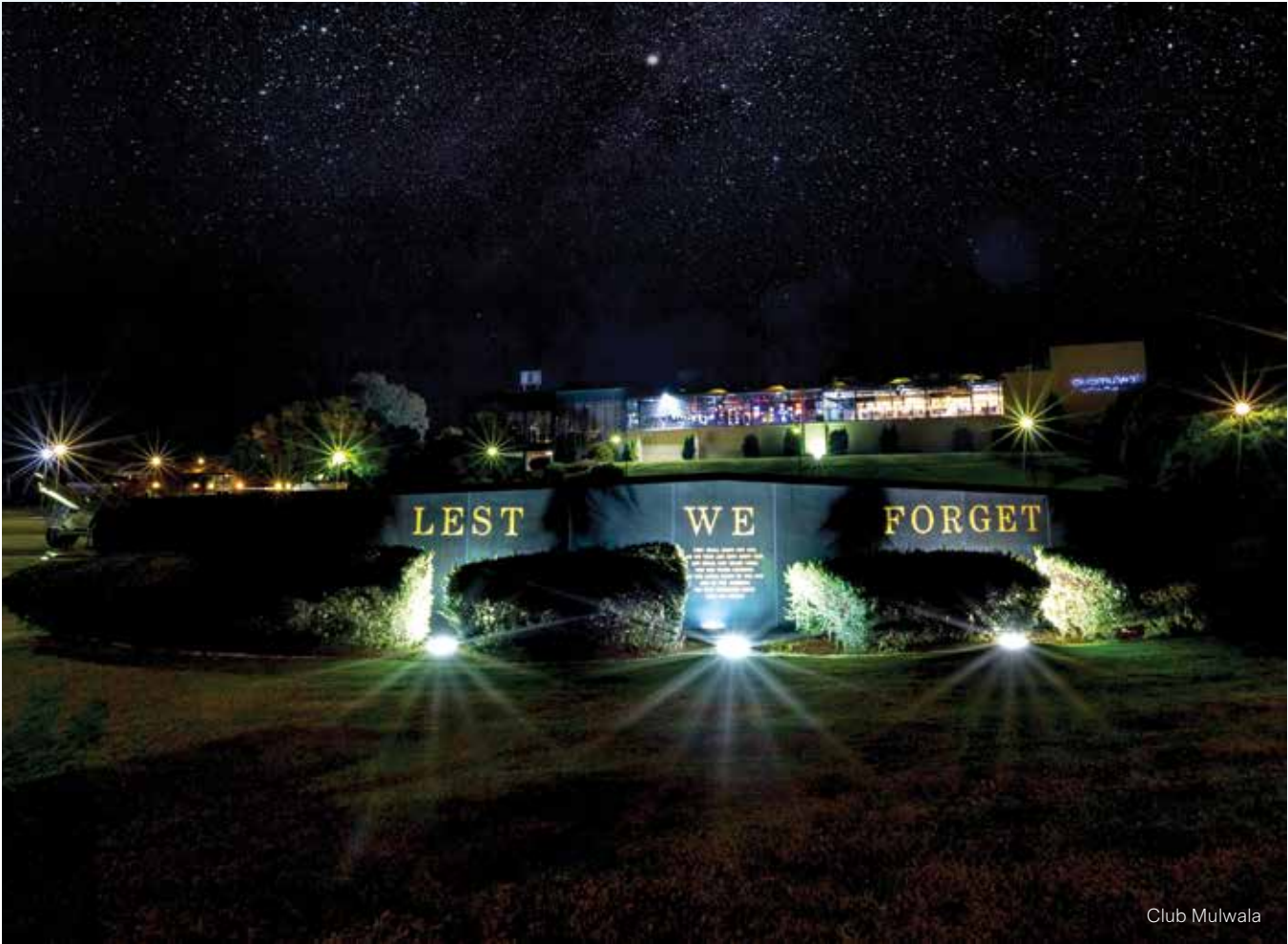
“The **ClubsNSW Chef’s Table awards continued to grow in recognition and importance**, showcasing the great chefs in our clubs and the equally great food they put forward.”

ClubsNSW is a Founding Partner of Invictus Games Sydney 2018, whose patron is HRH Prince Harry. The Games are aimed at helping injured returned servicemen and women to gain further opportunities and recognition while integrating back into mainstream society, and will bring more than 500 competitors plus supporters to the harbour city. Earlier, ClubsNSW had announced a three-year investment with Regional Academies of Sport NSW for the establishment of an education program for the more than 2000 young athletes covering a wide range of on and off-field issues ranging from the dangers of performance-enhancing drugs in sport and criminal drug use to proper nutrition and general self-respect. This program will involve face-to-face education, but also the establishment of an integrated web-based hub. During the year the association also announced that, after some 20 years, it would end its formal association as the principal partner of the NSW Institute of Sport. As I explained at the time, this should not been seen as any reflection on this fine institute, but after two decades and more than \$20 million investment, it simply “was time”. I wish NSWIS, its chairman Gary Flowers, deputy chairman Alan Jones AO, directors, staff and, importantly, athletes who benefit from their care and encouragement, all the best in the years ahead.

The ClubsNSW Chef’s Table awards continued to grow in recognition and importance, in 2016/17 showcasing the great chefs in our clubs and the equally great food they put forward. Congratulations to the Wests Group in Newcastle in taking both gold and silver awards this year: Wests Mayfield claimed the top gong, edging out Wests New Lambton, with Dubbo RSL Memorial Club collecting the bronze, and the top apprentice award going to Beth Dobbins of Oatlands Golf Club. In October, the ClubsNSW Annual Conference and AGM was held for the last time in more than a decade at Queensland’s Gold Coast

Convention and Exhibition Centre, Broadbeach. This year the conference will move to the new Sydney Convention and Exhibition Centre, Darling Harbour, from 13-16 October, with the annual Clubs and Community Celebration night, usually held mid-year, part of the conference program. The second successful Australian Hospitality and Gaming Expo, run jointly by ClubsNSW, ClubsQld, and the Club Managers Association Australia, took place in Brisbane in March and will again in 2018. It brought together more than 173 exhibitors and a pleasing number of visitors to see the latest in club-related offerings.

In early April this year I advised members that, in accordance with Clause 21(e) of the Association’s rules, Dr George Peponis OAM had been appointed to the ClubsNSW board to fill a casual vacancy created by the retirement of director Martin Bullock. Dr Peponis comes to our board as a person with extensive club and sporting experience as well as broad community involvement. He is chairman of the Canterbury League Club in Belmore, Sydney, as well as being chairman of the NSW Rugby League and of the 2017 Rugby League World Cup. In welcoming George, I sincerely thank Martin, the Western Sydney Academy of Sport CEO and Wests Campbelltown director, for his valuable contribution in his time on our board and wish him and his family well. On 28 June last year, Rod Desborough retired after more than 16 years as a ClubsNSW director and the resulting casual vacancy was filled by Dr Christina Curry, the first female director in the 90-year history of the RCA/ClubsNSW. At October’s Annual Conference Rod received a richly deserved Life Membership and Christina was elected unopposed to the board with me. I thank members for their confidence in both of us throughout the past year. Another long association concluded when Jon Chin did not seek re-election in July after some 21 years as the ClubsNSW Newcastle and Hunter State



Club Mulwala

councilor. Jon also received ClubsNSW Life Membership in October and I thank him for his great service and continuing friendship, while welcoming Scott Williams into the State Councillor role.

During the year NSW clubs supported more than 32,000 volunteers with a \$120 million social contribution. I was pleased to note no fewer than 40 NSW club-affiliated people were recognised in the 2017 Australia Day and Queen’s Birthday honours.

Again this year I record my thanks to board colleagues Michael Fraser (deputy chairman), Paul Barnett, Keith Gomes, Martin Bullock and Christina Curry, as well as fellow ClubKeno Holdings directors Anne Munro and

Andrew Bell. We were privileged to have been supported by a most capable CEO in Anthony Ball and his team headed by executive managers Josh Landis, Anne Fitzgerald, Brandon Punter and Chris Mossman, with a personal thanks to friend and colleague Anne Formby, her talented assistant Laura O’Brien who left the company in June, and a welcome to her replacement Jayne Nguyen. Many have gone above the call of duty in a number of challenging projects this year and have acquitted themselves admirably. Chris Mossman joined the team as Executive Manager Workplace Relations before Christmas when Richard Tait and Helen Carayannis left the company. I welcome

Chris and wish Richard and Helen well, while welcoming new communications manager Darren Flynn and team.

I extend the sympathy of all at ClubsNSW to those who have lost loved ones during the year, noting among them the passing of Stan Jeffrey OAM, Keith Aggett, Bernie Holdsworth, Graham Hill OAM, Allan Robertson, Ian Sinclair, Jim Lang, Barry Willoughby, Rikki Organ, Anne Rogers, Jean McGregor and former AHA executive Brian Ross.

I look forward to welcoming you to the 2017 ClubsNSW Annual Conference and AGM in the brand new Sydney Convention and Exhibition Centre in October. ♣

From the CEO

Anthony Ball - CEO

ClubsNSW exists to create opportunities for our members to thrive, and, taking advantage of this period of relative stability, during the year we reset our strategy so that we can better deliver on our purpose.

The strategic planning process is an important one for all businesses, including clubs, creating an agreed position on an organisation’s purpose, corporate direction and strategic goals and outcomes. The plan that comes out the end is a key document that sets out the what, why, how and when of business activity, and allows the organisation and its people to align and achieve common goals.

We continue to do the things you expect from us – including being a strong advocate for your interests, building our industry’s reputation and providing advice and business solutions to help you manage in an increasingly complex environment. But, importantly, our strategy now places much greater emphasis on bringing clubs fully into the digital economy, and on driving change in the way club boards and management teams think about our key challenges. Our view is that we need to bring to bear a greater diversity of perspective, experience and skills when we make decisions on behalf of club members.

Our world is changing quickly, and we need to be better at recognising shifts, processing the relevant information and making the right decisions. Platitudes about “change being the only constant” or how we “need to innovate or perish” are unhelpful and we instead need to gain a deeper understanding of our reality and recognise that our operating and competitive landscape is changing dramatically. People are changing the way they communicate, connect, transact and engage with businesses. We are, after all, in the people business, servicing 6.7 million memberships and relying on their patronage and support to be successful. It requires a rethink of the way we look at our industry and our competition. We no longer

just compete against the next club or the hotel across the road, we now go head-to-head with all the other businesses that compete for people’s time and money. The shopping mall, the cinema complex, the big box retailer and all the digital businesses that have a direct relationship with our own club members. These include some of our most important suppliers who have changed their business model to go direct to customers (our members) using digital technology.

As our commercial environment shifts, clubs find themselves dealing with suppliers and competitors that are much larger than they are, and have a substantial degree of market power. This means that clubs have little bargaining power, and are being presented with take-it-or-leave-it propositions for important inputs into their core business. I have been asked if ClubsNSW should really be involved in commercial matters like the Central Monitoring System (where we formed a consortium to bid for the licence) or our CrownBet digital wagering advertising partnership. My answer is an emphatic yes, especially if you believe we should be helping clubs by giving them choice and delivering the benefits of competition in markets where there hasn’t been any. Simply put, the best way to get better service, price and variety out of suppliers with substantial market power is to make them compete.

All of that said, we are extremely optimistic about the future. We have natural advantages over other businesses and industries, and fantastic assets in our members, physical presence and the social and economic networks we have developed over the years through our positioning as modern day town squares. This is an ideal place from which to assess and pursue commercial opportunities that will allow clubs to better service and provide value to their members, especially using data and technology. Given our heavier emphasis on the digital economy, ClubsNSW

has commenced building its own capability by establishing a digital team with the skills and experience to drive the strategy forward, including the appointment of David McGrath as its first Chief Digital Officer.

There is a need to fully explore each and every opportunity that new technology and innovation presents, and determine whether there is a benefit for clubs (or a threat to be managed), because that is the way to create deeper and more productive relationships with club members, who are our life blood. In our view, to be successful now and into the future, clubs will need to be sophisticated participants in the digital economy, and so that is the first of our five strategic goals.

We aim to:

1. Drive club involvement in the digital economy by: positioning ClubsNSW as an innovator and leader in digital commerce; building industry digital infrastructure and platforms; raising digital literacy, knowledge, skills; creating opportunities for clubs to benefit from digital and electronic commerce; and engaging with stakeholders using digital solutions.
2. Establish clubs as an integral part of social and economic life by: positioning clubs to advantage through communications campaigns and the media; leveraging ClubGRANTS program and community partnerships; enabling sophisticated corporate social responsibility (CSR) activity and reporting; and engaging people of influence and opinion leaders.
3. Achieve sustainable, long-term growth for the industry by: working with government at state and federal levels; giving clubs greater control over their workforce and promoting favourable workplace arrangements; accelerating the process of industry consolidation; and achieving world’s best practice in relation to responsible service of gambling.

“There is a **need to fully explore each and every opportunity that new technology and innovation presents**, and determine whether there is a benefit for clubs (or a threat to be managed), because that is the way to create deeper and more productive relationships with club members, who are our life blood.”

4. Build capacity within the industry by: strengthening corporate governance within clubs; attracting, retaining and developing high quality people in clubs; and enabling ClubsNSW, clubs and other stakeholders to make informed decisions using quality research and robust data.
5. Provide industry leadership through our people, services and assets by: attracting and retaining high quality staff; investing in products and services and managing our assets to increase our capacity to fund key industry initiatives; and providing high quality organisational infrastructure and support. We are excited about the prospect of delivering results against these strategic goals and strongly believe that achieving them will take our great industry forward.

I would like to thank our committed, creative and capable team for its work over the year. Our people believe in the good of clubs and apply their talents and efforts, working with our members to manage an increasingly complex and challenging environment and creating opportunities for them to thrive. Special thanks to our Executive Management team, Anne Fitzgerald, Josh Landis, David McGrath, Brandon Punter and Chris Mossman, the ClubsNSW Board and State Council, led by our Chairman Peter Newell, and to Anne Formby and Laura O’Brien whose support I simply could not do without. ♣



Board of Directors



Peter Newell OAM
Chairman

Peter Newell OAM is a retired newspaper editor and CEO who has been associated with registered clubs since he was “old enough to join a bush golf club as a kid”. He has been a Director on the Board of the Illawarra District Rugby League Football Club (The Steelers) since 1989.

When Peter Newell became the Chairman of ClubsNSW in 2004, he was also appointed as the Chairman of ClubKENO Holdings. In October 2007, Peter was elected as the Chairman of Clubs Australia, the club industry’s national representative body. In 2009, he was elected as the Patron of the NSW Academies of Sport, and was the Employer Representative Director of Club Plus Superannuation from 2011 to 2015.

Peter Newell has held a myriad of other committee positions within the community over the last 35 years. In 2003, Peter was awarded an Order of Australia Medal, for the role he played in the merger of the Steelers and St George to form the St George Illawarra Dragons and for service to the community.



Dr George Peponis OAM

Dr George Peponis OAM comes to our Board as a person with extensive club and sporting experience – on and off the field – as well as broad community involvement. He currently is the Chairman of the Canterbury League Club in Belmore, Sydney, as well as being Chairman of the NSW Rugby League and the 2017 Rugby League World Cup.

The ClubsNSW Board resolved to appoint Dr Peponis to fill a casual vacancy on the Board created by the retirement on 27 March of Director Martin Bullock.

Dr Peponis has served on the Canterbury League Club Board since 2003, holding the position of Chairman since 2010. He was the Bulldogs Football Club Chairman from 2002-9, after a distinguished playing career which covered 11 consecutive years from 1974, five of them as captain on 71 occasions. A hooker, he represented NSW seven times between 1976-80 and played eight Test Internationals, five of them as captain, between 1978-80. He led the 1979 touring Kangaroos in their three-nil Ashes series whitewash of Great Britain, before leading the Bulldogs to their first premiership in 38 years, defeating the Roosters the next year. He is a Life Member of the Bulldogs Football Club and Canterbury League Club, and has served as the NSW Rugby League Chairman since 2012.

Dr Peponis graduated from the University of NSW as a Bachelor of Medicine and Bachelor of Surgery in 1976 and has treated patients as a general medical practitioner in the Five Dock area for most of the time since and continues to do so. In the 2013 Australia Day Honours Awards he received an OAM in recognition of services to rugby league and the community.



Michael Fraser
Deputy Chairman

Taking up a casual vacancy resulting from a retiring Board member, Michael Fraser was first appointed to the Board of ClubsNSW in June 2009, and subsequently re-elected in 2009, 2012 and 2015. Michael has served on the Board of Twin Towns Services Clubs and Resorts for over 35 years, including the last nine years in the position of Chairman.

Having owned and operated a number of small businesses in Tweed Heads and Coolangatta, Michael gained broad business experience, actively contributing to the Coolangatta and Tweed Heads Chamber of Commerce, Rotary at local and District level (Awarded a Paul Harris Fellow) and Twin Towns Services Club (Life Member). Michael strongly believes in the ClubsNSW Company Directors Training regime attending most including Zone meetings and Conferences.

Michael Fraser brings to the ClubsNSW Board a clear understanding of the challenges confronting all clubs, as well as the industry’s future opportunities; whilst possessing a passion for and commitment to the industry.



Dr Christina Curry

Dr Christina Curry is a Director of The Randwick Club, Randwick Bowling Club and Coogee Beach Club in Sydney’s Eastern Suburbs and a member of the Club Directors’ Institute. She is widely engaged in the community as Chair of Bayside Women’s Shelter, Patron of a women and children’s centre and previously serving as a local government councillor.

In addition she has 20 years’ experience in the education sector, and is currently employed in a senior academic leadership role with Western Sydney University as the Director, Academic Program – Secondary Education. Prior to this role Christina served as a lecturer and tutor at the University of Sydney and was a high school teacher.

She is a former Dr Christina Curry member of the NSW Australian Council for Health, Physical Education and Recreation and has undertaken the AICD course and numerous club-related studies ranging from risk management and procurement to strategic planning and market profiling. Christina holds a PhD, a Master of Education degree and a Bachelor of Physical Education.

When she was appointed in 2016, Christina became the first female to serve on the Board of ClubsNSW.



Paul Barnett

Elected to the Board of ClubsNSW in 2010, to serve the remaining 12 month term of the late Charlie Gibson, and subsequently re-elected in 2011 and 2014, Paul Barnett brings with him more than 25 years’ industry experience backed by post-graduate qualifications from the University of Newcastle.

Paul is the Chief Executive Officer of the Mingara Leisure Group, which includes a number of successful clubs: Mingara Recreation Club on the Central Coast, The Westport Club in Port Macquarie, Lantern Club in Roselands, Pearl Club in Chatswood and Springwood Sports Club in the Blue Mountains. Having held various roles within the club industry, including at Castle Hill RSL Club and Parramatta Leagues Club, Paul brings extensive experience to the role and in 2014 became a Graduate of the Australian Institute of Company Directors.

Prior to his appointment to the Board, Paul served as the State Councillor for the Central Coast Region for five years and in 2014 was appointed to the Board of ClubBIZ.



Keith Gomes

Keith was elected to the Board of ClubsNSW and ClubKENO Holdings as a Non-Executive Director in 2009.

Previously, Keith has served on several private, public sector boards and advisory bodies as a Non-Executive Director. His experience spans a range of industry sectors including financial services, hospitality, information technology, telecommunications, vocational education and professional services in both Australia and Asia. Keith was also a Non-Executive Director for twelve years on the board of a large club in Western Sydney.

As an experienced senior executive, Keith has broad commercial expertise, with a particular focus in the areas of financial discipline, risk management, innovation, digital technology, and strategy execution. He gained his experience from working at Oracle Corporation, KPMG, Optus, Singapore Telecom and IBM both in Australia and Asia. He is currently Executive Director at Sqreem Technologies.

Keith is a graduate of the Australian Institute of Company Directors (AICD), a member of the Institute of Public Administration and Governance Institute of Australia.

Public Affairs

Josh Landis - Executive Manager, Public Affairs

Two key factors were identified in last year’s annual report, which carry through to influence this report. They are: ongoing political stability for clubs at State and Federal level; and the consequent ability for clubs and ClubsNSW to ‘get on with business’.

The game of Keno, the licence for which was extended to the year 2050 by the NSW Government last year, has grown apace and enjoyed significant enhancement. Integral to this are the recent additions of the \$2 game and linked jackpots across the eastern seaboard. This causes jackpots to grow faster, creating more excitement and more Keno millionaires than ever before. The first trials of an in-venue digital Keno game are also underway.

But this year is conspicuous for the launch of CrownBet. The announcement of ClubsNSW’s digital wagering partnership with CrownBet followed a rigorous tender process involving Tabcorp and other digital wagering providers. It became clear to us through the tender that retail wagering is being eclipsed by digital as the nature of wagering changes dramatically – and that clubs need to enter the space quickly if they are to avoid being left behind. Who clubs decide to partner with is critical, because digital wagering can either help provide leverage into the growing digital world, or simply be a modest additional income stream. The decision to partner with CrownBet is about delivering much more than some extra wagering commission. It comes with a fantasy sports app, digital marketing support, state-of-the-art venue design and it is a far superior service for the punter. Getting approved and into the marketplace has been challenging, but it will be worth the effort. We look forward to clubs realising the unique upside CrownBet can deliver.

While ClubsNSW lost its bid for the Central Monitoring System (CMS), our primary objective was to influence the technological outcome for the benefit of clubs. In that regard

our bid can now be seen as a success, with the announcement that the new CMS will be fully G2S compliant. This will introduce competition for a range of feature-rich value-adds and hopefully see gaming machines become more affordable and new games arrive in Australia sooner.

Not everything has gone the industry’s way. ClubsACT ran an underwhelming campaign against the ACT Government’s casino plans and lost. Despite having only about 50 clubs, the ACT has split into two club associations. This fiasco shows again the imperative for industry unity. If clubs must campaign, we must go hard and we must win.

From time-to-time we are reminded that the anti-gambling lobby remains active. Through the year a number of media stunts have come and gone, including “Pokie leaks”. The fact remains that the right to operate and participate in gaming is a privilege which must constantly be defended.

In that defence we engage in regular advocacy with politicians, the media and public servants. Engaging with the Department of Liquor and Gaming has been more necessary than usual, due to wholesale changes in upper management. Our new Regulators include Natasha Mann (Executive Director, Policy and Strategy), Susan Bray (Executive Director, Regulatory Operations), Philip Crawford (Chair of ILGA) and Paul Newson has returned (as Deputy Secretary).

We continue to generate sensible gaming research. This year ClubsNSW extended its gambling research partnership with the University of Sydney and Professor Alex Blaszczynski for another three years, taking our investment to \$2.5 million.

We developed media about the overwhelmingly positive role played by clubs. One example is through the continuation of a partnership with the NSW Department of Families and Community Services to help those

who have a disability. Numerous positive stories about clubs appeared in the media in the last 12 months. Credit for that goes to the clubs and also our new communications team: Darren Flynn, Ben Rossleigh, Gioenne Rapisarda and Elyssa King.

The communications team have hit the ground running, with changes evident through a re-brand and re-design of ClubNews as “ClubTV”. ClubLife magazine will become nine print editions instead of 11 and there is a growing emphasis on digital delivery, including a new, free ClubGRANTS online system.

We have reached out to the public. Our ‘Your Local Club’ Facebook page has over 8,500 likes and the ClubsNSW Twitter handle has grown to 1,500 followers.

Numerous submissions were written over the last 12 months. Of these none is more important for clubs than the LIA Review, but the interests of clubs have been represented at every instance.

That includes interstate, with two Victorian submissions (on harm minimisation and gaming entitlements) and another on the future of gaming in Tasmania.

There is a lot of potential in the digital space, both in NSW and nationally, and I look forward to working with David McGrath, our new Chief Digital Officer, and his team over the coming year to see projects come to fruition.

A major focus on growing clubs’ engagement with their local MPs has begun. Hugo Robinson is a new addition to the policy team who has been actively supporting clubs in this regard. My hope, one day, is that clubs become so good, and so consistent, at political and media engagement that the ClubsNSW Public Affairs Team becomes redundant.

Finally, I end where I began. Clubs are getting on with business. Capital projects are underway across the State worth hundreds of millions of dollars. This creates new jobs, generates positive media and diversifies clubs

from reliance on gaming. This investment is happening in no small part because regulatory stability exists, which is at the core of what the Public Affairs Team at ClubsNSW is employed to manage. Club confidence is rightly high, because we do not see regulatory trouble on the horizon for clubs at State or Federal level. In these circumstances, with historic low interest rates, now is the time for clubs to reach for their potential. ♣

“Club confidence is rightly high, because we do not see regulatory trouble on the horizon for clubs at State or Federal level.”



Workplace Relations

Chris Mossman - Executive Manager, Workplace Relations

Since taking over as the Executive Manager of Workplace Relations in December I have been repeatedly impressed with the high level of quality advice and representation that is provided from our Members Enquiries Centre (MEC) and our Advocates. The MEC dealt with 18,000 phone queries and 5,000 email queries during the financial year. The Workplace Relations team handled in excess of 100 unfair dismissal, adverse action, bullying, disputes or enterprise bargaining agreement matters.

Our team prides itself as being a full service workplace relations provider and is able to not only assist clubs in a range of issues arising from performance management, discipline, bullying and harassment, unfair dismissals, adverse action, disputes, underpayment matters, Award interpretation, discrimination and enterprise bargaining agreements but can also provide excellent representation for clubs who might find themselves in any court or tribunal defending an employment-related claim or litigation. The team's success rate in such matters is exceptional.

The MEC still retains its role of providing expert industry advice to issues regarding the Registered Clubs Act, club constitutional matters, corporations law, the ClubGRANTS scheme and the responsible service of alcohol and gaming.

The end of the financial year saw some exciting developments in the team. I am thrilled to announce the promotions of Lee Pike and Lena Bertuccio. Lee moves into the position as a Senior Advocate and Lena has been promoted to a new Human Resources Services Advisor role. More about this later.

We also welcome Claire Walker, Coco Ward, Weda Ringo and Dita Nasim to the MEC, and Michael Carter as Advocate to the Workplace Relations team. Both Weda and Dita are law graduates with experience in human resources and workplace relations

issues. Claire and Coco hold Human Resource qualifications with particular interests in workplace and employee relations. Michael is a lawyer with five years' experience in employment law and workplace relation matters.

Michael's recruitment brings the number of lawyers in the team (including myself!) to 5 and the number of Human Resource professionals in the team to 3. It's wonderful to have such a great team of highly qualified and competent professionals.

You will no doubt hear a lot in the near future about ClubsNSW' digital strategy. It is an exciting time to be involved in the new digital world and the opportunities that new technology can bring. Lena will be at the very forefront of our team's digital plan. Particularly, both Lena and I will be working hard with clubs to introduce the best digital strategies to allow clubs not only to ensure compliance with their legislative requirements and minimise risk but to also use the intersection between Human Resources and Digital to maximise workforce productivity, efficiency and flexibility.

More broadly Lena and I will be working to ensure that the MEC not only continues to provide the usual excellent advice and representation to clubs but will also be able to provide front end and high value human resources services and assistance to clubs.

On the national level there are a number of significant matters in which Clubs Australia Industrial (CAI) is involved.

The Fair Work Commission (FWC) in July 2017 handed down its decision regarding the flexible part-time and casual provisions in the Clubs Award as part of the Modern Award Review. The maintenance of the flexible part-time clause is significant for the Club Industry, and this is a great result for all clubs. The KPMG Club Census showed an increase in casualisation without the flexible part-time provisions for new employees since 2015, and

CAI is of the view that the FWC's decision will promote more engagement of part-time employees within the industry.

CAI appeared in the Public Holiday case as part of the Modern Award Review in July 2017. We are seeking relief for clubs from some of the more onerous public holiday provisions, and are hopeful that a successful outcome may be handed down by the FWC later this year.

The FWC has handed down its penalty rate decision. Although a number of industries were granted reductions in penalty rates these reductions were not passed on to the Club Industry.

The FWC gave CAI two options which were to apply to consolidated the Clubs Award with the Hospitality Award or re-run the case.

After careful consideration CAI has decided to apply for a consolidation of the two Awards. Our analysis revealed that there is little practical difference between the two Awards and any provisions which are specific to the Club Industry can be provided for in a special schedule. There are still many steps to be taken in relation to this issue and we will keep everyone informed as the matter progresses.

Unfortunately we have seen both inappropriate and unlawful action by United Voice in some areas in Queensland over this issue. As a result, CAI has instituted proceedings in the Federal Court of Australia against United Voice over its unlawful conduct.

In relation to workplace relations industry trends throughout NSW we have seen a rise in the amount of bullying complaints. Often the complaints are made in the context of an employee who is being performance managed. Complexities can arise when the employee also lodges a workers compensation claim for physiological injury arising out of the alleged bullying. Our Advocates and the MEC are experts in this area, particularly in relation to the prevention of claims and are able to assist any club which finds itself in this situation.

“Our team prides itself as being a full service workplace relations provider and ... can also provide excellent representation for clubs who might find themselves in any court or tribunal defending an employment-related claim.”

On the legislative front, workplace relations has been fairly settled. There are currently two significant reforms before Federal Parliament but as at the date of writing they have not yet been passed. The first reform sees a dramatic increase to the penalties which can be imposed on employers who commit serious underpayment breaches of an Award or enterprise bargaining agreement. The second reform quashes the Modern Award Review process in its entirety. Given that the current Review will be the first and last of its kind we are cognisant of the need to ensure that Award conditions are set to secure the industry's long term future success.

The FWC also saw significant changes with a number of senior members leaving the Commission. This has meant that we have seen new appointments. We have also seen a more stringent process being applied by the FWC to enterprise bargaining agreement approvals. This more stringent process increases the need to ensure careful compliance when drafting and negotiating an enterprise bargaining agreement to ensure it meets the legislative requirements and passes the Better Off Overall Test. Lee Pike has been doing an excellent job in assisting clubs navigate through this complex process.

This year promises to be an exciting time at the MEC as we welcome the new Advocates and Advisors and as we assist clubs to transition their workplace relations and human resources systems and processes into the digital age.

I would like to thank our Advocates and our MEC Advisors for the excellent work they have done since I joined ClubsNSW. I have enjoyed working with them immensely and I continue to greatly appreciate the hard work and effort they put in everyday in the MEC. ♣



Member Services & Marketing

Anne Fitzgerald - Executive Manager, Member Services & Marketing

Large projects and a 'rethink' around some of our major industry events have been a focus for my department this year and I am excited about what lies ahead as we continue to position our collective club efforts front and centre of, and integral to, community prosperity.

The Club Governance Viability Review commissioned by the ClubsNSW Board in May 2016 was designed to gain an independent and objective report about how the industry is best placed to ensure there are viable and robust boards to lead the industry into the future. There has been a recognition for some time now that there really is not a solid nor diverse pipeline of future directors ready to be 'handed the reigns' from those who have worked so hard to this point.

Commencing in October 2016, Murdoch & Associates (MA), comprising Dr Vince Murdoch, Dr Judith MacCormick and David Shortland conducted extensive research and consultation including interviews, focus groups, requests for submissions and surveys all of which were completed as at the end of January 2017. A summary presentation was made to the ClubsNSW Board for approval of the initial key findings at the February 2017 board meeting.

Dr Vince Murdoch and Dr Judith MacCormick also socialised a summary of the key findings at the 2017 Clubs Australia and Club Managers Association Australia National Governance and Management Congress in March in Brisbane, which was well received by the attendees. Dr Murdoch presented the final report to the Board and Executive Management Team at the Strategic Planning Session and board meeting in May 2017, at which time the report was received and accepted. The full report has also been circulated to State Council in early May to a positive reception.

Since acceptance of the report by the Board, ClubsNSW is now planning the best way to implement the key 8 recommendations of the report over the next 12 to 18 months with some recommendations taking priority over

others. We look forward to working with our members to improve board performance through a combination of increased diversity, enhanced training, provision of additional support to boards of all sizes and addressing constitutional restrictions. Offering the Chair Masterclass conducted by Graham Bradley AM, a professional company director, is one of those ways.

Recognising that bringing together a diverse range of skills and experience is a critical aspect of good governance and imperative for a challenging and constructive board culture, ClubsNSW also established its Diversity Advisory Committee reporting into the ClubsNSW Board. Chaired by Dr Christina Curry the committee has a solid Terms of Reference and is looking to assist clubs attract directors with the required skills sets and diversity of gender, ethnicity, culture, religion and age that will ensure clubs stay relevant in the future.

On the community engagement front we have continued to refresh the "Your Local Club" communications campaign by reinforcing the theme of clubs 'giving back' and 'born to give', and running our state-wide campaign on electronic and print media and digital platforms and linked into all our community engagement efforts. We are particularly pleased with the strong relationship we now have with Macquarie Radio's Ben Fordham as through his 2GB Drive Program, Outside Broadcasts and other channels he is able to showcase the many examples of grass roots support provided by clubs.

As you know many of these unique stories feature at our annual Clubs and Community Awards and this year will be no different. Instead of holding our awards in May this year as we have done for many, many years prior we have decided to make the awards night a feature of our Annual Conference so when our conference and AGM is held for the first time at the new Sydney International Convention Centre in October this year, the dinner will double as our Clubs and Community Awards and Ben

Fordham will host this gala occasion. In terms of the awards held in 2016 I am very proud to report that we ranked as a National Finalist for Best Community Event in Australia by the Australian Event Awards and I would like to acknowledge my team for achieving this gong. Similarly I would like to thank all those clubs who each year contribute their stories so a deserved 'spotlight' can be shone on the efforts they make that change peoples' lives. Similarly the other event that has changed this year is our culinary competition – the Chef's Table. In response to member feedback the major 'cook off' between finalists will happen at the Ryde Campus of TAFE, the largest hospitality training centre in the Asia-Pacific Region. This competition grows every year which is pleasing given the number one reason people go to clubs is for the innovative, affordable and delicious food that is served. I thank the judging panel that must choose our Gold, Silver and Bronze winners every year as well as Apprentice of the Year – Chair Julio Azzarello, Courtney Ralston and Adam Moore

In terms of maintaining our social licence to operate, ClubSAFE remains at the forefront of responsible gambling practice. We are continuing our three year gambling research program with the University of Sydney, and eminent researcher, Professor Alex Blaszczynski as well as the awareness raising campaign involving Rugby League legend Nathan Hindmarsh. This year we have completed the rollout of the world-first Multi Venue Self-Exclusion (MVSE) system to NSW hotels, have expanded our club chaplaincy services in co-operation with the Salvation Army and developed and delivered the on-line Anti Money Laundering/Counter Terror Financing course to all ClubSAFE members. As a result of these efforts, ClubSAFE was named one of 6 finalists in the London-based International Gaming Awards.

We have also completed our first year of partnership with the London Benchmarking Group which allows us as an association and

“One of the new community projects we have taken on is as **Founding Partner to the Invictus Games Sydney 2018**.

The Games is an international sporting event for military veterans who have suffered an injury or illness, and were first held in London three years ago.”

industry to benchmark the contribution we make to the community, including cash and time and in-kind donations, and to benchmark these efforts against other world leaders in this space. ClubsNSW on behalf of its member clubs made a community contribution of over \$2 million and funds were directed across key areas including sport, arts and culture, emergency services, disability, welfare and social inclusion and education programs via our 11 community partners and the myriad of other social causes that we support. Many ClubsNSW employees also volunteered their time this year supporting our community partners including Youth off the Streets, Max Potential, the Clontarf Foundation and The Salvation Army – we look forward to doing more of this.

One of the new community projects we have taken on is as Founding Partner to the Invictus Games Sydney 2018. The Games is an international sporting event for military veterans who have suffered an injury or illness, and were first held in London three years ago. At the time of writing the 500-day countdown to the 2018 Invictus Games has officially begun with Prince Harry (as patron) launching the event at Sydney's Admiralty House. Many clubs across the State will also get involved in this partnership which is an exciting and special opportunity.

Finally, a big thanks our thirty-five Corporate Partners for their ongoing support – some new and many long term partners whose support allows us to do many things as an association. I would also like to thank and acknowledge each and every one of my team: The ClubSAFE group led by Rowan Cameron, Jeni Lowe, Alistair Scott, Susan Officer and Troy Stolz; Creative Services guru John Hewitt and Marita Barron and Tyne Macmillan who as Member Services Managers each visit over 20 clubs per week every

week of the year. Trent Sutton, heading up Marketing, Partnerships and Events is joined by Jenny Galic, Amanda Grannall, Matthew Fox, Kelly Sullivan and Kareen Newman while Ron Browne, Manager of Learning and Development, is supported by Delna Dugdale, Keely Barron and Debbie Organ in a mighty effort to keep our 10,000 directors educated and deliver programs that support the 40,000-plus employees in our industry. I also acknowledge David Joseph and Samantha Bertoni as maternity leave replacements. The good cheer, hard work and discretionary effort invested by my team as they travel extensively and represent the industry at many events, nights away and weekends is greatly appreciated. ♣



Finance & Administration

Brandon Punter - Executive Manager, Finance & Administration

Over the past financial year, the Association has continued to operate under the guiding principle of the strategic imperative to enhance its operating environment, infrastructure and assets.

More specifically, we have remained focused on strengthening our financial position in order to ensure our long-term capacity to fund key industry initiatives, and to improve the service delivery and quality of our key stakeholder interaction.

It is apparent that the industry continues to diversify, as must the Association. The breadth of services and offerings made available by the Association has grown again over the past twelve months and with the imminent digitally oriented strategic focus, will increase even further.

The core infrastructure supporting our service delivery model has been a primary focus for the Finance & Administration team over the past one to two years. Major upgrades to network and database infrastructure have been completed during the year and are now in readiness for the next phase of digital services delivery.

To further enhance our services, we've focused on data integrity and ensuring that we take the necessary steps to increase engagement with our members and stakeholders. Maintaining current information relating to our members will only improve the quality of the service offerings afforded by the Association.

A new and exciting opportunity is ahead of us to invest in the 'digital space', with most notably the CrownBet relationship a catalyst for this brave new world. We've continued to invest in our traditional services too, including our whole of industry communications campaign, our philanthropic community partner program, enhanced industrial relations resourcing and the expansion of both the learning and development and responsible gaming program resource bases.

Finally, as is the case in any good team, there is a wonderful group of talented and conscientious individuals that form the Finance & Administration team – the team behind the teams of the Association, entrusted with the task of ensuring the systems, processes and infrastructure from which the broader staff base rely upon to deliver their service offerings, is always of the highest standard to anticipate and meet all stakeholder needs.

Financial Overview

It was another solid financial year for both the Association and the broader Consolidated Entity, with bottom line results of \$371,778 and \$927,534 respectively.

The major contributor to the differential between the Association and the Consolidated Entity was again due to the performance of Club Employers Mutual, and the investment return from the shareholding in that business. This is a non-cash return as the money flows are applied against the original limited recourse loan provided to establish the business.

The overall utilisation of financial resources were applied to the delivery of our strategic initiatives, including - continuation of our multi-media communications campaign, Your Local Club; expansion and redirection of our community partnership program that now incorporates the support of the Invictus Games; the pursuit of a digital wagering partner, CrownBet; and enhancements to the digital platforms underpinning these services.

The primary sources of revenue for the Consolidated Entity continue to be from the game of Keno; our comprehensive membership programs, including ClubSAFE; the corporate program; and from Club Employers Mutual.

The comprehensive financial reporting disclosures for both the Association and

Consolidated Entity are contained within this Annual Report.

Keno Operations

Keno celebrated its 25th anniversary during the year, and the game's future has not looked brighter. We saw the first full year under the new and improved Keno Licence regime (extended out to 2050), and with some 950 club venues as part of the Keno network in NSW, game performance continues to grow.

The 2017 year has seen game performance in turnover reach yet another record high across the network, having achieved 5% growth on last year's record level and many of the key performance metrics surpassing previous high levels.

With the new Licence in place, many of the exciting new game initiatives have been able to be brought to life, including Keno Mega Millions and In-Venue Mobile game play.

Keno Mega Millions is the \$2 game that has all the similarities of the Classic game, but with a \$5 million minimum jackpot. In-Venue Mobile game play allows Keno players to establish an online account and play Keno from their mobile device, while in a participating venue.

We also saw the completion of the eastern seaboard state participation in jackpot pooling, enabling already large jackpots to increase at a rate of more than double the previous stand-alone NSW model.

Financially, the Keno game has again contributed more than \$50 million into the club economy this past year, and it continues to be the greatest source of revenue for the Association, enabling it to fund the many and varied initiatives it undertakes. We look forward to the many game enhancements still to be rolled out for the betterment of the Keno game.

Club Employers Mutual (CEM)

Our specialised workers compensation insurer

“The core infrastructure supporting our service delivery model has been a primary focus for the Finance & Administration team over the past one to two years.”

for the club industry completed its fifth year of operation and moved into a mature stable state with that history behind it.

Key performance metrics regarding return to work rates continually outperform the broader workers compensation scheme by as much as 30%, benefitting both the employee and employer. Frequency and severity of claims has lessened as preventative measures are implemented by both CEM and clubs, with education the key factor in this decrease.

CEM has been the catalyst for an estimated reduction of over \$50 million in industry premiums since its inception, servicing more than 500 club venues representing approximately two-thirds of the industry wage roll.

The engagement of clubs with CEM offerings continues to improve with tangible benefits including the complimentary ClubsWHS system access and critical incident response services just some of those value added benefits available to Association members that are customers of CEM.

It is this engagement and continuing education that enables clubs to better manage their annual premiums with claims-based impacts lessening as return to work rates improve, and frequency and severity of claims also decrease.

The financial return to the Association remains modest, but important, as funds are utilised for assistance with the CEM education objectives and broader industry initiatives. ♣



ClubKENO Holdings Board of Directors



Peter Newell OAM



Michael Fraser



Keith Gomes



Paul Barnett



Dr Christina Curry



Dr George Peponis OAM



Andrew Bell



Anne Munro

Life Members

The Commercial Travellers Club
Mr Roger Cowan OAM
Mr Robert (Bob) J. Ferris
Mr Jack Ball AM

Mr Peter Bracher
Mr Jack Stewart
Mr Len Ainsworth
Mr David Doyle OAM

Mr Jon Chin
Mr Rod Desborough

Deceased

Mr Robert 'Bob' M. Cook
Mr Charles Eason OAM
Mr Bernard Harley OAM

Mr Brian O'Donnell
Mr Ron Pearson MBE
Mr Pat Rogan OAM

Mr W. 'Wally' Ward
Mr John C. Whittle OAM
Mr John 'Mo' Wilson

Financial Reports

The Annual Report contains reliable financial information pertaining to the Association’s financial position, financial performance of operations, and cash flows. The Board of Directors present the Annual Report, together with the annual Financial Reports of The Registered Clubs Association of New South Wales and of the consolidated entity, being the Association and its controlled entities, for the year ended 30 June, 2017.

The Board of Directors of the consolidated entity are responsible for the preparation and presentation of the annual financial reports in accordance with Australian Accounting Standards and under Section 510 of the Industrial Relations Act 1991. This responsibility includes establishing and maintaining internal control relevant to the preparation and presentation of the annual financial reports that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and, making accounting estimates that are reasonable in the circumstances.

In addition, an independent auditor is appointed to carry out an audit and express an opinion on the annual financial reports based on their audit. As the appointed independent auditor, KPMG conducted their audit in accordance with Australian Auditing Standards. These auditing standards require they comply with relevant ethical obligations relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the annual financial reports are free from material misstatement. The assessment of the risks of material misstatement of the financial report, whether

due to fraud or error considers internal control relevant to the entity in order to design audit procedures that are appropriate in the circumstances. The audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board of Directors. It is the auditor’s opinion that satisfactory accounting records were kept by the Association and its controlled entities during the year, including records of the sources and nature of income, and records of the nature and purpose of expenditure.

DIRECTORS’ REPORT

The Directors present their report, together with the financial report of The Registered Clubs Association of New South Wales (the Association) and of the consolidated entity, being the Association and its controlled entities, for the year ended 30 June 2017 and the auditor’s report thereon.

BOARD OF DIRECTORS

The Directors of the Association at any time during or since the financial year are:

- PETER NEWELL OAM**
Director since 19 October, 2004

PAUL BARNETT
Director since 12 October, 2010

MICHAEL FRASER
Director since 25 May, 2009

KEITH GOMES
Director since 13 October, 2009

MARTIN BULLOCK
Director since 24 March, 2014; Resigned 27 March 2017

CHRISTINA CURRY
Appointed 1 July, 2016

GEORGE PEPONIS OAM
Appointed 29 May, 2017

The Board of Directors is the principal policy body for the Association, with State Council acting in an advisory capacity only.

DIRECTORS MEETINGS

During the financial year 13 meetings of Directors were held.

Attendances were:	Number attended	Number eligible to attend
P Newell	12	13
P Barnett	13	13
M Fraser	13	13
K Gomes	13	13
M Bullock	9	9
C Curry	13	13
G Peponis	4	4

PRINCIPAL ACTIVITIES

The principal activities and results of operations of the Association and the consolidated entity during the financial year were as outlined in the Reports of the Chairman, the Chief Executive Officer, and the financial overview immediately preceding this report.

There were no significant changes in the nature of the activities of the Association or the consolidated entity during the year.

The Board of Directors report in accordance with the *Industrial Relations Act 1996*, in respect of the financial year ended 30 June 2017 that, in the opinion of the Board of Directors of The Registered Clubs Association of New South Wales:

- (i)

during the financial year to which the financial report relates, meetings of the Board of Directors were, in the opinion of the Board, held in accordance with the Rules of the Association;
- (ii)

to the knowledge of any member of the Board of Directors there have not been, during the financial year to which the financial report relates, instances where records of the Association or other documents, or copies of those records or other documents, or copies of the Rules of the Association have not been furnished, or made available to members of the Association in accordance with the *Act*, the *Regulations*, or the Rules of the Association as the case may be; and,
- (iii)

in relation to the report prepared in accordance with *Section 514* of the *Act* by the auditor of the organisation in respect of the financial year immediately preceding the financial year to which the accounts relate and in relation to the accounts and statements prepared in accordance with *Section 510(1)* of the *Act* to which that report relates, the Association has complied with *Section 517(1)* and (5) of the *Act*.

DIVIDENDS

The Registered Rules of The Registered Clubs Association of New South Wales provide that no dividends can be paid and no surplus assets can be distributed to members in the event the Association or consolidated entity is wound up.

OPERATING AND FINANCIAL REVIEW

The Association’s mission for the year has been to continue to consolidate its financial position whilst ensuring service delivery to members is maintained at a consistently high standard. A summary of financial highlights is as follows:

- Total revenue for the consolidated entity was \$31,096,003 and for the Association was \$17,050,714 (2016: \$30,345,183 and \$16,542,371 respectively).
- Net profit after taxation for the consolidated entity was \$927,534 and for the Association was a net profit of \$371,778 (2016: net profit of \$895,764 and \$144,085 respectively).
- Accumulated funds at 30 June 2017 for the consolidated entity were \$11,761,138 and for the Association were \$7,173,943 (2016: \$10,833,604 and \$6,802,165 respectively).

STATE OF AFFAIRS

In the opinion of the Directors, there were no significant changes in the state of affairs of the Association or the consolidated entity during the financial year.

LIKELY DEVELOPMENTS

Information about likely developments in the operation of the Association and the expected results of those operations in future financial years has not been included in this report because disclosure of the information would be likely to result in unreasonable prejudice to the Association.

EVENTS SUBSEQUENT TO REPORTING DATE

There has not arisen in the interval between the end of the financial year and the date of this report an item, transaction, or event of a material and unusual nature likely, in the opinion of the directors of the Association, to affect significantly the operations of the consolidated entity, the results of those operations, or the state of affairs of the consolidated entity, in future financial years.

INDEMNIFICATION AND INSURANCE OF OFFICERS AND AUDITORS

Since the end of the previous financial year, the Association and its consolidated entity has not indemnified or made a relevant agreement for indemnifying against a liability any person who is or has been an officer or auditor of the consolidated entity.

INSURANCE PREMIUMS

During the financial year the Association has paid premiums on behalf of the consolidated entity in respect of Directors’ and Officers’ liability insurance. The insurance is in respect of legal liability for damages and legal costs to a maximum of \$20,000,000 arising from claims made by reason of any omission or acts (other than dishonesty) by them whilst acting in their individual or collective capacity as Directors or Officers of the Association and its controlled entities, including the Association.

This report is in accordance with the Rules of the Association in relation to the matters to be stated in the report and is signed on behalf of the Board of Directors by the Chairman.

Dated at Sydney this 21st day of August 2017.

Signed in accordance with a resolution of the Board of Directors:

PETER NEWELL OAM
CHAIRMAN

ACCOUNTING OFFICER’S REPORT

I, Brandon Punter, the Accounting Officer of The Registered Clubs Association of New South Wales, hereby report that to the best of my knowledge and belief there were 1,001 (2016: 1,008) members of the Association across 1,149 (2016: 1,146) licensed premises at the end of the financial year ended 30 June 2017 and in my opinion:

- (i) the financial report shows a true and fair view of the financial affairs of the Association and consolidated entity as at the end of the financial year;
- (ii) a record has been kept of all money paid by, or collected from, members of the Association, and all money so paid or collected has been credited to the bank account or accounts to which the money is to be credited, in accordance with the Rules of the Association;
- (iii) before any expenditure was incurred by the Association, approval of the incurring of the expenditure was obtained in accordance with the Rules of the Association;
- (iv) no payment was made out of a fund referred to in Clause 57(b)(xiii) or (xv) of the Regulations for a purpose other than the purpose for which the fund was operated;
- (v) all financial benefits granted to persons holding office in the organisation were authorised in accordance with the Rules of the Association; and,
- (vi) the register of members of the Association was maintained in accordance with the Act.

BRANDON PUNTER
ACCOUNTING OFFICER
21 August 2017

NOTICE TO MEMBERS

Subsections (1) and (2) of Section 512 of the Industrial Relations Act 1996 provide as follows:

- (1) a member of an organisation, or the Industrial Registrar, may apply to the organisation for specified information prescribed by the Regulations in relation to the organisation. (Industrial Relations Regulation 1992, Clause 60); and
- (2) an organisation must, on the making of such an application, make the specified information available to the member or the Industrial Registrar in the manner, and within the time, prescribed by the Regulations.

The specified information prescribed by the Regulations relate to accounting information most of which is provided in the attached financial report and supplementary information.

STATEMENTS OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2017

		CONSOLIDATED ENTITY		ASSOCIATION	
	Note	2017	2016	2017	2016
		\$	\$	\$	\$
OPERATING REVENUE					
Advertising		728,520	764,028	728,520	764,028
Apportionment of Keno subscriptions		19,195,668	18,438,598	-	-
Event ticket sales and trade stands		690,255	713,445	675,784	697,758
Interest received		239,734	296,463	115,294	153,171
Keno royalties	16	-	-	6,022,883	5,703,574
Management fees		220,000	190,000	400,000	310,000
Member subscriptions		4,199,152	4,050,029	4,199,152	4,050,029
Other subscriptions		2,601,817	2,492,934	2,203,476	2,099,382
Sale of goods		41,932	45,171	41,929	45,171
Share of profit in equity accounted investee	12	558,198	687,000	-	-
Sponsorship		1,824,650	1,698,983	1,824,650	1,698,983
Sundry revenue		606,785	643,201	606,785	643,068
Training and seminars		189,292	325,331	232,241	377,207
Total Revenue		31,096,003	30,345,183	17,050,714	16,542,371
OPERATING EXPENSES					
Additional commission		4,526,281	4,274,784	-	-
Advertising		3,986,580	3,044,088	9,777	5,512
Amortisation	7	104,634	-	104,634	-
Communications		114,151	154,981	113,997	154,387
Consumables		857,927	886,358	843,161	840,450
Depreciation	6	310,368	328,008	8,231	-
Directors’ remuneration		340,045	326,791	155,414	153,272
Equipment and IT		546,405	419,694	573,184	479,694
Insurance		105,203	106,087	93,203	94,087
Interest expense		35,960	62,081	-	-
Keno communication network fees		2,745,487	2,636,583	-	-
Keno duty contribution		829,172	693,642	-	-
Keno promotion support		571,976	549,288	-	-
Marketing and promotions		1,177,901	1,340,190	1,144,732	1,311,383
Motor vehicle expenses		120,647	117,944	134,994	131,758
Occupancy		276,932	220,042	44,080	41,874
Other		572,988	543,174	547,893	521,891
Professional fees		961,196	850,028	801,650	709,187
Rent		-	-	555,600	555,600
Salaries and on costs	2	5,698,966	5,839,400	5,671,814	5,813,526
Sponsorships		385,636	1,454,643	13,136	25,461
Subscriptions		155,434	157,379	155,433	155,929
Transfer to CMDF	15	5,075,662	4,814,594	5,075,662	4,814,594
Travel and accommodation		668,918	629,640	632,341	589,681
Total Expenses		30,168,469	29,449,419	16,678,936	16,398,286

The Statements of Profit or Loss and Other Comprehensive Income are to be read in conjunction with the notes to and forming part of the financial statements set out on pages 29 to 55.

STATEMENTS OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2017 (CONTINUED)

		CONSOLIDATED ENTITY		ASSOCIATION	
	Note	2017	2016	2017	2016
		\$	\$	\$	\$
Operating profit before income tax		927,534	895,764	371,778	144,085
Income tax expense attributable to operating profit	11(i)	-	-	-	-
Net profit for the year		927,534	895,764	371,778	144,085
Other comprehensive income		-	-	-	-
Total comprehensive income for the period		927,534	895,764	371,778	144,085

The Statements of Profit or Loss and Other Comprehensive Income are to be read in conjunction with the notes to and forming part of the financial statements set out on pages 29 to 55.

STATEMENTS OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2017

		CONSOLIDATED ENTITY		ASSOCIATION	
		2017	2016	2017	2016
		\$	\$	\$	\$
Retained Earnings					
Retained earnings at 1 July		9,833,604	8,937,840	5,802,165	5,658,080
Net profit for the year		927,534	895,764	371,778	144,085
Retained earnings at 30 June		10,761,138	9,833,604	6,173,943	5,802,165
Reserves					
The Club Awareness Fund		1,000,000	1,000,000	1,000,000	1,000,000

The Statements of Changes in Equity are to be read in conjunction with the notes to and forming part of the financial statements set out on pages 29 to 55.

STATEMENTS OF FINANCIAL POSITION
AS AT 30 JUNE 2017

		CONSOLIDATED ENTITY		ASSOCIATION	
	Note	2017	2016	2017	2016
		\$	\$	\$	\$
CURRENT ASSETS					
Cash and cash equivalents	4	16,530,779	12,974,553	10,205,596	7,950,829
Trade and other receivables	5	1,745,062	2,090,826	2,366,135	1,797,574
Total current assets		18,275,841	15,065,379	12,571,731	9,748,403
NON-CURRENT ASSETS					
Property, plant, and equipment	6	5,083,472	5,612,499	70,897	-
Intangible assets	7	428,767	-	428,767	-
Investments in controlled entities	8	-	-	6,516,233	5,942,329
Investment in equity accounted investees	12	6,298,764	6,255,366	-	-
Investment in joint venture entities	13	3	3	-	-
Total non-current assets		11,811,006	11,867,868	7,015,897	5,942,329
TOTAL ASSETS		30,086,847	26,933,247	19,587,628	15,690,732
CURRENT LIABILITIES					
Trade and other payables	9	10,523,827	7,275,422	6,397,272	2,902,559
Employee benefits	10	845,044	899,045	845,044	899,045
Loans and borrowings	14	798,103	557,854	-	-
Fund balances	15	267,039	17,830	267,039	17,830
Total current liabilities		12,434,013	8,750,151	7,509,355	3,819,434
NON-CURRENT LIABILITIES					
Employee benefits	10	115,606	131,348	115,606	131,348
Loan and borrowings	14	987,366	2,280,358	-	-
Fund balances	15	4,788,724	4,937,786	4,788,724	4,937,785
Total non-current liabilities		5,891,696	7,349,492	4,904,330	5,069,133
TOTAL LIABILITIES		18,325,709	16,099,643	12,413,685	8,888,567
NET ASSETS		11,761,138	10,833,604	7,173,943	6,802,165
EQUITY					
Retained earnings		10,761,138	9,833,604	6,173,943	5,802,165
Reserves		1,000,000	1,000,000	1,000,000	1,000,000
TOTAL EQUITY		11,761,138	10,833,604	7,173,943	6,802,165

The Statements of Financial Position are to be read in conjunction with the notes to the financial statements set out on pages 29 to 55.

STATEMENTS OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2017

		CONSOLIDATED ENTITY		ASSOCIATION	
	Note	2017 \$	2016 \$	2017 \$	2016 \$
Cash flows from operating activities					
Keno operating receipts		21,453,572	20,140,932	-	-
Keno operating payments		(9,037,869)	(9,778,820)	-	-
Keno royalties		-	-	6,625,172	6,244,236
Subscription income receipts		10,154,229	6,942,367	9,771,364	6,709,958
Other income received		4,393,646	3,711,677	4,325,295	4,483,736
Interest received		390,343	358,550	115,294	(1,465)
Payments to suppliers and employees		(23,561,171)	(23,386,447)	(18,393,878)	(17,781,030)
Net cash from/(used in) operating activities	17	3,792,750	(2,011,741)	2,443,247	(344,565)
Cash flows from investing activities					
Payments for property, plant, and equipment	6	(85,351)	(671,839)	(79,128)	-
Payments for intangible assets	7	(253,557)	-	(253,557)	-
Net cash used in investing activities		(338,908)	(671,839)	(332,685)	-
Cash flows from financing activities					
Repayment of interest bearing borrowings		-	-	-	(561,684)
Borrowings with controlled entities/other entity		102,384	(92,865)	144,205	(224,506)
Net cash from/(used in) financing activities		102,384	(92,865)	144,205	(786,190)
Net increase/(decrease) in cash and cash equivalents held		3,556,226	(2,776,445)	2,254,767	(1,130,755)
Cash and cash equivalents at 1 July		12,974,553	15,750,998	7,950,829	9,081,584
Cash and cash equivalents at 30 June	4	16,530,779	12,974,553	10,205,596	7,950,829

The Statements of Cash Flows are to be read in conjunction with the notes to and forming part of the financial statements set out on pages 29 to 55.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017

1. SIGNIFICANT ACCOUNTING POLICIES

The Registered Clubs Association of New South Wales (the Association) is an Association domiciled in Australia. The address of the Association’s registered office is Level 8, 51 Druitt Street, Sydney. The consolidated financial report of the Association for the financial year ended 30 June 2017 comprises the Association and its subsidiaries (together referred to as “the consolidated entity”).

The financial report was authorised for issue by the Association’s Board of Directors on 21st August 2017.

(a) Statement of Compliance

The consolidated financial report is a general purpose financial report which has been prepared in accordance with *Australian Accounting Standards* (AASBs) adopted by the Australian Accounting Standards Board (AASB) and the *Industrial Relations Act 1996*.

(b) Basis of Preparation

The financial report is presented in Australian dollars.

New standards not yet adopted

A number of accounting standards and amendments with application dates commencing subsequent to year end were available for early adoption. The consolidated entity plans to adopt the relevant Accounting Standards and amendments in future financial years. The initial application of those standards is expected to have an insignificant impact on the consolidated entity.

The following standards, amendments to standards, and interpretations are available for early adoption at 30 June 2017 but have not been applied in preparing this financial report.

AASB 9, approved in December 2014, replaces the existing guidance in AASB 139 Financial Instruments: Recognition and Measurement. AASB 9 includes revised guidance on the classification and measurement of financial instruments, including a new expected credit loss model for calculating impairment on financial assets, and the new general hedge accounting requirements. It also carries forward the guidance on recognition and derecognition of financial instruments from AASB 139. AASB 9 is effective for annual reporting periods beginning on or after 1 January 2018. The Company is assessing the potential impact on its financial statements resulting from the application of AASB 9.

AASB 15 establishes a comprehensive framework for determining whether, how much and when revenue is recognised. It replaces existing revenue recognition guidance, including AASB 118 Revenue, AASB 111 Construction Contracts and IFRIC 13 Customer Loyalty Programmes. AASB 15 is effective for annual reporting periods beginning on or after 1 January 2018. The Company is assessing the potential impact on its financial statements resulting from the application of AASB 15.

AASB 16 which removes the classification of leases as either operating leases or finance leases - for the lessee - effectively treating all leases as finance leases. Short-term leases and leases of low - value assets are exempt from the lease accounting requirements. There are also changes in accounting over the lift of the lease. In particular, companies will not recognise a front loaded pattern of expenses for most leases, even when they pay constant rentals. AASB 16 is effective from annual reporting periods beginning on or after 1 January 2019, with early adoption permitted for entities that also adopt AASB 15.

The financial report is prepared on the historical cost basis.

The preparation of a financial report in conformity with *Australian Accounting Standards* requires management to make judgements, estimates, and assumptions that affect the application of policies and reported amounts of assets and liabilities, income, and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The accounting policies have been applied consistently to all periods presented in the financial report and by all entities in the consolidated entity.

(c) Functional and presentation currency

These consolidated financial statements are presented in Australian dollars, which is the consolidated entity’s functional currency.

(d) Basis of consolidation
Subsidiaries

Subsidiaries are entities controlled by the Association. The Association controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date control commences until the date that control ceases.

Investments in subsidiaries are carried at their cost of acquisition in the Association’s financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017 (CONTINUED)

Transactions eliminated on consolidation

Intragroup balances and transactions, and any unrealised income and expenses arising from intragroup transactions, are eliminated. Unrealised gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Association’s interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

Investments in associates and joint arrangements

Associates are those entities in which the consolidated entity has significant influence, but not control or joint control, over the financial and operating policies. Significant influence is presumed to exist when the consolidated entity holds between 20 and 50 percent of the voting power of another entity.

Joint ventures are those entities over whose activities the consolidated entity has joint control, established by contractual agreement and requiring unanimous consent between the parties sharing control for decisions about the relevant activities of the joint arrangement. Joint ventures exist where the consolidated entity has rights only to the net assets of the arrangement.

Investments in associates and joint ventures are accounted for using the equity method and are recognised initially at cost. The cost of the investments includes transaction costs.

The consolidated financial statements include the consolidated entity’s share of the profit and loss and other comprehensive income of equity accounted investees, after adjustments to align the accounting policies with those of the Group, from the date that significant influence or joint control commences until the date that significant influence or joint control ceases. When the Group’s share of losses exceeds its interest in an equity accounted investee, the carrying amount of that interest, including any long-term interests that form part thereof, is reduced to zero, and the recognition of further losses is discontinued except to the extent that the consolidated entity has an obligation or has made payments on behalf of the investee.

(e) Special Funds and Inter-Group Transfers

The Association and consolidated entity disclose as a current and non-current liability the balance in respect of a special purpose fund, the Club Movement Development Fund (CMDF). This fund relates to club industry issues and has been created and maintained by charges against the *Statements of Profit or Loss and Other Comprehensive Income*. Interest revenues and costs applicable to CMDF are credited and charged directly to this fund – refer to *Note 15*.

The current portion represents management’s best estimate of net funds to be spent in the following financial year.

(f) Property, Plant, and Equipment

Items of property, plant, and equipment are stated at cost less accumulated depreciation (see below) and impairment losses. The cost of plant and equipment at the date of acquisition represents the fair value of the consideration provided plus incidental costs directly attributable to the acquisition.

Where parts of an item of property, plant, and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant, and equipment and are recognised net within the Statements of Profit or Loss and Other Comprehensive Income.

Leased Assets

Leases in terms of which the Company assumes substantially all the risks and rewards of ownership are classified as finance leases. Upon initial recognition the leased asset is measured at an amount equal to the lower of its fair value and present value of the minimum lease payments. Subsequent to initial recognition, the asset is accounted for in accordance with the accounting policy applicable to the asset.

Other leases are operating leases and the associated leased assets are not recognised in the consolidated entity’s Statement of Financial Position.

Depreciation

Depreciation is charged to the Statements of Profit or Loss and Other Comprehensive Income on a straight-line basis over the estimated useful lives of each part of an item of property, plant, and equipment. Leased assets are depreciated over the shorter of the lease term and their useful lives. The estimated useful lives in the current and comparative periods are as follows:

■ Property	40 years
■ Furniture and equipment	3 - 20 years
■ IT equipment	3 years
■ Motor vehicle	8 years

Depreciation methods, useful lives, and residual values are reassessed at the reporting date.

(g) Intangible Assets

Intangible assets are stated at cost less accumulated amortisation (see below) and impairment losses.

Amortisation

Amortisation is charged to the Statements of Profit or Loss and

Other Comprehensive Income on a straight-line basis over the estimated useful lives of the intangible asset. The estimated useful lives in the current and comparative periods are as follows:

■ Software	5 years
Amortisation methods, useful lives, and residual values are reassessed at the reporting date.	

(h) Non-Derivative Financial Instruments

Non-derivative financial instruments comprise trade and other receivables, cash and cash equivalents, trade and other payables, and investments in debt securities.

Non-derivative financial instruments are recognised initially at fair value plus, for instruments not at fair value through profit or loss, any directly attributable transaction costs. Subsequent to initial recognition, non-derivative financial instruments are measured as described below.

A financial instrument is recognised if the consolidated entity becomes a party to the contractual provisions of the instrument. Financial assets are derecognised if the consolidated entity’s contractual rights to the cash flows from the financial assets expire or if the consolidated entity transfers the financial asset to another party without retaining control or substantially all risks and rewards of the asset. Regular way purchases and sales of financial assets are accounted for at trade date, i.e., the date that the consolidated entity commits itself to purchase or sell the asset. Financial liabilities are derecognised if the consolidated entity’s obligations specified in the contract expire or are discharged or cancelled.

Cash and Cash Equivalents

Cash and cash equivalents comprise cash balances, demand deposits, and short-term interest bearing deposits that are readily convertible to cash and which are subject to an insignificant risk of change in value.

Trade and Other Receivables

Trade and other receivables are stated at their amortised cost less impairment losses.

Trade and Other Payables

Trade and other payables are stated at their amortised cost.

Other

Other non-derivative financial instruments are measured at amortised cost using the effective interest method, less any impairment losses.

(i) Impairment

(i) Financial Assets

A financial asset is assessed at each reporting date to determine whether there is any objective evidence that it is impaired.

A financial asset is considered to be impaired if objective evidence indicates that one or more events have had a negative effect on the estimated future cash flows of that asset.

An impairment loss in respect of a financial asset measured at amortised cost is calculated as the difference between its carrying amount, and the present value of the estimated future cash flows discounted at the original effective interest rate. Individually significant financial assets are tested for impairment on an individual basis. The remaining financial assets are assessed collectively in groups that share similar credit risk characteristics.

All impairment losses are recognised in profit or loss. An impairment loss is reversed if the reversal can be related objectively to an event occurring after the impairment loss was recognised. For financial assets measured at amortised cost, the reversal is recognised in profit or loss.

(ii) Non Financial Assets

The carrying amounts of the consolidated entity’s non-financial assets, other than deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists then the asset’s recoverable amount is estimated.

An impairment loss is recognised if the carrying amount of an asset or its cash generating unit exceeds its recoverable amount. A cash generating unit is the smallest identifiable asset group that generates cash flows that largely are independent from other assets and groups. Impairment losses are recognised in profit or loss.

The recoverable amount of an asset or cash generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

(j) Provisions

A provision is recognised in the Statement of Financial Position when the consolidated entity has a present legal or constructive obligation as a result of a past event that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation.

(k) Income Tax

The Association is a tax exempt entity. Therefore no income tax balances have been recognised in the Association.

Income tax on the profit or loss of the consolidated entity for the year comprises current and deferred tax. Income tax is recognised in the Statements of Profit or Loss and Other Comprehensive Income except to the extent that it relates

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017 (CONTINUED)

to items recognised directly in equity, in which case it is recognised in equity.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantially enacted at the Statement of Financial Position date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided using the Statement of Financial Position liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The following temporary differences are not provided for: The initial recognition of assets or liabilities that affect neither accounting nor taxable profit, and differences relating to investments in subsidiaries to the extent that they will probably not reverse in the foreseeable future. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the Statement of Financial Position date.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Tax Consolidation

A tax-consolidated group was formed with effect from 1 July 2003. The tax consolidated group comprises all wholly owned controlled entities of the Association which are not exempt from income tax. These entities are therefore taxed as a single entity. The head entity within the tax-consolidated group is Clubs N.S.W. Pty Limited (“the head entity”) and this entity therefore is legally liable for the income tax liabilities of the tax-consolidated group.

Current tax expense/income, deferred tax liabilities and deferred tax assets arising from temporary differences of the members of the tax-consolidated group are recognised in the separate financial statements of the members of the tax-consolidated group using the group allocation approach by reference to the carrying amounts of assets and liabilities in the separate financial statements of each entity and the tax values applying under tax consolidation.

Any current tax liabilities (or assets) and deferred tax assets arising from unused tax losses of the subsidiaries is assumed by the head entity in the tax-consolidated group and are recognised as amounts payable (receivable) to (from) other entities in the tax-consolidated group in conjunction with any tax funding arrangement amounts (refer below). Any difference between these amounts is recognised by the subsidiaries of the head entity as an equity contribution or distribution.

The head entity recognises deferred tax assets arising from unused tax losses of the tax-consolidated group to the extent that it is probable that future taxable profits of the tax-consolidated group will be available against which the asset can be utilised.

Any subsequent period adjustments to deferred tax assets arising from unused tax losses as a result of revised assessments of the probability of recoverability is recognised by the head entity only.

Nature of tax funding arrangements and tax sharing arrangements

The head entity, in conjunction with other members of the tax-consolidated group, has entered into a tax funding arrangement which sets out the funding obligations of members of the tax-consolidated group in respect of tax amounts. The tax funding arrangements require payments to/ from the head entity equal to the current tax liability (asset) assumed by the head entity and any tax-loss deferred tax asset assumed by the head entity, resulting in the head entity recognising an inter-entity receivable (payable) equal in amount to the tax liability (asset) assumed. The inter-entity receivables (payables) are at call.

Contributions to fund the current tax liabilities are payable as per the tax funding arrangement and reflect the timing of the head entity’s obligation to make payments for tax liabilities to the relevant tax authorities.

The consolidated entity, in conjunction with other members of the consolidated group, has entered into a tax sharing agreement. The tax sharing agreement provides for determination of the allocation of income tax liabilities between the entities should the head entity default on its tax payment obligations. No amounts have been recognised in the financial statements in respect of this agreement as payment of any amounts under the tax sharing arrangement is considered remote.

(l) Revenue Recognition

Membership subscriptions represent the amount due from member clubs in accordance with the Association’s Rules and are recognised equally over the period to which these relate.

The consolidated entity’s entitlement to an apportionment of Keno subscriptions is set out in the relevant sections of the Keno licence agreement under the authority of the *Public Lotteries Act 1996*. Revenue in this regard is recognised as it accrues.

Interest revenue is recognised as it accrues, using the effective interest method.

Other subscriptions are recognised equally over the period to which they relate.

Commission revenue from facilitating consulting arrangements between participating clubs and service

providers is recognised upon the delivery of the service net of amounts paid or payable to service providers.

Revenue for ticket sales and trade stands are recognised in the period in which the underlying events are held. Revenues are recognised at fair value of the consideration received net of the amount of goods and services tax (GST).

Management fee revenue is recognised equally over the period to which they relate.

(m) Goods and Services Tax

Revenue and expenses are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the ATO is included as a current asset or liability in the Statement of Financial Position.

Cash flows are included in the *Statement of Cash Flows* on a gross basis. The GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

(n) Government Grants

Government grants are recognised initially as deferred income when there is reasonable assurance that they will be received and that the consolidated entity will comply with the conditions associated with the grant. Grants that compensate the consolidated entity for expenses incurred are recognised in the profit or loss on a systematic basis in the same periods in which the expenses are recognised.

(o) Employee Benefits

Short Term Benefits

Liabilities for employee benefits for wages, salaries, and annual leave that are expected to be settled within 12 months of the reporting date represent present obligations resulting from employees’ services provided to reporting date, are calculated at undiscounted amounts based on remuneration wage and salary rates that the consolidated entity expects to pay as at reporting date including related on-costs, such as workers’ compensation insurance and payroll tax.

Long Term Service Benefits

The consolidated entity’s net obligation in respect of long-term service benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. The obligation is calculated using expected future increases in wage and salary rates including related on-costs

and expected settlement dates, and is discounted using the rates attached to the Commonwealth Government bonds at the Statement of Financial Position date which have maturity dates approximating to the terms of the consolidated entity’s obligations.

Defined Contribution Superannuation Funds

The Association and other controlled entities contribute to several defined contribution superannuation plans. A defined contribution plan is a post employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions are recognised as an expense in the Statements of Profit or Loss and Other Comprehensive Income as incurred.

(p) Expenses

Operating Lease Payments

Payments made under operating leases are recognised in the *Statements of Profit or Loss and Other Comprehensive Income* on a straight-line basis over the term of the lease. Lease incentives received are recognised in the Statements of Profit or Loss and Other Comprehensive Income as an integral part of the total lease expense and spread over the lease term.

Finance lease payments

Minimum lease payments are apportioned between the finance charge and the reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability and is recognised as interest expense in the Statements of Profit or Loss and Other Comprehensive Income.

(q) Segment Reporting

The consolidated entity operates in one segment, namely the provision of services to benefit members within the New South Wales Registered Club Industry.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017 (CONTINUED)

	CONSOLIDATED ENTITY		ASSOCIATION	
	2017	2016	2017	2016
	\$	\$	\$	\$
2. PERSONNEL EXPENSES				
Wages and salaries	5,563,169	5,731,610	5,536,017	5,705,736
Long service leave	71,600	60,381	71,600	60,381
Annual leave	64,197	47,409	64,197	47,409
	5,698,966	5,839,400	5,671,814	5,813,526
3. AUDITOR’S REMUNERATION				
Amounts received by the auditors for:				
▪ audit services	124,800	121,233	54,900	80,776
▪ other services	37,539	563,803	37,549	288,803
▪ taxation services	37,708	40,750	37,708	40,750
	200,047	725,786	130,147	410,329
4. CASH AND CASH EQUIVALENTS				
Cash on hand	3,524	500	3,524	500
Bank balances	4,152,571	666,090	3,249,118	572,296
Term deposits	12,374,684	12,307,963	6,952,954	7,378,033
	16,530,779	12,974,553	10,205,596	7,950,829
5. TRADE AND OTHER RECEIVABLES				
Current				
Trade receivables	285,283	332,644	283,668	336,423
Amounts due from controlled entities	-	-	624,811	100,058
Amounts due from related entities	-	103,228	-	-
Other debtors and prepayments	988,505	1,178,730	1,001,382	941,073
Deposits	471,274	420,738	456,274	405,738
Net GST receivables	-	55,486	-	14,282
	1,745,062	2,090,826	2,366,135	1,797,574

Trade receivables are shown net of provisions for impairment losses amounting to \$16,000 in the consolidated entity (2016: \$7,000) and \$16,000 in the Association (2016: \$7,000).

	CONSOLIDATED ENTITY				ASSOCIATION	
	Land and Buildings	Plant and Equipment	Motor Vehicles	Total	Plant and Equipment	Total
	\$	\$	\$	\$	\$	\$
6. PROPERTY, PLANT AND EQUIPMENT						
Cost						
Balance at 1 July 2015	5,829,627	2,290,427	421,397	8,541,451	-	-
Acquisitions	499,463	52,164	120,212	671,839	-	-
Disposals	-	-	(60,176)	(60,176)	-	-
Balance at 30 June 2016	6,329,090	2,342,591	481,433	9,153,114	-	-
Balance at 1 July 2016	6,329,090	2,342,591	481,433	9,153,114	-	-
Acquisitions	-	85,351	-	85,351	79,128	79,128
Disposals	-	-	(90,873)	(90,873)	-	-
Transfers	(279,844)	-	-	(279,844)	-	-
Balance at 30 June 2017	6,049,246	2,427,942	390,560	8,867,748	79,128	79,128
Depreciation						
Balance at 1 July 2015	1,364,352	1,729,552	159,517	3,253,421	-	-
Depreciation charge	155,451	120,516	52,041	328,008	-	-
Disposals	-	-	(40,814)	(40,814)	-	-
Balance at 30 June 2016	1,519,803	1,850,068	170,744	3,540,615	-	-
Balance at 1 July 2016	1,519,803	1,850,068	170,744	3,540,615	-	-
Depreciation charge	156,403	100,044	53,921	310,368	8,231	8,231
Disposals	-	-	(66,707)	(66,707)	-	-
Balance at 30 June 2017	1,676,206	1,950,112	157,958	3,784,276	8,231	8,231
Carrying Amounts						
At 1 July 2015	4,465,275	560,875	261,880	5,288,030	-	-
At 30 June 2016	4,809,288	492,523	310,689	5,612,499	-	-
At 1 July 2016	4,809,288	492,523	310,689	5,612,499	-	-
At 30 June 2017	4,373,040	477,830	232,602	5,083,472	70,897	70,897

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017 (CONTINUED)

	CONSOLIDATED ENTITY		ASSOCIATION	
	Software	Total	Software	Total
	\$	\$	\$	\$
7. INTANGIBLE ASSETS				
Cost				
Balance at 1 July 2015	-	-	-	-
Acquisitions	-	-	-	-
Balance at 30 June 2016	-	-	-	-
Balance at 1 July 2016	-	-	-	-
Acquisitions	253,557	253,557	253,557	253,557
Transfers	279,844	279,844	279,844	279,844
Balance at 30 June 2017	533,401	533,401	533,401	533,401
Accumulated amortisation				
Balance at 1 July 2015	-	-	-	-
Amortisation for the year	-	-	-	-
Balance at 30 June 2016	-	-	-	-
Balance at 1 July 2016	-	-	-	-
Amortisation for the year	104,634	104,634	104,634	104,634
Balance at 30 June 2017	104,634	104,634	104,634	104,634
Carrying Amounts				
At 1 July 2015	-	-	-	-
At 30 June 2016	-	-	-	-
At 1 July 2016	-	-	-	-
At 30 June 2017	428,767	428,767	428,767	428,767

	CONSOLIDATED ENTITY		ASSOCIATION	
	2017	2016	2017	2016
	\$	\$	\$	\$
8. INVESTMENTS IN CONTROLLED ENTITIES				
Clubs N.S.W. Pty Limited - 100% interest (2016: 100% interest)				
4,400,002 ordinary shares	-	-	4,400,002	4,400,002
Equity investment	-	-	2,116,231	1,542,327
	-	-	6,516,233	5,942,329
9. TRADE AND OTHER PAYABLES				
Current				
Trade payables and accruals	2,978,921	2,475,366	1,955,642	1,560,738
Income in advance	2,747,623	461,732	2,550,320	260,694
Additional commissions payable	4,526,280	4,274,784	-	-
Amounts due to controlled entities	-	-	1,720,562	1,020,481
Amounts due to related entities	30,279	-	-	31,123
Other payables	39,213	63,540	35,804	29,523
Net GST payables	201,511	-	134,944	-
	10,523,827	7,275,422	6,397,272	2,902,559
10. EMPLOYEE BENEFITS				
Current				
Liability for long service leave	435,049	462,377	435,049	462,377
Liability for annual leave	409,995	436,668	409,995	436,668
	845,044	899,045	845,044	899,045
Non-current				
Liability for long service leave	115,606	131,348	115,606	131,348

Defined Contribution Plans

The Association and controlled entities contribute to several defined contribution superannuation plans. Contributions are charged against income as they are made. The amount recognised as an expense during the year was: \$488,366 (2016: \$519,417) for the Association and \$505,906 (2016: \$535,901) for the consolidated entity.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2017 (CONTINUED)

CONSOLIDATED ENTITY		
	2017	2016
	\$	\$
11. TAXATION		
(i) Recognised in the Statements of Profit or Loss and Other Comprehensive Income		
Current tax expense		
Current year	1,422	15,322
Deferred tax expense		
Net origination and reversal of temporary benefits	(1,422)	(15,322)
Total income tax expense in Statements of Profit or Loss and Other Comprehensive Income	-	-
(ii) Numerical reconciliation between tax expense and pre-tax profit		
Profit before tax	927,534	895,764
Income tax using the domestic corporation tax rate of 30% (2016: 30%)	278,261	268,729
Exempt income adjustment	(261,796)	(253,407)
Previously unrecognised temporary differences	(16,465)	(15,322)
Income tax expense on pre-tax profit	-	-

ASSOCIATION AND CONSOLIDATED ENTITY			
(iii) Deferred tax assets and liabilities	Balance 1 July 16	Recognised in Statements of Profit or Loss and Other Comprehensive Income	Balance 30 June 17
	\$	\$	\$
Movement in temporary differences during the year:			
Accruals and provisions	-	-	-
Sundry	-	-	-
Property, plant and equipment	-	-	-
	-	-	-
	Balance 1 July 15	Recognised in Statements of Profit or Loss and Other Comprehensive Income	Balance 30 June 16
	\$	\$	\$
Movement in temporary differences during the year:			
Accruals and provisions	-	-	-
Sundry	-	-	-
Property, plant and equipment	-	-	-
	-	-	-

A deferred tax asset has not been recognised as follows:

CONSOLIDATED ENTITY		
	2017	2016
	\$	\$
Carry forward income tax losses	21,504	38,853

Unrecognised carry forward tax losses do not expire under current tax legislation. The deferred tax asset associated with these losses is not being recognised as currently it is not considered probable that sufficient taxable profit will be generated by the group in order for the carry forward losses to be utilised.

The Association is a tax exempt entity and thus has no tax balances and no tax disclosures.

CONSOLIDATED ENTITY		ASSOCIATION	
	2017	2016	
	\$	\$	\$
12. EQUITY ACCOUNTED INVESTEEES			
Hospitality Employers Mutual			
25% ownership interest (2016: 25%)	6,298,764	6,255,366	-
6,000,000 B Ordinary Shares			
(2016: 6,000,000 B Ordinary Shares)			
	6,298,764	6,255,366	-

SUMMARY FINANCIAL INFORMATION OF EQUITY ACCOUNTED INVESTEE:		
	2017	2016
	\$	\$
Revenues (100%)	19,286,000	18,998,599
Profit after tax (100%)	1,860,000	2,288,916
Share of equity accounted investee entity's net profit recognised	558,198	687,000
Current assets	87,832,000	79,161,770
Non-current assets	11,993,000	11,308,278
Total assets	99,825,000	90,470,048
Current liabilities	(35,837,000)	(33,447,473)
Non-current liabilities	(42,994,000)	(36,175,005)
Total liabilities	(78,831,000)	(69,622,478)
Net assets as reported by equity accounted investee (100%)	20,994,000	20,847,570

These amounts are for the year ended 30 June 2017, being the financial year of Hospitality Employers Mutual. Hospitality Employers Mutual is comprised of two portfolios: The Clubs Portfolio and the Hotels Portfolio. These amounts relate to the Clubs Portfolio of Hospitality Employers Mutual, Club Employers Mutual, and have been extracted from the most recent management accounts of the associate. Under the Amended Shareholders Agreement, ClubsNSW Insurance Holdings Pty Limited (CIH) are entitled to 30% of profits from the Clubs Portfolio of Hospitality Employers Mutual.

CIH holds the 25% equity share in Hospitality Employers Mutual. The share of equity accounted investee's profit recognised is based on CIH's 30% economic interest in the profits of the Clubs Portfolio of Hospitality Employers Mutual.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017 (CONTINUED)

12. EQUITY ACCOUNTED INVESTEEES (CONTINUED)

MOVEMENT IN CARRYING AMOUNT OF INVESTMENT IN EQUITY ACCOUNTED INVESTEE:		
	2017	2016
	\$	\$
Carrying amount at the beginning of the financial year	6,255,366	5,568,366
Share of profit after income tax	558,198	687,000
Distributions received	(514,800)	-
Carrying amount at the end of the year	6,298,764	6,255,366

Hospitality Employers Mutual underwrites workers' compensation insurance for the NSW hospitality industry. Effective 30 June 2012, the specialised insurer licence issued by WorkCover NSW was extended to include clubs' risks, incorporating employers who are members of ClubsNSW. Employers Mutual Limited owns 50% of Hospitality Employers Mutual Limited, with Australian Hotels Association (NSW) Holdings Pty Ltd owning the remaining 25%.

	CONSOLIDATED ENTITY		ASSOCIATION	
	2017	2016	2017	2016
	\$	\$	\$	\$
13. INVESTMENT IN JOINT VENTURE ENTITIES				
<i>Club Plus Financial Planning Pty Limited</i>	1	1	-	-
50% ownership interest (2016: 50%)				
<i>Australasian Hospitality & Gaming Expo Pty Ltd</i>	2	2	-	-
33% ownership interest (2016: 33%)				
2 ordinary shares (2016: 2 ordinary shares)				
	3	3	-	-

Club Plus Financial Planning Pty Ltd was established as a joint venture with the Liquor Hospitality and Miscellaneous Union (NSW Branch), with a principal purpose of providing financial planning services to Club Plus members. Subsidiary entity, Registered Clubs Association Holdings Pty Ltd was allocated 50% of the issued capital (being one ordinary share) for the amount of \$1.

The financial result of the company for the year ended 30 June 2017 was \$nil (2016: \$nil), and there was no financial impact on the consolidated accounts or disclosures required in respect of contingencies and commitments.

Australasian Hospitality & Gaming Expo Pty Limited was established as a joint venture with the Registered Licensed Clubs Association of Queensland, Union of Employers (ClubsQLD) and The Club Managers Association of Australia, with a principle purpose of jointly providing Trade Expo events to members.

ClubsNSW Expo Holdings Pty Limited was allocated 33% of the issued capital (being 2 ordinary shares) for the amount of \$2.

The financial result of the company for the year ended 30 June 2017 was \$nil (2016: \$nil), and there was no financial impact on the consolidated accounts or disclosures required in respect of contingencies and commitments.

	CONSOLIDATED ENTITY		ASSOCIATION	
	2017	2016	2017	2016
	\$	\$	\$	\$
14. LOANS AND BORROWINGS				
Current				
Loan from Employers Mutual Limited	798,103	557,854	-	-
Non-current				
Loan from Employers Mutual Limited	987,366	2,280,358	-	-

The 25% equity holding in Hospitality Employers Mutual (disclosed in Note 12) was funded via a \$4,800,000 secured loan from Employers Mutual Limited, with limited recourse to the extent of the shareholding. The loan is repayable by 29 June 2021 and is repaid via redirection of dividends from Hospitality Employers Mutual, redirected advertising fees, and redirected corporate partner fees.

	CONSOLIDATED ENTITY	
	2017	2016
	\$	\$
15. CLUB MOVEMENT DEVELOPMENT FUND		
Opening Balance	4,955,616	5,262,599
Income:		
Interest received - refer Note 1(e)	126,682	147,146
Transfer of net royalties - refer to Note 16	5,075,662	4,814,594
Total income	5,202,344	4,961,740
Expenditure:		
NSW Institute of Sport	500,000	1,000,000
Club movement promotion	4,602,137	4,268,662
Sundry fees and charges	60	61
Total Expenditure	5,102,197	5,268,723
Operating surplus/(deficit) for the year	100,147	(306,983)
Net surplus/(deficit) for the year	100,147	(306,983)
Closing Balance	5,055,763	4,955,616
Current Fund Balance	267,039	17,830
Non-current Fund Balance	4,788,724	4,937,786
Closing Balance	5,055,763	4,955,616

	ASSOCIATION	
	2017	2016
	\$	\$
16. ADMINISTRATION OF KENO DEPARTMENT		
Royalties – ClubKENO Holdings Pty Limited	6,022,883	5,703,574
Less: Administration expenses		
Consulting and professional fees	576,944	530,662
Fee for Keno name and concept	301,137	285,172
Sundry expenses	-	5,312
Subscriptions	69,140	67,834
	947,221	888,980
Balance transferred to Club Movement Development Fund (refer to Note 15)	5,075,662	4,814,594

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017 (CONTINUED)

	CONSOLIDATED ENTITY		ASSOCIATION	
	2017	2016	2017	2016
	\$	\$	\$	\$
17. NOTES TO THE STATEMENT OF CASHFLOWS				
<i>Reconciliation of cash flow from operating activities with net profit for year</i>				
Net profit	927,534	895,764	371,778	144,085
Adjustments for:				
Depreciation and amortisation	415,002	328,008	112,865	-
Non-cash interest expense on loan	35,960	62,082	-	-
Non-cash portion of advertising revenue	(491,949)	(482,117)	-	-
Non-cash portion of corporate partner revenue	(81,954)	(79,568)	-	-
Share of profit in equity accounted investee	(558,198)	(687,000)	-	-
	246,395	37,170	484,643	144,085
Changes in assets and liabilities				
Change in employee benefits	(69,742)	40,537	(69,742)	40,537
Change in trade and other receivables	444,049	(589,933)	(577,822)	(474,667)
Change in trade and other payables	3,071,901	(1,192,532)	2,506,021	252,463
Change in fund balances	100,147	(306,983)	100,147	(306,983)
	3,792,750	(2,011,741)	2,443,247	(344,565)
Net cash used in operating activities				

18. FINANCIAL INSTRUMENTS

Financial risk management

Overview

The Association and consolidated entity have exposure to the following risks from their use of financial instruments:

- credit risk
- liquidity risk
- market risk

This note presents information about the Association's and consolidated entity's exposure to the above risks, their objectives, policies and processes for measuring and managing risk, and the management of capital. Further quantitative disclosures are included in this financial report.

The Board of Directors has overall responsibility for risk management and oversees how management monitors compliance with the Association's and consolidated entity's policies and procedures and reviews the risks faced by the Association and consolidated entity. Policies are established to identify and analyse the risks faced by the Association and consolidated entity, to set appropriate controls, and to monitor risks and adherence to

controls. Policies and systems are reviewed from time to time to reflect changes in market conditions and in the Association's and consolidated entity's activities.

Credit risk

Credit risk is the risk of financial loss to the Association and consolidated entity if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Association's and consolidated entity's cash and cash equivalent balances (including term deposits) and trade and other receivables.

Cash balances and other investments

The Association and consolidated entity aim to limit their exposure to credit risk by depositing or investing with approved financial institutions in accordance with a Board approved investment policy to ensure that investments are of a strong credit quality and liquidity, and have strong credit ratings (as issued by a third party ratings agency Standard & Poor's).

Trade and other receivables

The Association's and consolidated entity's exposure to credit risk with respect to trade and other receivables is influenced mainly by the individual characteristics of each customer. Approximately 61.73% (2016: 60.76%) of the consolidated entity's revenue is attributable to the apportionment of Keno subscriptions received. At year end approximately 18.2% (2016: 34.4%) of the consolidated entity's trade and other receivables balance relates to Keno subscriptions to be received.

The Association and consolidated entity have established an allowance for impairment that represents their estimate of incurred losses in respect of trade and other receivables and investments. The main component of this allowance is a specific loss component that relates to individually identified exposures.

Liquidity risk

Liquidity risk is the risk that the Association or consolidated entity will not be able to meet its financial obligations as they fall due. The Association's and consolidated entity's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the consolidated entity.

Typically the Association and consolidated entity ensures that it has sufficient cash on demand to meet short term expected operational expenses. Cash investments made are in accordance with the Board approved investment policy which requires all investments to have regard to the liquidity and cash flow needs of the Association and the consolidated entity.

Market risk

Market risk is the risk that changes in market prices, such as interest rates will affect the Association's or consolidated entity's income or the value of its holdings of financial instruments. The Association and consolidated entity's objective is to manage market risk exposures within acceptable parameters, while optimising the return.

Interest rate risk

The Association's and consolidated entity's exposure to interest rate risk relates directly to funds deposited with financial institutions. Changes in interest rates will affect the level of interest income received by the Association and consolidated entity. The consolidated entity actively manages its cash balances in order to minimise risk, whilst optimising the return.

Capital management

The Board's objective is to adequately secure the consolidated entity's capital base so as to maintain member and creditor confidence so as to sustain continued support and development of the club movement. The Board considers the consolidated entity's

capital base as being total equity plus its special fund balances maintained for the benefit of the club movement.
The Board adopts a low risk approach to capital management and aims to maximise return on funds held without adopting higher risk strategies.
There were no changes in the consolidated entity's approach to capital management during the year.
Neither the Association nor any of its subsidiaries are subject to externally imposed capital requirements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017 (CONTINUED)

18. FINANCIAL INSTRUMENTS (CONTINUED)

Credit risk

Exposure to credit risk

The carrying amount of the Association’s and consolidated entity’s financial assets represents the maximum credit risk exposure, and at the reporting date was:

	CARRYING AMOUNT			
	CONSOLIDATED ENTITY		ASSOCIATION	
	2017	2016	2017	2016
	\$	\$	\$	\$
Cash and cash equivalents	16,530,779	12,974,553	10,205,596	7,950,829
Trade and other receivables	1,745,062	2,090,826	2,366,135	1,797,574
	18,275,841	15,065,379	12,571,731	9,748,403

Impairment losses

The ageing of the consolidated entity’s trade receivables at the reporting date was:

	CARRYING AMOUNT			
	GROSS	IMPAIRMENT	GROSS	IMPAIRMENT
	2017	2017	2016	2016
	\$	\$	\$	\$
Not past due	72,363	-	315,436	-
Past due 0-30 days	143,453	-	24,218	(7,000)
Past due 31-120 days	85,468	(16,000)	-	-
Past due 121 days to one year	-	-	-	-
More than one year	-	-	-	-
	301,283	(16,000)	339,644	(7,000)

The consolidated entity’s other receivables are classified as not past due.

The ageing of the Association’s trade receivables at the reporting date was:

Not past due	71,967	-	315,026	-
Past due 0-30 days	143,453	-	28,397	(7,000)
Past due 31-120 days	84,249	(16,000)	-	-
Past due 121 days to one year	-	-	-	-
More than one year	-	-	-	-
	299,668	(16,000)	343,423	(7,000)

The movement in the allowance for impairment in respect of trade receivables during the year was as follows:

	CONSOLIDATED ENTITY		ASSOCIATION	
	2017	2016	2017	2016
	\$	\$	\$	\$
Balance at 1 July	7,000	5,000	7,000	5,000
Impairment/(written back)	9,000	2,000	9,000	2,000
Balance at 30 June	16,000	7,000	16,000	7,000

Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

The following are the remaining contractual maturities at the end of the reporting period of financial liabilities, including estimated interest payments:

	CONTRACTUAL CASH FLOWS				
	Less than 1 year	1-2 years	2-5 years	Over 5 years	Total
	\$	\$	\$	\$	\$
2017 Consolidated					
Trade and other payables	10,523,827	-	-	-	10,523,827
Fund balances	267,039	500,000	1,500,000	2,788,724	5,055,763
Loans and borrowings	798,103	837,038	229,706	-	1,864,847
	11,588,969	1,337,038	1,729,706	2,788,724	17,444,437
2017 Association					
Trade and other payables	6,397,272	-	-	-	6,397,272
Fund balances	267,039	500,000	1,500,000	2,788,724	5,055,763
	6,664,311	500,000	1,500,000	2,788,724	11,453,035
2016 Consolidated					
Trade and other payables	7,275,422	-	-	-	7,275,422
Fund balances	17,830	500,000	1,500,000	2,937,786	5,055,763
Loans and borrowings	557,854	800,152	1,106,638	-	2,464,644
	7,851,106	1,300,152	2,606,638	2,937,786	14,695,682
2016 Association					
Trade and other payables	2,902,559	-	-	-	2,902,559
Fund balances	17,830	500,000	1,500,000	2,937,786	4,955,616
	2,920,389	500,000	1,500,000	2,937,786	7,858,175

The Fund balances represent obligations to the club movement and are settled at the discretion of the Board.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017 (CONTINUED)

18. FINANCIAL INSTRUMENTS (CONTINUED)

Market risk

Interest rate risk

The Association's and consolidated entity's exposure to interest rate risk includes exposure to changes in interest rates on cash and cash equivalents and on loans and borrowings.

At the end of the reporting period the interest rate profile of the Association and consolidated entity's interest-bearing financial instruments as reported to the management of the consolidated entity was as follows:

	CONSOLIDATED ENTITY		ASSOCIATION	
	NOMINAL AMOUNT			
	2017	2016	2017	2016
	\$	\$	\$	\$
Fixed rate instruments				
Cash and cash equivalents	12,374,684	12,307,963	6,952,954	7,378,033
	12,374,684	12,307,963	6,952,954	7,378,033
Variable rate instruments				
Cash and cash equivalents	4,156,095	666,590	3,252,643	572,796
Loans and borrowings	(1,785,469)	(2,838,212)	-	-
	2,370,626	(2,171,622)	3,252,643	572,796

Sensitivity for fixed rate instruments

Cash and cash equivalents

A change of 100 basis points in interest rates at the reporting date would have increased/(decreased) the profit or loss and the net equity by approximately \$63,529 for the Association (2016: \$73,780) and \$123,746 for the consolidated entity (2016: \$123,079). This analysis assumes that all other variables remain constant. The analysis is performed on the same basis for 2016.

Sensitivity analysis for variable rate instruments

Cash and cash equivalents

A change of 100 basis points in interest rates at the reporting date would have increased/(decreased) the profit or loss and the net equity by approximately \$32,526 for the Association (2016: \$5,728) and \$41,560 for the consolidated entity (2016: \$6,666). This analysis assumes that all other variables remain constant. The analysis is performed on the same basis for 2016.

Loans and borrowings

An increase of 100 basis points in interest rates at the reporting date would have decreased the profit or loss and the net equity by \$20,099 for the consolidated entity (2016: \$60,628). A decrease of 100 basis points in interest rates at the reporting date would have increased the profit or loss and the net equity by \$19,696 for the consolidated entity (2016: \$60,558). This analysis assumes that all other variables remain constant. The analysis is performed on the same basis for 2016.

Fair values

The carrying amounts of financial assets and liabilities shown in the Statement of Financial Position approximate their fair values.

19. EVENTS SUBSEQUENT TO REPORTING DATE

There has not arisen in the interval between the end of the financial year and the date of this report an item, transaction, or event of a material and unusual nature likely, in the opinion of the directors of the Association, to affect significantly the operations of the consolidated entity, the results of those operations, or the state of affairs of the consolidated entity, in future financial years.

20. RELATED PARTIES

Key management personnel compensation

The key management personnel of the Association and the consolidated entity are the Board of Directors and the CEO, and Chief Accounting Officer. Compensation paid to key management personnel is as follows:

	CONSOLIDATED ENTITY		ASSOCIATION	
	2017	2016	2017	2016
	\$	\$	\$	\$
Short-term employment benefits	1,228,416	1,257,804	1,043,785	1,084,285
Long-term employment benefits	24,188	22,156	24,188	22,156
Post-employment benefits	81,575	81,898	66,119	65,414
	1,334,179	1,361,858	1,134,092	1,171,855

Other key management personnel transactions

There were no transactions between the consolidated entity and its directors or directors of subsidiaries.

Other related parties

The Association received management fee income as follows:

	2017	2016
	\$	\$
ClubsAustralia Incorporated	150,000	120,000
The Club Directors Institute Limited	160,000	120,000
ClubBIZ Trust	20,000	20,000
Clubs Australia-Industrial	50,000	50,000
Registered Clubs Association Holdings Limited	20,000	-
	400,000	310,000

Wholly owned group

The Association incurs rent and motor vehicle charges from a subsidiary, Registered Clubs Association Holdings Pty Limited. This amounted to \$607,635 during the year ended 30 June 2017 (2016: \$630,275).

All transactions are in the normal course of business and on normal terms and conditions.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017 (CONTINUED)

20. RELATED PARTIES (CONTINUED)

Pursuant to royalty agreements, ClubKENO Holdings Pty Ltd (CKH) paid royalties in relation to the Keno game to the Association during the year ended 30 June 2017 of \$6,022,883 (2016: \$5,703,574), and the Association through its Keno Department has provided administrative and promotional services to CKH. An amount equal to the royalties received net of the cost of the services provided to CKH is transferred annually by the Association to its Club Movement Development Fund – refer Notes 15 and 16.

ClubKENO Holdings Pty Ltd contributed \$2,021,635 (2016: \$3,038,575) direct to the Association’s industry-wide communication campaign. Premiums in respect of directors and officers liability insurance have been paid by the Association during the year, relating to both the Association and its subsidiaries.

Certain subsidiaries within the consolidated entity are part of a tax consolidated group. The head entity in the tax consolidated group is Clubs N.S.W. Pty Limited. The members of the tax consolidated group have entered into a tax funding agreement which sets out funding obligations in respect of tax amounts – refer *Note 1 (k)*. Tax balances have been transferred through intercompany accounts at year end pursuant to the tax funding agreement.

The inter-entity receivable and payable balances are interest free and are at call. Refer to Notes 5 and 9 for inter-entity receivable and payable balances.

During the year the Association paid \$252,915 (2016: \$250,298) in membership fees to ClubsAustralia Incorporated.

Transactions with equity accounted investee

The Association received advertising fee revenue from Hospitality Employers Mutual during the year ended 30 June 2017 of \$591,949 (2016: \$582,117). Of this amount, \$100,000 was received in cash by the Association and \$491,949 was contributed to ClubsNSW Insurance Holdings Pty Limited to repay its loan from Employers Mutual Limited under the Shareholders Agreement.

The Association recognised Corporate Partnership revenue from Hospitality Employers Mutual during the year of \$81,954 (2016: \$79,568). This \$81,954 was contributed to ClubsNSW Insurance Holdings Pty Limited to repay its loan from Employers Mutual Limited under the Shareholders Agreement.

Both of the above transactions between the Association and Hospitality Employers Mutual were conducted in the normal course of business of the Association.

Hospitality Employers Mutual declared a dividend of \$514,800 in respect of the year ended 30 June 2017 (2016: \$nil). The dividend was redirected to Employers Mutual Limited to repay the loan between ClubsNSW Insurance Holdings Pty Ltd and EML.

21. GROUP ENTITIES

SUBSIDIARIES	COUNTRY OF INCORPORATION	OWNERSHIP INTEREST	
		2017	2016
Clubs N.S.W. Pty Limited	Australia	100	100
ClubKENO Holdings Pty Limited	Australia	100	100
Registered Clubs Association Holdings Pty Limited	Australia	100	100
ClubsNSW Expo Holdings Pty Limited	Australia	100	100
The Club Directors Institute Limited	Australia	-	-
ClubBIZ Holdings Pty Limited	Australia	100	100
ClubsNSW Insurance Holdings Pty Limited	Australia	100	100
Club Technologies Finance Pty Limited	Australia	100	100
Club Technologies NSW Pty Limited	Australia	100	100

Clubs N.S.W. Pty Limited is a non operating entity which holds the ownership interest in each of the other subsidiaries with the exception of the Club Directors Institute Limited. It is also the head entity of the tax-consolidated group – refer *Note 1 (k)*.

Club Technologies Finance Pty Limited and Club Technologies NSW Pty Limited were established in February 2015 and there was no financial activity during the year ended 30 June 2017 (2016: no financial activity).

(a) ClubKENO Holdings Pty Limited:

	2017	2016
	\$	\$
Revenue		
Apportionment of Keno subscriptions	19,195,668	18,438,598
Interest	124,441	143,292
Total revenue	19,320,109	18,581,890
Expenditure		
Directors' fees and associated payroll costs	(211,783)	(199,393)
Directors' expenses	(12,000)	(12,000)
Communication network fees	(2,745,487)	(2,636,583)
Keno promotion support	(571,976)	(549,288)
Duty contribution	(829,172)	(693,642)
Royalties – club subscriptions	(5,719,696)	(5,422,070)
Royalties – casino subscriptions	(22,443)	(18,963)
Royalties – hotel subscriptions	(280,744)	(262,541)
Keno sponsorship	(657,668)	(594,182)
Keno Game Promotion	(1,670,000)	(835,000)
Communications campaign	(2,021,635)	(3,038,575)
Other operating expenses	(51,224)	(44,869)
Additional commissions - clubs	(4,526,281)	(4,274,784)
Total expenditure	(19,320,109)	(18,581,890)
Profit / (loss) before income tax		
Income tax expense	-	-
Net profit / (loss) for the year		
Other comprehensive income	-	-
Total comprehensive income for the period	-	-

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017 (CONTINUED)

21. GROUP ENTITIES (CONTINUED)

(b) Registered Clubs Association Holdings Pty Limited:

	2017	2016
	\$	\$
Revenue		
Rental income	607,635	630,275
Total revenue	607,635	630,275
Expenditure		
Office occupancy	243,031	186,632
Building maintenance	9,988	11,702
Administration	41,328	23,370
Depreciation	302,136	328,008
Total expenses	596,483	549,712
Profit before income tax	11,152	80,563
Income tax expense	(3,337)	(24,070)
Net profit for the year	7,815	56,493
Other comprehensive income	-	-
Total comprehensive income for the period	7,815	56,493

(c) The Club Directors' Institute Limited:

	2017	2016
	\$	\$
Revenue		
Membership subscriptions	398,341	393,552
Sale of goods	31,521	23,812
Sundry revenue	-	133
Total revenue	429,862	417,497
Expenditure		
Printing and stationery	9,962	28,360
Postage and distribution	4,803	17,548
Professional services	258,468	195,287
Travel and accommodation	14,825	19,369
Conference venues	33,298	30,095
Subscriptions	60,000	61,450
Other	836	649
Total expenditure	382,192	352,758
Profit before income tax	47,670	64,739
Income tax expense	-	-
Net profit for the year	47,670	64,739
Other comprehensive income	-	-
Total comprehensive income for the period	47,670	64,739

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2017 (CONTINUED)

21. GROUP ENTITIES (CONTINUED)

(d) ClubBIZ Holdings Pty Limited:

This subsidiary acts as Trustee for the ClubBIZ Trust. The ClubBIZ Trust was established for the purpose of benefiting the general community in NSW by providing financial assistance to registered clubs within NSW that are in financial need or hardship. The ClubBIZ Trust is not part of the consolidated entity as it is not controlled by the Association.

ClubBIZ Holdings Pty Limited:	2017	2016
	\$	\$
Revenue	-	-
Expenditure	-	-
Profit / (loss) before income tax	-	-
Income tax	-	-
Net profit / (loss) for the year	-	-
Other comprehensive income	-	-
Total comprehensive income for the period	-	-

Right of Indemnity

ClubBIZ Holdings Pty Ltd acts solely as trustee of the ClubBIZ Trust and, in that capacity, liabilities have been incurred on behalf of the Trust.

Such liabilities are only recognised in the financial report of ClubBIZ Holdings Pty Ltd when it is probable that the company will have to meet these liabilities and, a right of indemnity from the Trust’s assets is also recognised, measured at the fair value of the Trust’s assets.

The book value of the assets of the ClubBIZ Trust, based on the Trust’s accounting policies and as reflected in the Trust’s Statement of Financial Position as at 30 June 2017, exceeds the liabilities of the Trust as at 30 June 2017 (refer below).

The directors of ClubBIZ Holdings Pty Ltd believe that the assets of the Trust are both in a form appropriate and sufficient to meet the trustee’s right of indemnity from the Trust for liabilities incurred on behalf of the Trust as and when they fall due. In making this assessment, directors had regard to the market value of the underlying assets of the Trust. However, the Trust’s assets supporting the right of indemnity are not directly available to meet any liabilities incurred by ClubBIZ Holdings Pty Ltd in its own right.

ClubBIZ Trust

The Statements of Profit or Loss and Other Comprehensive Income for the period ended 30 June 2017 and the Statement of Financial Position as at 30 June 2017 of the ClubBIZ Trust, which is not part of the consolidated entity, are summarised as follows:

Statements of Profit or Loss and Other Comprehensive Income

ClubBiz Trust	2017	2016
Revenue	\$	\$
Interest income	52,221	56,717
Total Revenue	52,221	56,717
Expenditure		
Professional services	30,894	30,381
Insurance	7,500	7,500
ClubBiz distributions from income	39,860	26,100
General expenses	430	433
Total expenditure	78,684	64,414
Loss before income tax	(26,463)	(7,697)
Income tax expense	(449)	3,579
Net loss for the year	(26,912)	(4,118)
Other comprehensive income	-	-
Total comprehensive loss for the period	(26,912)	(4,118)

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2017 (CONTINUED)

21. GROUP ENTITIES (CONTINUED)

(d) ClubBIZ Holdings Pty Limited: (continued)

ClubBIZ Trust

Statements of Financial Position

	2017	2016
	\$	\$
Current assets		
Cash and cash equivalents	2,078,038	2,127,466
Trade and other receivables	13,066	11,761
Total current assets	2,091,104	2,139,227
Non-current assets		
Deferred income tax benefit	23,012	23,461
Total non-current assets	23,012	23,461
Total assets	2,114,116	2,162,688
Current liabilities		
Trade and other payables	8,894	30,556
Total current liabilities	8,894	30,556
Non-current liabilities		
Deferred tax liability	-	-
Total non-current liabilities	-	-
Total liabilities	8,894	30,556
Net assets	2,105,222	2,132,132
Accumulated funds		
Settled fund	10	10
Undistributed funds	2,105,212	2,132,122
Total accumulated funds	2,105,222	2,132,132

(e) ClubsNSW Insurance Holdings Pty Limited:

Revenue
Expenditure

Profit/(loss) before income tax
Income tax expense

Net profit/(loss) for the year
Other comprehensive income

Total comprehensive profit/(loss) for the period

	2017	2016
	\$	\$
Revenue	514,800	-
Expenditure	(52,977)	(72,635)
Profit/(loss) before income tax	461,823	(72,635)
Income tax expense	(2,731)	(5,631)
Net profit/(loss) for the year	459,092	(78,266)
Other comprehensive income	-	-
Total comprehensive profit/(loss) for the period	459,092	(78,266)

(f) ClubsNSW Expo Holdings Pty Limited:

Revenue
Expenditure

Loss before income tax
Income tax benefit

Net loss for the year
Other comprehensive income

Total comprehensive loss for the period

	2017	2016
	\$	\$
Revenue	-	-
Expenditure	(3,762)	(3,644)
Loss before income tax	(3,762)	(3,644)
Income tax benefit	1,129	1,093
Net loss for the year	(2,633)	(2,551)
Other comprehensive income	-	-
Total comprehensive loss for the period	(2,633)	(2,551)



INDEPENDENT AUDITOR’S REPORT
TO THE MEMBERS OF THE REGISTERED CLUBS ASSOCIATION OF NEW SOUTH WALES

Opinion

We have audited the **Financial Report** of The Registered Clubs Association of New South Wales (“the Association”) and its controlled entities (“the Consolidated Entity”).

In our opinion, satisfactory accounting records were kept by the Association and its controlled entities during the year including:

- a. Records of the sources and nature of income, including income from members; and
- b. Records of the nature and purpose of expenditure.

In our opinion, the financial report of the Association and the Consolidated Entity, prepared in accordance with Section 510 of the *Industrial Relations Act 1991*, was properly drawn up so as to give a true and fair view of:

- c. The financial affairs of the Association and the Consolidated Entity as at 30 June 2017; and
- d. The results and cash flows of the Association and the Consolidated Entity for the year then ended.

All information and explanations which were required for the purpose of our audit were provided.

The **Financial Report** comprises:

- Statements of financial position as at 30 June 2017
- Statements of profit or loss and other comprehensive income, statements of changes in equity, and statements of cash flows for the year then ended
- Notes including a summary of significant accounting policies
- Directors’ Declaration.

The **Consolidated Entity** consists of the Association and the entities it controlled at the year-end or from time to time during the financial year.

Basis for opinion

We conducted our audit in accordance with *Australian Auditing Standards*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Auditor’s responsibilities for the audit of the Financial Report* section of our report.

We are independent of the Association and the Consolidated Entity in accordance with the ethical requirements of the *Accounting Professional and Ethical Standards Board’s APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit

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of the Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with the Code.

Restriction on use

The Financial Report has been prepared to assist the Directors of the Association and the Consolidated Entity in complying with the financial reporting requirements of Section 510 of the *Industrial Relations Act 1991*.

As a result, the Financial Report and this Auditor’s Report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Our report is intended solely for the Directors of the Association and the Consolidated Entity and the NSW Industrial Relations Commission and should not be used by parties other than the Directors of the Association and the Consolidated Entity and the NSW Industrial Relations Commission. We disclaim any assumption of responsibility for any reliance on this report, or on the Financial Report to which it relates, to any person other than the Directors of the Association and the Consolidated Entity and the NSW Industrial Relations Commission or for any other purpose than that for which it was prepared.

Other Information

Other Information is financial and non-financial information in The Registered Clubs Association of New South Wales’s annual reporting which is provided in addition to the Financial Report and the Auditor’s Report. The Directors are responsible for the Other Information.

The Other Information we obtained prior to the date of this Auditor’s Report includes the Directors’ Report, the Accounting Officer’s Report, the CEO’s Report, the Public Affairs Report, the Workplace Relations Report, the Member Services & Marketing Report and the Finance and Administration Report.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor’s Report we have nothing to report.

Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

- The preparation of the Financial Report that gives a true and fair view in accordance with the financial reporting requirements of the *Australian Accounting Standards* and Section 510 of the *Industrial Relations Act 1991*
- Implementing necessary internal control to enable the preparation of a Financial Report that is free from material misstatement, whether due to fraud or error
- Assessing the Association and the Consolidated Entity’s ability to continue as a going concern. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Association and the Consolidated Entity or to cease operations, or have no realistic alternative but to do so.

Auditor’s responsibilities for the audit of the Financial Report

Our objective is:

- To obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- To issue an Auditor’s Report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this Financial Report.

A further description of our responsibilities for the audit of the Financial Report is located at the Auditing and Assurance Standards Board website at: http://www.auasb.gov.au/auditors_files/ar7.pdf. This description forms part of our Auditor’s Report.

KPMG

KPMG

Sarah Cain

SARAH CAIN

PARTNER

Sydney

21 August 2017

State Councillors

Member Clubs

Club
Parent Club
Amalgamated Club
Additional Premises



Manly 16ft Skiff Sailing Club

Newcastle & Hunter Valley

- Aberdeen RSL Citizens Club Ltd
- Aberdeen Sport and Recreation Club
- Abermain Bowling & Recreation Club
- Adamstown Bowling Club Co-Operative Limited
- Alder Park Sports Club Co-Operative Ltd
- Bar Beach Bowling & Sporting Club Ltd
- Bellbird Park Bowling Club Ltd
- Bellbird Workers' Club Ltd
- Belmont 16 Foot Sailing Club Ltd
- Belmont Golf Club
- Belmont Sportsmans Club Co-Op Ltd
- Beresfield Bowling Club Ltd
- Boolaroo Bowling & Recreation Co-Operative Society
- Branxton Golf Club Co-Op Ltd
- Budgewoi Soccer Club*
- Cardiff Bowling Club Co-Op Ltd
- Cardiff RSL Club Ltd
- Carrington Cove Bowling & Sports Club
- Central Charlestown Leagues Club Ltd
- Cessnock Ex-Services Club (Administrator Appointed)**

- Cessnock Golf Club
- Cessnock Leagues Club Ltd**
- Charlestown Bowling Club Ltd
- Charlestown Golf Club Ltd
- Clarence Town Bowling, Sport and Recreation Club Ltd
- Club Macquarie Co-Operative Ltd
- Croatian Wickham Sports Club Ltd
- Denman Co-Operative Bowling Club Ltd
- Denman RSL Sub-Branch Club
- Dora Creek & Dist Workers Co-operative Club Ltd
- Dungog District Golf Club
- Dungog Memorial Bowls, Sport & Recreation Club Ltd
- Dungog Memorial RSL Club Ltd
- East Cessnock Bowling Club Ltd
- East Maitland Bowling Club**
- East's Leisure & Golf
- Edgeworth Bowling Club Co-Op Ltd
- Fingal Bay Bowls Sports & Recreation Club Ltd
- Gallipoli Legion Club Newcastle Ltd
- Gresford Bowls, Sports & Recreation Club
- Greta Workers Sports & Recreation Club Ltd**
- Hamilton North Bowling Club

- Hawks Nest Golf Club
- Heaton Birmingham Gardens Bowling Club Ltd
- Hexham Bowling Club Co-Op Ltd
- Kahibah Bowling Club Co-Op Ltd
- Karuah & District RSL Club Ltd
- Kotara Bowling and Recreation Club Co-Op Ltd
- Kurri Golf Club Ltd
- Kurri Kurri Bowling Club Ltd
- Kurri Workers Club Ltd (Administrator Appointed)*
- Lake Macquarie Yacht Club
- Lambton Bowling Club Co-Op Ltd
- Lemon Tree Passage Bowling Club Co-Op Ltd
- Lorn Park Bowls Sports & Recreation Club Ltd
- Lowlands Bowling Club Ltd
- Maitland City Bowls, Sports & Recreation Club Ltd
- Maitland District Leagues Club Ltd
- Maitland Park Bowling & Sporting Complex Ltd
- Marks Point Bowling Club Limited
- Mayfield Bowling Club Co-Op Ltd
- Mayfield Ex Services Club Ltd
- Mayfield West Bowling Club
- Merewether Bowling Club Ltd
- Merewether Golf Club Ltd



Mathew Dover
Central West



Patrick Crick
New England Tablelands
& North West



Carl Guy
Far North Coast



Scott Williams
Newcastle and
Hunter Valley



Elisabeth Court
Central Coast



Jim Buckley
North Western Metropolitan



Bruce Chisnall
Northern Metropolitan



Michael Free
Southern Metropolitan



Ken Murray
Eastern Metropolitan
and Sydney CBD



Toni Mitchell
Southern Tablelands
and Far South Coast



Matt O'Hara
Illawarra and Shoalhaven



Andrew Bell
Riverina and South West



Michael Lavorato
Western Metropolitan

Merriwa RSL Club Ltd
Merriwa Sports Club Ltd
Miller Park Sports Club
Morisset Country Club
Muree Golf Club Ltd
Murrurundi Bowling Club
Muswellbrook & District Workers Club
Muswellbrook Golf Club
Muswellbrook RSL Club
Nelson Bay Bowling & Recreation Club Ltd
Nelson Bay Diggers
Nelson Bay Golf Club Ltd
Newcastle & Port Stephens Game Fish Club Ltd
Newcastle Club Ltd
Newcastle Cruising Yacht Club
Newcastle Golf Club Limited
Newcastle Leagues Club Ltd
Newcastle RSL S/B Club Ltd (City Of)
Paxton Bowling Club Ltd
Pelican Flat RSL Sub-Branch Club
Port Stephens Yacht Club
Rathmines Memorial Bowling Club Co-Op Ltd
t/as Club Catalina
Raymond Terrace Bowling Club
Redhead Bowling Club Coop Ltd
Royal Motor Yacht Club Toronto
Scone Bowling Club Ltd
Scone RSL Club Ltd
Shortland Waters Golf Club
Singleton Bowling Club Co-Op Ltd
Singleton Golf Club Co-Op Ltd
Singleton Returned Servicemens Club Ltd
Singleton Returned Servicemens Club Ltd
(Alroy Park)
Singleton Rugby Club Ltd
Soldiers Point Bowling Club Limited
South Newcastle Rugby League Club Ltd
Stockton Bowling Club Co-Op Ltd
Stockton RSL & Citizens Club
Stroud & Dist Country Club Ltd
Summerland Sporties
Swansea RSL Club Limited
Swansea Workers Co-Op Club Ltd
Tanilba Bay Golf Club
Tea Gardens Country Club
Telarah Bowling Club Ltd
Teralba Bowling Club Co-Op
Tilligerry RSL Sports Club Ltd
Toronto Country Club
Toronto Diggers
Toronto Workers Club Ltd
Valentine Bowling Club Co-Op Ltd
Wallsend Bowling Club Co-Op Ltd
Wallsend Diggers
Wangi Bowling Club Co-op Ltd

Wangi District Workers Club Ltd
Wangi Wangi RSL S/B Club Ltd
Waratah Golf Club Ltd
Warners Bay Sports Club
Water Board Bowling Club
West Wallsend Workers Club Ltd
Western Suburbs (N’cle) Leagues Club
Weston District Workers Club Ltd
Wests Bowling Club
Wests Cardiff
Wests City
Wests Mayfield
Windale-Gateshead Bowling Club

Far North Coast

Alstonville Plateau Bowls & Sports Club Ltd
Ballina Bowling & Recreation Club Ltd
Ballina Golf and Sports Club Ltd
Ballina RSL Bowling Club
Ballina RSL Club Ltd
Bangalow Bowling & Sports Club Ltd
Bellingen RSL Country Club
t/as Bellingen Golf Club
Black Head Bowling Club Ltd
Bonalbo Bowling & Recreation Club
Bowraville & District Ex-Services Club Ltd
Bowraville Recreation Club Co-Op Ltd
Broadwater Bowling Club Ltd
Brooms Head Bowling & Recreation Club
Brunswick Heads Bowling Club Ltd
Bulahdelah Bowling Club Ltd
Burringbar District Sports Club Ltd
Byron Bay Bowling & Recreational Club
Byron Bay Golf Club Ltd
Byron Bay Services Club Ltd
Cabarita Beach Bowls and Sports Club
Casino Golf Club Ltd
Casino RSM Club Ltd
CEX Urunga
CEX Woolgoolga
Club Banora
Club Forster
Club Goonellabah
Club Harrington
Club North Haven
Club Old Bar
Club Taree
Coffs Ex-Services Memorial & Sporting Club Ltd
Coffs Harbour Golf Club Ltd
Coffs Harbour Leagues Club Ltd
Coffs Harbour Surf Life Saving Club Ltd
Comboyne Ex-Servicemens & Citizen’s Club
Condong Bowling Club Ltd
Coolangatta & Tweed Heads Golf Club Ltd
Coraki & District Memorial Bowling Club Ltd

Coraki Golf Club Ltd
Crescent Head Country Club Ltd
Cudgen Headland Surf Life Saving Club Ltd
Cudgen Leagues Club Ltd
Dunoon & District Sports & Recreation Club Ltd
East Lismore Bowling Club Ltd
Evans Head Bowling Club Ltd
Forster Bowling Club Ltd
Forster Tuncurry Golf Club Ltd
Frederickton Golf Club Ltd
Gloucester Bowling & Recreation Club Ltd
Gloucester Country Club Ltd
Gloucester Soldiers Club Ltd
Grafton District Golf Club Ltd
Grafton District Services Club Ltd
Great Lakes Country Club
Hat Head Bowling & Recreation Club Ltd
Hibbard Sports Club Limited
Iluka Bowls Club Ltd
Iluka Golf Club Ltd
Italo Australian Sports & Recreation Club Ltd
Kempsey Golf Club Ltd
Kempsey Heights Grand United Bowling and
Recreation Club Ltd
Kempsey Macleay RSL Club Ltd
Kempsey-Macleay RSL Bowling Club Ltd
Kendall Services & Citizens Club Ltd
Kew Country Club
Kingscliff Beach Club
Kyogle Bowling Club Ltd
Kyogle Golf Club Ltd
Lake Cathie Bowling & Recreation Club Ltd
Lansdowne Bowling & Recreation Club Ltd
Laurieton United Services Club
Lennox Head Community Sports & Recreation
Club Ltd
Lismore City Bowling & Recreation Club Limited
Lismore Heights Sports, Recreation &
Community Club Ltd
Lismore Workers Club
Lismore Workers Golf Club
Lismore Workers Sports Club
Macksville Country Club Ltd
Macksville Ex-Services Club
Maclean & District Bowling Club Co-Op Ltd
Maclean Golf Club Ltd
Maclean Services Club Ltd
Manning Point Bowling Club Ltd
Mullumbimby Bowling Club Ltd
Mullumbimby Ex-Services Club Ltd
Mullumbimby Golf Club Ltd
Mullumbimby Rugby League Football Club Ltd
Murwillumbah Golf Club
Murwillumbah Leagues Club
Murwillumbah Services Memorial Club Ltd

Nambucca Heads Bowl & Recreation Club Ltd
Nambucca Heads RSL Club Limited
Nambucca Leagues & Sports Club Ltd
North Beach Recreation & Bowling Club Ltd
Ocean Shores Country Club Ltd
Pacific Palms Bowling Club Ltd
Pacific Palms Recreation Club Ltd
Park Beach Bowling Club Ltd
Port City Bowling Club
Port Macquarie Golf Club Ltd
Port Macquarie Panthers
Pottsville Beach Sports
Red Rock Bowling & Recreation Club Ltd
Sawtell Bowling & Recreation Club Ltd
Sawtell Golf Club Ltd
Sawtell RSL Club Ltd
Scotts Head Bowling and Recreation Club
t/as Club Scotts
Seagulls Club
Smithtown RSL Memorial Bowling Club Ltd
South Grafton Bowling Sports and Recreation
Club Ltd
South Grafton District Ex-Servicemens Club Ltd
South Tweed Sports
South West Rocks Country Club Ltd
Sporties Tuncurry
Stuarts Point Workers Recreation & Bowls
Club Ltd
Taree Aquatic Club Ltd
Taree Leagues Sports Club Ltd
Taree Railway Institute Bowling Club Ltd
Taree West Bowling Club Ltd
The Westport Club
Tuncurry Beach Bowling Club
Tweed Heads Bowls Club Ltd
Twin Towns Juniors Club
Twin Towns Services Club Ltd
Ulong & District Ex-Servicemen & Womens
Club Ltd
Urbenville & District Bowling Club Ltd
Urunga Bowling Club Ltd
Wauchope Country Club (The)
Wauchope RSL Club Ltd
Wingham Bowling Club
Wingham Golf Club Ltd
Wingham Services Club
Woodburn Bowling Club Ltd
Woodburn Evans Head Golf Club Ltd
Woodburn Evans Head RSL Club Ltd
Woolgoolga Diggers
Woolgoolga Diggers Golf Club
Wooli Bowling & Recreation Club
Yamba Bowling & Recreation Club Ltd
Yamba Golf & Country Club Ltd

New England Tablelands & North West

Armidale City Bowling Club
Armidale Ex-Services Memorial Club Ltd
Armidale Golf Club Ltd
Ashford Memorial Bowling Club Ltd
Barraba Bowling Club Ltd
Barraba RSL & Recreation Club Ltd
Bellata Golf Club Ltd
Bingara Returned Servicemens Club Ltd
Bingara Sporting Club Ltd
Boggabilla Town & Country Club Ltd
Boggabri RSL Memorial Club Ltd
Bundarra Sports & Recreation Club Ltd
Collarenebri Club Ltd
Croppa Creek Bowling Club
Glen Innes & District Services Club Ltd
Glen Innes Bowling Club Ltd
Glen Innes Golf Club
Grawin Opal Miners Sports & Recreation Club Ltd
Gunnedah Golf Club Ltd
Gunnedah Rugby Club Ltd
Gunnedah Services & Bowling Club Ltd
Guyra Bowling & Recreation Club Ltd
Inverell East Bowling Club Ltd
Inverell Golf Club Ltd
Inverell RSM Club Ltd
Kootingal & District Bowling Club Ltd
Lightning Ridge District Bowling Club Ltd
Manilla Bowling Club Ltd
Manilla RSL & Ex-Servicemens Club Ltd
Moree & District Services Club Ltd
Moree Golf Club Ltd
Narrabri Bowling Club Ltd
Narrabri Golf Club Ltd
Narrabri RSL Memorial & Citizens Club
New England Club Ltd (The)
North Tamworth Bowling Club
Quirindi Bowling Club Ltd
Quirindi RSL Golf Club Ltd
Quirindi RSL S/B Club Ltd
South Tamworth Bowling Club Ltd
Tamworth City Bowling Club Ltd
Tamworth Golf Club Ltd
Tamworth Services Club Ltd
Tenterfield Bowling Club Ltd
Tenterfield Golf Club Ltd
The Courts @ East
Tingha Sports & Recreation Club Ltd
Town & Country Club Ltd
Upper Horton Sports Club Ltd
Uralla Bowling & Recreation Club
Uralla Golf Club Ltd
Walcha Bowling & Recreation Club Ltd
Walcha Ex Services Memorial Club Ltd

Walgett District Sporting Club Ltd
Walgett RSL Memorial Club
Warialda Golf & Bowling Club Ltd
Wee Waa & District Bowling Club Ltd
Wee Waa Golf Club Ltd
Werris Creek Bowling & Tennis Club Limited
Werris Creek Golf Club Ltd
West Tamworth League Club Ltd
Wests’ Diggers

Central West

Baradine Bowling & Sporting Club Ltd
Bathurst City Community Club Inc
Bathurst Golf Club Ltd
Bathurst Panthers
Bathurst RSL Club Ltd
Binnaway District Golf Club Ltd
Blackheath Golf Club Ltd
Blayney Bowling Club Ltd
Bourke Bowling Club Ltd
Brewarrina S/B RSL Club Ltd
Canowindra Bowling Club Ltd
Canowindra Golf Club Ltd
Canowindra Services & Citizens Club Ltd
Cassilis Bowling Club Ltd
Club Mudgee
Cobar Bowling & Golf Club Ltd
Cobar Memorial Services & Bowling Club
Limited (Subject to DoCA)
Condobolin RSL Club Ltd
Condobolin Sports Club Ltd
Coolah Sporting Club Ltd
Coonabarabran Bowling Club Co-Op Ltd
Coonabarabran Golf Club Co-Op Ltd
Coonamble Bowling Club Ltd
Coonamble District RSL Club Ltd
Coonamble Golf Club
Cowra Bowling & Recreation Club Ltd
Cowra Golf Club Ltd
Cowra Services Club Ltd
Cudal Bowling Club Ltd
Cumnock Bowling Club Ltd
Dubbo City Bowling Club Ltd
Dubbo Golf Club Ltd
Dubbo Railway Bowling Club Ltd
(Sporties Dubbo)
Dubbo RSL Memorial Club Ltd
Dunedoo Bowling Club Ltd
Dunedoo Sports Club Ltd
Eugowra Community Bowls and Recreation
Club Ltd
Forbes Services Memorial Club
Forbes Sports & Recreation Club Ltd
Geurie Bowling Club Ltd
Gilgandra Services Club Co-Op Ltd

Gilgandra Sporting Club Co-Op Ltd
Gooloogong Country Club Ltd
Grenfell Bowling Club Ltd
Gulgong Bowling & Sporting Club Ltd
Gulgong RSL Club Ltd
Hazelbrook Bowling & Sporting Club Co-Op Ltd
Henbury Sport and Recreation Club Ltd
Kandos Returned Services Community Club Ltd
Katoomba RSL
Lawson Bowling Club Ltd
Leura Golf Club Ltd
Lithgow & District Workmens Club
Lithgow City Bowling Club
Lithgow Golf Club Ltd
Macquarie Club (Dubbo) Ltd
Majellan Bowling Club Ltd
Manildra Bowling Club Ltd
Manildra Golf Club
Mendooran Bowling Club Ltd
Mendooran-Merrygoen Memorial Club Ltd
Molong Bowling Club Ltd
Molong RSL Club Ltd
Mudgee Golf Club Ltd (The)
Narromine Bowling Club Ltd
Narromine Golf Club Ltd
Narromine United Services Memorial Club Ltd
Nyngan Bowling Club Ltd
Nyngan Golf Club Ltd
Nyngan RSL & Civic Club Ltd
Oberon RSL Club Ltd
Oberon Rugby League Football Club Ltd
Orange City Bowling Club Ltd
Orange Ex-Services Club Ltd
Orange Ex-Services Country Club
Orange Golf Club
t/as Duntryleague
Orange Waratah Sports Club Ltd
Parkes Bowling and Sports Club Ltd
Parkes Golf Club Co-Op Ltd
Parkes Service & Citizens Club Co-op Ltd
Peak Hill Bowling Club Co-Op Ltd
Peak Hill Ex-Services & Citizens Club Ltd
Portland Bowling Club Co-Op Ltd
Portland Golf Club Limited
Portland RSL Sport and Recreation Club Limited
Rylstone Club Ltd (The)
Springwood Bowling & Recreation Club Ltd
(Subject to DoCA)
Springwood Country Club Ltd
Tottenham Bowling Club Ltd
Tottenham Golf Club Limited
Trangie Bowling Club Ltd
Trangie United Services Memorial Club Ltd
Trundle Services & Citizens Club Ltd
Trundle Services Golf Club

Tullamore Bowling & Citizens Club Ltd
Wallerawang Bowling Club Ltd
Warren & District United Services Club Ltd
Warren Golf Club Ltd
Wellington Bowling Club Ltd
Wellington Golf Club Ltd
Wellington Soldiers Memorial Club
Wentworth Falls Bowling Club
Wentworth Falls Country Club Ltd
Wentworth Golf Club Ltd
West Dubbo Bowling Club
t/as Club Dubbo
Woodstock Bowling, Sport & Recreation Club Ltd
Wyangala Country Club Ltd
Yeoval Bowling Club

Riverina & South West

Adelong Services Citizens & Bowling Club Ltd
Albury Club Ltd
Albury Sailors Soldiers & Airmens Club Pty Ltd
Ardlethan Bowling & Recreation Club Ltd
Ariah Park Bowling & Recreation Club Ltd
Balranald District Ex Servicemens Memorial Club
Barellan & District War Memorial Club
Barham Golf & Country Club Ltd
Barooga Sports Club Ltd
Barrier Social Democratic Club Ltd
Batlow RSL Bowling Club Ltd
Batlow RSL Club Ltd
Berrigan Golf & Bowling Club
Boorowa Ex-Services & Citizens Club Ltd
Broken Hill Musicians Club Limited
(Subject to DOCA)
Broken Hill Sturt Club
CluBarham
Cobram-Barooga Golf Club
Coleambally Community Club
Commercial Club (Albury) Ltd
Commercial Golf Resort
Coolamon Sports and Recreation Club Limited
Cooomealla Golf Club
Cooomealla Memorial Sporting Club Ltd
Cootamundra Country Club Ltd
Cootamundra Ex-Servicemen's & Citizen's Memorial Club Ltd
Coro Club Ltd (The)
Corowa Golf Club Ltd
Corowa RSL Club Ltd
Culcairn Bowling & Recreation Club
Darlington Point Club Ltd
Deniliquin Bowling Club Ltd
Deniliquin Club Ltd
Deniliquin Golf Club Ltd
Deniliquin RSL Club Ltd
Euston Bowling & Recreation Club Ltd
Exies Sports Club

Finley Bowling Club Ltd
Finley Golf Club Ltd
Finley Returned Soldiers Club Ltd
Ganmain & District Sports Club Ltd
Goolgowi Exservicemens Memorial Club Ltd
Griffth Ex-Servicemens Club
Griffth Golf Club
Griffth Leagues Club (Northside)
Griffth Leagues Club Ltd
Gundagai District Services Club
Harden Country Club Ltd
Harden District Bowling Club Ltd
Hay Bowling and Golf Club Limited
Hay Services Club Ltd
Henty Community Club Ltd
Hillston Ex-Servicemen & Citizens Club
Holbrook Returned Servicemen's Club
Howlong Golf Resort
Humula Citizens Sports Club Ltd
Jerilderie Sports Club
Junee Bowling Club Ltd
Junee Ex-Services Memorial Club Ltd
Khancoban Country Club
Lake Cargelligo Bowling Club Ltd
Leeton and District Bowling Club Ltd
Leeton Soldiers Club Ltd
Lockhart Ex-Servicemens Club Ltd
Mathoura District & Servicemen's Bowling Club
Moama Bowling Club Ltd
Moama RSL Club
Moama Sports Club
Moulamein Bowling Club Ltd
Mulwala & District Services Club Ltd
Mulwala Water Ski Club Ltd
Murray Downs Golf & Country Club
Narrandera Ex-Servicemens Club
North Albury Sports Club
Oaklands RSL Bowling Club Ltd
Rand Bowling Club Ltd
Rich River Golf Club Resort
Riverine Club Ltd (The)
Rosewood Golf Club Ltd
Silver City Workingmens Club Ltd
South Broken Hill Golf Club Ltd
Stockinbingal Bowling Club Co-Op Ltd
Talbingo Country Club Ltd
Tarcutta RSL & Citizens Club Ltd
Temora Bowling & Recreation Club Ltd
Temora Ex-Services Memorial Club Ltd
Temora Golf Club Ltd
The Binalong Community Club Ltd
The Rock Memorial Bowling Club Ltd
The Rules Club - Wagga Wagga
Thurgoona Country Club Resort
Tocumwal Golf and Bowls Club Ltd
Tooleybuc Sporting Club Ltd

Tumbarumba Bowling Club Ltd
Tumbarumba Golf Club Ltd
Tumut Bowling and Recreation Club Ltd
t/as Club Tumut
Tumut District RSL Club Ltd
Ungarie District Bowling Club Co-Op Ltd
Urana Bowling Club Ltd
Wagga RSL Club
Wagga Wagga Boat Club Ltd
Wagga Wagga Commercial Club
Wagga Wagga Country Club Ltd
Wakool District Services and Memorial Sports Club Ltd
Walla Walla Bowling & Recreation Club Ltd
Weethalle Country Club Ltd
West Wyalong Bowling & Recreation Club Ltd
West Wyalong S & C Sports Club
West Wyalong Services & Citizens Club Ltd
Whitton Bowling & Rec Club Ltd
Wilcannia Golf Club Ltd
Yanco All Servicemen's Club Ltd
Yarrowonga Mulwala Golf Club Resort
Yenda Diggers Club Ltd
Yerong Creek Bowling Club Ltd
Yoogali Club Ltd
Young Bowling Club Ltd
Young Golf Club Ltd
Young Services Club Co-op Ltd

Southern Tablelands & Far South Coast

Antill Park Country Golf Club
Bargo Sports Club
Batemans Bay Soldiers Club Ltd
Bega Country Club
Bega RSL Club Limited
Bermagui Country Club
Bodalla Bowling & Recreation Club Ltd
Bombala RSL Club Ltd
Bowral Golf Club Ltd
Braidwood Servicemens Club Ltd
Canberra Highlands Society & Burns Club Ltd
Canberra Labor Club Ltd
Canberra Southern Cross Club Ltd
Canberra Tradesmen's Union Club Ltd
Candelo Kameruka Bowling Club Ltd
Catalina Country Club Ltd
City Labor Club
Club Bowral
Club Dalmeny
Club Narooma
Coolamatong Snowy Mountains Country Club Ltd
Cooma Ex-Services Club Ltd
Crookwell Golf Club Ltd
Crookwell Services Club Ltd
Delegate Country Club Ltd

Eden Fishermen's Recreation Club Ltd
Eden Gardens Country Club
Ginninderra Labor Club
Goulburn Club Ltd
Goulburn Golf Club Ltd
Goulburn Railway Bowling Club
Goulburn Soldiers Club Ltd
Goulburn Workers' Club
Hellenic Club of Canberra
Highlands Golf Club
Jindabyne Bowling & Sports Club Ltd
Lake Conjola Bowling and Recreation Club Ltd
Malua Bay Bowling & Recreation Club Ltd
Merimbula RSL Club
Merimbula-Imlay Bowling Club Ltd
Milton Ulladulla Bowling Club
Milton-Ulladulla Ex-Servos Club Ltd
Mittagong RSL Club Ltd
Mollymook Beach Bowling & Recreation Club
Mollymook Golf Club Ltd (Beachside)
Mollymook Golf Club Ltd (Hill Top)
Moruya Bowling & Recreation Club Ltd
Moruya Golf Club Ltd
Moss Vale Golf Club Ltd
Moss Vale Services Club Ltd
Narooma Golf Club
Nimmitabel Country Club Ltd
Oakdale Workers Sporting & Recreation Club Ltd
Pambula Merimbula Golf Club Ltd
Picton Bowling Club
Queanbeyan Australian Football Club Ltd
Queanbeyan Bowling Club Ltd
Queanbeyan Golf Club Ltd
Queanbeyan Kangaroo RLF Club Ltd
Queanbeyan Leagues Club
Queanbeyan RSL Memorial Bowling Club Ltd
Robertson Bowling Club
Taralga Sports Club Ltd
Tathra Beach Bowling Club Ltd
Tathra Beach Country Club Ltd
The Bundanoon Club
Tomakin Sports & Social Club Ltd
Tuggeranong Valley Rugby Union & Sports Club Limited
Tura Beach Country Club
Tuross Head Country Club Ltd
Weston Creek Labor Club
Yass Bowling Club Ltd
Yass Golf Club Inc
Yass Soldiers Club
Yowani Country Club

Illawarra & Shoalhaven

AGA Club Germania
Albion Park Bowling & Recreation Club Ltd
Albion Park RSL Memorial Club Ltd

Balgownie Collegians
Bellambi Bowling Recreation & Sport Club Ltd
Berkeley Sports Club Ltd
Berry Sports & Social Club Ltd
Bomaderry Bowling Club Ltd
Bomaderry RSL Club Ltd
Bulli Workers Club Ltd
Callala RSL Country Club Ltd
City Diggers Wollongong
Club Jervis Bay Ltd
Coledale RSL S/B Club Ltd
Collegians Rugby League Football Club Ltd
Corrimal Bowling Club Ltd
Corrimal Leagues Club Ltd
(Administrators Appointed)
Corrimal RSL Memorial Club Ltd
Culburra Bowling & Recreation Club Ltd
Currarong Bowling & Recreation Club Ltd
Dapto Bowling Club Ltd
Dapto Citizens Bowling Club Ltd
Dapto Leagues Club Ltd
Fairy Meadow Bowling & Rec Club Ltd
Figtree RSL Bowling Club Limited
Gerrington Bowling & Rec Club Ltd
Gerroa Boat Fishermans Club Ltd
Greenwell Point Bowling & Sports Club Ltd
Huskisson Bowling Club Ltd
t/as Club Husky
Illawarra Leagues Club Ltd
Illawarra Master Builders Club Ltd
Illawarra Steelers
Illawarra Yacht Club Ltd
Kemblawarra Portuguese Sports & Social Club Ltd
Kiama Bowling & Recreation Club Ltd
Kiama Golf Club Ltd
Kiama Leagues Club Ltd
Nowra Bowling & Recreation Club Ltd
Nowra Golf & Recreation Club
Oak Flats Bowling & Recreation Club Limited
Orb Bowling & Rec Club Ltd
Port Kembla Golf Club Ltd
Port Kembla Leagues Club Ltd
Russell Vale Golf & Social Club Ltd
Shoalhaven Ex Servicemens Club Ltd
Shoalhaven Ex Servicemens Sports Club Ltd
Shoalhaven Heads Bowling & Rec Club Ltd
Shoalhaven Heads Golf Club Limited
St George's Basin Country Club Ltd
Sussex Inlet Bowling Club Ltd
Sussex Inlet Golf Club Ltd
Sussex Inlet RSL Club Ltd
The Fraternity Bowling & Recreation Club Limited
The Grange Golf Club Ltd
The Shellharbour Club
Thirroul Bowling Leagues & Recreation Club Ltd
Towradgi Park Bowls & Recreation Club Ltd

Vincentia Golf Club Ltd
Warilla Bowls & Recreation Club Ltd
Warilla Sports Club Ltd
Western Suburbs Leagues Club Illawarra Ltd
Windang Bowls Club Ltd
Wiseman Park Wollongong City Bowling Club Ltd
Wollongong Golf Club Ltd
Wollongong Hellenic Club Ltd
Wollongong Tennis Club (City Of)
Woonona Bowling & Rec Club Ltd
Woonona Bulli RSL Memorial Club

Southern Metropolitan

Arncliffe Scots Sports & Social Club Ltd
(Subject to Deed of Company Arrangement)
Beverley Park Golf Club Ltd
Bexley Golf Club Ltd
Bexley RSL Club Ltd
Brighton Le Sands RSL Club Ltd
Bundeena Bowling & Sports Club Co-Op Ltd
Bundeena RSL Memorial Club Ltd
Caringbah Bowling & Recreation Club

Club Central Hurstville

Club Central Menai
Club Cronulla
Club Engadine
Club Grandviews
Club Rivers - Riverwood Legion
& Community Club
Cronulla Golf Club Ltd
Cronulla RSL Memorial Club
Cronulla Sutherland Leagues Club Ltd
Earlwood Bardwell Park RSL Club Ltd
EBP Sports
Engadine Bowling & Rec Club Ltd
Georges River 16ft Sailing Club Co-Op Ltd
Gymea Miranda Bowling & Sports Club
Heathcote Services & Citizens Club
Helensburgh Workers, Sports & Social Club Ltd
(Subject To DoCA)
Hurstville RSL Memorial Club
Kareela Golf & Social Club Ltd
Kingsgrove RSL Club Ltd
Kogarah Golf Club Ltd
Kogarah RSL Club Ltd
Kurnell Community Sports & Rec Club Ltd
Kyeemagh RSL & Community Club Ltd
Miranda RSL Sub-Branch Club Limited
Moorefield Bowling & Sports Club Co-Op Ltd
Mortdale RSL Community Club Ltd
Oatley RSL & Community Club Co-Op Ltd
Olds Park Sports Club
Penshurst RSL Club Co-Op Ltd
Ramsgate RSL Memorial Club
Riverwood Sports & Rec Club Ltd
Rockdale Businessmen’s Club Ltd

Rockdale RSL S/B Club Ltd
Rockdale Tennis Club Ltd
Royal Motor Yacht Club Port Hacking Ltd
South Cronulla Bowling & Recreation Club Ltd
South Hurstville RSL Club Ltd
St George Leagues Club Ltd
St George Masonic Club Ltd (The)
St George Motor Boat Club Ltd
St George Rowing Club Ltd
St George Sailing Club
Sutherland Bowling & Recreation Club Ltd
t/as Club Kirrawee
Sutherland District Trade Union Club Ltd (Tradies)
Sutherland United Services Club Ltd
t/as Club on East
Sylvania Bowling Club Co-Op Ltd
The Point Bowling Club
Tradies Caringbah RSL Club
Woolooware Golf Club Ltd
Woronora River RSL & Citizens Club Ltd

Western Metropolitan

Ashfield Bowling Club Ltd
Ashfield RSL Club Ltd
Assyrian Sports & Cultural Club Ltd
Auburn RSL Club Ltd
t/as Granville Diggers
Auburn Soccer Sports Club Ltd
Auburn Tennis and Recreation Club Ltd
Austral Bowling Club Ltd
Bankstown Golf Club Ltd
Bankstown RSL Community Club Ltd
Bankstown Sports Bowling Club
Bankstown Sports Club
Bankstown Trotting Recreational Club Ltd
Bass Hill RSL Club
Baulkham Hills Sports Club
Belfield Bowling & Recreation Club Ltd
Belfield Sub-Branch RSL Club Ltd
Belmore Bowling & Recreation Club Limited
Belmore Returned Services & Community Club Ltd
Birrong Sports Club
Bonnyrigg Sports Club
t/as Serbian Centre Club Limited
Burwood RSL Club
Cabra Vale Diggers
Cabramatta Bowling & Recreation Club
Cabramatta Golf Club Ltd
Cabramatta Rugby League Club Ltd
Camden Golf Club Ltd
Camden RSL Club Ltd
Camden Sports Club Limited
Camden Valley Golf Resort Ltd
Campbelltown Catholic Club Ltd

Campbelltown City Bowling Club Co-Op Ltd
Campbelltown Golf Club
Campbelltown RSL Club
Campsie RSL Sub-Branch Club Ltd
Campsie South Bowling And Recreation Club Limited
Canley Heights RSL & Sporting Club Ltd
Canterbury Bankstown Tennis & Bowls Club Ltd
Canterbury Hurlstone Park RSL Club Ltd
Canterbury League Club Limited
Carnarvon Golf Club Ltd
Chester Hill Bowling & Rec Club Ltd
Chester Hill RSL and Bowling Club Co-Op Ltd
Club Ashfield
Club Burwood
Club Italia Mounties Group
Club Marconi
Club Merrylands Bowling & Sports
Coronation Club Ltd
Croatian Club Ltd
Croydon Park Club
Dooleys Lidcombe Catholic Club
DOOLEYS Regents Park Sports Club
DOOLEYS Waterview Club
Fairfield RSL Memorial Club (City Of)
German Austrian Society of Australia Ltd
Granville RSL S/B Club Ltd
Greenacre Bowling & Recreation Club Co-op Ltd
Greyhound Social Club
Guildford Bowling & Recreation Club Ltd
(*subject to DOCA*)
Guildford Leagues Club
Hubertus Country Club Ltd
Hungarian (Magyar) Social Club Ltd
Hurlstone Park Bowling & Rec Co-op Club Ltd
Ingleburn Bowling & Recreation Club Co-op Ltd
Ingleburn RSL Sub-Branch Club Limited
John Edmondson VC Memorial Club Ltd
Kemps Creek Sporting & Bowling Club Ltd
King Tomislav Croatian Club Ltd
Lakeside Golf Club
Lansvale United Sports Club
Lantern Club
Lemnian Assoc of NSW Maroula Club Ltd
Lidcombe Bowling Club Ltd
Liverpool Catholic Club Ltd
Liverpool Golf Club Ltd
Mekong Mounties Group
Merrylands RSL Club Ltd
Moorebank Sports Club Ltd
Mount Lewis Bowling Club Co-Op Ltd
Mounties
Mounties Bowling Club
New Brighton Golf Club Ltd
NSW Harness Racing Club Ltd
Padstow Bowling and Recreation Club

Padstow RSL Club Ltd
Panania Diggers
Polish Club Ltd
Revesby Bowling & Recreation Club
Revesby Workers’ Club
Revesby Workers Sport & Recreation Club
Rosnay Golf Club Ltd
Smithfield RSL Club
St Johns Park Bowling Club Ltd
Strathfield Golf Club
Strathfield Sports Club
The Lakemba Club
The Picnic Point Bowling & Social Club Ltd
The Russian Club Ltd
Tigers Sydney Markets (Balmain Leagues Club)
Triglav Mounties Group
Uruguayan Social & Sporting Club Ltd
Wallacia Bowling & Recreation Club
Wallacia Panthers Golf & Country Club Ltd
Warragamba Workers & Sporting Club Ltd
Western Suburbs Australian Football Club Ltd
Western Suburbs League Club (Campbelltown) Ltd
Wests Ashfield Leagues
Wests Sports Croydon
West’s Tennis Club

Eastern Metropolitan

Alexandria-Erskineville Bowling Club
Australian 18 Footers League Ltd
Australian Club
Australian Golf Club Ltd (The)
Bondi Bowling Club Co-Op Ltd
Bondi Icebergs Club Ltd
Bondi-Waverley Squash Club Ltd
Bonnie Doon Golf Club
Botany Golf Club Ltd
Bowlers Club of NSW Ltd
Bronte Bowling Club Ltd
Catholic Club Limited (The)
City of Sydney RSL & Community Club Limited
City Tattersalls Club
Clovelly Bowling & Rec Club Ltd
Club Bondi Junction
Club Redfern
Combined Services RSL Club Co-operative Ltd
Concordia Club Ltd
Coogee Diggers
Coogee Legion Ex-Service Club Ltd
Coogee Sports Club Ltd
Cruising Yacht Club of Australia Ltd
CTA Business Club Ltd
Cyprus Community Of NSW
Eastern Suburbs Leagues Club
Eastern Suburbs Legion Club Ltd
Eastlake Golf Club Ltd (The)

Eastlakes Sports Club Ltd
Gallipoli Memorial Club Ltd
Graphic Arts Club Mascot Ltd
Hakoah Club Ltd
Hellenic Club Ltd
Hillsdale Bowling & Rec Club Ltd
Juniors @ the Junction
Lakes Golf Club Ltd (The)
Maroubra Seals Sports & Community Club Ltd
Marrickville and District Hardcourt Tennis Club Ltd
Marrickville Bowling & Recreation Club Ltd
Marrickville District Lawn Tennis Club Limited
Marrickville Golf Club Ltd
Matrville RSL Sub Branch Club Ltd
New South Wales Golf Club Ltd
North Bondi RSL Club Ltd
NSW Leagues Club
NSW Masonic Club
Paddington Woollahra RSL Memorial & Community Club Co-Op Ltd
Petersham RSL Club Ltd
Randwick Bowling Club Ltd
Randwick Golf Club
Rose Bay RSL Club Co-Op Ltd
t/as Club Rose Bay
Royal Automobile Club of Australia Inc. Imperial Service Club Ltd
Royal Motor Yacht Club of NSW Ltd
Royal Prince Edward Yacht Club
Royal Sydney Golf Club Ltd (The)
South Sydney Junior Rugby League Club Ltd
St Michaels Golf Club Ltd
Sydney Portugal Community Club Ltd
Tattersalls Club
The Coast Golf & Recreation Club
The Juniors Malabar
The Queen’s Club Limited
The Randwick Club
The Rugby Club Foundation Limited
Union, University & Schools Club of Sydney
Union, University & Schools Club of Sydney (Phillip St)
Waverley Bowling & Recreation Club Ltd
Woollahra Golf Club Ltd
Yarra Bay 16ft Skiff Sailing Club Ltd

Northern Metropolitan

Asquith Bowling and Recreation Club Ltd
Asquith Golf Club Ltd
Austrian Club Sydney Ltd
Avalon Beach Bowling & Recreation Club Ltd
Avalon Beach RSL Club Ltd
Avondale Golf Club Ltd
Balgolah Golf Club Ltd
Balgowlah RSL Memorial Club Ltd
Balmain Bowling Club Ltd

Balmain Leagues Club Ltd
Barnwell Park Golf Club Ltd
Bayview Golf Club Ltd
Belrose Bowling Club Ltd
Berowra RSL Club
Briars At Greenlees Ltd
Cammeray Golf Club Ltd
Canada Bay Club
Chatswood Club Ltd (The)
Chatswood Golf Club
Chatswood RSL Club Ltd
Cheltenham Recreation Club Ltd.
Club Five Dock RSL
Club Totem
Club Willoughby
Concord Bowling Club
Concord Golf Club Ltd
Concord RSL & Community Club Limited
Cromer Golf Club Ltd
Dee Why Bowling & Recreation Club Ltd
Dee Why RSL Club Ltd
Denistone Sports Club Ltd
Drummoyne Sailing Club Ltd
Eastwood Club Ltd (The)
Eastwood Dist Rugby Union Club Ltd
Elanora Country Club Ltd
Forestville RSL Club Ltd
Gladesville Bowling & Sports Club
Gladesville RSL & Community Club Ltd
Gladstone Park Bowling Club
Gordon Bowling Club Limited
Gordon Golf Club Ltd
Harbord Bowling & Recreation Club Ltd
Harbord Diggers Mounties Group
Hornsby RSL Club Ltd
Hunters Hill Club Ltd
Killara Bowling Club Ltd
Kirribilli Club
Lane Cove Bowling and Recreational Club Ltd
Lane Cove Club Ltd
Lane Cove Country Club Ltd
Leichhardt Bowling & Recreation Club Ltd
Lindfield Bowling Club Ltd
Long Reef Golf Club Ltd
Magpies Waitara (formerly Asquith Rugby League Club)
Manly 16ft Skiff Sailing Club Ltd
Manly Bowling Club
Manly Civic Club
Manly Golf Club Ltd
Manly Vale Calabria Bowling Sports and Social Club Ltd
Manly Warringah Master Builders Club Ltd
Manly Warringah Rugby League Club
Massey Park Golf Club Ltd
Middle Harbour 16ft Skiff Club

Middle Harbour Yacht Club Ltd
Mona Vale Golf Club Ltd
Monash Country Club Ltd
Mosman Bowling Club Ltd
Mosman Returned Servicemen's Club Ltd
Narrabeen RSL Memorial & Recreation Club Limited
Neutral Bay Club Ltd (The)
Newport Bowling Club Ltd
North Epping Bowling & Community Club Ltd
North Manly Bowling & Rec Club Ltd
North Ryde RSL Community Club Ltd
North Sydney Leagues Club Ltd
Northbridge Golf Club Ltd
Palm Beach Golf Club Ltd
Palm Beach RSL S/B Club Ltd
t/as Club PalmBeach
Palm Beach Surf Club
Pearl Club Chatswood
Pittwater RSL Club Ltd
Putney Tennyson Bowling & Community Club Ltd
Pymble Golf Club Ltd
Roseville Golf Club Ltd
Roseville Returned Services Memorial Club Ltd
Royal Motor Yacht Club Broken Bay NSW
Royal Sydney Yacht Squadron Ltd
Seaforth Bowling Club Ltd
St Ives Bowling & Recreation Club Ltd
Sydney Flying Squadron Ltd
Sydney Rowing Club Ltd
The Beach Club Collaroy
The Beecroft Club
The Epping Club
The Galston Club
The Greens North Sydney
The Killara Golf Club Limited
The Royal Prince Alfred Yacht Club
Tigers Five Dock (Balmain Leagues Club)
Turramurra Bowling Club Limited
UTS Haberfield Club Ltd
Wakehurst Golf Club Ltd
Warringah Bowling Club Ltd
Warringah Golf Club Ltd
Waverton - North Sydney Club
West Lindfield Sports & Recreation Club Co-Op Ltd
West Pymble Bowling and Sports Club
Willoughby Park Bowling Club Ltd

North West Metropolitan

Blacktown City Bowling & Rec Club Ltd
Blacktown RSL Club Ltd (City Of)
Blacktown Workers Club Ltd
Blacktown Workers Sporting Club
Brush Park Bowling Club Ltd
Carlingford Bowling Sports & Recreation Club Ltd

Castle Hill Bowling Club Ltd
Castle Hill Country Club
Castle Hill RSL Club Ltd
Club Paceway
CSI Sport and Recreation Club Ltd
Cumberland Country Golf Club
Del Rio Sports & Recreation Club Ltd
Dundas Sports & Recreation Club Ltd
Dunheved Golf Club Ltd
Dural Country Club Ltd
Emu Plains Sporting & Recreation Club Ltd
Fox Hills Golf Club
Glenbrook Panthers Bowling Club
Glenorie RSL Club Ltd
Henry Lawson Club Ltd
Kingswood Sports Club
Lynwood Country Club Limited
Muirfield Golf Club Ltd
Nepean Rowing Club Ltd
Northmead Bowling, Recreation & Sporting Club Ltd
Oatlands Golf Club Ltd
Panthers North Richmond
Parramatta Leagues Club Ltd
Parramatta RSL Club
Pennant Hills Bowling Club Ltd
Pennant Hills Golf Club
Penrith Bowling & Rec Club Ltd
Penrith Gaels Cultural & Sporting Association
Penrith Golf & Recreation Club
Penrith RSL Club Ltd
Penrith Rugby League Club Ltd
Richmond Club Ltd
Richmond Golf Club
Riverstone Schofields Memorial Club Ltd
Rooty Hill RSL Club Ltd
Rosehill Bowling & Recreation Club Ltd
Rydalmere Central Bowling Club Ltd
Ryde Eastwood Leagues Club Ltd
Ryde Ex-Services Memorial & Community Club Limited
Ryde Parramatta Golf Club Ltd
Seven Hills Toongabbie RSL Club Ltd
South Hungarian Club Ltd
St Marys Band Club
St Marys RSL & Ex-Servicemens Club Ltd
St Marys Rugby League Club
Stonecutters Ridge Golf Club
The Hills Club
The Pitt Town & District Sports Club Ltd
Toongabbie Sports and Bowling Club
Viking Sports Club
Wenty Leagues
West Pennant Hills Sports Club Ltd
West Tradies
Windsor Country Golf Club Ltd

Windsor RSL Club
Wisemans Ferry Bowling Club Ltd

Central Coast

Avoca Beach Bowling & Recreation Club Limited
Bateau Bay Bowling Club
Breakers Country Club
Canton Beach Sports Club
Central Coast Leagues Club
Club Toukley RSL
Club Umina
Davistown RSL Club Ltd
Diggers @ the Entrance
Doyalson Wyee RSL Club Ltd
Erina Rugby League Football Club Ltd
Ettalong Beach War Memorial Club Ltd
Ettalong Memorial Bowling Club Ltd
Everglades Country Club
Gosford Golf Club Ltd
Gosford RSL Club & Galaxy Motel
Gosford Sailing Club Ltd
Gwandalan Bowling Club Ltd
Halekulani Bowling Club
Hardy's Bay Club
Mangrove Mountain Memorial Club Ltd
Mingara Recreation Club Ltd
Mooney Mooney Club on the Hawkesbury
Munmorah United Bowling Club Ltd
Norah Head Bowling & Sports Club Ltd
Ourimbah-Lisarow RSL Club Ltd
Shelly Beach Golf Club
Terrigal Bowling Club Ltd
The Entrance Leagues Club Ltd
The Greens The Entrance
The Sporties At Woy Woy
Toukley Golf Club Ltd
Wallarah Bay Recreation Club
Woy Woy Leagues Club
Wyong Bowling Club
Wyong Golf Club Ltd
Wyong RSL Sub Branch Club Ltd
Wyong Rugby League Club Ltd

Affiliated Associations



Federation of Community, Sporting and Workers Clubs Incorporated. Edward Camilleri, Senior Vice-President

The aim of the Federation of Community, Sporting, and Workers Clubs is to provide entertainment and facilities for their members, with one of the principal objects in the Federation's constitution to "establish holiday centres and similar facilities whether alone or in conjunction with other organisations". This object has been a success story where the Federation now provides family holiday accommodation for their members at a price they can afford.



Golf NSW Stuart Fraser, Chief Executive Officer

Golf NSW is committed to promoting, encouraging, and advancing the game of golf at all levels throughout New South Wales by way of organised competitions, coaching and development of elite and non-elite amateur golfers, and via proper observance of the rules of golf as set down by the Royal & Ancient Club of St. Andrews, Scotland and observance of the etiquette and traditions of golf.



RSL & Services Clubs Association Garrie Gibson, Chief Executive Officer

The Association represents the interests of registered RSL, Ex-Services, Memorial, Diggers or like clubs in New South Wales, and its major roles are to provide educational development of club Directors and staff; to promote the work of all such clubs in supporting ex-service personnel and their families; and ensure Defence personnel's sacrifice and service is honoured and remembered. The Association fosters the spirit and heritage of Anzac traditions.



Leagues Clubs Australia Peter Turnbull, Chief Executive Officer

Formed for the express purpose of ensuring that the interests of Licensed Leagues Clubs are better represented in both government and industry forums, Leagues Clubs Australia continues today under the mission statement of representing, informing, supporting, and assisting the needs of their member clubs around Australia, ensuring their ongoing commitment to Rugby League and the community.



Bowls NSW Greg Helm, Chief Executive Officer

With an aim to actively promote the game of lawn bowls and represent the needs of members clubs across the State, Bowls NSW provides the opportunity for members to represent their State at competition both nationally and internationally, fosters awareness and interest for the game through organised programs, and creates the opportunity for participation throughout the community.

ClubsNSW Community Partners

As part of the industry-wide commitment to the community, ClubsNSW supports a number of key charitable, sporting and community based organisations, enhancing the role and value of clubs within local communities across New South Wales.

These community partnerships provide support in a number of specific areas which include elite and grassroots sports development, youth services, volunteerism, drug and health education, youth development in music and entertainment, disability services, health services, beach safety, veterans’ support programs, youth mentoring and the support of regional communities.

Major Community Partners



Community Partners



Community Support

Agricultural Societies Council of NSW
Anzac Memorial Centenary Project
ANZAC Youth Ambassadors Tour
Australian Club Entertainment Awards
Blacktown Workers White Ribbon
Broken Hill St Patrick’s Race Day
Central Coast Regional Academy of Sport
Club Marconi Amatrice Earthquake Appeal
Collaroy Services Beach Club Rebuilding Project
Cooly Rocks On Festival
Deli Women’s and Children’s Centre
Friendly Faces Helping Hands
Giraffe Conservation Foundation
Got Your Back Sista
Greenacres Disability Services
Hawkesbury Hills Student Leadership Program

Hunter Breast Cancer Foundation
Indigenous Marathon Project Foundation
Joan Sutherland Richard Bonyng Foundation
Kelso High School
Kingscliff Beach State Pennants
Lakeside Kurt Drysdale Cup
Lifeline
Mark Hughes Foundation
McGrath Foundation
Mudgee Rescue Squad
Ngaimpe Aboriginal Corporation (The Glen Centre)
North Coast Academy of Sport
Northern Inland Academy of Sport
NSW Rugby 7s
Port Kembla Hospital
Project Uplift

Rotary NSW Emergency Services Community Awards
Rotary Club Tamworth Epiphanies Concert
Royal Far West Ride For Country Kids
Sir Roden and Lady Cutler Foundation
Snowy Hydro Southcare
State Emergency Services Southern Metro
Swan Hill District Massive Murray Paddle
The Kennedy Foundation
Tour De Rocks
Veterans Centre Northern Beaches
Vinnies CEO Sleepout
Western Sydney Academy of Sport
Western Sydney Opera
Wheelchair Sports NSW

ClubsNSW Corporate Partners

Providing a range of industry partnerships for approved organisations to directly engage with clubs, the ClubsNSW Corporate Partnership Program creates influential and long-term links between key suppliers and our industry across New South Wales.

DIAMOND

ARISTOCRAT
It's all in the game™

CEM
CLUB EMPLOYERS MUTUAL

club plus
SUPERANNUATION
Serving the club industry for 30 years

CrownBet

IGT™

KENO
let's play!

PLATINUM

CB
Carlton & United
Breweries

LION
LION BRAND

TGS
Profit from experience

GOLD

ANSWORTH
EXPERIENCE COUNTS

KPMG

OATLEY

PIGOTTSTINSON
LAWYERS

RUSSELL
CORPORATE
ADVISORY

SILVER

BARRINGTONS

CLUBCO

community first
credit union

Global
gaming industries

BRONZE

ActronAir

ALLIED
RISK SOLUTIONS

AMERICAN EXPRESS

ARUZE GAMING
AUSTRALIA

Asahi
PREMIUM BEVERAGES

CAPITAL
BLUESTONE

CCA
COCA-COLA AMBIT
FOR every OCCASION

DIAGEO

EBET

FOODSERVICE
Dairy for Today's Professionals

Fonterra
Dairy for life

KONAMI

PAYNTER DIXON

PKF

SG
GAMING

THOMSON GEER
LAWYERS

TREASURY
WINE ESTATES

TULLY
HEARD
INSURANCE

ClubsNSW Industry Supporters

At the end of the 2016/2017 financial year, there were 98 Industry Supporters including 39 organisations on the Premium level of the program. The products and expertise provided by the myriad of Industry Supporters ensure that member clubs have a ready-made list of contacts to approach regardless of their needs.

Premium Industry Supporters

Abeo Architects	Circle Solutions Pty Ltd	Interface Hospitality T/as Interface Australia	Prodocom
Altis Architecture Pty Ltd	Colin Biggers & Paisley Lawyers	Jem Computers	Secom Technology
Andale Beer Dispensing Equipment	Consulate Financial Services	Maxgaming NSW Pty Ltd	Staples Australia Pty Ltd
Banktech	Cullinan Ivanov Partnership Pty Ltd	Network Refurbishments & Construction	Tecala
Bergstrom Architects Pty Ltd T/as Bergstrom Architects	CV Check Ltd	Next Living Pty Ltd	The Pack Factory
Big Screen Video	DFK Crosbie	Next Payments ATM	Vivian Buck Group
Bishop Collins	ECash Pty Ltd T/as ECash	Nova Employment & Training T/as Nova Employment	Warren Saunders Insurance Brokers (Aust) Pty Ltd
Boden Projects	Energy Brokers	People Fusion	Worrells Solvency & Forensic Accountants
Cartwright Insurance Brokers Pty Ltd	Global Valuation Services Pty Ltd	PGA SEC Group Pty Ltd	Zoo Business Media T/as 1800 ONHOLD
CashPoint Payment Solutions	Integrity Corporate Finance Group Pty Ltd		
CCM Travel			

Standard Industry Supporters

Accucom Systems Integration	Elite Legal Pty Ltd	Modemedia Pty Ltd	Safeguard Compliance Solutions
Adam Jones	Fortunity	MPA Construction Group Pty Ltd	Sanyo Office Machines Pty Ltd
Allpride Signs & Marketing	Fugen Constructions Pty Ltd	Nestle Australia Ltd	Sharp Electronics Group
Australian Consumer Buying Group T/as Community Alliance	Future Foods	Next Telecom Pty Ltd	Southern Cross Group Services
Axis IQ	Haron Robson Pty Ltd	Group N	Sunblest Cleaning Services
Booth Partners	HTN	One Print Solutions	TCDC Wise
BSG Australia Pty Ltd	Indrele Workplace Consulting Pty Ltd T/as Indrele Workplace	Optimum Operating Procedures & Services (OOPS)	Touchstone Property Solutions NSW Pty T/as Touchstone Property Solutions
The Buchan Group	Infosign Pty Ltd	Overseas Chef Placement	Van Den Bergh's Brewers T/as Sugo Tu
Campbell Advisory Pty Limited	I-Print & Signs Co Pty Ltd	Paltronics Australasia Pty Ltd	Voice Print Data Australia
Cellar Value Solutions Pty Limited	James Clifford Construction	PFD Foods Pty Ltd	White Now
Club2Cloud	Karo Australia Pty Ltd	Phonographic Performance Company of Australia	Your Marketing Mentor/The Drop
Conroy Audit & Advisory	Learning Links	Plantscaping Solutions Pty Ltd	
Convenience Cash ATM	Madden & Associates Pty Ltd	Premier Building Group	
Cutcher & Neale Accounting and Financial Services	McEwan & Partners	Ricmar Commercial Furniture & Upholstery Pty Ltd	
Dunbrae Pty Ltd T/as Global Beverage Solutions	Meridian Construction Services Pty Ltd	Rohrig Group	
EJE Architecture	Mitchell Brandtman (NSW) Pty Ltd	RT Hospitality Solutions	



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