

# ANNUAL REPORT 2019

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It matters not how strait the gate,  
HOW CHARGED WITH PUNISHMENTS THE SCROLL,  
I am the master of my fate  
I AM THE CAPTAIN OF MY SOUL.

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ClubsNSW



OUR PURPOSE IS TO CREATE OPPORTUNITIES  
FOR OUR MEMBERS TO THRIVE.

#### **OUR VALUES**

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

OUR PURPOSE  
& THE WAY WE WORK

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## CHAIRMAN'S REVIEW

Dr George Peponis OAM



Over the past year, the Board has refreshed its operation, enhanced its procedures and governance practices and renewed its charter to reflect changing expectations and standards – as many clubs have done in recent time.





I'd like to firstly take this opportunity to acknowledge the Board for the faith they showed in me at the June meeting by according me the honour of serving as Chairman.

It's a great privilege to lead the peak industry body for the state's registered clubs, and I look forward to representing your interests to ensure success into the future.

At the same time, I'd like to pay tribute to Peter Newell, who held this position for almost 15 years and who served with the utmost dedication and distinction during his long and successful tenure.

Peter formally resigned from the Board at the June meeting and he will be greatly missed by all. He led the industry through some tough fights, ensuring clubs have been able to operate under a stable regulatory environment. I wish him and his wife Judy well in retirement.

At the same meeting, Sallianne Faulkner, the President of Ramsgate RSL Club and a ClubsNSW Director since May 2018, was elected unopposed as Deputy Chair, becoming the first female in the history of the Association to hold this position.

The Board has carefully managed its succession planning this year by conducting a Board Performance Review, which has led to an overhaul of its skills and experience matrix.

As part of this process, the Board resolved to appoint Ron Coskerie, the Deputy President of St Mary's Rugby League Club and a senior Westpac executive, to fill the casual vacancy created by Peter's retirement.

Over the past year, the Board has refreshed its operation, enhanced its procedures and governance practices and renewed its charter to reflect changing expectations and standards – as many clubs have done in recent time.

A Remuneration and Nominations Committee was established to assist and advise the Board on matters relating to compensation, incentives and remuneration issues of the Directors, CEO and staff. It will also help the

Board to fulfil its responsibilities to members of ClubsNSW on matters relating to the structure and composition of boards, senior executive selection and performance.

Our member clubs should also notice an increased and concerted effort for our Board of Directors to be more heavily involved in regional meetings, attend meetings across the state and to be available to discuss both day-to-day and higher-level strategic issues with club representatives.

It's an exciting time ahead and I look forward to working with the Board to ensure the interests of clubs continue to be well represented.

Away from the boardroom, it was another busy year for ClubsNSW, with the Association's work ensuring stability and certainty for clubs.

The financial reserves of the Association were modestly enhanced with an operating surplus of \$241,860, and the return to the group from the ownership stake in Club Employers Mutual has further strengthened the overall position. The interests in the game of Keno continued to contribute important funding toward key industry initiatives, with the operating revenues of Keno marginally down on the prior year.

On the political front, the NSW Election, held on March 23, returned the Coalition – under the stewardship of Premier Gladys Berejiklian and Deputy Premier John Barilaro – for a third term of government.

At the federal level, the Morrison Coalition Government pulled off a remarkable victory, in the face of opinion polling which suggested a Shorten Labor Government was certain.

ClubsNSW worked hard to build and maintain good relations with both sides of politics, in a bid to ensure a stable regulatory environment.

Importantly, prior to the state election, ClubsNSW signed a Memorandum of Understanding (MoU) with the NSW Coalition on the opening morning of our Annual Conference

at ICC Sydney in October, 2018.

The agreement committed the Coalition Government to a range of initiatives, including the maintenance of gaming machine tax rates, ensuring 12 straight years of tax certainty, following on from the 2011 and 2014 MoUs.

It also committed to the expansion of ClubGRANTS Online – ensuring the Association can better tell the good stories of clubs – the introduction of third-party exclusions, something which ClubsNSW has advocated for a decade, and the rollout of Service NSW kiosks within clubs in remote communities.

The Annual Conference, staged at ICC Sydney for the second year in a row, was well represented by delegates who travelled from across the state to participate in governance training, plenary sessions and stirring keynote addresses.

It was also the prelude to the Clubs & Community Awards night, where again the great work of clubs was on show.

A highlight was five-year-old Jaxson Caldwell, who stole the show when he was up on stage with emcee Ben Fordham. His mum, Kim McLeod, explained how their local club, Armidale Servies, had supported them through Jaxon's chronic illness – both financially and emotionally.

The 1000-strong audience, made up of club representatives, politicians, community groups and other stakeholders, was again reminded just how far and wide club support reaches, and the important role they play in communities across the state.

The club industry's support of worthwhile causes again shone through over the past year, with a number of key initiatives receiving overwhelming backing by clubs across the state.

As drought continued to grip much of the state, clubs rallied to help our farmers doing it tough.

From buying bales of hay and staging benefit concerts, to collecting tinned goods and donating money to a range of drought-related charities and causes, clubs from right across ►



The club industry's support of worthwhile causes again shone through over the past year, with a number of key initiatives receiving overwhelming backing by clubs across the state.



NSW came together to support those on the land.

As part of that commitment, ClubsNSW and many member clubs helped to fund two deployments of Team Rubicon Australia (TRA) to drought-affected areas of Dubbo, in the Central West; and Scone, in the NSW Upper Hunter.

TRA uses the skills and experiences of Australian Defence Force veterans, and emergency service personnel, to rapidly deploy emergency response teams to disaster zones.

Volunteers from TRA assisted farmers to repair fences, de-silt dams, conduct general maintenance and provide emotional support to farmers – many of whom are often too proud to reach out and ask for help.

Special mention must go to Campsie RSL Club, who generously donated \$150,000 to TRA for the purchase of three deployment vehicles, which were used in Scone – and will assist TRA with future operations for years to come.

Not only did these deployments give purpose to our Defence Force veterans, it provided meaningful assistance to those who needed it most.

I'm proud to report that the collective drought support given by clubs across the state amounted to more than \$1.5 million.

The industry's ongoing support of veterans was also on show at the Invictus Games Sydney 2018, in which ClubsNSW – under the banner of Your Local Club – was a Founding Partner.

Under the patronage of HRH Prince Harry, around 500 competitors, and their supporters, from across the world descended on Sydney from October 20-27 to compete. The Games aim to help injured returned servicemen and women by providing purpose, in turn helping them to re-integrate into society.

Many of our member clubs – RSL and non-RSL clubs alike – came on board, providing support in many ways, including hosting competitors from across the globe and purchasing training equipment, and other financial assistance.

ClubsNSW continued its support of many

other community partners throughout the year, including The Centre for Volunteering, Clontarf Foundation, Life Education, Little Wings, Max Potential, Nova Employment, the Regional Academies of Sport, Special Olympics Australia, Surf Life Saving NSW, Talent Development Project and Father Chris Riley's Youth off the Streets.

On the dining front, Club Toukley RSL Club, led by Executive Chef Alex Patterson and Head Chef Kurt Sonneman, won Chef's Table for the second year in a row.

The prestigious competition, which recognises and rewards club chefs from across the state, took place over two days at Ryde TAFE, with the winners announced at Doltone House, Sydney, on July 30.

Revesby Workers' Club's Junior Sous Chef Michael Hardie and Demi Chef Dean Sinpraseuth took home Silver, while Country Club Gledswood Hills Head Chef Luke Risby and Sous Chef Guy Gillitteri won Bronze.

Rounding out the list was Dee Why RSL Club's third-year apprentice, Zoe Johnson, who was named Apprentice of the Year.

The competition, which received a record number of entrants, continues to prove that club dining is rising to new levels – with highly-accomplished chefs producing some of the best food on offer in NSW.

I'd like to take this opportunity to thank everyone for their tireless efforts over the past year, including my fellow Board members; Deputy Chair Sallianne Faulkner and directors Paul Barnett, Ron Coskerie, Dr Christina Curry and Keith Gomes; the Executive Management Team led by CEO Anthony Ball, along with Executive Managers Anne Fitzgerald, David McGrath, Josh Landis and Brandon Punter; and all of the dedicated staff who work to serve your interests.

It's a pleasure to lead the state's clubs and I look forward to the year ahead as we collectively advocate for the betterment of clubs. ■

RIGHT  
Indigenous Group The Kari Choir  
perform at the 2018 Clubs  
& Community Awards.



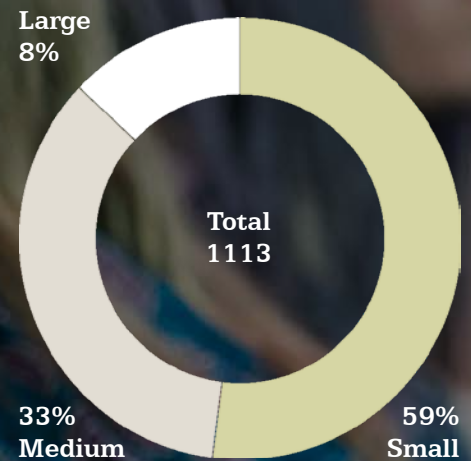
# MEMBER CLUBS

35% 65%

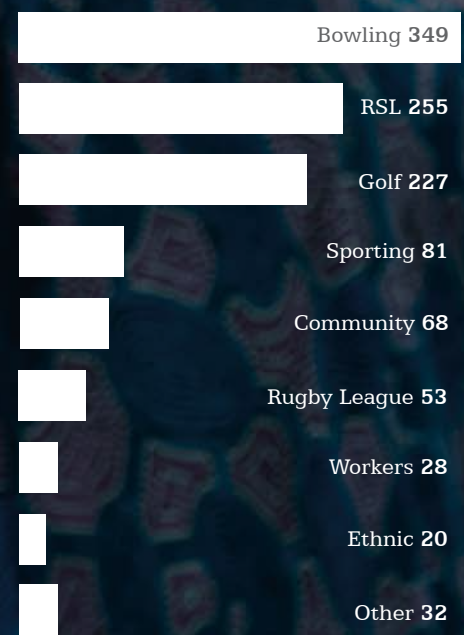
Sydney Metro

Regional

## Membership by Club Size



## Membership by Club Type



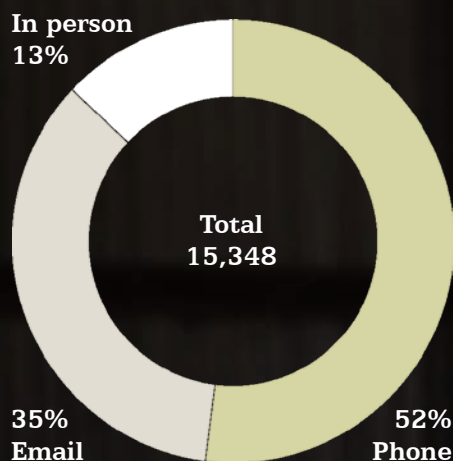
Source: ClubsNSW Data



# MEC

Member Enquiries Centre

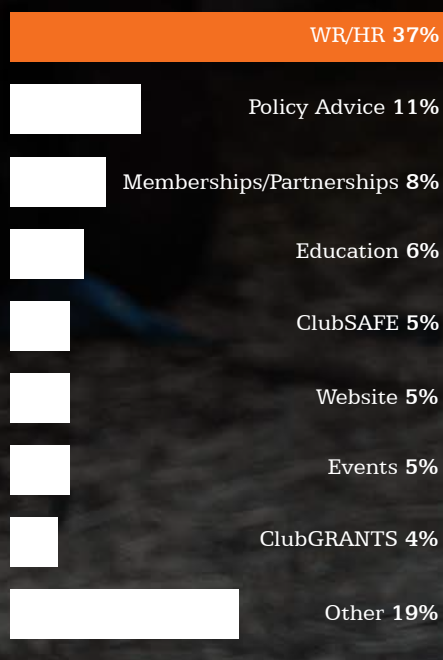
## Member enquiries



691

Clubs visited (in person)

## Enquiry categories



Source: ClubsNSW Data











## FROM THE CEO

Anthony Ball

This year we continued the pursuit of our five strategic goals and I am pleased to report we made solid progress. Our strategy recognises that in a rapidly changing, competitive and contested environment, we must create opportunities for clubs and at the same time manage the significant risks associated with club operation. It also recognises that our clubs, especially our smaller ones, are facing strong financial headwinds and that finding ways to alleviate this pressure needs to be a priority for us.

In fulfilling our purpose to create opportunities for our members to thrive, we have focused in on the services we know our clubs have always valued highly – including industrial relations, government affairs, advisory, ClubSafe, the Club Directors Institute and community engagement. At the same time, we have endeavoured to provide industry leadership and help clubs improve in the areas of governance, technology and social responsibility. A highlight was the release of our three-year responsible gambling strategy that maps out the industry's path to world's best practice.

We conducted a major piece of research this year and asked our clubs what they thought about our performance and I am pleased to say that, overall, we scored well. This is tempered though, by feedback indicating that industry confidence, generally, was not high, a sentiment no doubt fed by the relatively soft trading conditions that prevailed through the year.

The research by Crosby Textor found that clubs feel a sense of camaraderie within the ClubsNSW network and acknowledge that they are stronger together than they would be apart, a philosophy that underpins our ability to create regulatory certainty and maintain our operating environment. The level of satisfaction with the performance of ClubsNSW was relatively high, however, a number of opportunities were

identified to make significant improvements. These include optimising and adapting service delivery for members, and providing new support services.

Encouragingly, across the board, members felt very strongly that ClubsNSW should continue to deliver its traditional, high quality core services, while looking for new and creative ways to help clubs improve their position. We intend to meet this challenge.

To achieve this, and to better meet the needs and expectations of our members, ClubsNSW continued a process of transformation, reorganising our team and structure so we are better aligned, more agile and more responsive to our clubs (our customers). In doing so, we brought in skills and experiences that we lacked, and commenced a learning and development program for our people to help them acquire new and marketable skills.

To improve our service levels for members we made a significant investment in new technology, installing the best of breed customer relationship management system Salesforce, and made improvements to our internal processes. This new infrastructure will greatly assist our entire staff, but especially our front line. In the reporting year, our Member

Enquiries Centre (MEC) responded to 15,348 requests for assistance from our clubs, while our field team made 691 site visits, and we attended 55 regional meetings providing valuable advice and support to our members.

Embracing change by adopting new technology and managing data has been a central theme of the last 12 months for ClubsNSW and our clubs. Our goal to drive innovation through the use of data and the adoption of technology saw the launch of ClubsTHRIVE, the club industry's very own accelerator program. Through ClubsTHRIVE, we hope to discover new ways of engaging club members, streamlining operations and providing community support. This is a notable development which recognises the need to adopt innovative ways of doing things to remain relevant and financially sustainable. We look forward to unearthing the next big thing in clubland through this program.

We were pleased to be able to continue our contribution to the financial well-being of clubs and their staff through Club Employers Mutual, our joint venture with Employers Mutual, which over time has pushed down workers' compensation premiums and improved return to work outcomes. Equally important has been our partnership with

Club Plus Superannuation, which provides outstanding service and investment returns to club staff across the state. It was also pleasing to distribute nearly \$4m to clubs in Keno additional commission.

Memorably, during the year Peter Newell retired from the Board. His commitment to our industry was fierce and the legacy he leaves is strong. I thank Peter for his leadership, guidance and friendship over 15 years at the helm, and wish him and Judy all the very best for the future. At the same time, I congratulate George Peponis on being elected ClubsNSW Chairman, and Ron Coskerie on his appointment to the Board. I would like to thank our Directors, all passionate club people, for their continuing support and encouragement.

I would like to finish by thanking the committed and talented team at ClubsNSW and recognise their work and achievement. I would like to make special mention of Executive Managers Anne Fitzgerald, Josh Landis, Brandon Punter, David McGrath, and Joanne Ede who joined us late in the year as Executive Manager - Workplace Relations, as well as Anne Formby and Jayne Nguyen who provided outstanding support, as always. ■

## CLUBSNSW EXECUTIVE MANAGEMENT TEAM

Anne Fitzgerald  
Member Services

Josh Landis  
Public Affairs

David McGrath  
Digital Services

Brandon Punter  
Corporate Services





# L&D

Learning & Development

## Training Attendance (Fin Year)

2019 5280

2018 4780

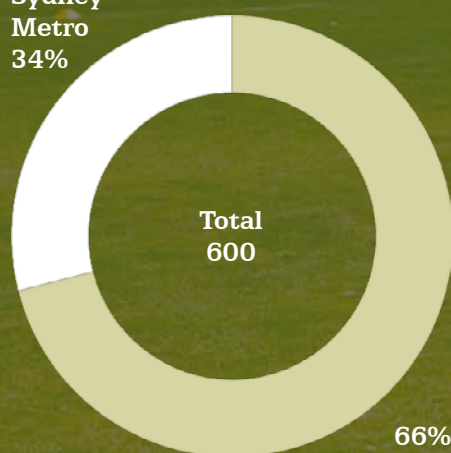
2017 3648

2016 3366

2015 2348

## Clubs in Attendance

Sydney  
Metro  
34%



66%  
Regional

## L&D Categories

Club Directors Institute 1699

Mandatory Director Training 1535

AML/CTF 1264

Other 782

Source: ClubsNSW Data









## BOARD OF DIRECTORS

### Dr George Peponis OAM Chairman

Dr George Peponis OAM was elected as Chair of the ClubsNSW Board in June 2019 following the retirement of Peter Newell OAM from the position. He was first elected as a Director at the 2017 AGM and was appointed as Deputy Chair in July 2018.

Dr Peponis is currently Chairman of the NSW Rugby League. He served on the Canterbury League Club Board from 2003, holding the position of Chairman from 2010-18. He was the Bulldogs Football Club Chairman from 2002-09, and is a Life Member of both clubs. Dr Peponis enjoyed an 11-year playing career with the Bulldogs, captaining the side on 71 occasions across five seasons. 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 Kangaroos in their three-nil Ashes series whitewash of Great Britain, before leading the Bulldogs to their first premiership in 38 years in 1980. He served as Chairman of the Rugby League World Cup in 2017.

Dr Peponis graduated from the University of NSW with 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. He received an OAM in the 2013 Australia Day Honours List for services to rugby league and the community.

### Sallianne Faulkner Deputy Chair

Sallianne Faulkner was elected Deputy Chair of ClubsNSW in June 2019, after being voted on to the Board at the AGM in October 2018.

She has held the position of President of the Ramsgate RSL Memorial Club since 2014 after joining the Board in 2012, and has been instrumental in driving its process of governance and organisational cultural reform.

She has served as Secretary of the ClubsNSW Southern Metropolitan Region since 2015, is on the Board of St George Children with Disabilities Fund Inc. and chairs the Sandringham to Brighton Community Pathway.

Sallianne is a graduate of the Australian Institute of Company Directors and a member of Women on Boards. She has completed Foundations of Chairmanship training and Advanced Governance courses, adding to her skillset in marketing and communications in consumer goods, finance and the not-for-profit sector.

She has experience in industry associations, formerly a part of the membership committee of the Master Plumbers Association of NSW and chair of Hazelnut Growers Australia. Sallianne is a small business owner, primary producer and has an extensive background in voluntary, charitable and sporting administration roles in her community.

### Paul Barnett

Elected to the ClubsNSW Board in 2010, to serve the remaining 12 month term of the late Charlie Gibson, and subsequently re-elected in 2011, 2014 and 2017, 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 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 operational experience to the role and in 2014 became a Graduate of the Australian Institute of Company Directors.

Prior to his appointment to the ClubsNSW 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, subsequently being appointed chair in 2018. In the same year, Paul was appointed to the Nominations and Remunerations Committee of ClubsNSW and to the Board of the Australian Turf Club.





## Ron Coskerie

Ron Coskerie was appointed by the ClubsNSW Board in June 2019, filling the casual vacancy following the departure of long-term Chairman Peter Newell OAM.

Ron has a long-standing involvement with registered clubs through rugby league. He is currently the Deputy President of St Marys Rugby League Club and has been on the Board since 2007.

Ron comes to the ClubsNSW Board with 30 years' experience in the financial services sector working with major financial institutions with specialisation in corporate banking, business and retail banking along with core skills across financial, operational and corporate governance risk.

Ron is the Regional General Manager of Commercial and Business Banking for Greater Western Sydney with the Westpac Banking Group and is actively engaged across the broader community via the State Community Board.

Ron holds a Masters in Accounting and Finance and is a graduate of the Australian Institute of Company Directors (AICD). He has completed the General Manager's Program at UNSW's Australian Graduate School of Management and holds 'Fellow' status with the Institute of Public Accountants and FINSIA.

## Dr Christina Curry

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

She 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 serves as a local government councillor.

In addition, Christina has over 20 years' experience in the education sector, and is currently employed in a senior academic leadership role with Western Sydney University. Prior to this role, Christina served as a lecturer at the University of Sydney and was a high school teacher.

Christina is a non-executive Director of the Australian Council for Health, Physical Education and Recreation and has undertaken the Australian Institute of Company Directors (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.

## Keith Gomes

Keith was elected to the ClubsNSW Board in 2009 and is a member of the club industry's Digital Advisory and Diversity & Inclusion committees.

An experienced non-executive director and advisor, Keith's experience covers over 20 years on boards and advisory bodies in the public and private sectors ranging from hospitality, information technology, professional services, technology research, telecommunications, vocational education and tech start-ups.

His experience in governance, strategy, risk and change management, innovation, digital technologies, ecosystems and global business, especially in Asia, was derived from an extensive career in Oracle Corporation, KPMG, Optus, Singapore Telecom and IBM Corporation.

Keith has completed the University of NSW Australian Graduate School of Management's Executive Leadership program. He is a member of the Institute of Public Administration Australia (IPAA) and a Fellow of the AICD.

He also served for 12 years on the board of a large Western Sydney club.



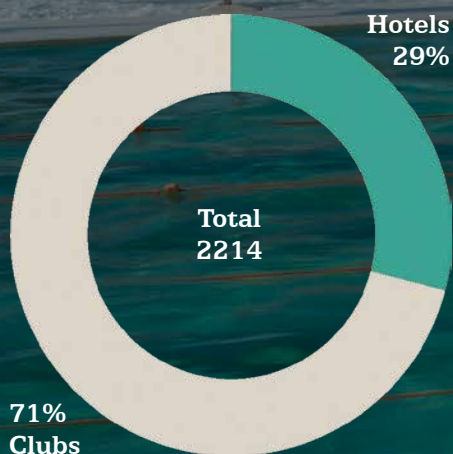
# MVSE

Multi-Venue Self-Exclusion

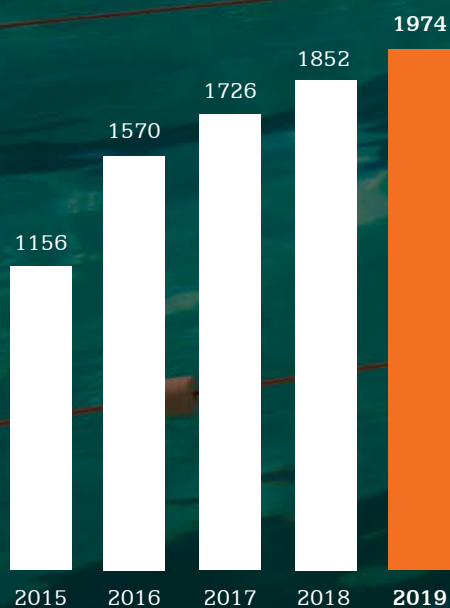
## 8106

Total persons assisted

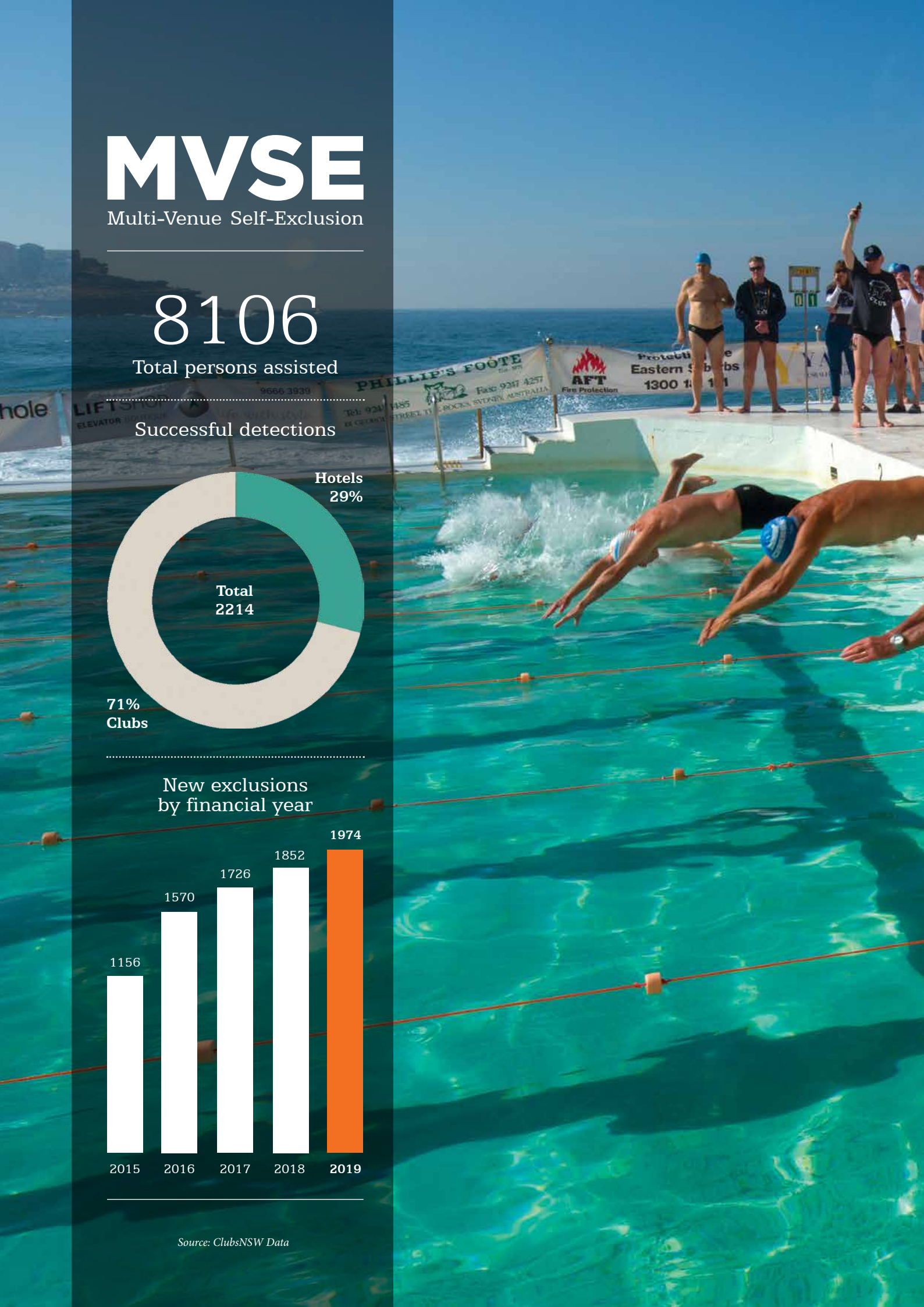
Successful detections



New exclusions  
by financial year



Source: ClubsNSW Data









## CLUBKENO HOLDINGS BOARD OF DIRECTORS



Dr George Peponis OAM  
Chairman



Paul Barnett



Andrew Bell



Ron Coskerie



Dr Christina Curry



Sallianne Faulkner



Keith Gomes



Anne Munro

## Life Members

The Commercial Travellers Club  
Mr Robert (Bob) J. Ferris  
Mr Peter Bracher

Mr Jack Stewart  
Mr Len Ainsworth AM  
Mr David Doyle OAM

Mr Jon Chin  
Mr Rod Desborough

## Deceased

Mr Jack Ball AM  
Mr Robert 'Bob' M. Cook  
Mr Roger Cowan OAM  
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

## **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, 2019.

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.

# FINANCIAL REPORTS

# 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 2019 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, resigned on 25 June, 2019

### PAUL BARNETT

Director since 12 October, 2010

### KEITH GOMES

Director since 13 October, 2009

### CHRISTINA CURRY

Director since 1 July, 2016

### GEORGE PEPONIS OAM

Director since 27 March, 2017

### SALLIANNE FAULKNER

Director since 1 May, 2018

### RONALD COSKERIE

Appointed 25 June, 2019

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 12 meetings of Directors were held.

Attendances were:	Number attended	Number eligible to attend
P Newell	12	12
P Barnett	9	12
K Gomes	12	12
C Curry	11	12
G Peponis	10	12
S Faulkner	12	12
R Coskerie	1	1

## 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 2019 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:

1. Total revenue for the Consolidated Entity was \$31,159,540, and for the Association was \$17,239,484 (2018: \$31,708,004 and \$17,354,719 respectively).
2. Net profit after taxation for the Consolidated Entity was \$1,760,970 and for the Association was a net profit of \$241,860 (2018: net profit of \$2,032,209 and \$393,850 respectively)
3. Accumulated funds at 30 June 2019 for the Consolidated Entity were \$15,554,317 and for the Association were \$7,809,653 (2018: \$13,793,347 and \$7,567,793 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 26th day of August 2019.

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



**GEORGE PEPONIS 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 958 (2018: 996) members of the Association across 1,112 (2018: 1,148) licensed premises at the end of the financial year ended 30 June 2019 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  
26 August 2019

## 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.

**STATEMENT OF PROFIT OR LOSS  
AND OTHER COMPREHENSIVE INCOME**  
FOR THE YEAR ENDED 30 JUNE 2019

		Consolidated Entity		ASSOCIATION	
	Note	2019	2018	2019	2018
		\$	\$	\$	\$
<b>OPERATING REVENUE</b>					
Advertising		897,392	874,032	897,392	874,032
Apportionment of Keno subscriptions		17,687,726	18,412,774	-	-
Event ticket sales and trade stands		531,699	609,784	510,895	608,067
Interest received		189,486	204,313	85,486	102,861
Keno royalties	16	-	-	5,808,007	5,926,871
Management fees		220,000	220,000	380,000	400,000
Member subscriptions		4,287,190	4,286,752	4,287,190	4,286,752
Other subscriptions		2,631,990	2,596,195	2,281,081	2,231,114
Sale of goods		128,809	40,598	128,809	40,598
Share of profit in equity accounted investee	12	1,766,313	1,579,266	-	-
Sponsorship		1,850,275	1,821,603	1,850,275	1,821,603
Sundry revenue		720,496	695,390	720,496	695,390
Training and seminars		248,164	367,299	289,853	367,431
<b>Total Revenue</b>		<b>31,159,540</b>	<b>31,708,004</b>	<b>17,239,484</b>	<b>17,354,719</b>
<b>OPERATING EXPENSES</b>					
Additional commission		3,856,174	4,185,573	-	-
Advertising		3,980,290	3,977,394	3,487	591
Amortisation	7	112,256	106,682	112,256	106,682
Communications		90,412	101,213	90,412	101,213
Consumables		538,297	629,516	506,698	590,351
Depreciation	6	458,535	348,573	66,874	40,473
Directors' remuneration		366,976	354,350	162,208	157,765
Equipment and IT		457,746	776,748	517,501	838,748
Insurance		126,560	113,064	114,560	101,064
Interest expense		1,876	19,342	-	-
Keno communication network fees		2,521,895	2,627,331	-	-
Keno duty contribution		544,818	678,196	-	-
Keno promotion support		525,395	547,361	-	-
Marketing and promotions		1,190,632	1,104,330	1,133,463	1,067,874
Motor vehicle expenses		156,469	140,517	198,917	185,118
Occupancy		246,980	271,188	43,763	43,489
Other		783,275	637,828	556,536	620,128
Professional fees		616,405	844,773	466,072	723,449
Rent		-	358	555,600	555,958
Salaries and on costs	2	6,520,394	6,183,016	6,480,964	6,153,697
Sponsorships		840,882	336,864	565,830	22,016
Subscriptions		182,659	148,876	180,160	146,376
Transfer to CMDf	15	4,733,924	4,966,060	4,733,924	4,966,060
Travel and accommodation		545,720	576,642	508,399	539,817
<b>Total Expenses</b>		<b>29,398,570</b>	<b>29,675,795</b>	<b>16,997,624</b>	<b>16,960,869</b>

The Statement 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 27 to 57.



**STATEMENT OF PROFIT OR LOSS  
AND OTHER COMPREHENSIVE INCOME**  
FOR THE YEAR ENDED 30 JUNE 2019 (CONTINUED)

	Note	Consolidated Entity		ASSOCIATION	
		2019 \$	2018 \$	2019 \$	2018 \$
<b>Operating profit before income tax</b>		<b>1,760,970</b>	<b>2,032,209</b>	<b>241,860</b>	<b>393,850</b>
Income tax expense attributable to operating profit	11(i)	-	-	-	-
<b>Net profit for the year</b>		<b>1,760,970</b>	<b>2,032,209</b>	<b>241,860</b>	<b>393,850</b>
Other comprehensive income		-	-	-	-
<b>Total comprehensive income for the period</b>		<b>1,760,970</b>	<b>2,032,209</b>	<b>241,860</b>	<b>393,850</b>

The Statement 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 25 to 54.

**STATEMENT OF CHANGES IN EQUITY**  
FOR THE YEAR ENDED 30 JUNE 2019

	Consolidated Entity		ASSOCIATION	
	2019 \$	2018 \$	2019 \$	2018 \$
<b>Retained Earnings</b>				
Retained earnings at 1 July	12,793,347	10,761,138	6,567,793	6,173,943
Net profit for the year	1,760,970	2,032,209	241,860	393,850
Retained earnings at 30 June	<b>14,554,317</b>	<b>12,793,347</b>	<b>6,809,653</b>	<b>6,567,793</b>
<b>Reserves</b>				
The Club Awareness Fund	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>

The Statement 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 27 to 57.

## STATEMENT OF FINANCIAL POSITION

### AS AT 30 JUNE 2019

		Consolidated Entity		ASSOCIATION	
	Note	2019 \$	2018 \$	2019 \$	2018 \$
<b>CURRENT ASSETS</b>					
Cash and cash equivalents	4	12,385,621	13,988,533	6,929,907	8,402,064
Trade and other receivables	5	2,062,098	1,700,563	2,811,883	2,103,481
<b>Total current assets</b>		<b>14,447,719</b>	<b>15,689,097</b>	<b>9,741,790</b>	<b>10,505,545</b>
<b>NON-CURRENT ASSETS</b>					
Property, plant, and equipment	6	5,600,068	6,172,740	186,748	151,420
Intangible assets	7	823,163	322,085	823,163	322,085
Investments in controlled entities	8	-	-	7,408,051	7,227,576
Investment in equity accounted investees	12	8,041,343	7,459,430	-	-
Investment in joint venture entities	13	3	3	-	-
<b>Total non-current assets</b>		<b>14,464,577</b>	<b>13,954,258</b>	<b>8,417,962</b>	<b>7,701,081</b>
<b>TOTAL ASSETS</b>		<b>28,912,296</b>	<b>29,643,355</b>	<b>18,159,752</b>	<b>18,206,626</b>
<b>CURRENT LIABILITIES</b>					
Trade and other payables	9	7,411,846	9,034,195	4,403,966	4,497,889
Employee benefits	10	1,047,310	987,615	1,047,310	987,615
Loans and borrowings	14	-	674,868	-	-
Fund balances	15	136,131	103,875	136,131	103,875
<b>Total current liabilities</b>		<b>8,595,287</b>	<b>10,800,553</b>	<b>5,587,407</b>	<b>5,589,379</b>
<b>NON-CURRENT LIABILITIES</b>					
Employee benefits	10	120,478	137,563	120,478	137,562
Fund balances	15	4,642,215	4,911,892	4,642,214	4,911,892
<b>Total non-current liabilities</b>		<b>4,762,693</b>	<b>5,049,455</b>	<b>4,762,692</b>	<b>5,049,454</b>
<b>TOTAL LIABILITIES</b>		<b>13,357,979</b>	<b>15,850,008</b>	<b>10,350,100</b>	<b>10,638,834</b>
<b>NET ASSETS</b>		<b>15,554,317</b>	<b>13,793,346</b>	<b>7,809,652</b>	<b>7,567,793</b>
<b>EQUITY</b>					
Retained earnings		14,554,317	12,793,347	6,809,653	6,567,793
Reserves		1,000,000	1,000,000	1,000,000	1,000,000
<b>TOTAL EQUITY</b>		<b>15,554,317</b>	<b>13,793,347</b>	<b>7,809,653</b>	<b>7,567,793</b>

The Statement of Financial Position are to be read in conjunction with the notes to the financial statements set out on pages 27 to 57.



## STATEMENT OF CASH FLOWS

### FOR THE YEAR ENDED 30 JUNE 2019

		Consolidated Entity		ASSOCIATION	
	Note	2019 \$	2018 \$	2019 \$	2018 \$
Cash flows from operating activities					
Keno operating receipts		19,435,891	20,173,145	-	-
Keno operating payments		(7,898,257)	(8,442,623)	-	-
Keno royalties		-	-	5,890,427	5,977,635
Subscription income receipts		7,807,913	8,282,829	7,225,098	9,311,397
Other income received		4,735,023	1,082,293	4,816,032	5,777,577
Interest received		200,013	165,128	85,486	102,861
Payments to suppliers and employees		(25,193,969)	(22,321,574)	(18,829,150)	(23,095,934)
Net cash from/(used in) operating activities	17	(913,386)	(1,060,802)	(812,107)	(1,926,464)
Cash flows from investing activities					
Payments for property, plant, and equipment	6	(107,146)	(1,459,100)	(107,146)	(124,498)
Receipts for property, plant, and equipment		-	-	2,168	3,502
Payments for intangible assets	7	(613,334)	-	(613,334)	-
Net cash used in investing activities		(720,480)	(1,459,100)	(718,312)	(120,996)
Cash flows from financing activities					
Borrowings to/(from) controlled entities/other entity		30,954	(22,344)	58,262	243,926
Net cash from/(used in) financing activities		30,954	(22,344)	58,262	243,926
Net increase/(decrease) in cash and cash equivalents held					
		(1,602,912)	(2,542,246)	(1,472,157)	(1,803,532)
Cash and cash equivalents at 1 July					
		13,988,533	16,530,779	8,402,064	10,205,596
Cash and cash equivalents at 30 June					
	4	12,385,621	13,988,533	6,929,907	8,402,064

The Statement of Cash Flows are to be read in conjunction with the notes to and forming part of the financial statements set out on pages 27 to 57.

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## NOTES TO THE FINANCIAL STATEMENT

### FOR THE YEAR ENDED 30 JUNE 2019

#### 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 2019 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 26th August 2019.

##### (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.

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, except as noted below.

##### (c) Adoption of new and revised accounting standards

In the current year, certain subsidiaries of the Consolidated Entity have applied AASB 15 and the Consolidated Entity has applied AASB 9 from 1 July 2018. A number of other new standards are also effective from 1 July 2018 but they do not have a material effect on the Consolidated Entity's financial statements.

This is the first set of the Consolidated Entity's financial accounts in which AASB 9 *Financial Instruments* and AASB 15 *Revenue from Contracts with Customers* have been applied. The adoption of these new standards and amendments to standards has not had any significant effect on the results and financial position of the Consolidated Entity.

##### AASB 9 Financial Instruments

AASB 9 sets out requirements for recognising and measuring financial assets, financial liabilities and some contracts to buy or sell non-financial items. This standard replaces AASB 139 *Financial Instruments: Recognition and Measurement*.

As a result of the adoption of AASB 9, the Consolidated Entity has adopted consequential amendments to AASB 101 *Presentation of Financial Statements*, which require impairment of financial assets to be presented in a separate line item in the statement of profit or loss and OCI. Impairment losses on trade and other receivables are presented under 'administrative expenses', similar to the presentation under AASB 139, and not presented separately in the statement of profit or loss and OCI due to materiality considerations.

Classification of major categories of financial instruments under AASB 9 and AASB 139 as presented on the next page:



## NOTES TO THE FINANCIAL STATEMENT

### FOR THE YEAR ENDED 30 JUNE 2019 (CONTINUED)

Category	CLASSIFICATION		MEASUREMENT
	New classification under AASB 9	Original classification under AASB 139	Impact on 1 July 2018 reported amounts
<i>Financial assets</i>			
Cash and cash equivalents	Amortised cost	Loans and receivables	Nil
Trade and other receivables	Amortised cost	Loans and receivables	Nil
<i>Financial liabilities</i>			
Trade and other payables	Amortised cost	Amortised cost	Nil

Refer to note 1(j) for the consolidated entities accounting policy in respect of financial instruments under AASB 9.

#### **AASB 15 Revenue from Contracts with Customers**

##### *(i) For Profit Entities*

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 AASB 1004 Contributions. AASB 15 is effective for annual reporting periods beginning on or after 1 January 2018.

The Consolidated Entity have a mixture of 'for-profit' and 'not-for-profit' entities and thus have combination of AASB 118 and AASB 15 which are applicable to the Consolidated Entity as at 30 June 2019. The following entities have adopted AASB 15:

- RCA Holdings Pty Limited
- ClubBIZ Holdings Pty Limited
- The ClubBiz Trust

The entities have adopted AASB 15 using the cumulative effect method with the effect of initially applying this standard recognised at the date of initial application (i.e. 1 July 2018). Accordingly, the information presented in FY2018 has not been restated - i.e. it is presented, as previously reported, under AASB 118, AASB 111 and AASB 1004 and related interpretations.

Under AASB 15 revenue is recognised when contract modifications are enforceable and to the extent that it is highly probable that a significant reversal of revenue will not occur. In making the assessment, the entities above consider a number

of factors including the nature of the claim, returns and refund policies and the historical transactions to determine whether the "enforceable" and "highly probable" threshold has been met. As a result of the assessment, the adoption of the new standard has no significant impacts to the results of the Consolidated Entity.

#### **Standards, Amendments to Standards and Interpretations which are not yet effective**

Accounting Standards and Interpretations issued by the AASB that are not mandatorily applicable to the Consolidated Entity, together with an assessment of the potential impact of such pronouncements on the Consolidated Entity when adopted in future periods, are discussed below:

##### *(i) Not-for Profit Entities*

#### **AASB 15 Revenue from Contracts with Customers**

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 AASB 1004 Contributions. AASB 15 is effective for annual reporting periods beginning on or after 1 January 2019, together with AASB 1058 Income for Not-for-Profit Entities with early adoption permitted. The Consolidated Entity is assessing the potential impact on its financial statements resulting from the application of AASB 15 and does not plan to early adopt for not-for-profit entities.

#### *AASB 1058 Income of Not-For-Profit Entities*

AASB 1058 provides a more comprehensive model for accounting for income of not-for-profit entities for the recognition of income. Under AASB 1058, the timing of income recognition will depend on whether a transaction gives rise to a performance obligation, liability or contribution by owners. It replaces the existing requirements in AASB 1004 Contributions. AASB 1058 is effective for annual reporting periods beginning on or after 1 January 2019, with early adoption permitted for entities that have also adopted AASB 15. The Consolidated Entity is assessing the potential impact on its financial report resulting from the application of AASB 1058 and does not plan to early adopt this standard.

#### *AASB 16 Leases*

AASB 16 removes the lease classification test for lessees and requires all the leases (including operating leases) to be brought onto the balance sheet. The definition of a lease is also amended and is not the new on/off balance sheet test for lessees.

AASB 16 is effective for annual reporting reports beginning on or after 1 January 2019, with early adoption permitted where AASB 15 Revenue from Contracts with Customers is adopted at the same time.

The Consolidated Entity is assessing the potential impact on its financial statements resulting from the application of AASB 16.

#### **(d) Functional and presentation currency**

These consolidated financial statements are presented in Australian dollars, which is the Consolidated Entity's functional currency.

#### **(e) 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.

##### *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.

#### **(f) 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.

#### **(g) 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



## NOTES TO THE FINANCIAL STATEMENT FOR THE YEAR ENDED 30 JUNE 2019 (CONTINUED)

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.

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.

### **(h) 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.

### **(i) 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.

### **(j) Financial Instruments**

#### *Policy applicable from 1 July 2017 to 30 June 2018.*

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.

#### *Policy applicable from 1 July 2018.*

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) Recognition and initial measurement*

As of 1 July 2018, the Company has adopted AASB 9 Financial Instruments, with the cumulative effect of adopting the standard

to be recognised in opening retained earnings. However, there were no changes to the classification or quantum of previously reported balances, as such no adjustment was required to opening retained earnings.

Trade receivables and debt securities issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Company becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

#### *(ii) Classification and subsequent measurement*

On initial recognition, a financial asset is classified as measured at: amortised cost; FVOCI - debt investment; FVOCI - equity investment; or FVTPL.

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Company may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment-by-investment basis.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition,

the Company may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

#### *Financial assets - Business model assessment:*

The Company makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Company's management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;
- how managers of the business are compensated - e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and
- the frequency, volume and timing of sale of financial assets in prior periods, the reasons for such sales and expectations about future sales activity.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Company's continuing recognition of the assets.

Financial assets that are held for trading or are managed and whose performance is evaluated on a fair value basis are measured at FVTPL.

#### *Financial assets - Assessment whether contractual cash flows are solely payments of principal and interest*

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Company considers the



## NOTES TO THE FINANCIAL STATEMENT

### FOR THE YEAR ENDED 30 JUNE 2019 (CONTINUED)

contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Company considers:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable-rate features;
- prepayment and extension features; and
- terms that limit the Company's claim to cash flows from specified assets (e.g. non-recourse features).

A prepayment feature is consistent with the solely payments of principal and interest criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable additional compensation for early termination of the contract. Additionally, for a financial asset acquired at a discount or premium to its contractual par amount, a feature that permits or requires prepayment at an amount that substantially represents the contractual par amount plus accrued (but unpaid) contractual interest (which may also include reasonable additional compensation for early termination) is treated as consistent with this criterion if the fair value of the prepayment feature is insignificant at initial recognition.

#### *Financial assets - subsequent measurement and gains and losses*

##### *Financial assets at FVTPL*

These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.

##### *Financial assets at amortised cost*

These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Cash and cash equivalents and trade and other receivables constitute financial assets, with cash and cash equivalents held at amortised cost.

Trade and other receivables are held at amortised cost less life time expected credit losses. The Company's receivables are short-term in nature and as such no discounting is performed for the Company's receivables.

#### *(iii) Doubtful debts provision*

The Company has adopted the simplified approach for all trade and other receivables, given the Company's receivables do not have a significant financing component. The Company analyses the age of outstanding balances and applies historical default percentages adjusted for other current observable data as a means to estimate lifetime expected credit losses. The impact of the change to measuring the doubtful debts provision on the basis of expected credit losses is not material and has not resulted in an adjustment to opening retained earnings on transition.

Trade and other payables constitute financial liabilities, are held at amortised cost. Financial liabilities are derecognised if the Company's obligations specified in the contract expire or are discharged or cancelled.

## **(k) Impairment**

Policy applicable from 1 July 2017 to 30 June 2018.

### **(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 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.

Policy applicable from 1 July 2018.

#### **(i) Financial Assets**

##### *Financial instruments*

The Consolidated Entity recognises loss allowances fair ECLs on:

- financial assets measured at amortised cost; and
- debt investments measured at FVOCI.

The Controlled entity measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured at 12-month ECLs:

- debt securities that are determined to have low credit risk at the reporting date; and
- other debt securities and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Loss allowances for trade receivables are always measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Controlled entity considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the Controlled entity's historical experience and informed credit assessment and including forward-looking information.

#### **(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.

#### **(l) 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.

#### **(m) 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 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.



## NOTES TO THE FINANCIAL STATEMENT

### FOR THE YEAR ENDED 30 JUNE 2019 (CONTINUED)

#### *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.

#### **(n) 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.

#### **(o) Goods & 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

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investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

**(p) 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.

**(q) 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.

**(r) 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.

**(s) 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 STATEMENT

### FOR THE YEAR ENDED 30 JUNE 2019 (CONTINUED)

	Consolidated Entity		ASSOCIATION	
	2019	2018	2019	2018
	\$	\$	\$	\$
<b>2. PERSONNEL EXPENSES</b>				
Wages and salaries	6,405,035	5,993,582	6,365,605	5,964,263
Long service leave	47,032	77,574	47,032	77,574
Annual leave	68,327	111,860	68,327	111,860
	<b>6,520,394</b>	<b>6,183,016</b>	<b>6,480,964</b>	<b>6,153,697</b>
<b>3. AUDITOR'S REMUNERATION</b>				
Amounts received by the auditors for:				
▪ audit services	132,900	128,600	58,200	56,500
▪ other services	45,415	7,505	24,615	5,125
▪ taxation services	46,013	33,618	46,013	33,618
	<b>224,328</b>	<b>169,723</b>	<b>128,828</b>	<b>95,243</b>
<b>4. CASH AND CASH EQUIVALENTS</b>				
Cash on hand	500	3,528	500	3,528
Bank balances	3,262,753	1,768,099	1,139,985	1,062,922
Term deposits	9,122,368	12,216,906	5,789,422	7,335,614
	<b>12,385,621</b>	<b>13,988,533</b>	<b>6,929,907</b>	<b>8,402,064</b>
<b>5. TRADE AND OTHER RECEIVABLES</b>				
<b>Current</b>				
Trade receivables	259,114	219,133	259,114	219,133
Other debtors and prepayments	1,104,072	989,857	2,006,502	1,429,489
Deposits	382,134	366,401	367,134	351,051
Net GST receivables	316,778	125,172	179,133	103,808
	<b>2,062,098</b>	<b>1,700,563</b>	<b>2,811,883</b>	<b>2,103,481</b>

Trade receivables are shown net of provisions for impairment losses amounting to \$36,450 in the Consolidated Entity (2018: \$25,662) and \$36,450 in the Association (2018: \$25,662).



	Consolidated Entity				ASSOCIATION	
	Land and Buildings	Plant and Equipment	Motor Vehicles	Total	Plant and Equipment	Total
	\$	\$	\$	\$	\$	\$
<b>6. PROPERTY, PLANT AND EQUIPMENT</b>						
<b>Cost</b>						
Balance at 1 July 2017	6,049,246	2,427,942	390,560	<b>8,867,748</b>	79,128	<b>79,128</b>
Acquisitions	1,322,607	136,493	-	<b>1,459,100</b>	124,498	<b>124,498</b>
Disposals	-	(787,196)	(45,750)	<b>(832,946)</b>	(4,455)	<b>(4,455)</b>
Balance at 30 June 2018	7,371,853	1,777,239	344,810	<b>9,493,902</b>	199,171	<b>199,171</b>
Balance at 1 July 2018	7,371,853	1,777,239	344,810	<b>9,493,902</b>	199,171	<b>199,171</b>
Acquisitions	-	107,146	-	<b>107,146</b>	107,146	<b>107,146</b>
Disposals	-	(1,098,129)	(75,213)	<b>(1,173,342)</b>	(6,819)	<b>(6,819)</b>
Balance at 30 June 2019	7,371,853	786,256	269,597	<b>8,427,706</b>	299,498	<b>299,498</b>
<b>Depreciation</b>						
Balance at 1 July 2017	1,676,206	1,950,112	157,958	<b>3,784,276</b>	8,231	<b>8,231</b>
Depreciation charge	189,376	112,798	46,399	<b>348,573</b>	40,473	<b>40,473</b>
Disposals	-	(781,332)	(30,356)	<b>(811,688)</b>	(953)	<b>(953)</b>
Balance at 30 June 2018	1,865,582	1,281,578	174,001	<b>3,321,161</b>	47,751	<b>47,751</b>
Balance at 1 July 2018	1,865,582	1,281,578	174,001	<b>3,321,161</b>	47,751	<b>47,751</b>
Depreciation charge	288,663	126,822	43,051	<b>458,535</b>	66,874	<b>66,874</b>
Disposals	-	(900,896)	(51,162)	<b>(952,058)</b>	(1,875)	<b>(1,875)</b>
Balance at 30 June 2019	2,154,245	507,504	165,890	<b>2,827,638</b>	112,750	<b>112,750</b>
<b>Carrying Amounts</b>						
At 1 July 2017	4,373,040	477,830	232,602	<b>5,083,472</b>	70,897	<b>70,897</b>
At 30 June 2018	5,506,271	495,661	170,809	<b>6,172,740</b>	151,420	<b>151,420</b>
At 1 July 2018	5,506,271	495,661	170,809	<b>6,172,740</b>	151,420	<b>151,420</b>
At 30 June 2019	5,217,608	278,752	103,707	<b>5,600,068</b>	186,748	<b>186,748</b>

## NOTES TO THE FINANCIAL STATEMENT

### FOR THE YEAR ENDED 30 JUNE 2019 (CONTINUED)

	Consolidated Entity			ASSOCIATION		
	Software	Work in progress	Total	Software	Work in progress	Total
	\$	\$	\$	\$	\$	\$
<b>7. INTANGIBLE ASSETS</b>						
<b>Cost</b>						
Balance at 1 July 2017	533,401	-	<b>533,401</b>	533,401	-	<b>533,401</b>
Acquisitions	-	-	-	-	-	-
Balance at 30 June 2018	533,401	-	<b>533,401</b>	533,401	-	<b>533,401</b>
Balance at 1 July 2018	533,401	-	<b>533,401</b>	533,401	-	<b>533,401</b>
Acquisitions	38,250	575,084	<b>613,334</b>	38,250	575,084	<b>613,334</b>
Balance at 30 June 2019	571,651	575,084	<b>1,146,735</b>	571,651	575,084	<b>1,146,735</b>
<b>Accumulated amortisation</b>						
Balance at 1 July 2017	104,634	-	<b>104,634</b>	104,634	-	<b>104,634</b>
Amortisation for the year	106,682	-	<b>106,682</b>	106,682	-	<b>106,682</b>
Balance at 30 June 2018	211,316	-	<b>211,316</b>	211,316	-	<b>211,316</b>
Balance at 1 July 2018	211,316	-	<b>211,316</b>	211,316	-	<b>211,316</b>
Amortisation for the year	112,256	-	<b>112,256</b>	112,256	-	<b>112,256</b>
Balance at 30 June 2019	323,572	-	<b>323,572</b>	323,572	-	<b>323,572</b>
<b>Carrying Amounts</b>						
At 1 July 2017	428,767	-	<b>428,767</b>	428,767	-	<b>428,767</b>
At 30 June 2018	322,085	-	<b>322,085</b>	322,085	-	<b>322,085</b>
At 1 July 2018	322,085	-	<b>322,085</b>	322,085	-	<b>322,085</b>
At 30 June 2019	248,079	575,084	<b>823,163</b>	248,079	575,084	<b>823,163</b>

	Consolidated Entity		ASSOCIATION	
	2019	2018	2019	2018
	\$	\$	\$	\$
<b>8. INVESTMENTS IN CONTROLLED ENTITIES</b>				
Clubs N.S.W. Pty Limited - 100% interest				
(2018: 100% interest)	-	-	4,400,002	4,400,002
4,400,002 ordinary shares	-	-	3,008,049	2,827,574
Equity investment				
	-	-	<b>7,408,051</b>	<b>7,227,576</b>
<b>9. TRADE AND OTHER PAYABLES</b>				
<b>Current</b>				
Trade payables and accruals	3,251,809	4,027,247	2,472,825	3,160,594
Income in advance	211,879	771,058	28,747	603,281
Additional commissions payable	3,856,174	4,185,573	-	-
Amounts due to controlled entities	-	-	1,814,674	688,601
Amounts due to related entities	52,082	12,610	52,766	13,295
Other payables	39,902	37,707	34,954	32,118
	<b>7,411,846</b>	<b>9,034,195</b>	<b>4,403,966</b>	<b>4,497,889</b>
<b>10. EMPLOYEE BENEFITS</b>				
<b>Current</b>				
Liability for long service leave	565,845	479,647	565,845	479,647
Liability for annual leave	481,465	507,968	481,465	507,968
	<b>1,047,310</b>	<b>987,615</b>	<b>1,047,310</b>	<b>987,615</b>
<b>Non-current</b>				
Liability for long service leave	<b>120,478</b>	<b>137,562</b>	<b>120,478</b>	<b>137,562</b>

#### 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: \$508,001 (2018: \$519,680) for the Association and \$527,454 (2018: \$538,356) for the Consolidated Entity.



## NOTES TO THE FINANCIAL STATEMENT

### FOR THE YEAR ENDED 30 JUNE 2019 (CONTINUED)

Consolidated Entity		
	2019	2018
	\$	\$
<b>11. TAXATION</b>		
(i) <b>Recognised in the Statements of Profit or Loss and Other Comprehensive Income</b>		
<b>Current tax expense</b>		
Current year	(87,492)	14,568
<b>Deferred tax expense</b>		
Net origination and reversal of temporary benefits	87,492	(14,568)
Total income tax expense in Statements of Profit or Loss and Other Comprehensive Income	-	-
(ii) <b>Numerical reconciliation between tax expense and pre-tax profit</b>		
Profit before tax	1,760,970	2,032,209
Income tax using the domestic corporation tax rate of 30% (2018: 30%)	528,291	609,662
Exempt income adjustment	(62,627)	(124,690)
Share of profit of Equity accounted investees reported net of tax	(174,574)	(348,200)
Previously unrecognised temporary differences	(138,810)	(82,953)
Franking Credits	(152,280)	(53,819)
Income tax expense on pre-tax profit	-	-

ASSOCIATION AND CONSOLIDATED ENTITY			
(iii) <b>Deferred tax assets and liabilities</b>			
	Balance 1 July 18	Recognised in Statement of Profit or Loss and Other Comprehensive Income	Balance 30 June 19
	\$	\$	\$
Movement in temporary differences during the year:			
Accruals and provisions	-	-	-
Sundry	-	-	-
Property, plant and equipment	-	-	-
	-	-	-
	Balance 1 July 17	Recognised in Statement of Profit or Loss and Other Compre- hensive Income	Balance 30 June 18
	\$	\$	\$
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	
	2019	2018
	\$	\$
Carry forward income tax losses	1,362	24,625

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	
	2019	2018	2019	2018
	\$	\$	\$	\$
<b>12. EQUITY ACCOUNTED INVESTEEES</b>				
<i>Hospitality Employers Mutual</i>	8,041,343	7,459,430	-	-
25% ownership interest (2018: 25%)				
6,000,000 B Ordinary Shares				
(2018: 6,000,000 B Ordinary Shares)				
	8,041,343	7,459,430	-	-

#### SUMMARY FINANCIAL INFORMATION OF EQUITY ACCOUNTED INVESTEE:

	2019	2018
	\$	\$
Revenues (100%)	27,112,743	24,230,111
Profit after tax (100%)	5,887,711	5,264,220
Share of equity accounted investee entity's net profit recognised	1,766,313	1,579,266
Current assets	111,892,775	100,173,688
Non-current assets	13,953,402	12,745,666
Total assets	125,846,177	112,919,354
Current liabilities	(45,269,960)	(41,352,874)
Non-current liabilities	(52,590,969)	(46,705,324)
Total liabilities	(97,860,929)	(88,058,198)
Net assets as reported by equity accounted investee (100%)	27,985,248	24,861,156

These amounts are for the year ended 30 June 2019, 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 STATEMENT

### FOR THE YEAR ENDED 30 JUNE 2019 (CONTINUED)

#### 12. EQUITY ACCOUNTED INVESTEEES (CONTINUED)

##### MOVEMENT IN CARRYING AMOUNT OF INVESTMENT IN EQUITY ACCOUNTED INVESTEE:

	2019	2018
	\$	\$
Carrying amount at the beginning of the financial year	7,459,430	6,298,764
Share of profit after income tax	1,766,313	1,579,266
Distributions received	(1,184,400)	(418,600)
Carrying amount at the end of the year	8,041,343	7,459,430

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	
	2019	2018	2019	2018
	\$	\$	\$	\$
<b>13. INVESTMENT IN JOINT VENTURE ENTITIES</b>				
<i>Club Plus Financial Planning Pty Limited</i>	1	1	-	-
50% ownership interest (2018: 50%)				
<i>Australasian Hospitality &amp; Gaming Expo Pty Ltd</i>	2	2	-	-
33% ownership interest (2018: 33%)				
2 ordinary shares (2018: 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 2019 was \$nil (2018: \$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 2019 was \$nil (2018: \$nil), and there was no financial impact on the consolidated accounts or disclosures required in respect of contingencies and commitments.



	Consolidated Entity		ASSOCIATION	
	2019	2018	2019	2018
	\$	\$	\$	\$
<b>14. LOANS AND BORROWINGS</b>				
<b>Current</b>				
Loan from Employers Mutual Limited	-	674,868	-	-
<b>Non-current</b>				
Loan from Employers Mutual Limited	-	-	-	-

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 was initially repayable by 29 June 2021 and is repaid via redirection of dividends from Hospitality Employers Mutual, redirected advertising fees, and redirected corporate partner fees. The loan has been fully repaid in the current financial year.

	Consolidated Entity	
	2019	2018
	\$	\$
<b>15. CLUB MOVEMENT DEVELOPMENT FUND</b>		
<b>Opening Balance</b>	5,015,767	5,055,763
<b>Income:</b>		
Interest received - refer Note 1(e)	126,195	116,974
Transfer of net royalties - refer to Note 16	4,733,924	4,966,060
<b>Total income</b>	4,860,119	5,083,035
<b>Expenditure:</b>		
NSW Institute of Sport	-	-
Club movement promotion	5,097,481	5,122,910
Sundry fees and charges	60	121
<b>Total Expenditure</b>	5,097,541	5,123,031

**15. CLUB MOVEMENT DEVELOPMENT FUND (CONTINUED)**

Operating deficit for the year	(237,422)	(39,996)
Net deficit for the year	(237,422)	(39,996)
<b>Closing Balance</b>	4,778,345	5,015,767
Current Fund Balance	136,131	103,875
Non-current Fund Balance	4,642,214	4,911,892
<b>Closing Balance</b>	4,778,345	5,015,767

	ASSOCIATION	
	2019	2018
	\$	\$
<b>16. ADMINISTRATION OF KENO DEPARTMENT</b>		
Royalties – ClubKENO Holdings Pty Limited	5,808,007	5,926,871
Less: Administration expenses		
Consulting and professional fees	696,759	594,730
Fee for Keno name and concept	290,393	296,336
Sundry expenses	4,943	900
Subscriptions	81,988	68,845
	1,074,083	960,811
<b>Balance transferred to Club Movement Development Fund (refer to Note 15)</b>	4,733,924	4,966,060

## NOTES TO THE FINANCIAL STATEMENT

### FOR THE YEAR ENDED 30 JUNE 2019 (CONTINUED)

	Consolidated Entity		ASSOCIATION	
	2019	2018	2019	2018
	\$	\$	\$	\$
<b>17. NOTES TO THE STATEMENT OF CASH FLOWS</b>				
<i>Reconciliation of cash flow from operating activities with net profit for year</i>				
Net profit	1,760,970	2,032,209	241,860	393,850
Adjustments for:				
Depreciation and amortisation	570,792	455,255	179,130	147,155
Loss on disposal of property, plant & equipment	230,570		2,776	
Non-cash interest expense on loan	1,876	19,342	-	-
Non-cash portion of advertising revenue	(93,529)	(626,930)	-	-
Non-cash portion of corporate partner revenue	(86,946)	(84,413)	-	-
Non-cash portion of share of profit in equity accounted investee	(1,078,183)	(1,579,266)	-	-
	1,305,550	216,197	423,766	541,005
Changes in assets and liabilities				
Change in employee benefits	42,610	164,527	42,610	164,527
Change in trade and other receivables	(405,100)	79,455	(766,664)	32,022
Change in trade and other payables	(1,619,025)	(1,480,985)	(274,398)	(2,624,022)
Change in fund balances	(237,421)	(39,996)	(237,421)	(39,996)
Net cash used in operating activities	(913,386)	(1,060,802)	(812,107)	(1,926,464)

## 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 56.77% (2018: 58.07%) of the Consolidated Entity's revenue is attributable to the apportionment of Keno subscriptions received. At year end approximately 23.2% (2018: 24.6%) 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 STATEMENT

### FOR THE YEAR ENDED 30 JUNE 2019 (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	
	2019	2018	2019	2018
	\$	\$	\$	\$
Cash and cash equivalents	12,385,621	13,988,531	6,929,907	8,402,063
Trade and other receivables	2,010,016	1,687,952	2,759,116	2,090,185
	14,395,637	15,676,483	9,689,023	10,492,248

##### **Impairment losses**

The ageing of the Consolidated Entity's trade receivables at the reporting date was:

	CARRYING AMOUNT			
	GROSS	IMPAIRMENT	GROSS	IMPAIRMENT
	2019	2019	2018	2018
	\$	\$	\$	\$
Not past due	224,087	-	149,668	-
Past due 0-30 days	9,126	-	27,652	-
Past due 31-120 days	62,351	(36,450)	67,474	(25,662)
Past due 121 days to one year	-	-	-	-
More than one year	-	-	-	-
	295,564	(36,450)	244,794	(25,662)

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	224,087	-	149,668	-
Past due 0-30 days	9,126	-	27,652	-
Past due 31-120 days	62,351	(36,450)	67,474	(25,662)
Past due 121 days to one year	-	-	-	-
More than one year	-	-	-	-
	295,564	(36,450)	244,794	(25,662)

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

	Consolidated Entity		ASSOCIATION	
	2019	2018	2019	2018
	\$	\$	\$	\$
Balance at 1 July	25,662	16,000	25,662	16,000
Impairment/(written back)	10,788	9,662	10,788	9,662
Balance at 30 June	36,450	25,662	36,450	25,662

#### 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
	\$	\$	\$	\$	\$
<b>2019 Consolidated</b>					
Trade and other payables	7,411,846	-	-	-	7,411,846
Fund balances	136,131	500,000	1,500,000	2,642,214	4,778,345
Loans and borrowings	-	-	-	-	-
	7,547,977	500,000	1,500,000	2,642,214	12,190,191
<b>2019 Association</b>					
Trade and other payables	4,403,966	-	-	-	4,403,966
Fund balances	136,131	500,000	1,500,000	2,642,214	4,778,345
	4,540,097	500,000	1,500,000	2,642,214	9,182,311
<b>2018 Consolidated</b>					
Trade and other payables	9,034,195	-	-	-	9,034,195
Fund balances	103,875	500,000	1,500,000	2,911,891	5,015,766
Loans and borrowings	674,868	-	-	-	674,868
	9,812,938	500,000	1,500,000	2,911,891	14,724,829
<b>2018 Association</b>					
Trade and other payables	4,497,889	-	-	-	4,497,889
Fund balances	103,875	500,000	1,500,000	2,911,891	5,015,766
	4,601,764	500,000	1,500,000	2,911,891	9,513,655

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

## NOTES TO THE FINANCIAL STATEMENT

### FOR THE YEAR ENDED 30 JUNE 2019 (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 ACCOUNT			
		2019	2018	2019	2018
		\$	\$	\$	\$
Fixed rate instruments					
Cash and cash equivalents		9,122,368	12,216,906	5,789,422	7,335,614
		9,122,368	12,216,906	5,789,422	7,335,614
Variable rate instruments					
Cash and cash equivalents		3,263,253	1,771,626	1,140,485	1,066,448
Loans and borrowings		-	(674,868)	-	-
		3,263,253	1,096,758	1,140,485	1,066,448

##### 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 \$736 for the Association (2018: \$859) and \$1,545 for the Consolidated Entity (2018: \$1,671). This analysis assumes that all other variables remain constant. The analysis is performed on the same basis for 2018.

##### 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 \$118 for the Association (2018: \$170) and \$349 for the Consolidated Entity (2018: \$372). This analysis assumes that all other variables remain constant. The analysis is performed on the same basis for 2018.

##### 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 \$19 for the Consolidated Entity (2018: \$193). An increase of 100 basis points in interest rates at the reporting date would have increased the profit or loss and the net equity by \$nil for the Consolidated Entity (2018: \$nil). This analysis assumes that all other variables remain constant. The analysis is performed on the same basis for 2018.

##### 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 Executive Management personnel. Compensation paid to key management personnel is as follows:

	Consolidated Entity		ASSOCIATION	
	2019	2018	2019	2018
	\$	\$	\$	\$
Short-term employment benefits	1,329,563	1,311,993	1,124,794	1,115,408
Long-term employment benefits	30,182	21,617	30,182	21,617
Post-employment benefits	84,862	81,161	64,561	64,389
	1,444,607	1,414,771	1,219,537	1,201,414

### 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:

	2019	2018
	\$	\$
ClubsAustralia Incorporated	150,000	150,000
The Club Directors Institute Limited	160,000	160,000
ClubBIZ Trust	20,000	20,000
Clubs Australia-Industrial	50,000	50,000
Registered Clubs Association Holdings Limited	-	20,000
	380,000	400,000

### Wholly owned group

The Association incurs rent and motor vehicle charges from a subsidiary, Registered Clubs Association Holdings Pty Limited. This amounted to \$658,406 during the year ended 30 June 2019 (2018: \$663,999).

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

## NOTES TO THE FINANCIAL STATEMENT

### FOR THE YEAR ENDED 30 JUNE 2019 (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 2019 of \$5,808,007 (2018: \$5,926,871), 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 \$1,574,418 (2018: \$1,995,591) 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 (m)*. 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 \$261,149 (2018: \$257,195) 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 2019 of \$800,279 (2018: \$726,930). Of this amount, \$706,750 was received in cash by the Association and \$93,529 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 \$86,946 (2018: \$84,413). This \$86,946 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 \$1,184,400 in respect of the year ended 30 June 2018 (2017: \$418,600). \$496,270 of 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	
		2019	2018
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
Venue Technologies NSW PTY LTD	Australia	100	100
ClubsNSW Digital Services Pty Ltd	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 (m)*.

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 2019 (2018: no financial activity).

**(a) ClubKENO Holdings Pty Limited:**

	<b>2019</b>	<b>2018</b>
	<b>\$</b>	<b>\$</b>
<b>Revenue</b>		
Apportionment of Keno subscriptions	17,687,726	18,412,774
Interest	104,000	101,452
<b>Total revenue</b>	<b>17,791,726</b>	<b>18,514,226</b>
<b>Expenditure</b>		
Directors' fees and associated payroll costs	(235,365)	(225,905)
Directors' expenses	(12,000)	(12,000)
Communication network fees	(2,521,895)	(2,627,331)
Keno promotion support	(525,395)	(547,361)
Duty contribution	(544,818)	(678,196)
Royalties – club subscriptions	(5,490,721)	(5,604,463)
Royalties – casino subscriptions	(18,925)	(27,584)
Royalties – hotel subscriptions	(298,361)	(294,825)
Keno sponsorship	(660,735)	(626,060)
Keno Game Promotion	(1,670,000)	(1,670,000)
Communications campaign	(1,921,119)	(1,995,591)
Other operating expenses	(36,218)	(19,337)
Additional commissions - clubs	(3,856,174)	(4,185,573)
<b>Total expenditure</b>	<b>(17,791,726)</b>	<b>(18,514,226)</b>
<b>Profit / (loss) before income tax</b>	<b>-</b>	<b>-</b>
Income tax expense	-	-
<b>Net profit / (loss) for the year</b>	<b>-</b>	<b>-</b>
Other comprehensive income	-	-
<b>Total comprehensive income for the period</b>	<b>-</b>	<b>-</b>

## NOTES TO THE FINANCIAL STATEMENT

### FOR THE YEAR ENDED 30 JUNE 2019 (CONTINUED)

#### 21. GROUP ENTITIES (CONTINUED)

##### (b) Registered Clubs Association Holdings Pty Limited:

###### Revenue

Rental income

###### Total revenue

###### Expenditure

Office occupancy

Building maintenance

Administration

Depreciation

###### Total expenses

###### (Loss) / Profit before income tax

Income tax expense

###### Net (loss) / profit for the year

Other comprehensive income

###### Total comprehensive (loss) / income for the period

2019	2018
\$	\$
658,406	663,999
658,406	663,999
211,575	230,200
11,809	17,665
226,465	31,198
391,469	308,100
841,318	587,163
(182,911)	76,836
54,873	(23,305)
(128,038)	53,532
-	-
(128,038)	53,532

##### (c) The Club Directors' Institute Limited:

###### Revenue

Membership subscriptions

Sale of goods

###### Total revenue

###### Expenditure

Printing and stationery

Postage and distribution

Professional services

Travel and accommodation

Conference venues

Subscriptions

Other

###### Total expenditure

2019	2018
\$	\$
350,908	365,080
39,115	61,585
390,023	426,665
13,464	18,653
19,682	20,496
255,038	245,960
16,629	18,457
55,623	36,456
62,500	62,500
191	2,360
423,127	404,882



**(Loss) / Profit before income tax**

Income tax expense

(33,104)

21,783

-

-

**(Loss) / Profit for the year**

Other comprehensive income

(33,104)

21,783

-

-

**Total comprehensive income for the period**

(33,104)

21,783

**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:**

Revenue

Expenditure

**2019****2018****\$****\$**

-

-

-

-

**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 2019, exceeds the liabilities of the Trust as at 30 June 2019 (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.

## NOTES TO THE FINANCIAL STATEMENT

### FOR THE YEAR ENDED 30 JUNE 2019 (CONTINUED)

#### ClubBIZ Trust

The Statements of Profit or Loss and Other Comprehensive Income for the period ended 30 June 2019 and the Statement of Financial Position as at 30 June 2019 of the ClubBIZ Trust, which is not part of the Consolidated Entity, are summarised as follows:

#### Statement of Profit or Loss and Other Comprehensive Income

ClubBIZ Trust	2019	2018
Revenue	\$	\$
Interest income	43,551	45,303
<b>Total Revenue</b>	<b>43,551</b>	<b>45,303</b>
<b>Expenditure</b>		
Professional services	51,944	145,515
Insurance	104,416	7,500
ClubBIZ distributions from income	7,500	84,535
General expenses	324	1,047
<b>Total expenditure</b>	<b>164,184</b>	<b>238,597</b>
<b>Loss before income tax</b>	<b>(120,633)</b>	<b>(193,294)</b>
Income tax expense / (benefit)	3,717	(4)
<b>Net loss for the year</b>	<b>(116,916)</b>	<b>(193,298)</b>
Other comprehensive income	-	-
<b>Total comprehensive loss for the period</b>	<b>(116,916)</b>	<b>(193,298)</b>

## 21. GROUP ENTITIES (CONTINUED)

## (d) ClubBIZ Holdings Pty Limited: (continued)

*ClubBIZ Trust*

## Statement of Financial Position

	2019	2018
	\$	\$
<b>Current assets</b>		
Cash and cash equivalents	1,799,462	1,886,515
Trade and other receivables	5,593	13,326
<b>Total current assets</b>	<b>1,805,055</b>	<b>1,899,841</b>
<b>Non-current assets</b>		
Deferred income tax benefit	26,725	23,008
<b>Total non-current assets</b>	<b>26,725</b>	<b>23,008</b>
<b>Total assets</b>	<b>1,831,780</b>	<b>1,922,849</b>
<b>Current liabilities</b>		
Trade and other payables	36,774	10,925
<b>Total current liabilities</b>	<b>36,774</b>	<b>10,925</b>
<b>Total liabilities</b>	<b>36,774</b>	<b>10,925</b>
<b>Net assets</b>	<b>1,795,006</b>	<b>1,911,924</b>
<b>Accumulated funds</b>		
Settled fund	10	10
Undistributed funds	1,794,996	1,911,914
<b>Total accumulated funds</b>	<b>1,795,006</b>	<b>1,911,924</b>

## NOTES TO THE FINANCIAL STATEMENT

### FOR THE YEAR ENDED 30 JUNE 2019 (CONTINUED)

(e) ClubsNSW Insurance Holdings Pty Limited:

	2019	2018
	\$	\$
Revenue	1,184,400	418,600
Expenditure	13,139	30,768
<b>Profit before income tax</b>	<b>1,171,261</b>	<b>387,832</b>
Income tax benefit	3,941	9,231
<b>Net profit for the year</b>	<b>1,175,202</b>	<b>397,062</b>
Other comprehensive income	-	-
<b>Total comprehensive profit for the period</b>	<b>1,175,202</b>	<b>397,062</b>

(f) ClubsNSW Expo Holdings Pty Limited:

	2019	2018
	\$	\$
Revenue	-	-
Expenditure	3,663	4,126
<b>Loss before income tax</b>	<b>(3,663)</b>	<b>(4,126)</b>
Income tax benefit	1,099	1,238
<b>Net loss for the year</b>	<b>(2,564)</b>	<b>(2,888)</b>
Other comprehensive income	-	-
<b>Total comprehensive loss for the period</b>	<b>(2,564)</b>	<b>(2,888)</b>





## 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 accompanying Financial Report of the Consolidated Entity as at and for the year ended 30 June 2019, is prepared, in all material respects, 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 2019; and
- d. The results of the 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 2019
- 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 Registered Clubs Association of New South Wales ("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 Consolidated Entity and the Association 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 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 Registered Clubs Association of New South Wales 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 Registered Clubs Association of New South Wales and the NSW Industrial Relations Commission and should not be used by parties other than the Directors of the Registered Clubs Association of New South Wales 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 Registered Clubs Association of New South Wales 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 was the Director's Report and the Accounting Officer's 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 and whether the use of the going concern basis of accounting is appropriate. 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:

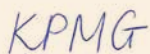
- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor's Report that includes our opinion.

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\\_responsibilities/ar3.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf). This description forms part of our Auditor's Report.



KPMG



Sarah Cain

*Partner*

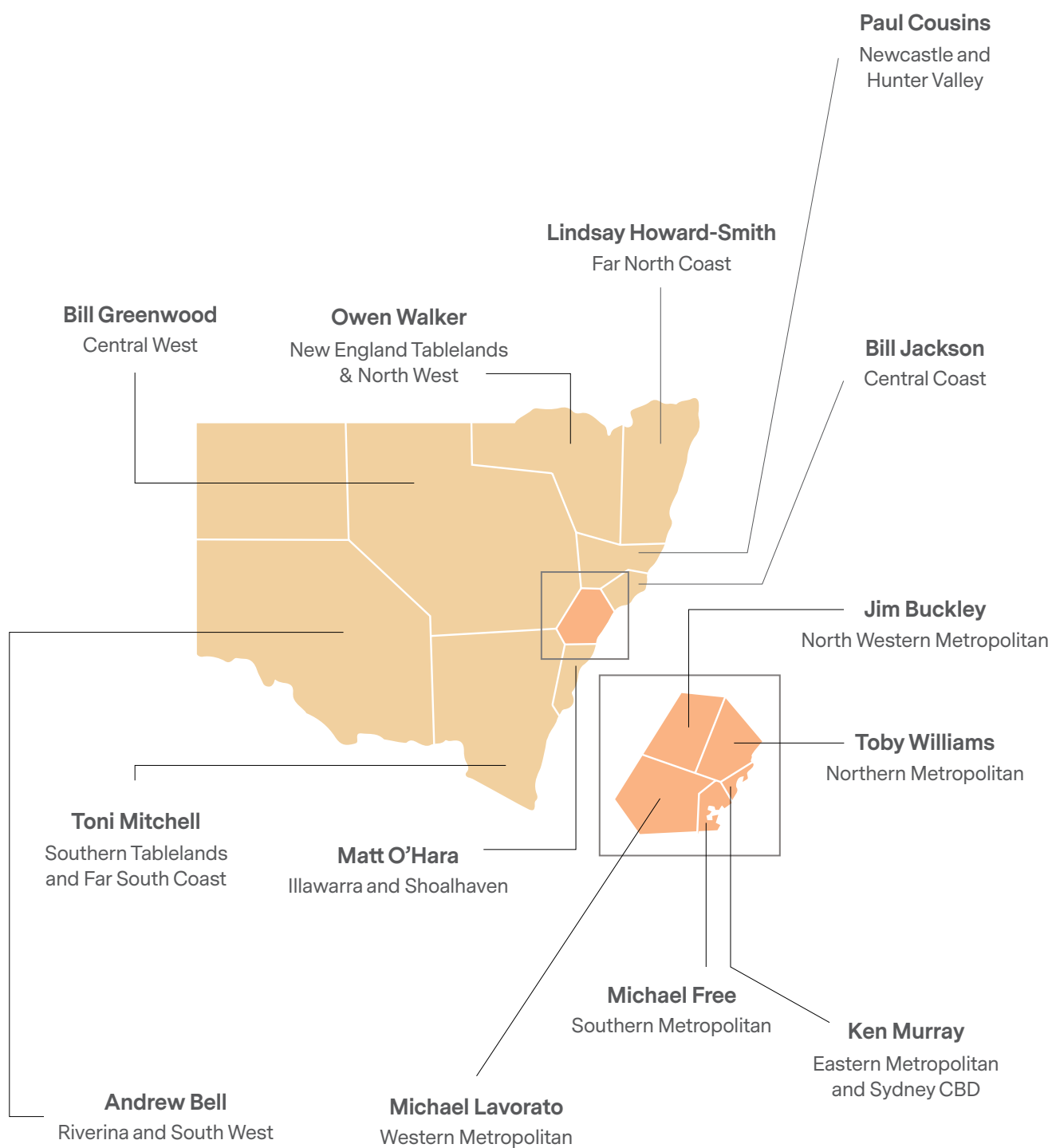
Sydney

26 August 2019

KPMG, an Australian partnership and a member firm of the KPMG network of independent member firms affiliated with KPMG International Cooperative ("KPMG International"), a Swiss entity.

Liability limited by a scheme approved under Professional Standards Legislation.

# STATE COUNCILLORS







# MEMBER CLUBS

Club

**Parent Club**

*Amalgamated Club*

Additional Premises

## 1 Newcastle & Hunter Valley

Aberdeen RSL Citizens Club Ltd  
 Aberdeen Sport and Recreation Club  
 Abermain Bowling & Recreation Club  
 Adamstown Bowling Club Co-Operative Ltd  
 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  
 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 Bowling Club  
 Central Charlestown Leagues Club Ltd  
*Cessnock Ex-Services 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  
 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  
 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 Park Bowling & Sporting Complex Ltd  
 Marks Point Bowling Club Ltd  
 Mayfield Bowling Club Co-Op Ltd  
 Mayfield Ex Services Club Ltd  
 Mayfield West Bowling Club  
 Merewether Bowling Club Ltd  
 Merewether Golf 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 Ltd  
 Newcastle Leagues Club Ltd  
 Newcastle RSL S/B Club Ltd (City Of)  
*Paxton Bowling Club Ltd*  
 Pelican Flat RSL Sub-Branch 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 Ltd  
 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 Ltd  
 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

## 2 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  
 Bulahdelah Bowling Club Ltd  
 Bulahdelah Golf 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  
 Dorrigo Memorial RSL Club Co-Op 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 Ltd  
 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 Ltd  
 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 Island Golf Club Ltd  
 Nambucca Heads RSL Club Ltd  
 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 Lismore Bowling Club  
 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*  
 Telegraph Point Sports & Recreation 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  
 Woolli Bowling & Recreation Club  
 Yamba Bowling & Recreation Club Ltd

Yamba Golf & Country Club Ltd

### 3 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 Ltd  
 Werris Creek Golf Club Ltd  
**West Tamworth League Club Ltd**  
*West's Diggers*

### 4 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  
 Bourke Bowling Club Ltd  
 Brewarrina S/B RSL Club Ltd  
 Canowindra Bowling Club Ltd  
 Canowindra Services & Citizens Club Ltd  
 Cassilis Bowling Club Ltd  
 Club Mudgee  
 Cobar Bowling & Golf Club Ltd  
 Cobar Memorial Services & Bowling Club Ltd  
 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



Gooloogong Country Club Ltd  
 Grenfell Bowling Club Ltd  
 Gulargambone Bowling Club Ltd  
 Gulgong Bowling & Sporting 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  
 Millthorpe 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 Ex-Services Club Ltd**

Orange Ex-Services Country Club  
 Orange Golf Club T/A 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 Ltd  
 Portland RSL Sport and Recreation Club Ltd  
 Rylstone Club Ltd (The)  
*Springwood Bowling & Recreation Club Ltd*  
 Springwood Country Club Ltd  
 Tottenham Bowling Club Ltd  
 Tottenham Golf Club Ltd  
 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 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

## **5 Riverina & South West**

Adelong Services Citizens & Bowling Club Ltd  
 Albury Club Ltd  
 Albury Sailors Soldiers & Airmens Club Pty Ltd  
 Ardlethan Bowling & Recreation Club Ltd  
 Balranald District Ex-Services 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 Ltd  
 Broken Hill Sturt Club  
 Club Tumut

#### **CluBarham**

*Cobram-Barooga Golf Club*

#### **Commercial Club (Albury) Ltd**

*Commercial Golf Resort*  
 Coolamon Sports and Recreation Club Ltd  
Coomealla Golf Club

#### **Coomealla 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

#### **Griffith Ex-Servicemens Club**

Griffith Golf Club

*Griffith Leagues Club (Northside)*

#### **Griffith Leagues Club Ltd**

Gundagai District Services Club  
 Harden Country Club Ltd  
 Harden District Bowling Club Ltd  
 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  
 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  
 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  
 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  
 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  
 Yarrawonga Mulwala Golf Club Resort  
 Yenda Diggers Club Ltd  
 Yerong Creek Bowling Club Ltd  
 Yoogali Club Ltd  
 Young Bowling Club Ltd  
 Young Services Club Co-op Ltd

## 6 Southern Tablelands & Far South Coast

Antill Park Country Golf Club  
*Bargo Sports Club*  
 Batemans Bay Soldiers Club Ltd  
[Bega Country Club](#)  
**Bega RSL Club Ltd**  
 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  
 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  
 Pambula Merimbula Golf Club Ltd  
 Picton Bowling Club  
 Queanbeyan Australian Football 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 Ltd  
 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

## 7 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 RSL Memorial Club Ltd  
 Culburra Bowling & Recreation Club Ltd

Curarong Bowling & Recreation Club Ltd  
 Dapto Citizens Bowling Club Ltd  
**Dapto Leagues Club Ltd**  
 Fairy Meadow Bowling & Rec Club Ltd  
 Figtree RSL Bowling Club Ltd  
 Gerringong 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*  
 Jamberoo Golf 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 Ltd**  
*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 Ltd  
**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 Ltd  
*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 Tennis Club (City Of)  
 Woonona Bowling & Rec Club Ltd  
 Woonona Bulli RSL Memorial Club

## 8 Southern Metropolitan

Arncliffe Scots Sports & Social Club Ltd  
 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 Memorial Club Ltd*

Caringbah Bowling & Recreation Club  
 Club Arncliffe Ltd

#### **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  
 Gynea Miranda Bowling & Sports Club  
 Heathcote Services & Citizens Club  
*Helensburgh Workers, Sports & Social Club Ltd*  
*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  
 Miranda RSL Sub-Branch Club Ltd  
 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  
 Sylvania Bowling Club Co-Op Ltd

The Point Bowling Club  
*Tradies Caringbah RSL Club*  
 Woolooware Golf Club Ltd  
 Woronora River RSL & Citizens Club Ltd

## **9 Western Metropolitan**

Ashfield Bowling Club Ltd  
 Ashfield RSL Club Ltd  
 Assyrian Sports & Cultural Club Ltd  
 Auburn Soccer Sports Club Ltd  
*Auburn Tennis and Recreation Club Ltd*  
 Austral Bowling Club Ltd  
 Bankstown Golf Club Ltd

#### **Bankstown RSL Club Ltd**

*Bankstown Sports Bowling Club*

#### **Bankstown Sports Club**

Bass Hill RSL Club

*Baulkham Hills Sports Club*  
 Belmore Bowling & Recreation Club Ltd  
*Belmore Returned Services & Community Club Ltd*  
*Birrong Sports Club*  
 Bonnyrigg Sports Club T/a Serbian Centre Club Ltd

#### **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 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 Ltd  
 Canley Heights RSL & Sporting Club Ltd

#### **Canterbury Hurlstone Park RSL Club Ltd**

#### **Canterbury League Club Ltd**

Carnarvon Golf Club Ltd  
*Chester Hill Bowling & Rec Club Ltd*  
*Chester Hill RSL and Bowling Club Co-Op Ltd*  
 Club Ashfield  
*Club Burwood*  
 Club Condell Park  
*Club Italia Mounties Group*  
 Club Marconi

#### **Club Merrylands Bowling & Sports**

Coronation Club Ltd  
*Country Club Gledswood Hills*  
 Croatian Club Ltd  
*Croydon Park Club*

#### **DOOLEYS Lidcombe Catholic Club**

*DOOLEYS Regents Park Sports Club*  
*DOOLEYS Waterview Club*  
 German Austrian Society of Australia Ltd  
 Granville Diggers Club Ltd  
*Greenacre Bowling & Recreation Club Co-op Ltd*  
 Greyhound Social Club  
*Guildford Bowling & Recreation Club Ltd*  
 Guildford Leagues Club  
*Hubertus Country Club Ltd*  
 Hungarian (Magyar) Social Club Ltd  
 Ingleburn RSL Sub-Branch Club Ltd  
 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*

Lidcombe Bowling Club Ltd

#### **Liverpool Catholic Club Ltd**

Liverpool Golf Club Ltd  
*Mekong Mounties Group*

#### **Moorebank Sports Club Ltd**

Mount Lewis Bowling Club Co-Op Ltd

#### **Mounties**

*Mounties Bowling Club*  
*Moxon Sports 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**

Rosnay Golf Club Ltd  
 Smithfield RSL Club

#### **St Johns Park Bowling Club Ltd**

Strathfield Golf Club  
 Strathfield Sports Club  
*The Lakemba Club*  
 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**

#### **West Ashfield Leagues**

*West Sports Croydon*

*West's Tennis Club*

## 10 Eastern Metropolitan

(The) Catholic Club Ltd

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

### **City of Sydney RSL & Community Club Ltd**

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 District Rugby Union Football Club Ltd

### **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

Maroubra Sports

Marrickville and District Hardcourt Tennis Club Ltd

Marrickville Bowling & Recreation Club Ltd

Marrickville District Lawn Tennis Club Ltd

Marrickville Golf Club Ltd

Matraville 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 Ltd

### **The Randwick Club**

The Rugby Club Foundation Ltd

### **Union, University & Schools Club of Sydney**

*Union, University & Schools Club of Sydney (Philip St)*

*Waverley Bowling & Recreation Club Ltd*

Woollahra Golf Club Ltd

Yarra Bay 16' Skiff Sailing Club Ltd

## 11 Northern Metropolitan

Asquith Bowling and Recreation Club Ltd

Asquith Golf Club Ltd

Avalon Beach Bowling & Recreation Club Ltd

Avalon Beach RSL Club Ltd

Avondale Golf Club Ltd

Balgowlah 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 Ltd

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 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 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

Mosman Rowers Ltd

Narrabeen RSL Memorial & Recreation Club Ltd

Neutral Bay Club Ltd (The)

Newport Bowling Club Ltd

North Epping Bowling & Community Club Ltd

*North Manly Bowling & Rec Club Ltd*

North Ryde Golf 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 Palm Beach

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 Alcott Lane Cove*  
 The Beach Club Collaroy  
 The Beecroft Club  
 The Epping Club  
 The Galston Club  
*The Greens North Sydney*  
 The Killara Golf Club Ltd  
 The Royal Prince Alfred Yacht Club  
*Tigers Five Dock (Balmain Leagues Club)*  
 Turramurra Bowling Club Ltd  
 UTS Haberfield Club Ltd  
 Wakehurst Golf Club Ltd  
 Warringah Bowling Club Ltd  
 Warringah Golf Club Ltd  
 West Lindfield Sports & Recreation Club  
 Co-Op Ltd  
 West Pymble Bowling and Sports Club  
 Willoughby Park Bowling Club Ltd

## 12 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 Ltd*

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  
 Rosehill Bowling & Recreation Club Ltd  
 Ryde Eastwood Leagues Club Ltd  
 Ryde Ex-Services Memorial & Community Club Ltd  
 Ryde Parramatta Golf Club Ltd

### **Seven Hills Toongabbie RSL 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 HQ Ltd  
 West Pennant Hills Sports Club Ltd  
 West Tradies  
 Windsor Country Golf Club Ltd  
 Windsor RSL Club  
 Wisemans Ferry Bowling Club Ltd

## 13 Central Coast

*Avoca Beach Bowling & Recreation Club Ltd*  
*Bateau Bay Bowling Club*  
 Breakers Country Club  
*Canton Beach Sports Club*  
 Central Coast Leagues Club  
 Club Toukley RSL  
 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 Ltd  
 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



## 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.



## Garrie Gibson, Chief Executive Officer

The Association represents the interests of registered RSL, Ex-Services, Memorial, Diggers or like clubs in NSW, 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.



## 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.



## Stuart Fraser, Chief Executive Officer

Golf NSW strives to efficiently promote, market and advance the game of golf in NSW and the ACT in collaboration with Golf Australia, state golf associations and other industry bodies, ensuring a viable and sustainable future for the game. The strategic objectives of Golf NSW are delivered in accordance with the objectives of its constitution and the Golf NSW Strategic Plan. The Strategic Plan was formulated following an extensive consultation and workshop process with the key industry stakeholders and the Advisory Committee, Board and Management of Golf NSW.



## 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.

# 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 NSW.

These community partnerships provide support in a number of specific areas which include pre-elite and grassroots sports development, youth and indigenous 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.

## Community Partners



## Community Support

Agricultural Societies Council of NSW  
Anzac Memorial Centenary Project  
ANZAC Youth Ambassadors Tour  
Australian Club Entertainment Awards  
Australian Red Cross Blood Service  
Australian Rotary Health – Epiphanies Concert  
Broken Hill St Patrick's Race Day  
CatholicCare Diocese of Broken Bay  
Central Coast Academy of Sport  
Civic Disability Services  
Consultative Committee on Refugee Employment  
Dementia Australia  
Educational Experience – Worry Woos Program  
Far West Academy of Sport  
Friendly Faces Helping Hands  
Give Me 5 For Kids  
Got Your Back Sista  
Gravity Training – Dare Devil Racing

Harman Foundation  
Hunter Academy of Sport  
Hunter Breast Cancer Foundation  
Illawarra Academy of Sport  
Joan Sutherland Richard Bonyng Foundation  
Lifeline  
Lindfield Junior Rugby Club  
Make-a-Wish Foundation  
McGrath Foundation  
MS Research Australia  
Nardy House Inc  
North Coast Academy of Sport  
Northern Inland Academy of Sport  
NSW Parliamentary Lions Club  
NSWIS  
Rotary NSW Emergency Services Community Awards  
Short Statured People of Australia Incorporated

Sir Roden and Lady Cutler Foundation  
South East Regional Academy of Sport  
South West Sydney Academy of Sport  
Southern Sports Academy  
St George Hospital – Children's Ward  
Take 3 For The Sea  
Team Rubicon  
The Age of Ability  
The Deli Women & Children's Centre Inc  
Tour De Rocks  
Veterans Centre Northern Beaches  
Vinnies CEO Sleepout  
Western Region Academy of Sport  
Western Sydney Academy of Sport  
Western Sydney Opera  
Wheelchair Sports NSW  
White Ribbon



# CLUBS NSW 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 NSW.

## DIAMOND



## PLATINUM



## GOLD



## SILVER



## BRONZE



# CLUBSNSW INDUSTRY SUPPORTERS

**At the end of the 2018/2019 financial year, there were 97 Industry Supporters including 33 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	Colin Biggers & Paisley Lawyers	Jem Computers
Allied Risk Solutions	Corporate AED Solutions	Network Refurbishments & Construction
Altis Architecture Pty Ltd	Cullinan Ivanov Partnership Pty Ltd	Nightlife Music
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Club Toukley RSL wins gold at the 2018 Chef's Table awards night.

Photo: Toby B Styling

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# CREDITS

Out of the night that covers me,  
Black as the Pit from pole to pole,  
I thank whatever gods may be  
For my unconquerable soul.

In the fell clutch of circumstance  
I have not winced nor cried aloud.  
Under the bludgeonings of chance  
My head is bloody, but unbowed.

Beyond this place of wrath and tears  
Looms but the Horror of the shade,  
And yet the menace of the years  
Finds and shall find me unafraid.

It matters not how strait the gate,  
How charged with punishments the scroll,  
I am the master of my fate  
I am the captain of my soul.

*'Invictus' by William Ernest Henley, 1875*



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