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.
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.
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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 Jaxon 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.
MEMBER CLUBS

35%  65%
Sydney Metro  Regional

Membership by Club Size

<table>
<thead>
<tr>
<th>Club Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Large</td>
<td>1113</td>
</tr>
<tr>
<td>Medium</td>
<td>33%</td>
</tr>
<tr>
<td>Small</td>
<td>59%</td>
</tr>
<tr>
<td>Total</td>
<td>1113</td>
</tr>
</tbody>
</table>

Membership by Club Type

<table>
<thead>
<tr>
<th>Club Type</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bowling</td>
<td>349</td>
</tr>
<tr>
<td>RSL</td>
<td>255</td>
</tr>
<tr>
<td>Golf</td>
<td>227</td>
</tr>
<tr>
<td>Sporting</td>
<td>81</td>
</tr>
<tr>
<td>Community</td>
<td>68</td>
</tr>
<tr>
<td>Rugby League</td>
<td>53</td>
</tr>
<tr>
<td>Workers</td>
<td>28</td>
</tr>
<tr>
<td>Ethnic</td>
<td>20</td>
</tr>
<tr>
<td>Other</td>
<td>32</td>
</tr>
</tbody>
</table>

Source: ClubsNSW Data
**Member Enquiries Centre**

**Member enquiries**

- **In person** 13%
- **Email** 35%
- **Phone** 52%

**Total** 15,348

**691**

Clubs visited (in person)

**Enquiry categories**

- **WR/HR** 37%
- **Policy Advice** 11%
- **Memberships/Partnerships** 8%
- **Education** 6%
- **ClubSAFE** 5%
- **Website** 5%
- **Events** 5%
- **ClubGRANTS** 4%
- **Other** 19%

*Source: ClubsNSW Data*
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 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.
Learning & Development

Training Attendance (Fin Year)

<table>
<thead>
<tr>
<th>Year</th>
<th>Attendance</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>5280</td>
</tr>
<tr>
<td>2018</td>
<td>4780</td>
</tr>
<tr>
<td>2017</td>
<td>3648</td>
</tr>
<tr>
<td>2016</td>
<td>3366</td>
</tr>
<tr>
<td>2015</td>
<td>2348</td>
</tr>
</tbody>
</table>

Clubs in Attendance

Sydney Metro 34%

Total 600

66% Regional

L&D Categories

- Club Directors Institute: 1699
- Mandatory Director Training: 1535
- AML/CTF: 1264
- Other: 782

Source: ClubsNSW Data
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.

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 (GAICD). 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

71% Clubs
29% Hotels
Total 2214

New exclusions by financial year

2015 2016 2017 2018 2019

Source: ClubsNSW Data
CLUBKENO HOLDINGS BOARD OF DIRECTORS AND LIFE MEMBERS

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 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.
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
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

<table>
<thead>
<tr>
<th>Note</th>
<th>2019</th>
<th>2018</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>OPERATING REVENUE</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advertising</td>
<td>897,392</td>
<td>874,032</td>
<td>897,392</td>
<td>874,032</td>
</tr>
<tr>
<td>Apportionment of Keno subscriptions</td>
<td>17,887,726</td>
<td>18,412,774</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Event ticket sales and trade stands</td>
<td>531,699</td>
<td>609,784</td>
<td>510,895</td>
<td>608,067</td>
</tr>
<tr>
<td>Interest received</td>
<td>189,486</td>
<td>204,313</td>
<td>85,486</td>
<td>102,861</td>
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<tr>
<td>Keno royalties</td>
<td>-</td>
<td>-</td>
<td>5,808,007</td>
<td>5,926,871</td>
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<tr>
<td>Management fees</td>
<td>220,000</td>
<td>220,000</td>
<td>380,000</td>
<td>400,000</td>
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<tr>
<td>Member subscriptions</td>
<td>4,287,190</td>
<td>4,286,752</td>
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<tr>
<td>Other subscriptions</td>
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<td>2,596,195</td>
<td>2,281,081</td>
<td>2,231,114</td>
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<tr>
<td>Sale of goods</td>
<td>128,809</td>
<td>40,598</td>
<td>128,809</td>
<td>40,598</td>
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<tr>
<td>Share of profit in equity accounted investee</td>
<td>1,766,313</td>
<td>1,579,266</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Sponsorship</td>
<td>1,850,275</td>
<td>1,821,603</td>
<td>1,850,275</td>
<td>1,821,603</td>
</tr>
<tr>
<td>Sundry revenue</td>
<td>720,496</td>
<td>695,390</td>
<td>720,496</td>
<td>695,390</td>
</tr>
<tr>
<td>Training and seminars</td>
<td>248,164</td>
<td>367,299</td>
<td>289,853</td>
<td>367,431</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>31,159,540</td>
<td>31,708,004</td>
<td>17,239,484</td>
<td>17,354,719</td>
</tr>
<tr>
<td><strong>OPERATING EXPENSES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Additional commission</td>
<td>3,856,174</td>
<td>4,185,573</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Advertising</td>
<td>3,980,290</td>
<td>3,977,394</td>
<td>3,487</td>
<td>591</td>
</tr>
<tr>
<td>Amortisation</td>
<td>112,256</td>
<td>106,682</td>
<td>112,256</td>
<td>106,682</td>
</tr>
<tr>
<td>Communications</td>
<td>90,412</td>
<td>101,213</td>
<td>90,412</td>
<td>101,213</td>
</tr>
<tr>
<td>Consumables</td>
<td>538,297</td>
<td>629,516</td>
<td>506,698</td>
<td>590,351</td>
</tr>
<tr>
<td>Depreciation</td>
<td>458,535</td>
<td>348,573</td>
<td>458,535</td>
<td>348,573</td>
</tr>
<tr>
<td>Directors’ remuneration</td>
<td>366,976</td>
<td>354,365</td>
<td>162,208</td>
<td>157,765</td>
</tr>
<tr>
<td>Equipment and IT</td>
<td>457,746</td>
<td>776,748</td>
<td>517,501</td>
<td>838,748</td>
</tr>
<tr>
<td>Insurance</td>
<td>126,560</td>
<td>113,064</td>
<td>114,560</td>
<td>101,064</td>
</tr>
<tr>
<td>Interest expense</td>
<td>1,876</td>
<td>19,342</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Keno communication network fees</td>
<td>2,521,895</td>
<td>2,627,331</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Keno duty contribution</td>
<td>544,818</td>
<td>678,196</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Keno promotion support</td>
<td>525,395</td>
<td>547,361</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Marketing and promotions</td>
<td>1,190,632</td>
<td>1,104,330</td>
<td>1,133,483</td>
<td>1,067,874</td>
</tr>
<tr>
<td>Motor vehicle expenses</td>
<td>156,469</td>
<td>140,517</td>
<td>198,917</td>
<td>185,118</td>
</tr>
<tr>
<td>Occupancy</td>
<td>246,980</td>
<td>271,188</td>
<td>43,763</td>
<td>43,489</td>
</tr>
<tr>
<td>Other</td>
<td>783,276</td>
<td>637,828</td>
<td>556,536</td>
<td>620,128</td>
</tr>
<tr>
<td>Professional fees</td>
<td>616,405</td>
<td>844,773</td>
<td>486,072</td>
<td>723,449</td>
</tr>
<tr>
<td>Rent</td>
<td>-</td>
<td>358</td>
<td>555,600</td>
<td>555,958</td>
</tr>
<tr>
<td>Salaries and on costs</td>
<td>6,520,394</td>
<td>6,183,016</td>
<td>6,480,964</td>
<td>6,153,697</td>
</tr>
<tr>
<td>Sponsorships</td>
<td>840,882</td>
<td>336,864</td>
<td>565,830</td>
<td>43,489</td>
</tr>
<tr>
<td>Subscriptions</td>
<td>182,659</td>
<td>140,517</td>
<td>180,160</td>
<td>146,376</td>
</tr>
<tr>
<td>Transfer to CMDF</td>
<td>4,733,924</td>
<td>4,966,060</td>
<td>4,733,924</td>
<td>4,966,060</td>
</tr>
<tr>
<td>Travel and accommodation</td>
<td>545,720</td>
<td>576,602</td>
<td>508,399</td>
<td>539,817</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>29,398,570</td>
<td>29,675,795</td>
<td>16,997,624</td>
<td>16,960,869</td>
</tr>
</tbody>
</table>

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)

<table>
<thead>
<tr>
<th>Note</th>
<th>Consolidated Entity</th>
<th>ASSOCIATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019</td>
<td>2018</td>
</tr>
<tr>
<td>Operating profit before income tax</td>
<td>1,760,970</td>
<td>2,032,209</td>
</tr>
<tr>
<td>Income tax expense attributable to operating profit</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Net profit for the year</td>
<td>1,760,970</td>
<td>2,032,209</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total comprehensive income for the period</td>
<td>1,760,970</td>
<td>2,032,209</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Note</th>
<th>Consolidated Entity</th>
<th>ASSOCIATION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019</td>
<td>2018</td>
</tr>
<tr>
<td>Retained Earnings</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retained earnings at 1 July</td>
<td>12,793,347</td>
<td>10,761,138</td>
</tr>
<tr>
<td>Net profit for the year</td>
<td>1,760,970</td>
<td>2,032,209</td>
</tr>
<tr>
<td>Retained earnings at 30 June</td>
<td>14,554,317</td>
<td>12,793,347</td>
</tr>
<tr>
<td>Reserves</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The Club Awareness Fund</td>
<td>1,000,000</td>
<td>1,000,000</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th>Note</th>
<th>Consolidated Entity 2019</th>
<th>ASSOCIATION 2018</th>
<th>Consolidated Entity 2019</th>
<th>ASSOCIATION 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td><strong>CURRENT ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>4</td>
<td>12,385,621</td>
<td>13,988,533</td>
<td>6,929,907</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>5</td>
<td>2,062,098</td>
<td>1,700,563</td>
<td>2,811,883</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td></td>
<td>14,447,719</td>
<td>15,689,097</td>
<td>9,741,790</td>
</tr>
<tr>
<td><strong>NON-CURRENT ASSETS</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Property, plant, and equipment</td>
<td>6</td>
<td>5,600,068</td>
<td>6,172,740</td>
<td>186,748</td>
</tr>
<tr>
<td>Intangible assets</td>
<td>7</td>
<td>823,163</td>
<td>322,085</td>
<td>823,163</td>
</tr>
<tr>
<td>Investments in controlled entities</td>
<td>8</td>
<td>-</td>
<td>-</td>
<td>7,408,051</td>
</tr>
<tr>
<td>Investment in equity accounted investees</td>
<td>12</td>
<td>8,041,343</td>
<td>7,459,430</td>
<td>-</td>
</tr>
<tr>
<td>Investment in joint venture entities</td>
<td>13</td>
<td>3</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total non-current assets</strong></td>
<td></td>
<td>14,464,577</td>
<td>13,964,258</td>
<td>8,417,962</td>
</tr>
<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td></td>
<td>28,912,296</td>
<td>29,643,355</td>
<td>18,159,752</td>
</tr>
<tr>
<td><strong>CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>9</td>
<td>7,411,846</td>
<td>9,034,195</td>
<td>4,403,966</td>
</tr>
<tr>
<td>Employee benefits</td>
<td>10</td>
<td>1,047,310</td>
<td>987,615</td>
<td>1,047,310</td>
</tr>
<tr>
<td>Loans and borrowings</td>
<td>14</td>
<td>-</td>
<td>674,868</td>
<td>-</td>
</tr>
<tr>
<td>Fund balances</td>
<td>15</td>
<td>136,131</td>
<td>103,875</td>
<td>136,131</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td></td>
<td>8,595,287</td>
<td>10,800,553</td>
<td>5,587,407</td>
</tr>
<tr>
<td><strong>NON-CURRENT LIABILITIES</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee benefits</td>
<td>10</td>
<td>120,478</td>
<td>137,563</td>
<td>120,478</td>
</tr>
<tr>
<td>Fund balances</td>
<td>15</td>
<td>4,842,215</td>
<td>4,911,892</td>
<td>4,842,214</td>
</tr>
<tr>
<td><strong>Total non-current liabilities</strong></td>
<td></td>
<td>4,762,693</td>
<td>5,049,455</td>
<td>4,762,692</td>
</tr>
<tr>
<td><strong>TOTAL LIABILITIES</strong></td>
<td></td>
<td>13,357,979</td>
<td>15,850,008</td>
<td>10,350,100</td>
</tr>
<tr>
<td><strong>NET ASSETS</strong></td>
<td></td>
<td>15,554,317</td>
<td>13,793,346</td>
<td>7,809,652</td>
</tr>
<tr>
<td><strong>EQUITY</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Retained earnings</td>
<td></td>
<td>14,554,317</td>
<td>12,793,347</td>
<td>6,809,653</td>
</tr>
<tr>
<td>Reserves</td>
<td></td>
<td>1,000,000</td>
<td>1,000,000</td>
<td>1,000,000</td>
</tr>
<tr>
<td><strong>TOTAL EQUITY</strong></td>
<td></td>
<td>15,554,317</td>
<td>13,793,347</td>
<td>7,809,653</td>
</tr>
</tbody>
</table>

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.
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.
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)

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 probably 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.

Classifications and Measurements

<table>
<thead>
<tr>
<th>Category</th>
<th>New classification under AASB 9</th>
<th>Original classification under AASB 139</th>
<th>Impact on 1 July 2018 reported amounts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Financial assets</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>Amortised cost</td>
<td>Loans and receivables</td>
<td>Nil</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>Amortised cost</td>
<td>Loans and receivables</td>
<td>Nil</td>
</tr>
<tr>
<td>Financial liabilities</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>Amortised cost</td>
<td>Amortised cost</td>
<td>Nil</td>
</tr>
</tbody>
</table>

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

(i)For 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.

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.

(j) 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.
includes all derivative financial assets. On initial recognition, cost or FVOCI as described above are measured at FVTPL. This election is made on an investment-by-investment basis. Subsequent changes in the investment’s fair value are recognised in OCI. This held for trading, the Company may irrevocably elect to present earnings. 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

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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.

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. These entities are therefore taxed as a single entity.

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 they relate.

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
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.

(a) 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.
<table>
<thead>
<tr>
<th>Consolidated Entity</th>
<th>ASSOCIATION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2. PERSONNEL EXPENSES</strong></td>
<td></td>
</tr>
<tr>
<td>Wages and salaries</td>
<td>6,405,035</td>
</tr>
<tr>
<td>Long service leave</td>
<td>47,032</td>
</tr>
<tr>
<td>Annual leave</td>
<td>68,327</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>6,520,394</td>
</tr>
</tbody>
</table>

| **3. AUDITOR’S REMUNERATION** | |
| Amounts received by the auditors for: | |
| Audit services | 132,900 | 128,600 |
| Other services | 45,415 | 7,505 |
| Taxation services | 46,013 | 33,618 |
| **Total** | 224,328 | 169,723 |

| **4. CASH AND CASH EQUIVALENTS** | |
| Cash on hand | 500 | 3,528 |
| Bank balances | 3,262,753 | 1,768,099 |
| Term deposits | 9,122,368 | 12,216,906 |
| **Total** | 12,385,621 | 13,988,533 |

| **5. TRADE AND OTHER RECEIVABLES** | |
| Current | |
| Trade receivables | 259,114 | 219,133 |
| Other debtors and prepayments | 1,104,072 | 989,857 |
| Deposits | 382,134 | 366,401 |
| Net GST receivables | 316,778 | 125,172 |
| **Total** | 2,062,098 | 1,700,563 |

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).
### 6. PROPERTY, PLANT AND EQUIPMENT

#### Cost

<table>
<thead>
<tr>
<th>Description</th>
<th>Land and Buildings</th>
<th>Plant and Equipment</th>
<th>Motor Vehicles</th>
<th>Total</th>
<th>Plant and Equipment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 July 2017</td>
<td>6,049,246</td>
<td>2,427,942</td>
<td>390,560</td>
<td>8,867,748</td>
<td>79,128</td>
<td>79,128</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>1,322,607</td>
<td>136,493</td>
<td>-</td>
<td>1,459,100</td>
<td>124,498</td>
<td>124,498</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>(787,196)</td>
<td>(45,750)</td>
<td>(832,946)</td>
<td>(4,455)</td>
<td>(4,455)</td>
</tr>
<tr>
<td>Balance at 1 July 2018</td>
<td>7,371,853</td>
<td>1,777,239</td>
<td>344,810</td>
<td>9,493,902</td>
<td>199,171</td>
<td>199,171</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>-</td>
<td>107,146</td>
<td>-</td>
<td>107,146</td>
<td>107,146</td>
<td>107,146</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>(1,098,129)</td>
<td>(75,213)</td>
<td>(1,173,342)</td>
<td>(6,819)</td>
<td>(6,819)</td>
</tr>
</tbody>
</table>

#### Depreciation

<table>
<thead>
<tr>
<th>Description</th>
<th>Land and Buildings</th>
<th>Plant and Equipment</th>
<th>Motor Vehicles</th>
<th>Total</th>
<th>Plant and Equipment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance at 1 July 2017</td>
<td>1,676,206</td>
<td>1,950,112</td>
<td>157,958</td>
<td>3,784,276</td>
<td>8,231</td>
<td>8,231</td>
</tr>
<tr>
<td>Depreciation charge</td>
<td>189,376</td>
<td>112,798</td>
<td>46,399</td>
<td>348,573</td>
<td>40,473</td>
<td>40,473</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>(781,332)</td>
<td>(30,356)</td>
<td>(811,688)</td>
<td>(953)</td>
<td>(953)</td>
</tr>
<tr>
<td>Balance at 30 June 2018</td>
<td>1,865,582</td>
<td>1,281,578</td>
<td>174,001</td>
<td>3,321,161</td>
<td>47,751</td>
<td>47,751</td>
</tr>
<tr>
<td>Balance at 1 July 2018</td>
<td>1,865,582</td>
<td>1,281,578</td>
<td>174,001</td>
<td>3,321,161</td>
<td>47,751</td>
<td>47,751</td>
</tr>
<tr>
<td>Depreciation charge</td>
<td>288,663</td>
<td>126,822</td>
<td>43,051</td>
<td>458,535</td>
<td>66,874</td>
<td>66,874</td>
</tr>
<tr>
<td>Disposals</td>
<td>-</td>
<td>(900,896)</td>
<td>(51,162)</td>
<td>(952,058)</td>
<td>(1,875)</td>
<td>(1,875)</td>
</tr>
<tr>
<td>Balance at 30 June 2019</td>
<td>2,154,245</td>
<td>507,504</td>
<td>165,890</td>
<td>2,827,638</td>
<td>112,750</td>
<td>112,750</td>
</tr>
</tbody>
</table>

#### Carrying Amounts

<table>
<thead>
<tr>
<th>Description</th>
<th>Land and Buildings</th>
<th>Plant and Equipment</th>
<th>Motor Vehicles</th>
<th>Total</th>
<th>Plant and Equipment</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>At 1 July 2017</td>
<td>4,373,040</td>
<td>477,830</td>
<td>232,602</td>
<td>5,083,472</td>
<td>70,897</td>
<td>70,897</td>
</tr>
<tr>
<td>At 30 June 2018</td>
<td>5,506,271</td>
<td>496,661</td>
<td>170,809</td>
<td>6,172,740</td>
<td>151,420</td>
<td>151,420</td>
</tr>
<tr>
<td>At 1 July 2018</td>
<td>5,506,271</td>
<td>496,661</td>
<td>170,809</td>
<td>6,172,740</td>
<td>151,420</td>
<td>151,420</td>
</tr>
<tr>
<td>At 30 June 2019</td>
<td>5,217,608</td>
<td>278,752</td>
<td>103,707</td>
<td>5,600,068</td>
<td>188,748</td>
<td>188,748</td>
</tr>
</tbody>
</table>
### CONSOLIDATED ENTITY ASSOCIATION

#### 7. INTANGIBLE ASSETS

<table>
<thead>
<tr>
<th></th>
<th>Software</th>
<th>Work in progress</th>
<th>Total</th>
<th>Software</th>
<th>Work in progress</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Balance at 1 July 2017</td>
<td>533,401</td>
<td>-</td>
<td>533,401</td>
<td>533,401</td>
<td>-</td>
<td>533,401</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Balance at 30 June 2018</td>
<td>533,401</td>
<td>-</td>
<td>533,401</td>
<td>533,401</td>
<td>-</td>
<td>533,401</td>
</tr>
<tr>
<td>Acquisitions</td>
<td>38,250</td>
<td>575,084</td>
<td>613,334</td>
<td>38,250</td>
<td>575,084</td>
<td>613,334</td>
</tr>
<tr>
<td>Balance at 30 June 2019</td>
<td>571,651</td>
<td>575,084</td>
<td>1,146,735</td>
<td>571,651</td>
<td>575,084</td>
<td>1,146,735</td>
</tr>
</tbody>
</table>

| **Accumulated amortisation** |          |                  |       |          |                  |       |
| Balance at 1 July 2017 | 104,634  | -                | 104,634 | 104,634  | -                | 104,634 |
| Amortisation for the year | 106,682  | -                | 106,682 | 106,682  | -                | 106,682 |
| Balance at 30 June 2018 | 211,316  | -                | 211,316 | 211,316  | -                | 211,316 |
| Amortisation for the year | 112,256  | -                | 112,256 | 112,256  | -                | 112,256 |
| Balance at 30 June 2019 | 323,572  | -                | 323,572 | 323,572  | -                | 323,572 |

| **Carrying Amounts** |          |                  |       |          |                  |       |
| At 1 July 2017 | 428,767  | -                | 428,767 | 428,767  | -                | 428,767 |
| At 30 June 2018 | 322,085  | -                | 322,085 | 322,085  | -                | 322,085 |
| At 1 July 2018 | 322,085  | -                | 322,085 | 322,085  | -                | 322,085 |
| At 30 June 2019 | 248,079  | 575,084          | 823,163 | 248,079  | 575,084          | 823,163 |
8. INVESTMENTS IN CONTROLLED ENTITIES

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Clubs N.S.W. Pty Limited - 100% interest</td>
<td>-</td>
<td>-</td>
<td>4,400,002</td>
<td>4,400,002</td>
</tr>
<tr>
<td>(2018: 100% interest)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4,400,002 ordinary shares</td>
<td>-</td>
<td>-</td>
<td>3,008,049</td>
<td>2,827,574</td>
</tr>
<tr>
<td>Equity investment</td>
<td>-</td>
<td>-</td>
<td>7,408,051</td>
<td>7,227,576</td>
</tr>
</tbody>
</table>

9. TRADE AND OTHER PAYABLES

### Current

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trade payables and accruals</td>
<td>3,251,809</td>
<td>4,027,247</td>
<td>2,472,825</td>
<td>3,160,594</td>
</tr>
<tr>
<td>Income in advance</td>
<td>211,879</td>
<td>771,058</td>
<td>28,747</td>
<td>603,281</td>
</tr>
<tr>
<td>Additional commissions payable</td>
<td>3,856,174</td>
<td>4,185,573</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Amounts due to controlled entities</td>
<td>-</td>
<td>-</td>
<td>1,814,674</td>
<td>688,601</td>
</tr>
<tr>
<td>Amounts due to related entities</td>
<td>52,082</td>
<td>12,610</td>
<td>52,766</td>
<td>13,295</td>
</tr>
<tr>
<td>Other payables</td>
<td>39,902</td>
<td>37,707</td>
<td>34,954</td>
<td>32,118</td>
</tr>
</tbody>
</table>

### Non-current

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liability for long service leave</td>
<td>565,845</td>
<td>479,647</td>
</tr>
<tr>
<td>Liability for annual leave</td>
<td>481,465</td>
<td>507,968</td>
</tr>
</tbody>
</table>

10. EMPLOYEE BENEFITS

### Current

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liability for long service leave</td>
<td>565,845</td>
<td>479,647</td>
</tr>
<tr>
<td>Liability for annual leave</td>
<td>481,465</td>
<td>507,968</td>
</tr>
</tbody>
</table>

### Non-current

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Liability for long service leave</td>
<td>120,478</td>
<td>137,562</td>
</tr>
</tbody>
</table>

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)

11. TAXATION

(i) Recognised in the Statements of Profit or Loss and Other Comprehensive Income

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current tax expense</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Current year</td>
<td>(87,492)</td>
<td>14,568</td>
</tr>
<tr>
<td>Deferred tax expense</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Net origination and reversal of temporary benefits</td>
<td>87,492</td>
<td>(14,568)</td>
</tr>
<tr>
<td>Total income tax expense in Statements of Profit or Loss and Other Comprehensive Income</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

(ii) Numerical reconciliation between tax expense and pre-tax profit

<table>
<thead>
<tr>
<th>Description</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profit before tax</td>
<td>1,760,970</td>
<td>2,032,209</td>
</tr>
<tr>
<td>Income tax using the domestic corporation tax rate of 30% (2018: 30%)</td>
<td>528,291</td>
<td>609,662</td>
</tr>
<tr>
<td>Exempt income adjustment</td>
<td>(62,627)</td>
<td>(124,690)</td>
</tr>
<tr>
<td>Share of profit of Equity accounted investees reported net of tax</td>
<td>(174,574)</td>
<td>(348,200)</td>
</tr>
<tr>
<td>Previously unrecognised temporary differences</td>
<td>(138,810)</td>
<td>(82,953)</td>
</tr>
<tr>
<td>Franking Credits</td>
<td>(152,280)</td>
<td>(53,819)</td>
</tr>
<tr>
<td>Income tax expense on pre-tax profit</td>
<td>-</td>
<td>-</td>
</tr>
</tbody>
</table>

(iii) Deferred tax assets and liabilities

<table>
<thead>
<tr>
<th>Description</th>
<th>Balance 1 July 18</th>
<th>Recognised in Statement of Profit or Loss and Other Comprehensive Income</th>
<th>Balance 30 June 19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Movement in temporary differences during the year:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accruals and provisions</td>
<td>-</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Sundry</td>
<td>-</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>-</td>
<td></td>
<td>-</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Balance 1 July 17</th>
<th>Recognised in Statement of Profit or Loss and Other Comprehensive Income</th>
<th>Balance 30 June 18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Movement in temporary differences during the year:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accruals and provisions</td>
<td>-</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Sundry</td>
<td>-</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Property, plant and equipment</td>
<td>-</td>
<td></td>
<td>-</td>
</tr>
</tbody>
</table>
A deferred tax asset has not been recognised as follows:

<table>
<thead>
<tr>
<th>Consolidated Entity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
</tr>
<tr>
<td>$</td>
</tr>
<tr>
<td>1,362</td>
</tr>
</tbody>
</table>

Carry forward income tax losses

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.

<table>
<thead>
<tr>
<th>Consolidated Entity</th>
<th>ASSOCIATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>2018</td>
</tr>
<tr>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>8,041,343</td>
<td>7,459,430</td>
</tr>
</tbody>
</table>

12. EQUITY ACCOUNTED INVESTEES

Hospitality Employers Mutual

25% ownership interest (2018: 25%)
6,000,000 B Ordinary Shares
(2018: 6,000,000 B Ordinary Shares)

| 2019 | 2018 |
| 8,041,343 | 7,459,430 |

SUMMARY FINANCIAL INFORMATION OF EQUITY ACCOUNTED INVESTEES:

| 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.
13. INVESTMENT IN JOINT VENTURE ENTITIES

Club Plus Financial Planning Pty Limited 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 Ltd 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 principal 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.
14. LOANS AND BORROWINGS

**Current**
- Loan from Employers Mutual Limited - 674,868 - - 

**Non-current**
- 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.

15. CLUB MOVEMENT DEVELOPMENT FUND

**Opening Balance**
- 5,015,767 5,055,763

**Income:**
- Interest received - refer Note 1(e) 126,195 116,974
- Transfer of net royalties - refer to Note 16 4,733,924 4,966,060

**Total income**
- 4,860,119 5,083,035

**Expenditure:**
- NSW Institute of Sport - -
- Club movement promotion 5,097,481 5,122,910
- Sundry fees and charges 60 121

**Total Expenditure**
- 5,097,541 5,123,031
15. CLUB MOVEMENT DEVELOPMENT FUND (CONTINUED)

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operating deficit for the year</td>
<td>(237,422)</td>
<td>(39,996)</td>
</tr>
<tr>
<td>Net deficit for the year</td>
<td>(237,422)</td>
<td>(39,996)</td>
</tr>
<tr>
<td>Closing Balance</td>
<td>4,778,345</td>
<td>5,015,767</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current Fund Balance</td>
<td>136,131</td>
<td>103,875</td>
</tr>
<tr>
<td>Non-current Fund Balance</td>
<td>4,642,214</td>
<td>4,911,892</td>
</tr>
<tr>
<td>Closing Balance</td>
<td>4,778,345</td>
<td>5,015,767</td>
</tr>
</tbody>
</table>

16. ADMINISTRATION OF KENO DEPARTMENT

<table>
<thead>
<tr>
<th>Royalties – ClubKENO Holdings Pty Limited</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>5,808,007</td>
<td>5,926,871</td>
</tr>
</tbody>
</table>

| Less: Administration expenses           |   $696,759|   $594,730|
| Consulting and professional fees        |   290,393 |   296,336 |
| Fee for Keno name and concept           |    4,943  |    900    |
| Sundry expenses                         |    81,988 |    68,845 |

<table>
<thead>
<tr>
<th>Balance transferred to Club Movement Development Fund (refer to Note 15)</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,074,083</td>
<td>960,811</td>
</tr>
<tr>
<td></td>
<td>4,733,924</td>
<td>4,966,060</td>
</tr>
</tbody>
</table>
NOTES TO THE FINANCIAL STATEMENT
FOR THE YEAR ENDED 30 JUNE 2019 (CONTINUED)

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.
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:

<table>
<thead>
<tr>
<th></th>
<th>CARRYING AMOUNT</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019</td>
<td>2018</td>
<td>2019</td>
</tr>
<tr>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>12,385,621</td>
<td>13,988,531</td>
<td>6,929,007</td>
</tr>
<tr>
<td>Trade and other receivables</td>
<td>2,010,016</td>
<td>1,687,952</td>
<td>2,759,116</td>
</tr>
<tr>
<td></td>
<td>14,395,637</td>
<td>15,676,483</td>
<td>9,689,023</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>CARRYING AMOUNT</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019</td>
<td>2018</td>
<td>2019</td>
</tr>
<tr>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Not past due</td>
<td>224,087</td>
<td>-</td>
<td>149,668</td>
</tr>
<tr>
<td>Past due 0-30 days</td>
<td>9,126</td>
<td>-</td>
<td>27,652</td>
</tr>
<tr>
<td>Past due 31-120 days</td>
<td>62,351</td>
<td>(36,450)</td>
<td>67,474</td>
</tr>
<tr>
<td>Past due 121 days to one year</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>More than one year</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>295,564</td>
<td>(36,450)</td>
<td>244,794</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th></th>
<th>CARRYING AMOUNT</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019</td>
<td>2018</td>
<td>2019</td>
</tr>
<tr>
<td></td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Not past due</td>
<td>224,087</td>
<td>-</td>
<td>149,668</td>
</tr>
<tr>
<td>Past due 0-30 days</td>
<td>9,126</td>
<td>-</td>
<td>27,652</td>
</tr>
<tr>
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<td>62,351</td>
<td>(36,450)</td>
<td>67,474</td>
</tr>
<tr>
<td>Past due 121 days to one year</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>More than one year</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td></td>
<td>295,564</td>
<td>(36,450)</td>
<td>244,794</td>
</tr>
</tbody>
</table>
The movement in the allowance for impairment in respect of trade receivables during the year was as follows:

<table>
<thead>
<tr>
<th></th>
<th>Consolidated Entity</th>
<th>Association</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019 ($)</td>
<td>2018 ($)</td>
</tr>
<tr>
<td><strong>Balance at 1 July</strong></td>
<td>25,662</td>
<td>16,000</td>
</tr>
<tr>
<td><strong>Impairment/(written back)</strong></td>
<td>10,788</td>
<td>9,662</td>
</tr>
<tr>
<td><strong>Balance at 30 June</strong></td>
<td>36,450</td>
<td>25,662</td>
</tr>
</tbody>
</table>

**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:

<table>
<thead>
<tr>
<th></th>
<th>CONTRACTUAL CASH FLOWS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Less than 1 year</td>
</tr>
<tr>
<td><strong>2019 Consolidated</strong></td>
<td>$</td>
</tr>
<tr>
<td>Trade and other payables</td>
<td>7,411,846</td>
</tr>
<tr>
<td>Fund balances</td>
<td>136,131</td>
</tr>
<tr>
<td>Loans and borrowings</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>7,547,977</td>
</tr>
</tbody>
</table>

| **2019 Association** | $                | $         | $         | $           | $     |
| 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 |
| **Total**                          | 4,540,097         | 500,000   | 1,500,000 | 2,642,214   | 9,182,311 |

| **2018 Consolidated** | $                | $         | $         | $           | $     |
| 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 |
| **Total**                          | 9,812,938         | 500,000   | 1,500,000 | 2,911,891   | 14,724,829 |

| **2018 Association** | $                | $         | $         | $           | $     |
| 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 |
| **Total**                          | 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.
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:

<table>
<thead>
<tr>
<th>NOMINAL ACCOUNT</th>
<th>2019</th>
<th>2018</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fixed rate instruments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>9,122,368</td>
<td>12,216,906</td>
<td>5,789,422</td>
<td>7,335,614</td>
</tr>
<tr>
<td>Variable rate instruments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>3,263,253</td>
<td>1,771,626</td>
<td>1,140,485</td>
<td>1,066,448</td>
</tr>
<tr>
<td>Loans and borrowings</td>
<td>- (674,868)</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total fixed rate instruments</td>
<td>12,385,621</td>
<td>13,988,532</td>
<td>6,929,807</td>
<td>8,402,062</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Consolidated Entity</td>
<td>ASSOCIATION</td>
<td>Consolidated Entity</td>
<td>ASSOCIATION</td>
</tr>
<tr>
<td>Short-term employment benefits</td>
<td>1,329,563</td>
<td>1,311,993</td>
<td>1,124,794</td>
<td>1,115,408</td>
</tr>
<tr>
<td>Long-term employment benefits</td>
<td>30,182</td>
<td>21,617</td>
<td>30,182</td>
<td>21,617</td>
</tr>
<tr>
<td>Post-employment benefits</td>
<td>84,862</td>
<td>81,161</td>
<td>64,561</td>
<td>64,389</td>
</tr>
<tr>
<td></td>
<td>1,444,607</td>
<td>1,414,771</td>
<td>1,219,537</td>
<td>1,201,414</td>
</tr>
</tbody>
</table>

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:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>ClubsAustralia Incorporated</td>
<td>150,000</td>
<td>150,000</td>
</tr>
<tr>
<td>The Club Directors Institute Limited</td>
<td>160,000</td>
<td>160,000</td>
</tr>
<tr>
<td>ClubBiz Trust</td>
<td>20,000</td>
<td>20,000</td>
</tr>
<tr>
<td>Clubs Australia-Industrial</td>
<td>50,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Registered Clubs Association Holdings Limited</td>
<td>-</td>
<td>20,000</td>
</tr>
<tr>
<td></td>
<td>380,000</td>
<td>400,000</td>
</tr>
</tbody>
</table>

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.
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

<table>
<thead>
<tr>
<th>SUBSIDIARIES</th>
<th>COUNTRY OF INCORPORATION</th>
<th>OWNERSHIP INTEREST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clubs N.S.W. Pty Limited</td>
<td>Australia</td>
<td>100 100</td>
</tr>
<tr>
<td>ClubKENO Holdings Pty Limited</td>
<td>Australia</td>
<td>100 100</td>
</tr>
<tr>
<td>Registered Clubs Association Holdings Pty Limited</td>
<td>Australia</td>
<td>100 100</td>
</tr>
<tr>
<td>ClubsNSW Expo Holdings Pty Limited</td>
<td>Australia</td>
<td>100 100</td>
</tr>
<tr>
<td>The Club Directors Institute Limited</td>
<td>Australia</td>
<td>- -</td>
</tr>
<tr>
<td>ClubBIZ Holdings Pty Limited</td>
<td>Australia</td>
<td>100 100</td>
</tr>
<tr>
<td>ClubsNSW Insurance Holdings Pty Limited</td>
<td>Australia</td>
<td>100 100</td>
</tr>
<tr>
<td>Club Technologies Finance Pty Limited</td>
<td>Australia</td>
<td>100 100</td>
</tr>
<tr>
<td>Club Technologies NSW Pty Limited</td>
<td>Australia</td>
<td>100 100</td>
</tr>
<tr>
<td>Venue Technologies NSW PTY LTD</td>
<td>Australia</td>
<td>100 100</td>
</tr>
<tr>
<td>ClubsNSW Digital Services Pty Ltd</td>
<td>Australia</td>
<td>100 100</td>
</tr>
</tbody>
</table>
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:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Apportionment of Keno subscriptions</td>
<td>17,687,726</td>
<td>18,412,774</td>
</tr>
<tr>
<td>Interest</td>
<td>104,000</td>
<td>101,452</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td>17,791,726</td>
<td>18,514,226</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expenditure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Directors’ fees and associated payroll costs</td>
<td>(235,365)</td>
<td>(225,905)</td>
</tr>
<tr>
<td>Directors’ expenses</td>
<td>(12,000)</td>
<td>(12,000)</td>
</tr>
<tr>
<td>Communication network fees</td>
<td>(2,521,895)</td>
<td>(2,627,331)</td>
</tr>
<tr>
<td>Keno promotion support</td>
<td>(525,395)</td>
<td>(547,361)</td>
</tr>
<tr>
<td>Duty contribution</td>
<td>(544,818)</td>
<td>(678,196)</td>
</tr>
<tr>
<td>Royalties – club subscriptions</td>
<td>(5,490,721)</td>
<td>(5,604,463)</td>
</tr>
<tr>
<td>Royalties – casino subscriptions</td>
<td>(18,925)</td>
<td>(27,584)</td>
</tr>
<tr>
<td>Royalties – hotel subscriptions</td>
<td>(298,361)</td>
<td>(294,825)</td>
</tr>
<tr>
<td>Keno sponsorship</td>
<td>(660,735)</td>
<td>(626,060)</td>
</tr>
<tr>
<td>Keno Game Promotion</td>
<td>(1,670,000)</td>
<td>(1,670,000)</td>
</tr>
<tr>
<td>Communications campaign</td>
<td>(1,921,119)</td>
<td>(1,995,591)</td>
</tr>
<tr>
<td>Other operating expenses</td>
<td>(36,218)</td>
<td>(19,337)</td>
</tr>
<tr>
<td>Additional commissions - clubs</td>
<td>(3,856,174)</td>
<td>(4,185,573)</td>
</tr>
<tr>
<td><strong>Total expenditure</strong></td>
<td>(17,791,726)</td>
<td>(18,514,226)</td>
</tr>
</tbody>
</table>

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

- -

**Income tax expense**

- -

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

- -

**Other comprehensive income**

- -

**Total comprehensive income for the period**

- -
21. GROUP ENTITIES (CONTINUED)

(b) Registered Clubs Association Holdings Pty Limited:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental income</td>
<td>658,406</td>
<td>663,999</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td>658,406</td>
<td>663,999</td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Office occupancy</td>
<td>211,575</td>
<td>230,200</td>
</tr>
<tr>
<td>Building maintenance</td>
<td>11,809</td>
<td>17,665</td>
</tr>
<tr>
<td>Administration</td>
<td>226,465</td>
<td>31,198</td>
</tr>
<tr>
<td>Depreciation</td>
<td>391,469</td>
<td>308,100</td>
</tr>
<tr>
<td><strong>Total expenses</strong></td>
<td>841,318</td>
<td>587,163</td>
</tr>
<tr>
<td>(Loss) / Profit before income tax</td>
<td>(182,911)</td>
<td>76,836</td>
</tr>
<tr>
<td>Income tax expense</td>
<td>54,873</td>
<td>(23,305)</td>
</tr>
<tr>
<td><strong>Net (loss) / profit for the year</strong></td>
<td>(128,038)</td>
<td>53,532</td>
</tr>
</tbody>
</table>

(c) The Club Directors’ Institute Limited:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership subscriptions</td>
<td>350,908</td>
<td>365,080</td>
</tr>
<tr>
<td>Sale of goods</td>
<td>39,115</td>
<td>61,585</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td>390,023</td>
<td>426,665</td>
</tr>
<tr>
<td><strong>Expenditure</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Printing and stationery</td>
<td>13,464</td>
<td>18,653</td>
</tr>
<tr>
<td>Postage and distribution</td>
<td>19,682</td>
<td>20,496</td>
</tr>
<tr>
<td>Professional services</td>
<td>255,038</td>
<td>245,960</td>
</tr>
<tr>
<td>Travel and accommodation</td>
<td>16,629</td>
<td>18,457</td>
</tr>
<tr>
<td>Conference venues</td>
<td>55,623</td>
<td>36,456</td>
</tr>
<tr>
<td>Subscriptions</td>
<td>62,500</td>
<td>62,500</td>
</tr>
<tr>
<td>Other</td>
<td>191</td>
<td>2,360</td>
</tr>
<tr>
<td><strong>Total expenditure</strong></td>
<td>423,127</td>
<td>404,882</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>ClubBIZ Holdings Pty Limited:</th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Expenditure</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Profit / (loss) before income tax</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Income tax</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Net profit / (loss) for the year</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Total comprehensive income for the period</td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

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.
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

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

d) ClubBIZ Holdings Pty Limited: (continued)

**ClubBIZ Trust**

**Statement of Financial Position**

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Current assets</strong></td>
<td></td>
<td></td>
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<tr>
<td>Cash and cash equivalents</td>
<td>1,799,462</td>
<td>1,886,515</td>
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<tr>
<td>Trade and other receivables</td>
<td>5,593</td>
<td>13,326</td>
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<tr>
<td><strong>Total current assets</strong></td>
<td>1,805,055</td>
<td>1,899,841</td>
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<tr>
<td><strong>Non-current assets</strong></td>
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<tr>
<td>Deferred income tax benefit</td>
<td>26,725</td>
<td>23,008</td>
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<tr>
<td><strong>Total non-current assets</strong></td>
<td>26,725</td>
<td>23,008</td>
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<tr>
<td><strong>Total assets</strong></td>
<td>1,831,780</td>
<td>1,922,849</td>
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<td><strong>Current liabilities</strong></td>
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<td></td>
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<tr>
<td>Trade and other payables</td>
<td>36,774</td>
<td>10,925</td>
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<tr>
<td><strong>Total current liabilities</strong></td>
<td>36,774</td>
<td>10,925</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>36,774</td>
<td>10,925</td>
</tr>
<tr>
<td><strong>Net assets</strong></td>
<td>1,795,006</td>
<td>1,911,924</td>
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<td><strong>Accumulated funds</strong></td>
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<tr>
<td>Settled fund</td>
<td>10</td>
<td>10</td>
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<tr>
<td>Undistributed funds</td>
<td>1,794,996</td>
<td>1,911,914</td>
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<tr>
<td><strong>Total accumulated funds</strong></td>
<td>1,795,006</td>
<td>1,911,924</td>
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NOTES TO THE FINANCIAL STATEMENT
FOR THE YEAR ENDED 30 JUNE 2019 (CONTINUED)

(e) ClubsNSW Insurance Holdings Pty Limited:

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

(f) ClubsNSW Expo Holdings Pty Limited:

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>$</td>
<td>$-</td>
</tr>
<tr>
<td>Expenditure</td>
<td>$3,663</td>
<td>$4,126</td>
</tr>
<tr>
<td>Loss before income tax</td>
<td>$(3,663)</td>
<td>$(4,126)</td>
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<tr>
<td>Income tax benefit</td>
<td>$1,099</td>
<td>$1,238</td>
</tr>
<tr>
<td>Net loss for the year</td>
<td>$(2,564)</td>
<td>$(2,888)</td>
</tr>
<tr>
<td>Other comprehensive income</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total comprehensive loss for the period</td>
<td>$(2,564)</td>
<td>$(2,888)</td>
</tr>
</tbody>
</table>
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 the 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.
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 that are relevant to our audit of the Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with the Code.

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.


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.
MEMBER CLUBS

<table>
<thead>
<tr>
<th>Club</th>
<th>Parent Club</th>
<th>Amalgamated Club</th>
<th>Additional Premises</th>
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<tbody>
<tr>
<td><strong>1 Newcastle &amp; Hunter Valley</strong></td>
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<tr>
<td>Aberdeen RSL Citizens Club Ltd</td>
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<tr>
<td>Aberdeen Sport and Recreation Club</td>
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<tr>
<td>Abermain Bowling &amp; Recreation Club</td>
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<tr>
<td>Adamstown Bowling Club Co-Operative Ltd</td>
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<tr>
<td>Alder Park Sports Club Co-Operative Ltd</td>
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<tr>
<td>Bar Beach Bowling &amp; Sporting Club Ltd</td>
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<tr>
<td>Bellbird Park Bowling Club Ltd</td>
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<tr>
<td>Bellbird Workers’ Club Ltd</td>
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<tr>
<td>Belmont 16 Foot Sailing Club Ltd</td>
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<tr>
<td>Belmont Golf Club</td>
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<td>Beresfield Bowling Club Ltd</td>
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<td>Cessnock Ex-Services Club</td>
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<td>Club Macquarie Co-Operative Ltd</td>
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<td>Croatian Wickham Sports Club Ltd</td>
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<td>East Cessnock Bowling Club Ltd</td>
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<td>Maitland Park Bowling &amp; Sporting Complex Ltd</td>
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<tr>
<td>Merewether Golf Club Ltd</td>
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</tbody>
</table>
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)

Singleton Returned Servicemens Club Ltd
Singleton Rugby Club Ltd
Singleton Returned Servicemens Club Ltd (Atroy Park)
Singleton Bowling Club Co-Op Ltd
Singleton Golf Club Co-Op Ltd
Singleton Returned Servicemens Club Ltd
Singleton Returned Servicemens Club Ltd (Atroy 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
Teralah 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
Wallisend Bowling Club Co-Op Ltd
Wallisend 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’cie) Leagues Club
Weston District Workers Club Ltd
Wests Bowling Club
Wests Cardiff
Wests City
Windsor-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 Ltd as Bellingen Golf Club
Blackhead 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 Goombolagah
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
Coombye 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 Maclean RSL Club Ltd
Kempsey-Maclean 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
Landsdowne 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
Sportsies 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
Ullong & District Ex-Servicemens & Womens Club Ltd
Urbenville & District Bowling Club Ltd
Urrunga Bowling Club Ltd
Wauchope Country Club (The)
Wauchope RSL Club Ltd
Wingham Bowling Club
Wingham Golf Club Ltd
Wingham Services Club
Woodburn Bowling Club Ltd
Woodburn Evans Head Golf Club Ltd
Woodburn Evans Head RSL Club Ltd

Woolgoolga Diggers
Woolgoolga Diggers Golf Club
Wooli Bowling & Recreation Club
Yamba Bowling & Recreation Club Ltd
Yamba Golf & Country Club Ltd

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 Servicemans 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
Gravin 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-Servicemans 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
Wathca Bowling & Recreation Club Ltd
Wathca Ex Services Memorial Club Ltd
Walgett District Sporting Club Ltd
Walgett RSL Memorial Club
Walialda 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
Wests’ Diggers

4 Central West
Baradine Bowling & Sporting Club Ltd
Bathurst City Community Club Inc
Bathurst Golf Club Ltd
Bathurst Panthers
Bathurst RSL 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
Cooma Bowling Club Ltd
Cooma Bowling Club Ltd
Cooma District RSL Club Ltd
Cooma Golf Club
Cooma & District Bowling Club Ltd
Cooma Golf Club Ltd
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 (Sportsies 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
MEMBER CLUBS (CONTINUED)

Goolongong Country Club Ltd
Grenfell Bowling Club Ltd
Guilargambone Bowling Club Ltd
Guilgong 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
Majellian Bowling Club Ltd
Manildra Bowling Club Ltd
Manildra Golf Club
Mendooran Bowling Club Ltd
Mendooran-Merrygoen Memorial Club Ltd
Mildura Bowling Club Ltd
Molong RSL Club Ltd
Mudgee Golf Club Ltd (The)
Narramie Bowling Club Ltd
Narramie Golf Club Ltd
Narramie 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 Citizens & 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
Barrine 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 Turmuth
Club Barham
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
Coorparoo Country Club Ltd
Coorparoo Ex-Servicemen’s & Citizen’s Memorial Club Ltd
Cora Coop 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
Gawler & District Sports Club Ltd
Gooolgoli Exservicemans Memorial Club Ltd
Griffith Ex-Servicemans 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-Servicemans 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
Narandra Ex-Servicemans 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 Workmens 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
Tooleymbuc 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
Bownral 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 Bownral
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
MITagong RSL Club Ltd
Mollymook Beach Bowling & Recreation Club
Mollymook Golf Club Ltd (Beachside)
Mollymook Golf Club Ltd (Hall Top)
Moruya Bowling & Recreation Club Ltd
Moruya Golf Club Ltd
Moss Vale Golf Club Ltd
Moss Vale Services Club Ltd
Narooma Golf Club
Nimmitybel 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
Taraig 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
Ballina Country Club
Bellambi Bowling Recreation & Sport Club Ltd
Berkeley Sports Club Ltd
Berry Sports & Social Club Ltd
Bombaderry Bowling Club Ltd
Bombaderry 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
Curraong Bowling & Recreation Club Ltd
Dapto Citizens Bowling Club Ltd
Dapto Leagues Club Ltd
Fair 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
Kembawarra 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 Ltd
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
Vincinita 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
Ardcliffe 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 Club Ltd
Cronulla Sutherland Leagues Club Ltd
Cronulla RSL Memorial Club
Cronulla Sutherland Leagues Club Ltd

Earlwood Bardwell Park RSL Club Ltd
EBP Sports
Engadine Bowling & Rec Club Ltd
Georges River 16ft Sailing Club Co-Op Ltd
Gymea Miranda Bowling & Sports Club
Heathcote Services & Citizens Club
Helensburgh Workers, Sports & Social Club Ltd
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
Moorfields 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
Ramsay 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
Cabrmatto Bowling & Recreation Club
Cabrmatto Golf Club Ltd
Cabrmatto 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 Hurstville Park RSL Club Ltd
Canterbury League Club Ltd
Cannavan 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
Greenacres 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
Kensington 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
Wests Ashfield Leagues
Wests 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
Hillside Bowling & Rec Club Ltd
Juniors at 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 18' 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
Belmore Sports Club Ltd
Beige Of Greenlees Ltd
Cammeray Golf Club Ltd
Canada Bay Club
Chatswood Golf Club Ltd
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 RSL 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
Maggies 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 18ft 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 Rovers 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
<table>
<thead>
<tr>
<th>Club Name</th>
<th>Location</th>
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<tbody>
<tr>
<td>Putney Tennyson Bowling &amp; Community Club Ltd</td>
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<td>Pymble Golf Club Ltd</td>
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<td>Roseville Golf Club Ltd</td>
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<td>Roseville Returned Services Memorial Club Ltd</td>
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<td>Royal Motor Yacht Club Broken Bay NSW</td>
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<td>Royal Sydney Yacht Squadron Ltd</td>
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<td>Seaforth Bowling Club Ltd</td>
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<td>St Ives Bowling &amp; Recreation Club Ltd</td>
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<td>Sydney Golf Club Ltd</td>
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<td>Sydney Rowing Club Ltd</td>
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<td>The Killara Golf Club Ltd</td>
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<td>The Royal Prince Alfred Yacht Club</td>
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<td>Tigers Five Dock (Balmain Leagues Club)</td>
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<td>Turrumurna Bowling Club Ltd</td>
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<td>UTS Haberfield Club Ltd</td>
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<td>Wakehurst Golf Club Ltd</td>
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<td>Warringah Bowling Club Ltd</td>
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<td>Warringah Golf Club Ltd</td>
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<td>West Lindfield Sports &amp; Recreation Club</td>
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<td>West Pymble Bowling and Sports Club</td>
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<td>Willoughby Park Bowling Club Ltd</td>
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<td>Muirfield Golf Club Ltd</td>
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<td>Nepean Rowing Club Ltd</td>
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<td>Northmead Bowling, Recreation &amp; Sporting Club Ltd</td>
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<td>Oatlands Golf Club Ltd</td>
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**12 North West Metropolitan**

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**13 Central Coast**

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<td>Club Toukley RSL</td>
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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.
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

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 – Epiphany Concert
Broken Hill St Patrick’s Race Day
Catholic Care 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 Bonyonge 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
CLUBSNSW CORPORATE PARTNERS

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

CLUBSNSW CORPORATE PARTNERS

DIAMOND

PLATINUM

GOLD

SILVER

BRONZE

ANNUAL REPORT 2019
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
- Allied Risk Solutions
- Altis Architecture Pty Ltd
- Andale Beer Dispensing Equipment
- Aussie NRG
- Bergstrom Architects
- Big Screen Video
- Bishop Collins
- Boden Projects
- Cartwright Insurance Brokers Pty Ltd
- CashPoint Payment Solutions
- Circle Solutions Pty Ltd
- Colin Biggers & Parsley Lawyers
- Corporate AED Solutions
- Cullinan Ivanov Partnership Pty Ltd
- Denton Projects
- DFK Crosbie
- ECash
- Energy Brokers
- Exact Security
- Global Valuation Services Pty Ltd
- Good Nuts Company
- Guardian Venue Management International
- Integrity Corporate Finance
- Jem Computers
- Network Refurbishments & Construction
- Nightlife Music
- Nova Employment & Training
- T/a Nova Employment
- Prodcom
- Tecala
- The Pack Factory
- Warren Saunders Insurance Brokers (Aust) Pty Ltd
- Zoo Business Media T/as 1800 ONHOLD

### Standard Industry Supporters

- Adam Jones
- Allpride Signs & Marketing
- APP Corporation Pty Limited
- Atlas Gaming
- Auscomply Pty Ltd
- Australian Valuations
- Axis IQ
- Booth Partners
- Bunnings
- Campbell Advisory Pty Limited
- Capital Design Works
- Cerno Management
- Club Cafe Systems
- Commercial Safety Assurance
- Conekt Australia Pty Ltd
- Conroy Audit & Advisory
- Consulate Financial Services
- Convenience Cash ATM
- Crosbie Projects
- Cutcher & Neale Accounting and Financial Services
- EJ&E Architecture
- Elite Legal Pty Ltd
- Food Marketing
- Fugent
- Fortunity
- Group N
- Haron Robson Pty Ltd
- HTN
- Indrele Workplace Consulting Pty Ltd T/as Indrele Workplace
- Infosign Pty Ltd
- Innquest Australia
- I-Print & Signs Co Pty Ltd
- James Clifford Construction
- Karo Australia Pty Ltd
- Learning Links
- Madden & Associates Pty Ltd
- Make it Cheaper
- McEwan & Partners
- Meridian Construction Services Pty Ltd
- Mitchell Brandtman (NSW) Pty Ltd
- Mpa Projects
- Mrs Mac’s Pty Ltd
- National Workforce
- Nufurn
- Optimum Operating Procedures & Services (OOPS)
- Paltronics Australasia Pty Ltd
- Phonographic Performance
- Company of Australia
- Plantscaping Solutions Pty Ltd
- Practical Sustainability
- Premier Building Group
- Pure Projects
- Quad Services Pty Ltd
- Rohrig Group
- RT Hospitality Solutions
- Sanyo Office Machines Pty Ltd
- SDJA
- Sharp Electronics Group
- Star Compliance
- Sunblest Cleaning Services
- The Buchan Group
- The Procure Group Pty Ltd
- T/L Business Advisors and Accountants
- VenuesLive NSW
- White Now
Club Toukley RSL wins gold at the 2018 Chef’s Table awards night.

Photo: Toby B Styling
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