



2020

ANNUAL
REPORT

ClubsNSW
100 YEARS



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

OUR VALUES

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

OUR PURPOSE
& THE WAY WE WORK

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CHAIRMAN'S REVIEW

Dr George Peponis OAM

Despite the earlier than expected reopening, the ensuing restrictions and downturn in trade has put a great deal of pressure on clubs, and unfortunately the road ahead is a precarious one for many.

It's been an overwhelmingly tough year for NSW clubs, with drought, bushfires and the COVID-19 pandemic throwing up unprecedented challenges for the industry.

We certainly could not have expected a worse year to celebrate our centenary as an Association, however it's a period in which we've witnessed some of the great attributes of the club industry.

For the first time in our history, clubs joined the rest of the hospitality industry in shutting the doors in March to help stop the spread of coronavirus.

While some clubs continued to offer takeaway meals and deliver groceries to vulnerable members, the vast majority remained in a complete state of hibernation for the 70-day shutdown period.

In announcing the shutdown, Prime Minister Scott Morrison initially warned that the industry would likely remain closed for at least six months as Australia bunkered down to help 'flatten the curve' of the virus's spread.

Despite the curve having been flattened by May, well ahead of the September timeline, the Federal Government's 3-step framework initially indicated that clubs would still remain closed until July.

Behind the scenes, ClubsNSW had already taken up the cause on behalf of member clubs, carefully working on a reopening plan and advocating to get the industry back open as soon, and as safely, as possible.

The reopening plan was reviewed and signed-off on by an eminent infectious disease expert and put to the government for consideration.

It was a sense of great relief when it was announced that NSW clubs would be allowed to resume trading on June 1, and due credit must go to CEO Josh Landis and his team for all of their hard work in helping to achieve this positive outcome for the industry.

This reopening, well ahead of the initial 3-step roadmap, enabled clubs to recoup \$550 million in otherwise lost revenue. Had clubs remained closed until September, then clubs would've forgone a further \$1.1 billion.

Despite the earlier than expected reopening, the ensuing restrictions and downturn in trade has put a great deal of pressure on clubs, and unfortunately the road ahead is a precarious one for many.

However, the pandemic has illustrated that the industry is stronger when we are united as one, and ClubsNSW continues to help clubs navigate the path ahead, as it has done throughout this crisis.

COVID-19 struck just as many clubs had finished counting the cost of the devastating summer bushfires.

The fires burnt more than 5 million hectares across the state, and to put this into context, a regular fire season typically burns around 300,000 hectares.

Initially the bushfires impacted large swathes of the NSW Mid North Coast, but as the summer progressed the focal point was on the south coast, where daytime eerily turned to night as the fire front tore through.

As they always do in times of distress, clubs were there to assist their communities in any way they could.

There were around 60 clubs that acted as evacuation centres or shelters, giving 24,000 displaced people a roof over their head and a place to sleep.

Clubs serviced more than 42,000 free meals to evacuees and provided them comfort at a time when many were in a state of shock, not knowing if they would have a home to return to.

Unfortunately, Club Malua, which had only just completed renovations, was lost as fire tore through Malua Bay on New Year's Eve. Within days, parent club the Cabra Bowls Group was already drawing up plans for the rebuild.

The sense of camaraderie that exists in our industry was again present throughout the devastating summer.

Through the Clubs Helping Clubs initiative, clubs in non-bushfire affected areas donated close to \$300,000 to support those clubs who were caught up in the devastation.

ClubsNSW also established a Bushfire Appeal, in which \$500,000 was raised from clubs across the state to fund the purchase of much-needed equipment for the Rural Fire Service.

A ClubsNSW Crisis Response Team was established to assist clubs with a range of things including navigating insurance claims, arranging free counselling for staff and members, accessing government funding and support, media assistance and workplace relations guidance.

The bushfires came off the back of a tough period for many clubs caught up in the prolonged drought. Throughout the course of the year, there were no fewer than 700 clubs in drought-affected parts of the state.

Clubs, who themselves were dealing with the impact of the drought on their operations, stepped in to ensure their communities were assisted through many and varied drought-relief initiatives.

At Club North Haven, on the Mid North Coast, the plight of the drought hit home for Secretary Manager Peter Negus when he learnt of a farmer who had come to the end of his tether and was contemplating doing the unthinkable.

Peter and his team immediately arranged for a truck to deliver water to the farmer in order to lift his spirits and show that people cared.

This led to the club's 'Million Litre Promise', a campaign in which Club North Haven committed \$1 from every Lion beer product sold to supply one million litres of water to locals in need.

Not only did this show the community that others cared, it meant farming families had more money to spend on essentials such as groceries and fodder. ►

Clubs serviced more than 42,000 free meals to evacuees and provided them comfort at a time when many were in a state of shock, not knowing if they would have a home to return to.

Harnessing this very concept, ClubsNSW announced it would partner with Radio 2GB to launch the 'Litres for the Land' initiative, administered by community partner Team Rubicon Australia.

Member clubs and the general public were encouraged to donate to the appeal and nominate people who would benefit from a 12,000-litre water delivery.

The initiative received widespread attention, with stories appearing on Radio 2GB, A Current Affair, The Daily Telegraph and other local media outlets.

Through the generosity of member clubs and the wider public, close to \$1 million was raised, enabling the purchase and delivery of tens of millions of litres of water.

While it was a year in which clubs encountered their fair share of trying times, there were also opportunities to come together as an industry to celebrate what makes us so unique.

Chefs from across the state again converged in Sydney for the annual Chef's Table competition, with a record 84 chefs from 42 clubs participating in the cook-offs, preparing 126 dishes for the judging panel.

The Gold prize was awarded to Jonathan Heath and Tom Harris from Cessnock Leagues Club's cutting-edge Vincent Street Kitchen + Bar, with Freddie Salim and Thanh Ngo from Canterbury Hurlstone Park RSL taking out Silver and Mitch Davis and Yang Qiu from Mosman Club's The Fernery claiming Bronze. Apprentice of the Year was awarded to Summer Carson from the Illawarra Master Builders Club.

The competition again illustrated that NSW clubs are at the forefront of cutting-edge food and beverage offerings.

The Annual Conference, staged at ICC Sydney for a third year, was well represented by delegates who travelled from across NSW, despite the ensuing drought.

NSW Premier Gladys Berejiklian opened the Conference and spoke about the significant positive role that clubs play in their communities.

It was my great honour to then formally induct the immediate past chairman, Peter Newell OAM, into ClubsNSW Life Membership.

The formal nomination for Peter's honorary Life Membership was received via the Central Coast region following correspondence from the Mingara Recreation Club. ClubsNSW subsequently received a letter of support for Peter's nomination from the C.ex Group.

Among Peter's many achievements during his time at ClubsNSW was the successful campaign against mandatory pre-commitment and the signing of three Memorandums of Understanding with the O'Farrell, Baird and Berejiklian governments, enabling clubs to prosper and operate with certainty and stability.

The Clubs & Community Awards concluded the Conference weekend, with the severity of the drought a key theme throughout the evening.

Emcee Ben Fordham shared hosting duties with 11-year-old Jack Berne, who founded 'Fiver for a Farmer' to raise money for drought relief, with around 1000 people in attendance to hear of the significant contribution of NSW clubs.

One of the highlights of the night was when Harbord Bowling Club was announced as the winner of the 'Heart of the Community' Award for their fundraising efforts to purchase a much-needed modified vehicle for miracle baby Archie Innes. It's made life easier for the family, who can now transport Archie to specialist medical appointments and travel together on holidays.

At an executive level, it was a year in which we farewelled Anthony Ball from ClubsNSW, who decided that after 20 years at ClubsNSW,

10 as CEO, it was time to step down and seek a new challenge.

Anthony is a respected leader who shepherded the club industry through a period of immense change and growth, and he departed ClubsNSW with our very best wishes and thanks.

In accordance with the Board's succession plan, Josh Landis was appointed as CEO.

Josh hit the ground running, helping clubs navigate the COVID-19 pandemic, and we all wish Josh well as he takes the industry forward.

Josh's elevation to CEO resulted in some changes to the Executive Management Team, and I congratulate Anthony Trimarchi and Darren Flynn, who were promoted to Executive Managers in the Policy & Government and Media & Marketing teams respectively.

At the same time, Anne Fitzgerald, Executive Manager of Member Services, decided that after 18 years it was time to step down and embark on a new chapter, and I wish her well and thank her for her contribution to ClubsNSW over a long period of time.

I'd like to take this opportunity to thank my fellow Board members; Deputy Chair Sallianne Faulkner and directors Paul Barnett, Ron Coskerie, Dr Christina Curry and Keith Gomes; the Executive Management Team led by CEO Josh Landis, along with Executive Managers Joanne Ede, Darren Flynn, David McGrath, Brandon Punter and Anthony Trimarchi; and all of the dedicated staff who have worked tirelessly over the past year in what has been an extremely challenging time for clubs.

It's an honour and privilege to lead the NSW club industry. I thank all of you for your ongoing support and I wish everyone well for the year ahead. ■



MEMBER CLUBS

39%

Sydney Metro

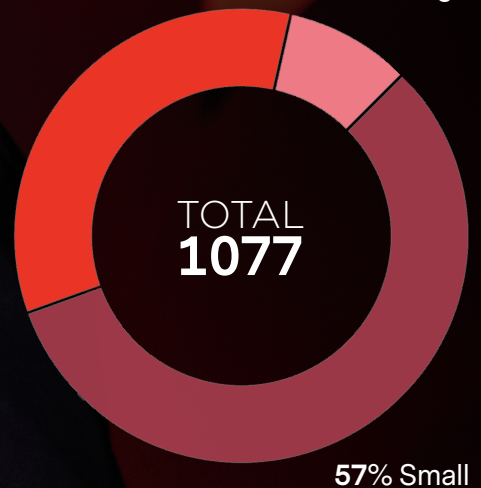
61%

Regional

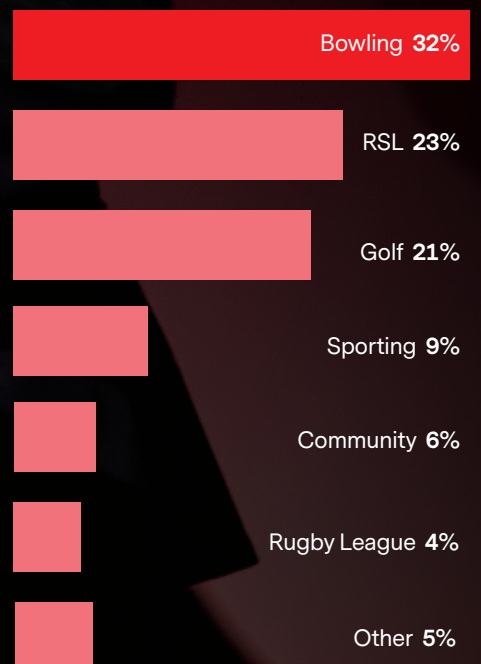
Membership by Club Size

Medium 34%

9% Large



Membership by Club Type

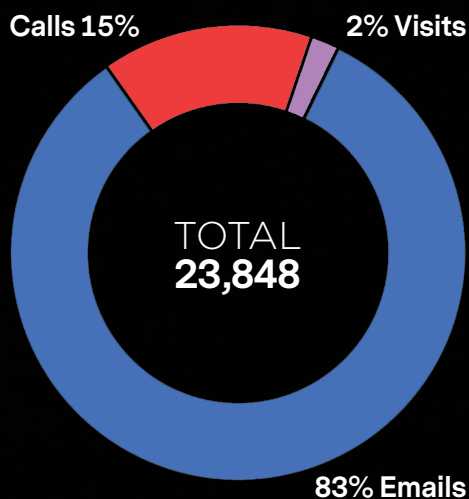


Source: ClubsNSW Data

MEC

Member Enquiries Centre

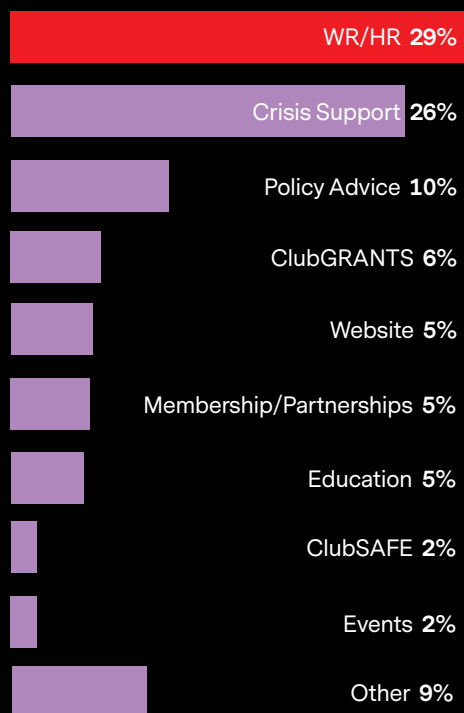
Member Enquiries



391

Clubs visited (in person)

Enquiry Categories



Source: ClubsNSW Data





FROM THE CEO

Josh Landis

2020 marked 100 years since the establishment of the Registered Clubs Association of NSW, now better known as ClubsNSW. Objectively, we have a strong record of service to clubs over that time, though it has not been a happy anniversary.

Worldwide, 2020 will be regarded as an annus horribilis: a horrific year. In NSW it included widespread drought and bushfires as well as the first ever industry-wide shutdown of clubs, which lasted for 70 days followed by reduced trading conditions and the ongoing threat of another closure as outbreaks occur.

The impact of COVID-19 has affected clubs in many ways and, to date, prevented a celebration of the Association's centenary. Unsurprisingly, managing through this period has required the greatest changes at ClubsNSW in its 100-year history.

In light of clubs being forced to close for an indeterminate period, which could have lasted longer than six months, there was little or no need for many of our member services including events, learning and development, responsible gambling support or our staff on the road.

ClubsNSW had to make some redundancies and put many staff on 'stand down' – just as clubs did with their 43,000-strong workforce. These were difficult decisions, but necessary to manage through a deeply uncertain period.

Despite these challenges, ClubsNSW has continued to deliver value for clubs and the community. We raised over \$900,000 to assist in delivering tens of millions of litres of water to drought-affected communities, as well as over \$500,000 to support the Rural Fire Service and those ravaged by bushfires.

Our early approach to develop a comprehensive health plan, reviewed and approved by an infectious diseases expert, underpinned the government's decision to allow clubs to reopen on 1 June – months earlier than anyone had expected.

Clubs are to be congratulated for the way they have complied with CovidSAFE requirements. It is this 'safety first' approach which led to the widely held view that clubs are safer than restaurants, cafés or pubs.

It is reasonable to expect that this horrible year will continue to have financial implications for clubs, not least because Australia has entered its first recession in 29 years. These incredibly challenging times will test the viability of many clubs to remain operational.

While numerous taxes and charges have been deferred or waived, including payroll tax, liquor licence fees and gaming tax, it is reasonable to expect that the club industry will look quite different, perhaps considerably smaller, in the next year or two.

We believe the services ClubsNSW offers can be of collective benefit to clubs and merit considerable investment. For the first time in a long time, we will not be distributing additional commission from Club Keno Holdings to clubs this year. That money will instead be invested in new services and support for member clubs, to assist them to rebound from this difficult trading environment.

To best help, we have re-imagined the services we offer to clubs. Our "Welcome

Back" advertising campaign has encouraged people to visit clubs. In addition to taking 23,379 calls and email requests over the year (of which 4777 were COVID-related), our Member Enquiries Centre has commenced outreach to offer pro-active support and advice to clubs.

We have shifted most of our engagement with clubs online, rather than face-to-face. This includes regional meetings and industry addresses to advise on COVID-19 rule changes. We will shortly install a 'studio' in the ClubsNSW office to host more of these digital engagements with clubs, because we do not know when face-to-face meetings will resume. Club Life magazine is now digital-only and we are working to develop online training courses for club directors and staff.

We will announce other new services in coming months, to streamline club operations, generate revenue for clubs and help save costs.

Managing crises is standard work at ClubsNSW, but it has been a difficult time for all of us as we navigate this period of uncertainty and change.

For half of the year in review, Anthony Ball was ClubsNSW CEO. He stepped down after 20 years of service, including a decade as CEO.

I thank him for the enormous contribution he has made to our industry over the years, including during the tax fight and the mandatory pre-commitment battle. I also acknowledge the departures of Anne Formby, who worked for ClubsNSW for 30 years and Anne Fitzgerald, who served for 18 years.

It takes a team to achieve the outcomes that clubs expect of us. I am proud of the dedication and efforts of all the ClubsNSW staff, especially the leadership of our Executive Managers Brandon Punter, Joanne Ede and David McGrath. I congratulate Anthony Trimarchi and Darren Flynn on their promotion to the Executive Team.

Finally, I thank the Board for appointing me as CEO. It is a great honour to lead this industry and especially to have the trust to steer clubs through a period of intense crisis. As we enter ClubsNSW's second century, I look forward to working with the Directors and Chairman Dr George Peponis OAM to help maintain a bright future for clubs. ■

CLUBSNSW EXECUTIVE MANAGEMENT TEAM

Joanne Ede
Workplace Relations

Darren Flynn
Media & Marketing

David McGrath
Digital Services

Anthony Trimarchi
Policy & Government

Brandon Punter
Corporate Services



WR

Workplace Relations

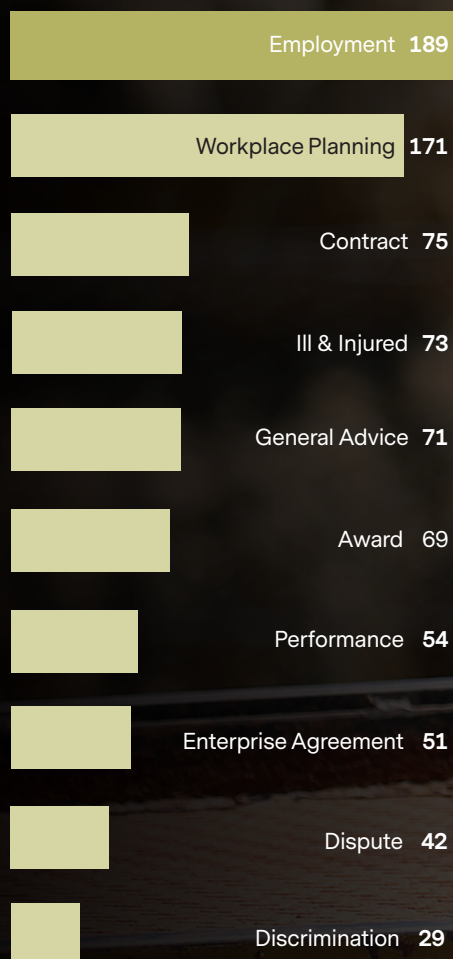
824

Workplace Relation Matters

90

Fair Work Commission
Conciliations

Matter Categories



Source: ClubsNSW Data



Farmer Henry Pallett, who benefited from the Litres for the Land initiative, on his Niangala property near Walcha.

BOARD OF DIRECTORS

Dr George Peponis OAM Chairman

Dr George Peponis OAM was elected as Chair of the ClubsNSW Board in June 2019 following the retirement of Peter Newell OAM from the position.

He was first elected as a Director at the 2017 AGM and was appointed as Deputy Chair in July 2018.

Dr Peponis is currently Chairman of the NSW Rugby League. He served on the Canterbury League Club Board from 2003, holding the position of Chairman from 2010-18. He was the Bulldogs Football Club Chairman from 2002-09 and is a Life Member of both clubs. Dr Peponis enjoyed an 11-year playing career with the Bulldogs, captaining the side on 71 occasions across five seasons. A hooker, he represented NSW seven times between 1976-80 and played eight Test Internationals, five of them as captain, between 1978-80. He led the 1979 Kangaroos in their three-nil Ashes series whitewash of Great Britain, before leading the Bulldogs to their first premiership in 38 years in 1980. He served as Chairman of the Rugby League World Cup in 2017.

Dr Peponis graduated from the University of NSW with a Bachelor of Medicine and Bachelor of Surgery in 1976 and has treated patients as a general medical practitioner in the Five Dock area for most of the time since and continues to do so. He received an OAM in the 2013 Australia Day Honours List for services to rugby league and the community. He joined the Board of Hospitality Employers Mutual in May 2020.



Sallianne Faulkner Deputy Chair

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

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

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

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

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

Sallianne recently completed the Women & Leadership Australia Advanced Leadership Program.



Paul Barnett

Elected to the ClubsNSW Board in 2010, to serve the remaining 12 month term of the late Charlie Gibson, and subsequently re-elected in 2011, 2014 and 2017, Paul Barnett brings with him more than 30 years' industry experience backed by post-graduate qualifications from the University of Newcastle (MME).

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, Springwood Sports Club in the Blue Mountains and most recently The Greens The Entrance on the Central Coast. 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 (GAICD).

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. Also in the same year, Paul was appointed to the Nominations and Remunerations Committee of ClubsNSW. In 2019, he was appointed 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 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.

Keith has held executive roles in the technology industry and is an experienced non-executive director and advisor. His experience spans over 20 years on boards and advisory bodies in the private and public sectors ranging from financial services, hospitality, information technology, professional services, technology research, telecommunications, vocational education and tech start-ups.

Keith's experience in governance, strategy, risk 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.

He is a member and Fellow of the Australian Institute of Company Directors (AICD).

Keith is a trustee director on the Board of Club Plus Super, a member of the Risk & Compliance Committee and the Member Experience Committee. He previously served for twelve years on the board of a large Western Sydney club.



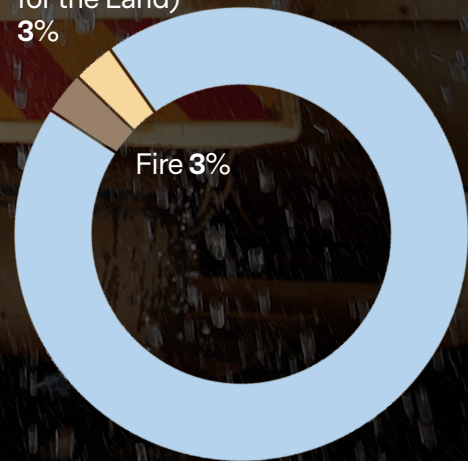


EMERGENCY RESPONSE

5041

Member Enquiries

Drought (Litres
for the Land)
3%



94% COVID-19

Money Raised

\$918,319

Litres for the Land

\$524,859

NSW Bushfires

\$301,000

Clubs Helping Clubs

Source: ClubsNSW Data

CLUBKENO HOLDINGS BOARD OF DIRECTORS



Dr George Peponis OAM
Chairman



Paul Barnett



Andrew Bell



Ron Coskerie



Dr Christina Curry



Sallianne Faulkner



Keith Gomes



Anne Munro

Life Members

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

Mr Jack Stewart
Mr Len Ainsworth AM
Mr David Doyle OAM

Mr Jon Chin
Mr Rod Desborough
Mr Peter Newell OAM

Deceased

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

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

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

THE ANNUAL REPORT CONTAINS RELIABLE FINANCIAL INFORMATION PERTAINING TO THE ASSOCIATION'S FINANCIAL POSITION, FINANCIAL PERFORMANCE OF OPERATIONS, AND CASH FLOWS.

The Board of Directors present the Annual Report, together with the annual Financial Reports of The Registered Clubs Association of New South Wales and of the Consolidated Entity, being the Association and its controlled entities, for the year ended 30 June, 2020.

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

In addition, an independent auditor is appointed to carry out an audit and express

an opinion on the annual financial reports based on their audit. As the appointed independent auditor, KPMG conducted their audit in accordance with Australian Auditing Standards.

These auditing standards require they comply with relevant ethical obligations relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the annual financial reports are free from material misstatement.

The assessment of the risks of material misstatement of the financial report, whether due to fraud or error considers internal control relevant to the entity in

order to design audit procedures that are appropriate in the circumstances.

The audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board of Directors.

It is the auditor's opinion that satisfactory accounting records were kept by the Association and its controlled entities during the year, including records of the sources and nature of income, and records of the nature and purpose of expenditure.

FINANCIAL REPORTS

DIRECTORS' REPORT

The Directors present their report, together with the financial report of The Registered Clubs Association of New South Wales (the Association) and of the Consolidated Entity, being the Association and its controlled entities, for the year ended 30 June 2020 and the auditor's report thereon.

BOARD OF DIRECTORS

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

GEORGE PEONIS OAM

Director since 27 March, 2017

PAUL BARNETT

Director since 12 October, 2010

RONALD COSKERIE

Director since 25 June, 2019

CHRISTINA CURRY

Director since 1 July, 2016

SALLIANNE FAULKNER

Director since 1 May, 2018

KEITH GOMES

Director since 13 October, 2009

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

DIRECTORS' MEETINGS

During the financial year 13 meetings of Directors were held.

Attendances were:	Number attended	Number eligible to attend
George Peonis OAM	12	13
Paul Barnett	13	13
Ronald Coskerie	12	13
Christina Curry	13	13
Sallianne Faulkner	13	13
Keith Gomes	12	13

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 2020 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 \$26,138,968, and for the Association was \$16,257,465 (2019: \$29,519,422 and \$17,365,679 respectively), reduced due to the impact of COVID-19 on Keno subscription revenue given the government imposed restrictions on licensed venues.
2. Net profit after taxation for the Consolidated Entity was \$1,565,876 and for the Association was a net profit of \$983,897 (2019: net profit of \$1,523,548 and \$4,438 respectively).
3. Retained surplus at 30 June 2020 for the Consolidated Entity were \$15,024,840 and for the Association were \$6,698,197 (2019: \$14,554,317 and \$6,809,653 respectively).

STATE OF AFFAIRS

In the opinion of the Directors, excluding the impacts of COVID-19, there were no significant changes in the state of affairs of the Association or the Consolidated Entity during the financial year.

CORONAVIRUS (COVID-19) PANDEMIC

The impact of the Coronavirus (COVID-19) pandemic is ongoing, and it is not practicable to estimate the potential impact after the reporting date. There has been no material impact to the Consolidated Entity's financial performance or position arising from the pandemic from the end of the reporting period to the date of this report. The situation is ongoing and is dependent on measures imposed by the Australian Government and other countries, such as maintaining social distancing requirements, quarantine, travel restrictions and any economic stimulus that may be provided.

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 any item, transaction or event of a material or unusual nature likely, in the opinion of the Directors of the Company, to affect significantly the operations of the Company, the results of those operations, or the state of affairs of the Company 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 24th day of August 2020.

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

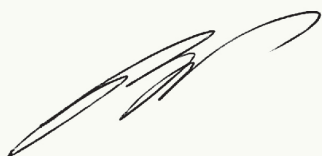


GEORGE PEONIS OAM
CHAIRMAN

ACCOUNTING OFFICER'S REPORT

I, Brandon Punter, the Accounting Officer of The Registered Clubs Association of New South Wales, hereby report that to the best of my knowledge and belief there were 948 (2019: 958) members of the Association across 1,105 (2019: 1,112) licensed premises at the end of the financial year ended 30 June 2020 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
24th August 2020

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 2020

		Consolidated Entity		ASSOCIATION	
	Note	2020	2019	2020	2019
		\$	\$	\$	\$
OPERATING REVENUE					
Advertising		688,406	897,392	688,406	897,392
Apportionment of Keno subscriptions		14,444,486	17,687,726	-	-
Event ticket sales and trade stands		458,845	531,699	449,212	510,895
Interest received		226,676	315,682	161,363	211,681
Keno royalties		-	-	4,802,494	5,808,007
Management fees		220,000	220,000	380,000	380,000
Member subscriptions		4,340,034	4,287,190	4,340,034	4,287,190
Other subscriptions		2,525,383	2,631,990	2,178,333	2,281,081
Sale of goods		37,600	128,809	37,600	128,809
Sponsorship		1,878,318	1,850,275	1,878,318	1,850,275
Sundry revenue		681,854	720,496	650,909	720,496
Grant Income		480,000	-	480,000	-
Training and seminars		157,367	248,164	210,797	289,853
Total Revenue		26,138,968	29,519,422	16,257,465	17,365,679
OPERATING EXPENSES					
Additional commission		-	3,856,174	-	-
Advertising		2,693,721	3,980,290	62	3,487
Amortisation	7	318,764	112,256	318,764	112,256
Communications		69,422	101,244	69,062	101,244
Consumables		302,190	545,129	281,097	513,531
Depreciation	6	414,290	458,693	74,373	67,224
Directors' remuneration		351,535	366,976	159,009	162,208
Equipment and IT		1,123,329	721,329	1,146,129	781,085
Insurance		122,263	127,999	110,264	115,997
Interest expense		-	1,876	-	-
Keno communication network fees		2,058,408	2,521,895	-	-
Keno duty contribution		-	544,818	-	-
Keno promotion support		428,835	525,395	-	-
Marketing and promotions		1,066,786	1,420,355	1,062,611	1,363,185
Motor vehicle expenses		123,393	173,775	150,670	216,222
Loss on disposal of Fixed Asset		103,268	-	108,355	-
Occupancy		235,887	249,380	558,199	601,763
Other		748,637	812,382	721,240	585,803
Professional fees		1,114,903	1,542,671	1,007,115	1,391,988
Salaries and on-costs	2	8,482,413	8,130,328	8,455,952	8,090,898
Sponsorships		4,399,437	2,475,306	110,681	2,200,254
Subscriptions		566,378	457,207	563,879	454,707
Travel and accommodation		402,526	636,710	376,107	599,389
Total Expenses		25,126,385	29,762,188	15,273,568	17,361,240

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 2020 (CONTINUED)

		Consolidated Entity		ASSOCIATION	
	Note	2020	2019	2020	2019
		\$	\$	\$	\$
Operating profit/(loss) before income tax		1,012,583	(242,766)	983,897	4,438
Share of equity accounted investee	12	553,293	1,766,313	-	-
Income tax expense attributable to operating profit	11(i)	-	-	-	-
Net profit for the year		1,565,876	1,523,548	983,897	4,438
Other comprehensive income		-	-	-	-
Total comprehensive income for the period		1,565,876	1,523,548	983,897	4,438

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 CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2020

		Consolidated Entity		ASSOCIATION	
	Note	2020	2019	2020	2019
		\$	\$	\$	\$
Retained Earnings					
Retained earnings at 1 July		14,554,317	12,793,347	6,809,653	6,567,793
Net profit for the year		1,565,876	1,523,548	983,897	4,438
Transfer to reserve		(1,095,353)	237,422	(1,095,353)	237,422
Retained earnings at 30 June		15,024,840	14,554,317	6,698,197	6,809,653
Reserves					
Club Movement Development Fund at 1 July		4,778,345	5,015,767	4,778,345	5,015,767
Movement for the year		1,095,353	(237,422)	1,095,353	(237,422)
Club Movement Development Fund at 30 June	14	5,873,698	4,778,345	5,873,698	4,778,345
The Club Awareness Fund		1,000,000	1,000,000	1,000,000	1,000,000
Reserves at 30 June		6,873,698	5,778,345	6,873,698	5,778,345

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 2020

		Consolidated Entity		ASSOCIATION	
	Note	2020 \$	2019 \$	2020 \$	2019 \$
CURRENT ASSETS					
Cash and cash equivalents	4	12,480,842	12,385,621	6,620,516	6,929,907
Trade and other receivables	5	2,297,408	2,062,098	6,053,149	2,811,883
Total current assets		14,778,250	14,447,719	12,673,665	9,741,790
NON-CURRENT ASSETS					
Property, plant, and equipment	6	5,217,596	5,600,068	148,098	186,748
Intangible assets	7	546,723	823,163	546,723	823,163
Investments in controlled entities	8	-	-	7,408,051	7,408,051
Investment in equity accounted investees	12	7,269,936	8,041,343	-	-
Investment in joint venture entities	13	3	3	-	-
Total non-current assets		13,034,258	14,464,577	8,102,872	8,417,962
TOTAL ASSETS		27,812,508	28,912,296	20,776,537	18,159,752
CURRENT LIABILITIES					
Trade and other payables	9	5,060,380	7,411,846	6,351,052	4,403,966
Employee benefits	10	735,916	1,047,310	735,916	1,047,310
Total current liabilities		5,796,296	8,459,156	7,086,968	5,451,276
NON-CURRENT LIABILITIES					
Employee benefits	10	117,674	120,478	117,674	120,478
Total non-current liabilities		117,674	120,478	117,674	120,478
TOTAL LIABILITIES		5,913,970	8,579,634	7,204,642	5,571,754
NET ASSETS		21,898,538	20,332,662	13,571,895	12,587,998
MEMBERS' FUNDS					
Retained surplus		15,024,840	14,554,317	6,698,197	6,809,653
Reserves	14	6,873,698	5,778,345	6,873,698	5,778,345
TOTAL MEMBERS' FUNDS		21,898,538	20,332,662	13,571,895	12,587,998

The Statements of Financial Position 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 CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2020

	Note	Consolidated Entity		ASSOCIATION	
		2020 \$	2019 \$	2020 \$	2019 \$
Cash flows from operating activities					
Keno operating receipts		15,902,026	19,435,891	-	-
Keno operating payments		(7,575,348)	(7,898,257)	-	-
Keno royalties		-	-	4,742,536	5,890,427
Subscription income receipts		7,755,227	7,807,913	7,170,203	7,225,098
Other income received		5,047,754	4,735,023	5,664,339	4,816,032
Interest received		241,415	200,013	161,363	85,486
Payments to suppliers and employees		(22,561,069)	(25,193,969)	(16,620,699)	(18,829,150)
Net cash (used in)/from operating activities	15	(1,189,995)	(913,386)	1,117,742	(812,107)
Cash flows from investing activities					
Payments for property, plant, and equipment	6	(39,224)	(107,146)	(36,261)	(107,146)
Receipts for property, plant, and equipment		12,864	-	-	2,168
Payments for intangible assets	7	(151,050)	(613,334)	(151,050)	(613,334)
Net cash (used in) investing activities		(177,410)	(720,480)	(187,311)	(718,312)
Cash flows from financing activities					
Borrowings to/(from) controlled entities/related entity		137,926	30,954	(1,239,822)	58,262
Investment in controlled entities		(14,876)	-	-	-
Dividend from equity accounted investment		1,324,700	-	-	-
Net cash from/(used in) financing activities		1,447,750	30,954	(1,239,822)	58,262
Net increase/(decrease) in cash and cash equivalents held		80,345	(1,602,912)	(309,391)	(1,472,157)
Cash and cash equivalents at 1 July		12,385,621	13,988,533	6,929,907	8,402,064
Cash and cash equivalents at 30 June	4	12,465,966	12,385,621	6,620,516	6,929,907

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.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2020

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 2020 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 24th August 2020.

(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, Not-for-profit entities in the Consolidated Entity have applied AASB 15 *Revenue from Contracts with Customers* and AASB 1058 *Income of Not-for-Profit Entities* from 1 July 2019. The Consolidated Entity has also applied AASB 16 *Leases* from 1 July 2019. A number of other new standards are also effective from 1 July 2019 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 1058 *Income of Not-for-Profit Entities* and AASB 16 *Leases* have been applied.

AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities

AASB 15 and AASB 1058 establishes a comprehensive framework for determining whether, how much and when revenue is recognised. It replaced AASB 118 *Revenue*, AASB 111 *Construction Contracts* and related interpretations. The Association has adopted AASB 15 *Revenue from Contracts with Customers* and AASB 1058 *Income of Not-for-Profit Entities* for other relevant arrangements for the first time in the current year with a date of initial application of 1 July 2019. The adoption of AASB 15 has not had a material impact on the Association's financial statements. The key changes to Association's accounting policies and the impact on the financial report from applying AASB 1058 is described below.

The Association has applied AASB 1058 using the retrospective method which means the comparative information has been restated. Certain comparative account balances and disclosures in the financial statements have been reclassified to comply with the requirements of the new accounting standards and to ensure comparability and understandability for users of the financial report. Refer to note 24 for further details.

Nature of change in accounting policy from adoption of AASB 1058

The following changes to accounting policy occurred for the Association on adoption of AASB 1058.

Revenue is recognised in accordance with the requirements AASB 1058, in a transaction where the consideration to acquire an asset is significantly less than fair value to enable the Not-for-Profit Entities to further its objectives. The excess of the asset recognised (at fair value) over any related amount such as contributions by owners, lease liability, financial instruments or a provision is recognised as income immediately. There has been a material impact on the Association's financial statements as a result of this accounting policy change.

This is further discussed in note 1 (m).

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2020 (CONTINUED)

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 now the new on/off balance sheet test for lessees. The Association has made an assessment of the impact of AASB 16 on its initial adoption from 1 July 2019 and no material impact noted on the Association's financial statements.

(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. Refer to Note 20 for a list of Group subsidiaries.

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) Property, Plant, and Equipment

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

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

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

Other leases are operating leases and the associated leased assets are not recognised in the Consolidated Entity's Statement of Financial Position due to being inter Association recharges.

Depreciation

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

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

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

(g) Leased Assets

Leases in terms of which the Association 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.

(h) 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
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Amortisation methods, useful lives, and residual values are reassessed at the reporting date.

(i) Financial Instruments

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

Cash and cash equivalents

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

Trade and Other Receivables

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

Trade and Other Payables

Trade and other payables are stated at their amortised cost.

Other

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

(i) Recognition and initial measurement

Trade receivables and debt securities issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Association 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 Association 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 Association 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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2020 (CONTINUED)

cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Association 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 Association 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 Association'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 Association'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 Association considers the 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 Association 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 Association'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 Association's

receivables are short-term in nature and as such no discounting is performed for the Association's receivables.

(iii) Doubtful debts provision

The Association has adopted the simplified approach for all trade and other receivables, given the Association's receivables do not have a significant financing component. The Association 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 Association's obligations specified in the contract expire or are discharged or cancelled.

(j) Impairment

(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 Entities' 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.

(k) 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.

(l) 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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2020 (CONTINUED)

tax rates enacted or substantively enacted at the Statement of Financial Position date.

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

Tax consolidation

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

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

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

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

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

Nature of tax funding arrangements and tax sharing arrangements

The head entity, in conjunction with other members of the tax-consolidated group, has entered into a tax funding arrangement which sets out the funding obligations of members of the tax-

consolidated group in respect of tax amounts. The tax funding arrangements require payments to/from the head entity equal to the current tax liability (asset) assumed by the head entity and any tax-loss deferred tax asset assumed by the head entity, resulting in the head entity recognising an inter-entity receivable (payable) equal in amount to the tax liability (asset) assumed. The inter-entity receivables (payables) are at call.

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

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

(m) Revenue recognition

The Association has applied AASB 1058 using the retrospective method which means the comparative information has been restated. Certain comparative account balances and disclosures in the financial statements have been reclassified to comply with the requirements of the new accounting standards and to ensure comparability and understandability for users of the financial report. Refer to note 24 for further details. The adoption of AASB 15 has not had a material impact on the Association's financial statements.

AASB 1058 considers transactions where the consideration to acquire an asset is significantly less than fair value to enable the Not-for-Profit Entities to further its objectives. The excess of the asset recognised (at fair value) over any related amount such as contributions by owners, lease liability, financial instruments or a provision is recognised as income immediately. There has been a material impact on the Association's financial statements as a result of this accounting policy change.

Nature of change in accounting policy from adoption of AASB 1058

The following changes to accounting policy occurred for the Association on adoption of AASB 1058.

The Association's Keno royalties represent the amount due from its controlled entity - ClubKeno Holdings Pty Limited as set out in the royalty agreement in respect of Keno subscriptions. On application of the new accounting standard, Keno royalties

received pursuant to the CMDF charter have been treated as revenue immediately on receipt and not as liability.

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

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

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

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

Commission revenue from facilitating consulting arrangements between participating clubs and service providers is recognised upon the delivery of the service net of amounts paid or payable to service providers.

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

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

Revenue derived from fundraising efforts is recognised as the Association obtains control of the assets that have been donated.

Revenue derived from merchandise sales is recognised when the merchandise is transferred to the customer.

(n) 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.

(o) Government Grants - JobKeeper grant

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.

(p) 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.

(q) Expenses

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.

(r) Segment reporting

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2020 (CONTINUED)

	Consolidated Entity		ASSOCIATION	
	2020	2019	2020	2019
	\$	\$	\$	\$
2. PERSONNEL EXPENSES				
Wages and salaries	8,320,486	8,007,898	8,294,025	7,968,468
Long service leave	24,481	56,176	24,481	56,176
Annual leave	137,446	66,254	137,446	66,254
	8,482,413	8,130,329	8,455,952	8,090,899
3. AUDITOR'S REMUNERATION				
Amounts received by the auditors for:				
▪ audit services	130,000	132,900	57,600	58,200
▪ other services	13,500	45,415	12,300	24,615
▪ taxation services	42,700	46,013	42,700	46,013
	186,200	224,328	112,601	128,828
4. CASH AND CASH EQUIVALENTS				
Cash on hand	89	500	89	500
Bank balances	3,429,509	3,262,753	1,294,147	1,139,985
Term deposits	9,051,244	9,122,368	5,326,280	5,789,422
	12,480,842	12,385,621	6,620,516	6,929,907
5. TRADE AND OTHER RECEIVABLES				
Current				
Trade receivables	549,977	259,114	547,911	259,114
Other debtors and prepayments	1,311,315	1,104,072	4,989,991	2,006,502
Deposits	247,017	382,134	232,017	367,134
Net GST receivables	189,099	316,778	283,229	179,133
	2,297,408	2,062,098	6,053,149	2,811,883

Trade receivables are shown net of provisions for impairment losses amounting to \$55,627 in the Consolidated Entity (2019: \$36,450) and \$55,627 in the Association (2019: \$36,450).

	Consolidated Entity				ASSOCIATION	
	Land and Buildings	Plant and Equipment	Motor Vehicles	Total	Plant and Equipment	Total
	\$	\$	\$	\$	\$	\$
6. PROPERTY, PLANT AND EQUIPMENT						
Cost						
Balance at 1 July 2018	7,371,853	1,777,239	344,810	9,493,902	199,171	199,171
Acquisitions	-	107,146	-	107,146	107,146	107,146
Disposals	-	(1,098,129)	(75,213)	(1,173,342)	(6,819)	(6,819)
Balance at 30 June 2019	7,371,853	786,256	269,597	8,427,706	299,498	299,498
Balance at 1 July 2019	7,371,853	786,256	269,597	8,427,706	299,498	299,498
Acquisitions	-	39,224	-	39,224	36,261	36,261
Disposals	-	(1,996)	(61,359)	(63,355)	(1,995)	(1,995)
Balance at 30 June 2020	7,371,853	823,484	208,238	8,403,575	333,765	333,765
Depreciation						
Balance at 1 July 2018	1,865,582	1,281,578	174,001	3,321,161	47,751	47,751
Depreciation charge	288,663	126,822	43,051	458,535	66,874	66,874
Disposals	-	(900,896)	(51,162)	(952,058)	(1,875)	(1,875)
Balance at 30 June 2019	2,154,245	507,504	165,890	2,827,638	112,750	112,750
Balance at 1 July 2019	2,154,245	507,504	165,890	2,827,638	112,750	112,750
Depreciation charge	288,663	97,400	28,227	414,290	74,373	74,373
Disposals	-	(1,457)	(54,492)	(55,949)	(1,457)	(1,457)
Balance at 30 June 2020	2,442,908	603,447	139,625	3,185,979	185,667	185,667
Carrying Amounts						
At 1 July 2018	5,506,271	495,661	170,809	6,172,740	151,420	151,420
At 30 June 2019	5,217,608	278,752	103,707	5,600,068	186,748	186,748
At 1 July 2019	5,217,608	278,752	103,707	5,600,068	186,748	186,748
At 30 June 2020	4,928,946	220,037	68,613	5,217,596	148,098	148,098

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2020 (CONTINUED)

	Consolidated Entity			ASSOCIATION		
	Software	Work in progress	Total	Software	Work in progress	Total
	\$	\$	\$	\$	\$	\$
7. INTANGIBLE ASSETS						
Cost						
Balance at 1 July 2018	533,401	-	533,401	533,401	-	533,401
Acquisitions	38,250	575,084	613,334	38,250	575,084	613,334
Balance at 30 June 2019	571,651	575,084	1,146,735	571,651	575,084	1,146,735
Balance at 1 July 2019	571,651	575,084	1,146,735	571,651	575,084	1,146,735
Acquisitions	726,134	(575,084)	151,050	726,134	(575,084)	151,050
Disposals	(533,401)	-	(533,401)	(533,401)	-	(533,401)
Balance at 30 June 2020	764,384	-	764,384	764,384	-	764,384
Accumulated Amortisation						
Balance at 1 July 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
Balance at 1 July 2019	323,572	-	323,572	323,572	-	323,572
Amortisation for the year	318,764	-	318,764	318,764	-	318,764
Disposals	(424,675)	-	(424,675)	(424,675)	-	(424,675)
Balance at 30 June 2020	217,661	-	217,661	217,661	-	217,661
Carrying Amounts						
At 1 July 2018	322,085	-	322,085	322,085	-	322,085
At 30 June 2019	248,079	575,084	823,163	248,080	575,084	823,164
At 1 July 2019	248,079	575,084	823,163	248,080	575,084	823,164
At 30 June 2020	546,723	-	546,723	546,723	-	546,723

	Consolidated Entity		ASSOCIATION	
	2020	2019	2020	2019
	\$	\$	\$	\$
8. INVESTMENTS IN CONTROLLED ENTITIES				
Clubs N.S.W. Pty Limited - 100% interest				
(2019: 100% interest - 4,400,002 ordinary shares)	-	-	4,400,002	4,400,002
Other contributed equity in ClubsNSW Pty Limited	-	-	3,008,049	3,008,049
	-	-	7,408,051	7,408,051
9. TRADE AND OTHER PAYABLES				
Current				
Trade payables and accruals	4,816,518	3,251,809	2,341,805	2,472,825
Income in advance	203,269	211,879	39,350	28,747
Additional commissions payable	-	3,856,174	-	-
Amounts due to controlled entities	-	-	3,849,060	1,814,674
Amounts due to related entities	-	52,082	85,304	52,766
Other payables	40,592	39,902	35,532	34,954
	5,060,380	7,411,846	6,351,052	4,403,966
10. EMPLOYEE BENEFITS				
Current				
Liability for long service leave	324,253	565,845	324,253	565,845
Liability for annual leave	411,663	481,465	411,663	481,465
	735,916	1,047,310	735,916	1,047,310
Non-current				
Liability for long service leave	117,674	120,478	117,674	120,478

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: \$530,701 (2019: \$508,001) for the Association and \$548,991 (2019: \$527,454) for the Consolidated Entity.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2020 (CONTINUED)

	Consolidated Entity	
	2020	2019
	\$	\$
11. TAXATION		
(i) Recognised in the Statements of Profit or Loss and Other Comprehensive Income		
Current tax expense		
Current year	(9,143)	(87,492)
Deferred tax expense		
Net origination and reversal of temporary benefits	9,143	87,492
Total income tax expense in Statements of Profit or Loss and Other Comprehensive Income	-	-
(ii) Numerical reconciliation between tax expense and pre-tax profit		
Profit before tax	1,565,876	1,523,548
Income tax using the domestic corporation tax rate of 30% (2019: 30%)	469,763	528,291
Exempt income adjustment	(307,973)	(62,627)
Share of profit of Equity accounted investees reported net of tax	231,422	(174,574)
Previously unrecognised temporary differences	(222,893)	(138,810)
Franking Credits	(170,319)	(152,280)
Income tax expense on pre-tax profit	-	-

	ASSOCIATION AND CONSOLIDATED ENTITY		
(iii) Deferred tax assets and liabilities			
	Balance 1 July 2019	Recognised in Statement of Profit or Loss and Other Comprehensive Income	Balance 30 June 2020
	\$	\$	\$
Movement in temporary differences during the year:			
Accruals and provisions	-	-	-
Sundry	-	-	-
Property, plant and equipment	-	-	-
	-	-	-
	Balance 1 July 2018	Recognised in Statement of Profit or Loss and Other Comprehensive Income	Balance 30 June 2019
	\$	\$	\$
Movement in temporary differences during the year:			
Accruals and provisions	-	-	-
Sundry	-	-	-
Property, plant and equipment	-	-	-
	-	-	-

	Consolidated Entity	
A deferred tax asset has not been recognised as follows:	2020	2019
	\$	\$
Carry forward income tax losses	4,008	1,362

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

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

	Consolidated Entity		ASSOCIATION	
	2020	2019	2020	2019
	\$	\$	\$	\$
12. EQUITY ACCOUNTED INVESTEEES				
<i>Hospitality Employers Mutual</i>				
25% ownership interest (2019: 25%)	7,269,936	8,041,343	-	-
6,000,000 B Ordinary Shares				
(2019: 6,000,000 B Ordinary Shares)				
	7,269,936	8,041,343	-	-

Summary financial information of equity accounted investee:	2020	2019
	\$	\$
Revenues (100%)	20,876,844	27,112,743
Profit after tax (100%)	1,844,310	5,887,711
Share of equity accounted investee entity's net profit recognised (30%)	553,293	1,766,313
Current assets	104,945,833	111,892,775
Non-current assets	13,472,537	13,953,402
Total assets	118,418,370	125,846,177
Current liabilities	(36,215,720)	(45,269,960)
Non-current liabilities	(56,788,770)	(52,590,969)
Total liabilities	(93,004,490)	(97,860,929)
Net assets as reported by equity accounted investee (100%)	25,413,880	27,985,248

These amounts are for the year ended 30 June 2020, being the financial year of Hospitality Employers Mutual. Hospitality Employers Mutual is comprised of two portfolios: The Clubs Portfolio and the Hotels Portfolio. These amounts relate to the Clubs Portfolio of Hospitality Employers Mutual, Club Employers Mutual, and have been extracted from the most recent management accounts of the associate. Under the Amended Shareholders Agreement, ClubsNSW Insurance Holdings Pty Limited (CIH) are entitled to 30% of profits from the Clubs Portfolio of Hospitality Employers Mutual.

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2020 (CONTINUED)

12. EQUITY ACCOUNTED INVESTEEES (CONTINUED)

Movement in carrying amount of investment in equity accounted investee:

	2020	2019
	\$	\$
Carrying amount at the beginning of the financial year	8,041,343	7,459,430
Share of profit after income tax	553,293	1,766,313
Distributions received	(1,324,700)	(1,184,400)
Carrying amount at the end of the year	7,269,936	8,041,343

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

	Consolidated Entity		ASSOCIATION	
	2020	2019	2020	2019
	\$	\$	\$	\$
13. INVESTMENT IN JOINT VENTURE ENTITIES				
<i>Club Plus Financial Planning Pty Limited</i>	1	1	-	-
50% ownership interest (2019: 50%)				
<i>Australasian Hospitality & Gaming Expo Pty Ltd</i>	2	2	-	-
33% ownership interest (2019: 33%)				
2 ordinary shares (2019: 2 ordinary shares)				
	3	3	-	-

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

The financial result of the Association for the year ended 30 June 2020 was \$nil (2019: \$nil), and there was no financial impact on the consolidated accounts or disclosures required in respect of contingencies and commitments.

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

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

The financial result of the Association for the year ended 30 June 2020 was \$nil (2019: \$nil), and there was no financial impact on the consolidated accounts or disclosures required in respect of contingencies and commitments.

14. EQUITY - RESERVES

	Consolidated Entity	
	2020	2019
	\$	\$
Club Movement Development Fund Opening Balance	4,778,345	5,015,767
Movement for the year	1,095,353	(237,422)
Closing balance	5,873,698	4,778,345

The Club Movement Development Fund (CMDf) was established pursuant to the CMDf Charter, with the purpose that the Association apply the funds for the advancement of the Club Movement as a whole at its discretion.

	Consolidated Entity	
	2020	2019
	\$	\$
The Club Awareness Fund Opening Balance	1,000,000	1,000,000
Movement for the year	-	-
Closing balance	1,000,000	1,000,000

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2020 (CONTINUED)

	Consolidated Entity		ASSOCIATION	
	2020	2019	2020	2019
	\$	\$	\$	\$
15. NOTES TO THE STATEMENT OF CASH FLOWS				
<i>Reconciliation of cash flow from operating activities with net profit for the year</i>				
Net profit	1,565,876	1,760,970	983,897	241,860
Adjustments for:				
Depreciation and amortisation	733,054	570,792	393,137	179,130
Loss on disposal of property, plant & equipment	103,268	230,570	108,355	2,776
Non-cash interest expense on loan	-	1,876	-	-
Non-cash portion of advertising revenue	-	(93,529)	-	-
Non-cash portion of corporate partner revenue	-	(86,946)	-	-
Non-cash portion of share of profit in equity accounted investee	(553,293)	(1,078,183)	-	-
	1,848,905	1,305,550	1,485,389	423,766
Changes in assets and liabilities				
Change in employee benefits	(314,198)	42,610	(314,198)	42,610
Change in trade and other receivables	(358,360)	(405,100)	(2,001,444)	(766,664)
Change in trade and other payables	(2,351,466)	(1,619,025)	1,947,994	(274,398)
Change in fund balances	-	(237,421)	-	(237,421)
Net cash used in operating activities	(1,175,119)	(913,386)	1,117,742	(812,107)

16. 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 54.11% (2019: 56.54%) of the Consolidated Entity's revenue is attributable to the apportionment of Keno subscriptions received. At year end approximately 17.3% (2019: 15.7%) of the Consolidated Entity's trade and other receivables balance relates to Keno subscriptions to be received.

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

Liquidity risk

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

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

Market risk

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

Interest rate risk

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

Capital management

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

The Board considers the Consolidated Entity's capital base as being total equity plus its special fund balances maintained for the benefit of the club movement.

The Board adopts a low risk approach to capital management and aims to maximise return on funds held without adopting higher risk strategies.

There were no changes in the Consolidated Entity's approach to capital management during the year.

Neither the Association nor any of its subsidiaries are subject to externally imposed capital requirements.

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2020 (CONTINUED)

16. FINANCIAL INSTRUMENTS (CONTINUED)

Credit risk

Exposure to credit risk

The carrying amount of the Association's and Consolidated Entity's financial assets represents the maximum credit risk exposure, and at the reporting date was:

	CARRYING AMOUNT			
	Consolidated Entity		ASSOCIATION	
	2020	2019	2020	2019
	\$	\$	\$	\$
Cash and cash equivalents	12,480,842	12,385,621	6,620,516	6,929,907
Trade and other receivables	2,297,408	2,062,098	6,053,149	2,811,883
	14,778,250	14,447,719	12,673,665	9,741,790

Impairment losses

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

	CARRYING AMOUNT			
	GROSS	IMPAIRMENT	GROSS	IMPAIRMENT
	2020	2020	2019	2019
	\$	\$	\$	\$
Not past due	242,945	-	224,087	-
Past due 0-30 days	267,508	-	9,126	-
Past due 31-120 days	93,086	(55,627)	62,351	(36,450)
Past due 121 days to one year	-	-	-	-
More than one year	-	-	-	-
	603,539	(55,627)	295,564	(36,450)

The Consolidated Entity's other receivables are classified as not past due.

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

Not past due	242,945	-	224,087	-
Past due 0-30 days	267,508	-	9,126	-
Past due 31-120 days	93,086	(55,627)	62,351	(36,450)
Past due 121 days to one year	-	-	-	-
More than one year	-	-	-	-
	603,539	(55,627)	295,564	(36,450)

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

	Consolidated Entity		ASSOCIATION	
	2020	2019	2020	2019
	\$	\$	\$	\$
Balance at 1 July	36,450	25,662	36,450	25,662
Impairment/(written back)	19,177	10,788	19,177	10,788
Balance at 30 June	55,627	36,450	55,627	36,450

Liquidity risk

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

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

	CONTRACTUAL CASH FLOWS				
	Less than 1 year	1-2 years	2-5 years	Over 5 years	Total
	\$	\$	\$	\$	\$
2020 Consolidated					
Trade and other payables	5,060,380	-	-	-	5,060,380
	5,060,380	-	-	-	5,060,380
2020 Association					
Trade and other payables	6,351,052	-	-	-	6,351,052
	6,351,052	-	-	-	6,351,052
2019 Consolidated					
Trade and other payables	7,411,846	-	-	-	7,411,846
	7,411,846	-	-	-	7,411,846
2019 Association					
Trade and other payables	4,403,966	-	-	-	4,403,966
	4,403,966	-	-	-	4,403,966

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2020 (CONTINUED)

16. FINANCIAL INSTRUMENTS (CONTINUED)

Market risk

Interest rate risk

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

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

		Consolidated Entity		ASSOCIATION	
NOMINAL ACCOUNT					
	2020	2019	2020	2019	
	\$	\$	\$	\$	
Fixed rate instruments					
Cash and cash equivalents	9,051,244	9,122,368	5,326,280	5,789,422	
	9,051,244	9,122,368	5,326,280	5,789,422	
Variable rate instruments					
Cash and cash equivalents	3,429,598	3,263,253	1,294,236	1,140,485	
	3,429,598	3,263,253	1,294,236	1,140,485	

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 \$497 for the Association (2019: \$736) and \$1,100 for the Consolidated Entity (2019: \$1,545). This analysis assumes that all other variables remain constant. The analysis is performed on the same basis for 2019.

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 \$41 for the Association (2019: \$118) and \$50 for the Consolidated Entity (2019: \$349). This analysis assumes that all other variables remain constant. The analysis is performed on the same basis for 2019.

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 \$nil for the Consolidated Entity (2019: \$19). A decrease of 100 basis points in interest rates at the reporting date would have increased the profit or loss and the net equity by \$nil for the Consolidated Entity (2019: \$nil). This analysis assumes that all other variables remain constant. The analysis is performed on the same basis for 2019.

Fair values

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

17. CORONAVIRUS (COVID-19) PANDEMIC

The coronavirus COVID-19 has had an impact on the Association's operations and activities subsequent to the end of the year, and is expected to increasingly affect the Association. It is not possible to accurately determine the nature or extent of the impacts or the time over which the Association will be impacted, however it is possible that it will be material to the Association as the effects and consequences are outside the Association's control and are far reaching in Australia and globally. Based on the current available information, the Directors believe that the Association will remain a going concern.

18. RELATED PARTIES

Key management personnel compensation

The key management personnel of the Association and the Consolidated Entity are the Board of Directors and the CEO, and Executive Management personnel. Compensation paid to key management personnel is as follows:

	Consolidated Entity		ASSOCIATION	
	2020	2019	2020	2019
	\$	\$	\$	\$
Short-term employment benefits	1,426,849	1,329,563	1,234,323	1,124,794
Long-term employment benefits	33,615	30,182	33,615	30,182
Post-employment benefits	84,743	84,862	66,453	64,561
	1,545,207	1,444,607	1,334,391	1,219,537

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 from the following related parties for the provision of services as follows:

	2020	2019
	\$	\$
ClubsAustralia Incorporated	150,000	150,000
The Club Directors Institute Limited	160,000	160,000
ClubBIZ Trust	20,000	20,000
Clubs Australia-Industrial	50,000	50,000
	380,000	380,000

Wholly owned group

The Association incurs rent and motor vehicle charges from a subsidiary, Registered Clubs Association Holdings Pty Limited. This amounted to \$572,129 during the year ended 30 June 2020 (2019: \$658,406).

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2020 (CONTINUED)

18. 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 2020 of \$4,802,494 (2019: \$5,808,007), 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 Note 14.

ClubKENO Holdings Pty Ltd contributed \$3,678,386 (2019: \$1,574,418) 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 (I). Tax balances have been transferred through inter-entity 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 \$263,907 (2019: \$261,149) 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 2020 of \$642,641 (2019: \$800,279).

The Association recognised Corporate Partnership revenue from Hospitality Employers Mutual during the year of \$89,380 (2019: \$86,946).

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 \$1,324,700 in respect of the year ended 30 June 2019 (2018: \$1,184,400). It is noted that the loan to Hospitality Employers Mutual has been fully repaid as at 30 June 2019 and future dividends received are noted as cash.

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 any 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 Association, the results of those operations, or the state of affairs of the Association, in future financial years.

20. GROUP ENTITIES

SUBSIDIARIES	COUNTRY OF INCORPORATION	OWNERSHIP INTEREST	
		2020	2019
Clubs N.S.W. Pty Limited	Australia	100	100
ClubKENO Holdings Pty Limited	Australia	100	100
Registered Clubs Association Holdings Pty Limited	Australia	100	100
ClubsNSW Expo Holdings Pty Limited	Australia	100	100
The Club Directors Institute Limited	Australia	-	-
ClubBIZ Holdings Pty Limited	Australia	100	100
ClubsNSW Insurance Holdings Pty Limited	Australia	100	100
Club Technologies Finance Pty Limited	Australia	100	100
Club Technologies NSW Pty Limited	Australia	100	100
Venue Technologies NSW PTY LTD	Australia	100	100
ClubsNSW Digital Services Pty Ltd	Australia	100	100

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

Club Technologies Finance Pty Limited and Club Technologies NSW Pty Limited were established in February 2015 and there was no financial activity during the year ended 30 June 2020 (2019: no financial activity).

(a) ClubKENO Holdings Pty Limited:

	2020	2019
	\$	\$
Revenue		
Apportionment of Keno subscriptions	14,444,486	17,687,726
Interest	65,313	104,000
Sundry revenue	30,946	-
Total revenue	14,540,745	17,791,726
Expenditure		
Directors' fees and associated payroll costs	(218,988)	(235,365)
Directors' expenses	(12,000)	(12,000)
Communication network fees	(2,058,408)	(2,521,895)
Keno promotion support	(428,835)	(525,395)
Duty contribution	-	(544,818)
Royalties – club subscriptions	(4,540,784)	(5,490,721)
Royalties – casino subscriptions	(13,474)	(18,925)
Royalties – hotel subscriptions	(248,236)	(298,361)
Keno Sponsorship	(1,262,091)	(660,735)
Keno Game Promotion	(1,670,000)	(1,670,000)
Communications campaign and others	(4,050,325)	(1,921,119)
Other operating expenses	(37,604)	(36,218)
Additional commissions - clubs	-	(3,856,174)
Total expenditure	(14,540,745)	(17,791,726)
Profit / (loss) before income tax	-	-
Income tax expense (benefit)	-	-
Net profit / (loss) for the year	-	-
Other comprehensive income	-	-
Total comprehensive income for the period	-	-

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2020 (CONTINUED)

20. GROUP ENTITIES (CONTINUED)

(b) Registered Clubs Association Holdings Pty Limited:

Revenue

Rental income

Total revenue

Expenditure

Office occupancy

Building maintenance

Administration

Depreciation

Total expenses

Profit / (loss) before income tax

Income tax (expense) / benefit

Net profit / (loss) for the year

Other comprehensive income

Total comprehensive income / (loss) for the period

2020

\$

572,129

572,129

200,481

13,434

10,130

339,917

563,962

8,166

(2,450)

5,716

-

5,716

2019

\$

658,406

658,406

211,575

11,809

226,465

391,469

841,318

(182,911)

54,873

(128,038)

-

(128,038)

(c) The Club Directors' Institute Limited:

Revenue

Membership subscriptions

Sale of goods

Total revenue

Expenditure

Printing and stationery

Postage and distribution

Professional services

Travel and accommodation

Conference venues

Subscriptions

Other

Total expenditure

2020

\$

347,050

16,204

363,254

9,428

11,665

219,536

10,359

4,175

62,500

2,908

320,571

2019

\$

350,908

39,115

390,023

13,464

19,682

255,038

16,629

55,623

62,500

191

423,127

20. GROUP ENTITIES (CONTINUED)

	2020	2019
	\$	\$
Profit / (loss) before tax	42,683	(33,104)
Income tax expense	-	-
Profit / (loss) for the period	42,683	(33,104)
Other comprehensive income	-	-
Total comprehensive income/(loss) for the period	42,683	(33,104)

(d) ClubBIZ Holdings Pty Limited:

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

ClubBIZ Holdings Pty Limited:	2020	2019
	\$	\$
Revenue	-	-
Expenditure	-	-
Profit / (loss) before income tax	-	-
Income tax	-	-
Net profit / (loss) for the year	-	-
Other comprehensive income	-	-
Total comprehensive income for the period	-	-

Right of Indemnity

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

Such liabilities are only recognised in the financial report of ClubBIZ Holdings Pty Ltd when it is probable that the Association 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 2020, exceeds the liabilities of the Trust as at 30 June 2020 (refer below).

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

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2020 (CONTINUED)

20. GROUP ENTITIES (CONTINUED)

ClubB/Z Trust

The Statements of Profit or Loss and Other Comprehensive Income for the period ended 30 June 2020 and the Statement of Financial Position as at 30 June 2020 of the ClubB/Z Trust, which is not part of the Consolidated Entity, are summarised as follows:

Statements of Profit or Loss and Other Comprehensive Income

ClubB/Z Trust	2020 \$	2019 \$
Revenue		
Interest income	30,519	43,551
Total Revenue	30,519	43,551
Expenditure		
Professional services	73,955	51,944
ClubB/Z distributions from income	-	104,416
Insurance	7,500	7,500
General expenses	327	324
Total expenditure	81,782	164,184
Loss before income tax	(51,263)	(120,633)
Income tax benefit / (expense)	4,111	3,717
Net loss for the year	(47,152)	(116,916)
Other comprehensive income	-	-
Total comprehensive loss for the period	(47,152)	(116,916)

20. GROUP ENTITIES (CONTINUED)

(d) ClubBIZ Holdings Pty Limited (continued)

ClubBIZ Trust

Statement of Financial Position

	2020	2019
	\$	\$
Current assets		
Cash and cash equivalents	1,718,623	1,799,462
Trade and other receivables	8,016	5,593
Total current assets	1,726,639	1,805,055
Non-current assets		
Deferred income tax benefit	30,835	26,725
Total non-current assets	30,835	26,725
Total assets	1,757,474	1,831,780
Current liabilities		
Trade and other payables	9,620	36,774
Total current liabilities	9,620	36,774
Total liabilities	9,620	36,774
Net assets	1,747,854	1,795,006
Accumulated funds		
Settled fund	10	10
Undistributed funds	1,747,844	1,794,996
Total accumulated funds	1,747,854	1,795,006

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2020 (CONTINUED)

20. GROUP ENTITIES (CONTINUED)

(e) ClubsNSW Insurance Holdings Pty Limited:

	2020	2019
	\$	\$
Revenue	1,324,700	1,184,400
Expenditure	11,825	13,139
Profit before income tax	1,312,875	1,171,261
Income tax benefit	3,548	3,941
Net profit for the year	1,316,423	1,175,202
Other comprehensive income	-	-
Total comprehensive profit for the period	1,316,423	1,175,202

(f) ClubsNSW Expo Holdings Pty Limited:

	2020	2019
	\$	\$
Revenue	-	-
Expenditure	3,702	3,663
Loss before income tax	(3,702)	(3,663)
Income tax benefit	1,111	1,099
Net loss for the year	(2,591)	(2,564)
Other comprehensive income	-	-
Total comprehensive loss for the period	(2,591)	(2,564)

21. CONTINGENCIES

During the financial year ended 30 June 2020, the Association is the defendant in legal proceedings brought by a former employee. The Association has also brought about legal proceeding against the former employee. In the Directors' opinion, it is not probable that an economic outflow will result from these claims, and disclosure of any further information would be prejudicial against the interests of the Consolidated Entity.

22. IMPACT ON TRANSITION TO NEW ACCOUNTING STANDARDS

On transition to the new accounting standard AASB 1058 Income for Not-for-Profit Entities, the Association and the Consolidated Entity has elected to apply the full retrospective method on transition and retrospectively apply the standard to each reporting period presented. On application of the new accounting standard, Keno royalties received pursuant to the CMDF charter have been treated as revenue immediately on receipt and not as liability. In applying the full retrospective approach, the liability previously held for CMDF has been reclassified to Equity. The use of funds has also been separately classified from 'Transfer to CMDF', to the appropriate classes of expenditure to which they related.

The following table summarises the financial statement lines affected by the restatement on transition to the new accounting standard.

Consolidated Entity	Previously Reported	2019 Adjustment	2019 Restated
Consolidated Statement of Financial Position			
	\$	\$	\$
Current liabilities			
Fund balances	136,131	(136,131)	-
Total current liabilities	8,595,287	(136,131)	8,459,156
Non-current liabilities			
Fund balances	4,642,215	(4,642,215)	-
Total non-current liabilities	4,762,693	(4,642,215)	120,478
Total liabilities	13,357,980	(4,778,346)	8,579,634
Equity			
Reserves	1,000,000	4,778,345	5,778,345
Total equity	15,554,317	4,778,345	20,332,662
Consolidated Statement of Changes in Equity			
Retained earnings			
Net profit for the year	1,760,970	(237,422)	1,523,548
Transfer to reserve	-	237,422	237,422
Retained earnings at 30 June	14,554,317	-	14,554,317
Reserves			
Club Movement Development Fund at 1 July	-	5,015,767	5,015,767
Movement for the year	-	(237,422)	(237,422)
Club Movement Development Fund at 30 June	-	4,778,345	4,778,345
Reserves at 30 June	1,000,000	4,778,345	5,778,345

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2020 (CONTINUED)

22. IMPACT ON TRANSITION TO NEW ACCOUNTING STANDARDS (CONTINUED)

Consolidated Statement of Profit or Loss and Other Comprehensive Income

	Previously Reported	2019 Adjustment	2019 Restated
Total revenue	31,159,540	(1,640,118)	29,519,422
Total expenses	29,398,570	363,618	29,762,188
Total comprehensive income for the period	1,760,970	(237,422)	1,523,548

The Association	Previously Reported	2019 Adjustment	2019 Restated
Association statement of financial position			
	\$	\$	\$
Current liabilities			
Fund balances	136,131	(136,131)	-
Total current liabilities	5,587,407	(136,131)	5,451,276
Non-current liabilities			
Fund balances	4,642,214	(4,642,214)	-
Total non-current liabilities	4,762,692	(4,642,214)	120,478
Total liabilities	10,350,099	(4,778,345)	5,571,754
Equity			
Reserves	1,000,000	4,778,345	5,778,345
Total equity	7,809,653	4,778,345	12,587,998

The Association	Previously Reported	2019 Adjustment	2019 Restated
Association Statement of Changes In Equity			
Retained earnings			
Net profit for the year	241,860	(237,422)	4,438
Transfer to reserve	-	237,422	237,422
Retained earnings at 30 June	6,809,653	-	6,698,197
Reserves			
Club Movement Development Fund at 1 July	-	5,015,767	5,015,767
Movement in the year	-	(237,422)	(237,422)
Club Movement Development Fund at 30 June	-	4,778,345	4,778,345
Reserves at 30 June	1,000,000	4,778,345	5,778,345
Association Statement of Profit or Loss and Other Comprehensive Income			
Total revenue	17,239,484	126,195	17,365,679
Total expenses	16,997,624	363,616	17,361,240
Total comprehensive income for the period	241,860	(237,422)	4,438



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 30 June 2020, 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 2020; 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 2020
- 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 (including Independence Standards)* (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 or distributed to 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 Directors' Report.

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

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

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

Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

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

Auditor's responsibilities for the audit of the Financial Report

Our objective is:

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

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

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

A further description of our responsibilities for the audit of the Financial Report is located at the *Auditing and Assurance Standards Board* website at: http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf . This description forms part of our Auditor's Report.



KPMG



Cameron Roan

Partner

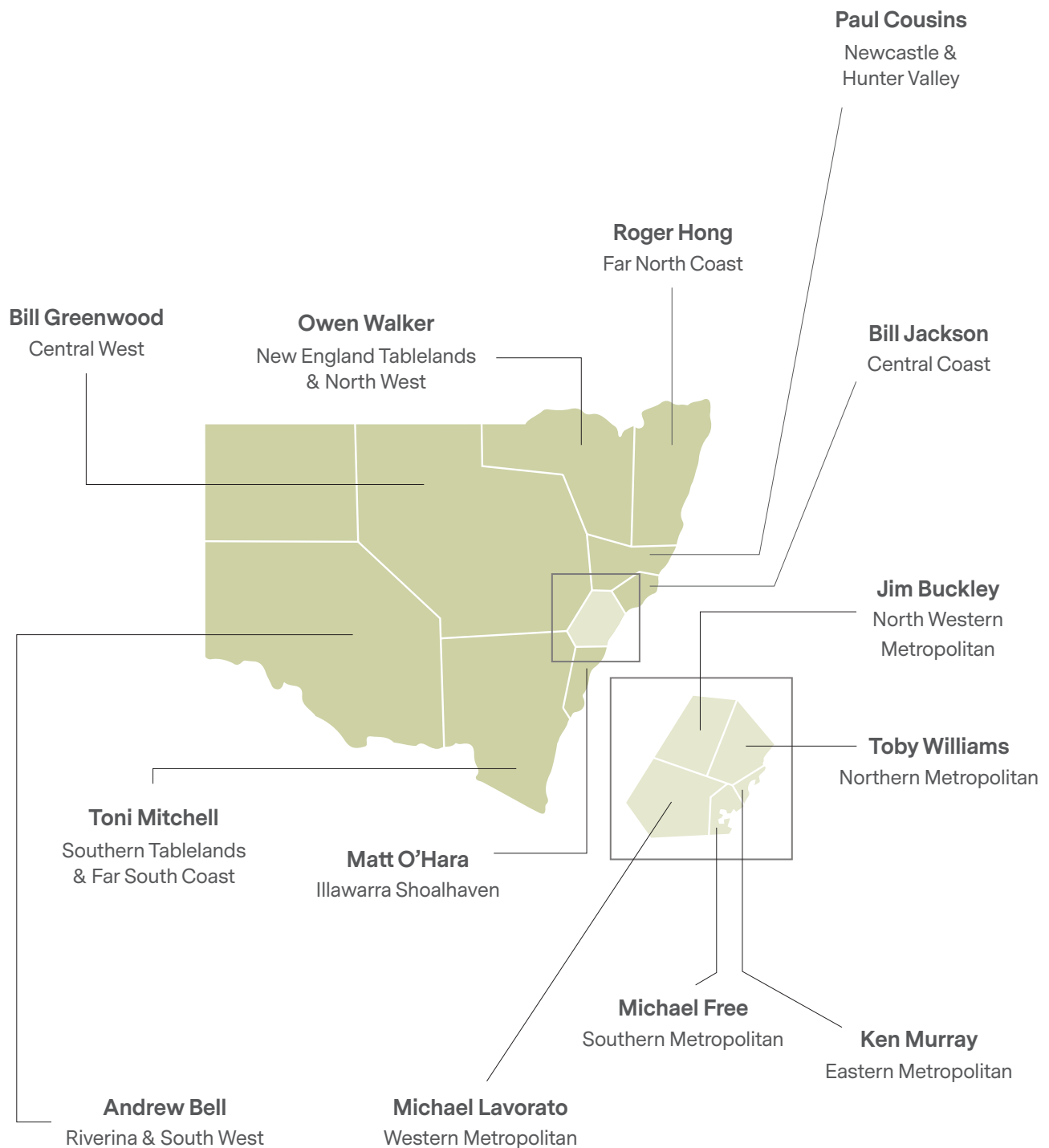
Sydney

24 August 2020

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STATE COUNCILLORS





The Manly Club

MEMBER CLUBS

Club

Parent Club

Amalgamated Club

Additional Premises

1 Newcastle & Hunter Valley

Aberdeen Bowling Club
 Aberdeen RSL & Citizens Club
 Abermain Bowling & Recreation Club
 Adamstown Bowling Club Co-op
 Alder Park Sports Club Co-operative
 Bar Beach Bowling and Sporting Club
 Bellbird Park Bowling Club
 Bellbird Workers Club
 Belmont 16 Foot Sailing Club
 Belmont Golf Club
 Beresfield Bowling Club
 Boolaroo Bowling & Recreation
 Co-operative Society

Branxton Golf Club Co-operative
Budgewoi Soccer Club
 Cardiff Bowling Club Co-operative
 Cardiff RSL Club
 Carrington Bowling Club Co-operative
 Central Leagues Club
Cessnock Ex-Services Club
Cessnock Hospitality Group
 Charlestown Bowling Club
 Charlestown Golf Club
 City of Newcastle RSL Sub-branch Club
 Clarence Town Bowling, Sport and
 Recreation Club
 Club Macquarie

Croatian Wickham Sports Club Co-operative
 Denman Co-operative Bowling Club
 Denman Sub-Branch RSL & AILA Club
 Dora Creek & District Workers
 Co-operative Club
 Dungog District Golf Club
 Dungog Memorial Bowls,
 Sport & Recreation Club
 Dungog Memorial RSL Club
 East Cessnock Bowling Club
East Leisure and Golf
East Maitland Bowling Club
 Edgeworth Bowling Club Co-operative
 Fingal Bay Bowls, Sport & Recreation Club

Gresford Bowling Club

Greta Workers Sports & Recreation Club

Hamilton North Bowling Club Co-operative

Hawks Nest Golf Club

Heaton Birmingham Gardens Bowling Club

Hexham Bowling Club Co-operative

Kahibah Bowling Club Co-operative

Karuah & District RSL Club

Kotara Bowling & Recreation Club Co-op

Kurri Golf Club

Kurri Kurri Bowling Club

Lake Macquarie Yacht Club

Lambton Bowls Sports and Recreational Club
Co-operative

Lemon Tree Passage Bowling Club Co-operative

Lorn Park Bowls Sports & Recreation Club

Lowlands Bowling Club

Maitland City Bowls, Sports & Rec Club

Maitland Park Bowling & Sporting Complex

Marks Point Bowling Club

Mayfield Bowling Club Co-operative

Mayfield Ex Services Club

Mayfield West Bowling Club Co-operative

Merewether Bowling Club

Merewether Golf Club

Merriwa Sports Club

Miller Park Sports Club

Muree Golf Club

Murrurundi Bowling Club

Muswellbrook & District Workers Club

Muswellbrook Golf Club

Muswellbrook RSL Sub-branch Club

Nelson Bay Bowling & Recreation Club

Nelson Bay Golf Club

Newcastle & Port Stephens Game Fishing Club

Newcastle Club

Newcastle Cruising Yacht Club

Newcastle Golf Club

Newcastle Leagues Club

Paxton Bowling Club

Pelican Flat RSL Sub-branch Club

Rathmines Memorial Bowling Club Co-operative

Raymond Terrace Bowling Club Co-operative

Redhead Bowling Club Co-operative

Royal Motor Yacht Club Toronto

Scone Bowling Club

Scone R.S.L. Club

Shortland Waters Golf Club

Singleton Bowling Club Co-operative

Singleton Golf Club Co-operative

Singleton Returned Servicemen's Club

*Singleton Returned Servicemens Club -
Alroy Park Complex*

Singleton Rugby Club

Soldiers Point Bowling Club

South Newcastle Rugby League Club

Stockton Bowling Club Co-operative

Stockton RSL & Citizens Club

Stroud & District Country Club

Summerland Sporties

Swansea RSL Club

Swansea Workers Co-Op Club

Tanilba Bay Golf Club

Tea Gardens Country Club

Telarah Bowling Club

Teralba Bowling Club Co-operative

Tilligerry RSL Sports Club

Toronto Country Club

Toronto District Workers Club

Toronto RSL Memorial Club

Valentine Bowling Club

Wallsend Bowling Club Co-operative

Wallsend RSL & Community Club

Wangi Bowling Club Co-operative

Wangi District Workers Club

Wangi RSL Sub-branch Club

Waratah Golf Club

Warners Bay Bowling Club Co-operative

Water Board Bowling Club

West Wallsend Workers Club

Western Suburbs (N'cle) Leagues Club

Weston District Workers' Co-operative

Wests Bowling Club

Wests Cardiff

Wests City

Wests Mayfield

Wests Nelson Bay

Windale Gateshead Bowling Club

2 Far North Coast

Alstonville Plateau Bowls and Sports Club

Ballina Bowling & Recreation Club

Ballina Golf & Sports Club

Ballina RSL Bowling Club

Ballina RSL Club

Bangalow Bowling & Sports Club

Bellingen RSL Country Club

Black Head Bowling Club

Bonalbo Bowling & Recreation Club

Bowraville & District Ex-Services Club

Bowraville Recreation Club Co-operative

Broadwater Bowling Club

Brooms Head Bowling & Recreation Club

Bulahdelah Bowling Club

Bulahdelah Golf Club

Burringbar District Sports Club

Byron Bay Bowling & Recreation Club

Byron Bay Golf Club

Byron Bay Services Club

Cabarita Beach Sports Club

Casino Golf Club

Casino Returned Servicemens Memorial Club

CEX - Urunga

Club Banora

Club Goonellabah

Club Harrington

Club North Haven

Club Old Bar

Club Scotts

Club Taree

Club West

Coffs Ex-Services Memorial and Sporting Club

*Coffs Harbour & District Ex-Servicemens &
Womens Memorial Club*

Coffs Harbour Golf Club

Coffs Harbour Rugby League Football Club

Coffs Harbour Surf Life Saving Club

Comboyne Ex-Servicemens & Citizens Club

Condong Bowling Club

Coolangatta & Tweed Heads Golf Club

Coraki & District Memorial Bowling Club

Coraki Golf Club

Crescent Head Country Club

Cudgen Headland Surf Life Saving Club

Cudgen Leagues Club

Dorrigo Memorial RSL Club Co-operative

East Lismore Bowling Club

Evans Head Bowling Club

Forster Bowling Club

Forster Tuncurry Golf Club

Forster Tuncurry Memorial Services Club

Frederickton Golf Club

Gloucester Bowling & Recreation Club

Gloucester Country Club

Gloucester Soldiers Club

Grafton District Golf Club

Grafton District Services Club

Great Lakes Country Club

Hat Head Bowling & Recreation Club

Hibbard Sports Club

Iluka Bowling Club

Iluka Golf Club

Italo - Australian Sports & Recreation Club

Kempsey Golf Club

Kempsey Heights Grand United Bowling
& Recreation Club

*Kempsey Macleay RSL Bowling
and Sporting Club*

Kempsey Macleay RSL Club

Kendall Services & Citizens Club

Kew Country Club

Kingscliff Bowls Club

Kyogle Bowling Club

Kyogle Golf Club

Lake Cathie Bowling & Recreation Club

Lansdowne Bowling & Recreation Club

Laurieton United Services Club

Lennox Head Community Sports &
Recreation Club

Lismore & District Workers Club

Lismore City Bowling and Recreation Club

Lismore Heights Sports Recreation and
Community Club

Lismore Workers Golf Club

Lismore Workers Sports Club

Macksville Country Club

Macksville District Ex-Servicemen's Club

Maclean & District Bowling Club Co-operative

Maclean Golf Club

Maclean-Lower Clarence Services Club

Manning Point Bowling Club

Mullumbimby Bowling Club

Mullumbimby Ex-Services Club

Mullumbimby Golf Club

Mullumbimby Rugby League Football Club

Murwillumbah Brothers Rugby League
Football Club

Murwillumbah Golf Club

Murwillumbah Services Memorial Club

Nambucca Heads Bowling & Recreation Club

Nambucca Heads Island Golf Club

Nambucca Heads RSL Club

Nambucca Leagues & Sports Club

North Beach Recreation & Bowling Club

Ocean Shores Country Club

Pacific Palms Bowling Club

Pacific Palms Recreation Club

Park Beach Bowling Club

Port Macquarie City Bowling Club

Port Macquarie Golf Club

Port Macquarie Panthers

Pottsville District Bowls & Sports Club

Red Rock Bowling & Recreation Club

Sawtell Bowling & Recreation Club

Sawtell Golf Club

Sawtell RSL Club

Seagulls Club

Smithtown RSL Memorial Bowling Club

South Grafton Bowling Sports and
Recreation Club

South Grafton District Ex-Servicemen's Club

South Lismore Bowling & Recreation Club

South Tweed Heads Bowls Club

South West Rocks Country Club

Sporties Tuncurry

Stuarts Point Workers Recreation & Bowls Club

Taree Aquatic Club

Taree Leagues Sports Club

Taree Railway Institute Bowling Club

Telegraph Point Sports & Recreation Club

The Westport Club

Tuncurry Beach Bowling Club

Tweed Heads Bowls Club

Twin Towns Juniors Club

Twin Towns Services Club

Ulong & District Ex-Servicemen's & Women's
Memorial Club

Urbenville & District Bowling Club

Urunga Bowling Club

Wauchope Country Club

Wauchope RSL Club

Wingham Bowling Club

Wingham District Memorial Services Club

Wingham Golf Club

Woodburn Bowling Club

Woodburn Evans Head Golf Club

Woodburn Evans Head RSL Club

Woolgoolga Returned Services Club

Woolgoolga Returned Services Golf Club

Wooli Bowling & Recreation Club Co-operative

Yamba Bowling & Recreation Club

Yamba Golf & Country Club

3 New England Tablelands & North West

Armidale City Bowling Club

Armidale Ex-Services Memorial Club

Armidale Golf Club

Ashford Memorial Bowling Club

Barraba Bowling Club

Barraba Ex-Servicemen's Club

Bellata Golf Club

Bingara Returned Servicemen's Club

Bingara Sporting Club

Boggabilla Town & Country Club

Boggabri RSL Memorial Club

Bundarra Sports and Recreation Club

Collarenebri Club

Croppa Creek Bowling Club

Glen Innes & District Services Club

Glen Innes Bowling Club

Glen Innes Golf Club

Grawin Opal Miners Sports & Recreation Club

Gunnedah Golf Club

Gunnedah Rugby Club

Gunnedah Services & Bowling Club

Guyra Bowling & Recreation Club

Inverell East Bowling Club

Inverell Golf Club

Inverell Returned Servicemen's Club

Kootingal & District Bowling Club

Lightning Ridge District Bowling Club

Manilla Bowling Club

Manilla RSL & Ex-Servicemens Club

Moree & District Services Club

Moree Golf Club

Narrabri Bowling Club

Narrabri Golf Club

Narrabri RSL Memorial & Citizens Club

New England Club

North Tamworth Bowling Club

Quirindi Bowling Club

Quirindi RSL Golf Club

Quirindi RSL Sub-Branch Club

South Tamworth Bowling Club

Tamworth Aero Club (T-Air)

Tamworth City Bowling Club

Tamworth Golf Club

Tamworth Services Club

Tenterfield Bowling Club

Tenterfield Golf Club

The Courts @ East

Tingha Sport & Recreation Club

Town & Country Club

Upper Horton Sports Club

Uralla Bowling & Recreation Club

Uralla Golf Club

Walcha Bowling & Recreation Club

Walcha Ex-Services Memorial Club

Walgett District Sporting Club

Walgett RSL Memorial Club

Warialda Golf & Bowling Club

Wee Waa & District Bowling Club

Wee Waa Golf Club

Werris Creek Bowling & Tennis Club

Werris Creek Golf Club

West Diggers

West Tamworth League Club

4 Central West

Baradine Bowling and Sporting Club

Bathurst City Community Club Inc

Bathurst Golf Club

Bathurst Panthers

Bathurst RSL Club

Blackheath Golf Club

Bourke Bowling Club

Brewarrina RSL Club

Canowindra Bowling Club

Canowindra Services & Citizens Club

Cassilis Bowling Club

Club Dubbo

Club Millthorpe

Cobar Bowling & Golf Club

Cobar Memorial Services & Bowling Club

Condobolin RSL Club

Condobolin Sports Club

Coolah Sporting Bowling Club

Coonabarabran Bowling Club Co-operative

Coonabarabran Golf Club

Coonamble Bowling Club
 Coonamble Golf Club
 Cowra Bowling Club
 Cowra Golf Club
 Cowra Services Club
 Cudal Bowling Club
 Cumnock Bowling Club
Dubbo City Bowling Club
 Dubbo Golf Club
Dubbo RSL Memorial Club
 Dunedoo Bowling Club
 Dunedoo Sports Club
 Emus Rugby Club
 Eugowra Bowling Club
 Forbes Services Memorial Club
 Forbes Sports & Recreation Club
 Geurie Bowling Club
 Gilgandra Services Club
 Gooloogong Country Club
 Grenfell Bowling Club
 Gulargambone Bowling Club
 Gulgong Bowling & Sporting Club
 Hazelbrook Bowling & Sporting Club
 Co-operative
 Henbury Sport & Recreation Club
 Jets Sports Club
 Kandos Returned Services Community Club
Katoomba RSL
 Lawson Bowling Club
 Leura Golf Club
 Lithgow & District Workmen's Club
 Lithgow City Bowling Club trading as
 Club Lithgow
 Lithgow Golf Club
 Macquarie Club (Dubbo)
 Majellan Bowling Club
 Manildra Bowling Club
 Manildra Golf Club
 Mendooran - Merrygoen Memorial Club
 Co-operative
 Mendooran Bowling Club
 Molong RSL Club
 Mudgee Golf Club
 Mudgee Soldiers Club
 Narromine Bowling Club
 Narromine Golf Club
 Narromine United Services Memorial Club
 Nyngan Bowling Club
 Nyngan Golf Club
 Nyngan RSL & Civic Club
 Oberon RSL Club
 Oberon Rugby Football Club
 Orange City Bowling Club
Orange Ex-Services Club
Orange Ex-Services Country Club

Orange Golf Club
 Orange Waratah Sports Club
 PARKES BOWLING AND SPORTS CLUB
 Parkes Golf Club Co-operative
 Parkes Service & Citizens Club Co-operative
 Peak Hill Bowling Club Co-operative
 Peak Hill Ex-Services & Citizens Club
 Portland Bowling Club Co-operative
 Portland Golf Club
 Portland RSL Sport Recreation Club
 Rylstone Club
 Springwood Country Club
Springwood Sports Club
 Tottenham Bowling Club
 Tottenham Golf Club
 Trangie Bowling Club
 Trangie United Services Memorial Club
Trundle Services & Citizens Club
Trundle Services Golf Club
 Tullamore Bowling & Citizens Club
 Wallerawang Bowling Club
 Warren & District United Services Club
 Warren Golf Club
 Wellington Golf Club
 Wellington Soldiers Memorial Club
Wentworth Falls Bowling Club
 Wentworth Falls Country Club
Wentworth Golf Club
 Woodstock Bowling, Sport and Recreation Club
 Wyangala Dam Country Club
 Yeoval Bowling Club

5 Riverina & South West

Adelong Services Citizens & Bowling Club
 Albury Soldiers Sailors & Airmens Club
 Ardlethan Bowling & Recreation Club
 Balranald District Ex-Services Memorial Club
 Barellan & District War Memorial Club
Barham & District Services Memorial Club
Barham Golf & Country Club
Barooga Sports Club
 Barrier Social Democratic Club
Batlow RSL Bowling Club
Batlow RSL Club
 Berrigan Sports Club
 Boorowa Ex-Services & Citizens Club
 Broken Hill Musicians Club
 Broken Hill Sturt Club
 Club Mulwala
 Club Tumut
Cobram-Barooga Golf Club
Commercial Club (Albury)
Commercial Club Wagga Wagga
Commercial Golf Resort
 Coolamon Sport and Recreation Club

Coomealla Golf
Coomealla Memorial Sporting Club
 Cootamundra Country Club
 Cootamundra Ex-Servicemens & Citizens
 Memorial Club
 Coro Club
 Corowa Golf Club
 Corowa RSL Club
 Culcairn Bowling & Recreation Club
 Darlington Point Club
 Deniliquin Bowling Club
 Deniliquin Club
 Deniliquin RSL Club
 Deniliquin Golf Club
 Echuca - Moama RSL & Citizens Club
 Euston Bowling & Recreation Club
Exies Sport Club
 Finley Bowling Club
 Finley Golf Club
 Finley Returned Soldiers Club
 Ganmain & District Sports Club
 Goolgowi Ex-Servicemens Memorial Club
Griffith Ex-Servicemen's Club
 Griffith Golf Club Co-operative Society
Griffith Leagues Club Northside
Griffith Leagues Club Southside
 Gundagai District Services Club
 Harden Country Club
 Harden District Bowling Club
 Hay Services Club
 Henty Community Club
 Hillston Ex-Servicemen's & Citizens' Club
 Holbrook Returned Servicemen's Club
 Howlong Country Golf Club
 Humula Citizens Sports Club
 Jerilderie Golf Club
 Junee Bowling Club
 Junee Ex-Services Memorial Club
 Lake Cargelligo Bowling Club
 Leeton & District Bowling Club
 Leeton Soldiers Club
 Lockhart Ex-Servicemen's Club
 Mathoura District & Servicemen's Bowling Club
 Moama Bowling Club
 Moulamein Bowling Club
 Mulwala Water Ski Club
 Murray Downs Golf & Country Club
 Narrandera Ex-Servicemen's Club
 Oaklands RSL Bowling Club
 Rich River Golf Club
 Riverina Australian Football Club
 Riverine Club (The)
 Rosewood Golf Club
 Silver City Workingmen's Club
 South Broken Hill Golf Club

Stockinbingal Bowling Club Co-operative
 Talbingo Country Club
 Tarcutta RSL & Citizen's Club
 Temora Bowling & Recreation Club
 Temora Ex-Services Memorial Club
 Temora Golf Club
 The Albury Club
 The Binalong Community Club
 The Rock Memorial Bowling Club
Thurgoona Country Club Resort
 Tocumwal Golf Club
 Tooleybuc Sporting Club
 Tumbarumba Bowling Club
 Tumbarumba Golf Club
 Tumut Golf Club
 Urana Bowling Club

Wagga R S L Club

Wagga Wagga Boat Club
 Wagga Wagga Country Club
 Wakool & District Services Memorial
 Sports Club
 Walla Walla Bowling & Recreation Club
 Weethalle Country Club
 West Wyalong Bowling Recreation Club

West Wyalong Services & Citizens Club

West Wyalong Services & Citizens Sports Club
 Whitton Bowling & Recreation Club
 Wilcannia Golf Club
 Yanco All Servicemens Club
 Yarrawonga & Border Golf Club
 YENDA DIGGERS CLUB
 Yerong Creek Bowling Club
 Yoogali Club
 Young Bowls
 Young Services & Citizens Co-operative Club

6 Southern Tablelands & Far South Coast

Antill Park Country Club
Bargo Sports Club
 Batemans Bay Soldiers Club
Bega Country Club
 Bermagui Country Club
 Bodalla Bowling & Recreation Club
 Bombala RSL Club
 Bowral Golf Club
 Braidwood Servicemen's Club
 Canberra Highlands Society & Burns Club
Canberra Labor Club
 Canberra Southern Cross Club
 Candelo Kameruka Bowling Club
 Catalina Country Club
City Labor Club
Club Bega
 Club Bowral

Club Dalmeny

Club Narooma

Coolamatong Snowy Mountains Country Club
 Cooma Ex-Services Club
 Crookwell Golf Club
 Crookwell Services Club
 Delegate Country Club

Eden Fishermen's Recreation Club

Eden Gardens Country Club
Ginninderra Labor Club
 Goulburn & District Soldiers Club
 Goulburn Club
 Goulburn Golf Club
Goulburn Railway Bowling Club Co-op
 Goulburn Workers Club
 Hellenic Club of Canberra
 Highlands Golf Club
 Jindabyne Bowling & Sports Club
 Lake Conjola District Bowling Club
Malua Bay Bowling and Recreation Club
 Merimbula RSL Club
 Merimbula-Imlay Bowling Club
 Milton & Ulladulla Bowling Club Co-operative
 Milton Ulladulla Ex-Servos Club
 Mittagong RSL Club

Mollymook Beach Bowling & Recreation Club

Mollymook Golf Club

Mollymook Golf Club (Hill Top)
 Moruya Bowling & Recreation Club
 Moruya Golf Club
 Moss Vale Golf Club
 Moss Vale Services Club
 Narooma Golf Club
 Nimmitabel Country Club
 Pambula Merimbula Golf Club
 Picton Bowling Club
 Queanbeyan Australian Football Club
 Queanbeyan Golf Club
 Queanbeyan Kangaroo Rugby League
 Football Club
 Queanbeyan Leagues Club
 Queanbeyan RSL Memorial Bowling Club
 Robertson Bowling Club
 Taralga Sports Club
 Tathra Beach Bowling Club
 Tathra Beach Country Club
 The Bundanoon Club
 Tomakin Sports & Social Club
 Tuggeranong Valley Rugby Union & Sports Club
 Tura Beach Country Club
 Tuross Head Country Club
Weston Creek Labor Club
 Yass Bowling Club
 Yass Golf Club
 Yass Soldiers Club

Yowani Country Club

7 Illawarra Shoalhaven

AGA Club Germania
 Albion Park Bowling & Recreation Club
 Albion Park RSL Memorial Club
 Bellambi Bowling Recreation & Sports Club
Berkeley Sports Club
Berry Bowling Club

Bomaderry Bowling Club

Bomaderry RSL Club
 Bulli Club
 Callala RSL Country Club
 City Diggers Wollongong
 City of Wollongong Tennis Club
 Club Jervis Bay
 Coledale R S L Club
Collegians' Orb Bowling Club
Collegians' Port Kembla Leagues Club
Collegians RLFC Balgownie

Collegians Rugby League Football Club

Corrimal Bowling Club
 Corrimal RSL Memorial Club
 Culburra Bowling & Recreation Club
 Currarong Bowling & Recreation Club
 Dapto Citizens Bowling Club
*Dapto Leagues Club (Trading as Grange
 Golf Club)*

Dapto Leagues Club

Fairy Meadow Bowling Club
 Figtree RSL Bowling Club
 Fraternity Bowling & Recreation Club
 Gerringong Bowling & Recreation Club
 Gerroa Boat Fishermans Club
 Greenwell Point Bowling & Sports Club
 Husky Sports
 Illawarra District Rugby League Football Club
 Illawarra Leagues Club
 Illawarra Master Builders Club
Illawarra Yacht Club
 Jamberoo Golf Club
 Kemblawarra Portuguese Sports & Social Club
 Kiama Bowling & Recreation Club
 Kiama Golf Club
 Kiama Leagues Club
 Nowra Bowling & Recreation Club
Nowra Golf & Recreation Club
Oak Flats Bowling & Recreation Club
Port Kembla Golf Club
 Russell Vale Golf & Social Club
 Shellharbour Workers Club
Shoalhaven Ex Servicemens Sports Club
Shoalhaven Ex-Servicemen's Club
 Shoalhaven Heads Bowling & Recreation Club
 Shoalhaven Heads Golf Club

St Georges Basin Country Club

Sussex Inlet Bowling Club
 Sussex Inlet Golf Club
 Sussex Inlet RSL Club
 Thirroul Bowling Leagues and Recreation Club
 Towradgi Park Bowls & Recreation Club
Vincentia Golf Club
 Warilla Bowling & Recreation Club
 Warilla Sports Club

Western Suburbs Leagues Club Illawarra

Windang Bowls Club
 Wiseman Park Wollongong City Bowling Club
 Wollongong Golf Club
 Woonona Bowling & Rec Club
 Woonona Bulli RSL Memorial Club

8 Southern Metropolitan

Arncliffe Scots Sports & Social Club
 Bardwell Valley Golf Club
 Beverley Park Golf Club
 Bexley Golf Club
 Bexley RSL & Community Club
 Brighton-Le-Sands RSL Club
 Bundeena Bowling & Sports Club Co-operative
Bundeena Memorial Club
 Caringbah Bowling & Recreation Club
Caringbah RSL Memorial Club
 Club Arncliffe

Club Central Hurstville

Club Central Menai

Club Cronulla
 Club on East
 Club Rivers
 Cronulla Golf Club
 Cronulla R S L Memorial Club
 Cronulla-Sutherland Leagues Club
Earlwood Bowling & Rec Club

EBP RSL

Engadine Bowling & Recreation Club
 Engadine RSL & Citizens Club
 Georges River 16Ft Sailing Club Co-op
 Grandviews Bowling & Recreation Club
 GyMEA Bowling & Recreation Club
 Heathcote Services & Citizens Club
Helensburgh Worker's Sports and Social Club
Hurstville R.S.L. Memorial Club
Kareela Golf & Social Club
 Kingsgrove RSL Club
 Kogarah Golf Club
 Kogarah RSL Club
 Kurnell Community Sports and Recreation Club
 Miranda RSL Sub-Branch Club
 Moorefield Bowling and Sports Club
 Mortdale RSL Community Club
 Oatley RSL & Community Club

Olds Park Sports Club
 Penshurst RSL
 Ramsgate RSL Memorial Club
 Riverwood Sports and Recreation Club
 Rockdale Businessmen's Club
 Rockdale RSL S/B Club
 Rockdale Tennis Club
 Royal Motor Yacht Club of NSW
 (Port Hacking Branch)
 South Cronulla Bowling & Recreation Club
 St George Leagues Club
 St George Masonic Club
 St George Motor Boat Club
 St George Rowing Club
St George Sailing Club
 Sutherland Bowling & Recreation Club
Sutherland District Trade Union Club
 Sylvania Bowling Club Co-operative
 Taren Point Bowling & Recreation Club
The Pinnacle South Hurstville RSL Club
 Woolooware Golf Club
 Woronora River RSL & Citizens Club

9 Western Metropolitan

Ashfield Bowling Club
 Ashfield Catholic & Community Club
 Ashfield RSL Sub-Branch Club
 Assyrian Sports & Cultural Club
 Auburn Soccer Sports Club
Auburn Tennis & Recreation Club
 Austral Bowling Club
Bankstown City Bowling & Recreation Club
 Bankstown Golf Club
Bankstown RSL Club
Bankstown Sports Club
Baulkham Hills Sports Club
 Belfield Bowling & Recreation Club
 Belmore Bowling & Recreation Club
Birrong Bowling & Sports Club
 Bonnyrigg Sports Club T/a Serbian Centre Club
 Brighton Lakes Recreation & Golf Club
Burwood RSL Club
Cabramatta Bowling & Recreation Club
 Cabramatta Golf Club
 Cabramatta Rugby League Club
Cabra-Vale Ex-Active Servicemen's Club
 Camden Golf Club
 Camden RSL Club
 Camden Sports Club
Campbelltown Catholic Club
 Campbelltown City Bowling Club Co-operative
Campbelltown Golf Club
Campbelltown RSL Club
Campsie RSL Sub-branch Club
 Campsie South Bowling & Recreation Club

Canley Heights R S L & Sporting Club
Canterbury Hurlstone Park RSL Club
Canterbury League Club

Carnarvon Golf Club
Chester Hill Bowling & Rec Club
Chester Hill RSL and Bowling Club
Co-operative

Club Belmore
Club Burwood
Club Italia Mounties Group

Club Marconi
 Coronation Club
Country Club Gledswood Hills
 Croatian Club
Croydon Park Club

Dooleys Lidcombe Catholic Club

DOOLEYS Regents Park Sports Club
Dooleys Waterview Club
 Granville Diggers
Greenacre Bowling & Recreation Club
Co-operative

Greyhound Social Club
Guildford Bowling Club
 Guildford Rugby League Football &
 Recreation Club

Hungarian (Magyar) Social Club
 Ingleburn RSL Sub-Branch Club
 John Edmondson V C Memorial Club
 Kemps Creek Sporting & Bowling Club
 King Tom Club

Lakeside Golf Club - Camden

Lansvale United Sports Club
Lantern Club

Lemnian Assoc of NSW Maroula Club
 Lidcombe Bowling Club

Liverpool Catholic Club

Liverpool Golf Club
Magpie Sports
Mekong Mounties Group

Merrylands Bowling Club**Moorebank Sports Club**

Mount Lewis Bowling Club Co Op
Mounties Bowling Club
Moxon Sports Club

Mt Pritchard & District Community Club
(Trading as Mounties)

New South Wales Harness Racing Club
 Menangle Park Paceway
 Padstow Bowling & Recreation Club
 Padstow RSL Club
 Panania East Hills RSL Club
 Polish Club

Revesby Workers' Club

Revesby Workers' Sports Club
 Rosnay Golf Club

Russian Club
 Smithfield RSL
St Johns Park Bowling Club
 Strathfield Golf Club
 Strathfield Recreation Club
 The Bankstown Trotting Recreational Club
The Lakemba Club
Triglav Mounties Group
 Uruguayan Social & Sporting Club
Wallacia Bowling and Recreation Club
Wallacia Panthers Golf & Country Club
 Warragamba Worker's & Sporting Club
Western Suburbs League Club (Campbelltown)
West's Ashfield Leagues
West's Sports Croydon
West's Tennis Club
Workers Hubertus Country Club

10 Eastern Metropolitan

Alexandria - Erskinvillie Bowling Club
 Australian 18-Footers' League
 Australian Club
 Australian Golf Club (The)
 Bondi Bowling Club Co-Op
 Bondi Icebergs Club
 Bondi Junction-Waverley RSL Sub-Branch Club
 Bondi Waverley Squash Club
 Bonnie Doon Golf Club
 Bowlers Club of NSW
 Bronte Bowling Club
City of Sydney RSL & Community Club
 City Tattersalls Club
 Clovelly Bowling & Recreation Club
 Club Redfern
 Coast Golf & Recreation Club
 Combined Services RSL Club Co Operative
 Concordia Club
Coogee Beach Club
 Coogee Diggers
 Coogee Legion Ex-Service Club
 Cruising Yacht Club of Australia
 CTA Business Club
 Cyprus Community of NSW
 Eastern Suburbs District Rugby Union
 Football Club
Eastern Suburbs Leagues Club
 Eastern Suburbs Legion Club
 Eastlake Golf Club
 Eastlakes Sports Club
 Gallipoli Memorial Club
 Hakoah Club
 Hellenic Club
 Hillsdale Bowling & Recreation Club
 Lakes Golf Club (The)
 Maroubra Seals Sports & Community Club

Maroubra Sports
 Marrickville & District Hardcourt Tennis Club
 Marrickville Bowling & Recreation Club
 Marrickville District Lawn Tennis Club
 Marrickville Golf Club
 Matraville R S L Sub-branch Club
 New South Wales Golf Club
 North Bondi RSL Club
 NSW Leagues Club
 NSW Masonic Club
 Paddington/Woollahra RSL Memorial &
 Community Club Co-op
 Petersham RSL Club
Randwick Bowling Club
 Randwick Golf Club
 Rose Bay RSL Club Co-operative
 Royal Automobile Club of Australia Inc.
 Imperial Service Club
 Royal Motor Yacht Club of NSW
 Royal Prince Edward Yacht Club
 Royal Sydney Golf Club (The)
 South Sydney Graphic Arts Club
South Sydney Junior Rugby League Club
 St Michael's Golf Club
 Sydney Portugal Community Club
 Tattersalls Club
 The Catholic Club
The Juniors Malabar
The Juniors Maroubra
 The Queen's Club
The Randwick Club
Union, University & Schools Club of Sydney
Union, University & Schools Club of Sydney
(Philip St)
Waverley Bowling & Recreation Club
 Woollahra Golf Club
 Yarra Bay 16Ft Skiff Sailing Club

11 Northern Metropolitan

Asquith Bowling and Recreation Club
 Asquith Golf Club
 Avalon Beach Bowling & Recreation Club
 Avalon Beach RSL Club
 Avondale Golf Club
 Balgowlah Golf Club
 Balgowlah RSL Memorial Club
 Balmain Bowling Club
 Barnwell Park Golf Club
 Bayview Golf Club
 Beecroft Bowling & Recreation Club
 Belrose Bowling Club
 Berowra R.S.L. Club
 Briars Sports
 Cammeray Golf Club
 Canada Bay Club

Chatswood Club
 Chatswood Golf Club
 Chatswood R S L Club
 Cheltenham Recreation Club
 Club Concord
 Club Willoughby
 Collaroy Services Beach Club
 Concord Golf Club
 Cromer Golf Club
 Dee Why Bowling Club
 Dee Why RSL Club
Denistone Sports Club
 Drummoine Sailing Club
 Eastwood Club
Eastwood Rugby Club
 Elanora Country Club
 Five Dock RSL Community Club
 Forestville RSL Club
 Gladesville Bowling & Sports Club
 Gladesville RSL & Community Club
 Gladstone Park Bowling Club
 Gordon Golf Club
 Harbord Bowling & Recreation Club
Harbord Diggers - Mounties Group
 Hills District Memorial Club
 Hornsby R S L Club
 Hunters Hill Club
 Killara Bowling Club
 Kirribilli Ex-Service Club
 Lane Cove Country Club
 Lane Cove West Bowling & Recreation Club
 Leichhardt Bowling & Recreation Club
 Lindfield Bowling Club
 Long Reef Golf Club
 Magpies Waitara
Manly Bowling Club
 Manly Civic Club
 Manly Golf Club
Manly Sixteen Foot Skiff Sailing Club
 Manly Vale - Calabria Bowling Sports
 & Social Club
 Manly Warringah Masonic & Community Club
 Manly Warringah Master Builders Club
Manly Warringah Rugby League Club
 Massey Park Golf Club
 Middle Harbour 16ft Skiff Club
 Middle Harbour Yacht Club
 Mona Vale Golf Club
 Monash Country Club
 Mosman Bowling Club
 Mosman Returned Servicemens Club
 Mosman Rowers
 Narrabeen R S L Memorial & Recreational Club
 Neutral Bay Club
 Newport Bowling Club

North Epping Bowling & Community Club

North Manly Bowling & Recreation Club

North Ryde Golf Club

North Ryde RSL Community Club

North Sydney Leagues Club

Northbridge Golf Club

P.T. Bowling & Community Club

Palm Beach Golf Club

Palm Beach RSL Sub-branch Club

Palm Beach Surf Club

Pearl Club Chatswood

Pittwater RSL Club

Pymble Golf Club

Roseville Golf Club

Roseville Returned Servicemens Memorial Club

Royal Motor Yacht Club Broken Bay,
New South Wales

Royal Sydney Yacht Squadron

Seaforth Bowling Club

St Ives Bowling & Recreation Club

Sydney Flying Squadron

Sydney Rowing Club

The Alcott

The Epping Club

The Greens North Sydney

The Killara Golf Club

The Royal Prince Alfred Yacht Club

Turramurra Bowling Club

UTS Haberfield Club

Wakehurst Golf Club

Warringah Bowling Club

Warringah Golf Club

West Lindfield Sports & Recreation Club Co-Op

West Pymble Bicentennial Club

Willoughby Park Bowling Bocce &
Recreation Club

12 North West Metropolitan

Blacktown City Bowling & Recreation Club
Co-operative

Brush Park Bowling Club

Building Workers Club

Carlingford Bowling, Sports & Recreation Club

Castle Hill Bowling Club

Castle Hill Country Club

Castle Hill RSL Club

Centro Sociale Italiano Club

City of Blacktown RSL Club

City Of Parramatta RSL Club

Club Paceway

Cumberland Country Golf Club

Del Rio Aquatic Club

Dundas Sports & Recreation Club

Dunheved Golf Club

Dural Country Club

Emu Plains Sporting & Recreation Club

Fox Hills Golf Club

Glenbrook Panthers

Glenorie RSL Club

Henry Lawson Club

Kingswood Sports Club

Lynwood Country Club

Muirfield Golf Club

NBC SPORTS CLUB

Nepean Rowing Club

Oatlands Golf Club

Panthers North Richmond

Parramatta Leagues Club

Pennant Hills Bowling Club

Pennant Hills Golf Club

Penrith Bowling & Recreation Club

Penrith Gaels Cultural & Sporting Association

Penrith Golf & Recreation Club

Penrith RSL Club

Penrith Rugby League Club

Pitt Town & District Sports Club

Richmond Club

Richmond Golf Club

Riverstone Schofields Memorial Club

Ryde - Parramatta Golf Club

Ryde Eastwood Leagues Club

Ryde X Services Club

Seven Hills Toongabbie RSL Club

St Marys District Band Club

St Marys R.S.L. & Ex Servicemens Club

St Marys Rugby League Club

Stonecutters Ridge Golf Club

The Hills District Bowling Club

Toongabbie Sports Club

Viking Sports Club

Wentworthville Leagues Club

West Pennant Hills Sports Club

Windsor Country Club

Windsor RSL Club

Wisemans Ferry Bowling Club

Workers Blacktown

Workers Sports

13 Central Coast

Avoca Beach Bowling & Recreation Club

Bateau Bay Bowling Club

Canton Beach Sports Club

Central Coast Leagues Club

Davistown RSL Club

Diggers The Entrance

Doyalson Wyee RSL Club

Erina Rugby League Football Club

Ettalong Diggers

Ettalong Memorial Bowling Club

Everglades Country Club

Gosford Golf Club Pty

Gosford RSL Club

Gosford Sailing Club

Gwandalan Bowling Club

Halekulani Bowling Club

Mangrove Mountain Memorial Club

Mingara Recreation Club

Mooney Mooney Club

Munmorah United Bowling Club

Norah Head Bowling & Sports Club

Ourimbah-Lisarow RSL Club

Shelly Beach Golf Club

Terrigal Bowling Club

Terrigal Memorial Country Club

The Entrance Bowling Club

The Entrance Leagues Club

Toukley Golf Club

Toukley RSL Sub-Branch Club

Wallarah Bay Recreation Club

Wyong Bowling Club

Wyong Golf Club

Wyong Race Club

Wyong RSL Club

Wyong Rugby League Club

AFFILIATED ASSOCIATIONS



Edward Camilleri, Senior Vice-President

The aim of the Federation of Community, Sporting and Workers Clubs is to provide entertainment and facilities for their members, with one of the principal objects in the Federation's constitution to "establish holiday centres and similar facilities whether alone or in conjunction with other organisations".

The Federation provides award winning family holiday accommodation for their members at a price they can afford, with 118 self contained apartments across three NSW holiday resorts.



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.

CLUBSNOW COMMUNITY PARTNERS

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

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

Community Partners



Community Support

Agricultural Societies Council of NSW

North Coast Academy of Sport

Tour De Rocks

Broken Hill St Patrick's Race Day

Northern Inland Academy of Sport

Western Region Academy of Sport

Central Coast Academy of Sport

Rotary NSW Emergency Services
Community Awards

Western Sydney Academy of Sport

Far West Academy of Sport

Wheelchair Sports NSW

Hunter Academy of Sport

South East Regional Academy of Sport

Illawarra Academy of Sport

South West Sydney Academy of Sport

CLUBS NSW CORPORATE PARTNERS

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

DIAMOND



PLATINUM



GOLD



SILVER



BRONZE



CLUBSNSW INDUSTRY SUPPORTERS

At the end of the 2019/2020 financial year, there were 73 Industry Supporters. 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.

Abeo Architects	Denton Projects	Nightlife Music
Adam Jones	Dexterous Group	Nova Employment & Training
Allied Risk Solutions	DFK Crosbie	T/as Nova Employment
Altis Architecture Pty Ltd	ECash	Nufurn
Andale Beer Dispensing Equipment	EJE Architecture	On Demand HR
Atlas Gaming	Elite Legal Pty Ltd	Paltronics Australasia Pty Ltd
Auscomply Pty Ltd	Energy Brokers	Pickwick Integrated Facilities Services
Avis Printing	Exact Security	Pure Projects
Axis IQ	Exclusive Bus Hire	Quad Services Pty Ltd
Benchmark Media & Entertainment	Fugen Constructions Pty Ltd	Refinitiv Australia
Bergstrom Architects	Global Valuation Services Pty Ltd	Rohrig Group
Big Screen Video	Guardian Venue Management International	RT Hospitality Solutions
Bishop Collins	Hamper World Australia	Sanyo Office Machines Pty Ltd
Boden Projects	I-Print & Signs Co Pty Ltd	SDJA
Bunnings	Integrity Corporate Finance	Soprano Design Limited
Campbell Advisory Pty Limited	James Clifford Construction	Strategic 360 Finance
Cartwright Insurance Brokers Pty Ltd	Jem Computers	Sunblest Cleaning Services
CashPoint Payment Solutions	Kroll Enviro Australia	The Buchan Group
Circle Solutions Pty Ltd	Learning Links	The Pack Factory
Colin Biggers & Paisley Lawyers	Lighthouse Safety & Compliance	TJL Business Advisors and Accountants
Commercial Safety Assurance	Madden & Associates Pty Ltd	Warren Saunders Insurance Brokers
Conroy Audit & Advisory	Make it Cheaper	(Aust) Pty Ltd
Convenience Cash ATM	Meridian Construction Services Pty Ltd	White Now
Crosbie Projects	Mitchell Brandtman (NSW) Pty Ltd	Zoo Business Media T/as
Cutcher & Neale Accounting	MPA Projects	1800 ONHOLD
and Financial Services	Network Refurbishments & Construction	

Kids from Condobolin at the Saintsational Kids Day organised by St Marys Rugby League Club, giving the town a much needed morale boost, away from the crippling drought.



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