2021
ANNUAL REPORT

ClubsNSW

OUR PURPOSE

PUTTING THE INTERESTS OF CLUBS AND THEIR COMMUNITIES FIRST.

THE WAY WE WORK ...

- We treat people fairly and with respect
- We embrace diversity and inclusivity
- We encourage our people to be creative and take initiative
- We take responsibility for our work
- We act with integrity in all situations.

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CHAIRMAN'S REVIEW

Dr George Peponis OAM

The last financial year has seen NSW clubs adapt and transform like never before.

In July 2020, clubs across the state were still finding their feet after reopening just one month earlier following the 10-week COVID-19 shutdown. But clubs demonstrated their resilience, implementing forward-thinking health and safety measures — from social distancing marshals to patron caps — long before such protocols became mandatory for all hospitality venues, boosting consumer confidence and reigniting trade in the process. To complement these efforts, ClubsNSW launched the popular 'Welcome Back' advertising campaign under the *Your local club* banner, encouraging patrons back through the doors of clubs to the tune of the iconic Cheers theme song.

As the festive season approached and our industry began preparing for what is usually the busiest time of the year, COVID reared its ugly head in the Northern Beaches, plunging the area into another few weeks of lockdown, while clubs in Greater Sydney, the Central Coast and the Blue Mountains were forced to operate under strict conditions.

Once again, clubs banded together (from a COVID-safe distance), sharing advice and words of encouragement with each other and their members, and returning to serve their communities with renewed enthusiasm as soon as it was safe to do so. The NSW Club Industry COVID Timeline on page 6 provides a comprehensive outline of clubs' struggles and successes throughout the pandemic.

Of course, COVID hasn't been the only hurdle for clubs this year. March delivered the worst flooding our state has experienced in decades, with the government declaring several natural disaster zones from the NSW North Coast to the suburbs of western Sydney. At least 18,000 people were forced to flee their homes. Just as they did during the devastating bushfires, clubs opened their doors to scores of evacuees, providing shelter, food and emotional support, and kick-starting fundraisers to help those most in need.

Despite the challenges of the past 12 months, clubs haven't missed a beat when it comes to supporting the local communities that rely on them. Our industry has poured more than $100 million into charities, sporting organisations and other worthy not-for-profit groups via ClubGRANTS. To promote this incredible program, we ran an extensive advertising campaign between February and June across social media, print and catch-up TV, which delivered more than seven million impressions.

Your local club also sponsored the NRL's Road to Regions program, which saw former NRL legends and current NRLW stars visit over 20 townships right across regional Australia, teaching kids about the importance of physical and mental health, resilience, teamwork and practising gratitude. A timely initiative, given the current climate.

On the events front, the Clubs & Community Awards Night returned this year after being cancelled in the previous year due to the pandemic. After so many months apart, the opportunity to come together and celebrate the extraordinary support that clubs provide their communities was simply fantastic — as were the record number of admirable award nominees.

We also had an amazing response to our new culinary competition, Perfect Plate, with more than 150 clubs battling it out for bragging rights and a seat at an exclusive winners' dinner with celebrity chefs and Perfect Plate ambassadors Manu Feildel and Colin Fassnidge. The quality and creativity of the dishes served up by clubs was seriously impressive and has undoubtedly transformed the public's perception of club dining.

As for the ClubsNSW Board, we have also seen some changes, with Keith Gomes stepping down after 12 years of service and Twin Towns Services Club CEO Rob Smith being appointed to fill the vacancy. Rob brings extensive club industry knowledge and significant experience in the operation and evolution of gaming, as well as club property developments and acquisitions. He has represented ClubsNSW as the appointee to the Tourism Industry Council and has been a member of the ClubsNSW Gaming Advisory Committee since 1992, making him a valuable addition to the Board.

An independent director, Mark Brandon-Baker, has also joined the Club Keno Holdings Board. Mark is a former Departmental Secretary in the ACT public service, Group Head of Government Relations and Regulatory Affairs for Westpac Banking Corporation and, since 2006, has been Managing Director of TG Endeavour — a bipartisan lobbying firm with clients including Google, Lend Lease and Coca Cola. Another significant appointment.

Last, but certainly not least, this year the club industry lost one if its greatest ambassadors, former ClubsNSW Chairman Peter Newell OAM. Peter passed away in September 2020 following a long battle with cancer. Admired by all who had the pleasure of knowing him, during his 15 years at the helm, Peter spearheaded the industry's response through some of its most challenging times — including the fight against mandatory pre-commitment. He was a fierce defender of clubs and a loyal friend and colleague.

As we head into the 2021–22 financial year, and into another week of COVID lockdown for many parts of the state, there is no doubt that more challenges lay ahead for clubs. But rest assured, ClubsNSW will continue to advocate on the industry's behalf and defend our members to the best of our ability.

NSW CLUB INDUSTRY COVID TIMELINE
JAN 2020–JUNE 2021

JAN

25.01
First COVID-19 case confirmed in Australia (Vic).

MAR

01.03
First COVID-19 fatality in Australia (WA).

06.03
Public Health Alert for people returning from China, Iran, South Korea & Italy.

17–18.03
Gatherings limited to 500 then 100.

19.03
$55,000 fine for breaching public health order.

22.03
ClubsNSW warns statewide industry shutdown in 48hrs. PM announces shutdown of hospitality venues from midday next day.

23.03
$400 million in gaming & payroll taxes deferred. $100,000 boost for affected businesses.

30.03
JobKeeper announced.

APR

01.04
Golf & bowls permitted.

06.04
$10,000 small business grant announced.

09.04
JobKeeper-enabling stand-downs introduced.

15.04
Annual liquor licence fee waived.

MAY

08.05
Commonwealth announces reopening plan not favourable to clubs.

ClubsNSW formulates safe reopening plan for the industry & presents to State Government.

14.05
Clubs reopen 12 weeks earlier than expected for 10 diners. This sets in motion the return to work of 20,000 staff.

JUNE

01.06
Clubs open for 50 patrons per area with no upper cap.

15.06
NSW Government abolishes 50 patron cap from 1 July.

JUL

07.07
Rent relief for clubs on Crown land.

08.07
Closure of NSW & Vic border.

17.07
Limit of 300 patrons per area in response to Crossroads outbreak.

21.07
JobKeeper extended until 28.03.21.

AUG

06.08
Extension of deferred gaming tax for up to 24 months.

16.10
2sqm rule introduced for outdoor areas.

04.12
Dine & Discover NSW — $50 hospitality vouchers.

07.12
2sqm rule for whole of venue, no area caps, vertical drinking permitted.

18.12
Northern Beaches lockdown.

20.12
4sqm rule, 300 per area caps, no singing & dancing in Greater Sydney.

21.12
Vertical alcohol consumption banned indoors.

28.12
Lockdown extended for northern zone of Northern Beaches. Sydney NYE celebrations cancelled.

01.01
Vic closes its borders to NSW. ServiceNSW sign-in mandated.

03.01
Lockdown ends for southern zone of Northern beaches & extended for northern zone.

04.01
Masks mandatory for hospitality staff & gaming patrons in Greater Sydney.

10.01
Lockdown of northern zone of the Northern Beaches ends.

18.01
Vic eases restrictions for cross-border communities.

29.01
300 per area cap repealed for Greater Sydney.

12.02
2sqm rule reintroduced & mask mandate repealed for Greater Sydney clubs.

21.02
First COVID-19 vaccination administered in Australia.

26.02
Singing permitted in Greater Sydney.

17.03
Vertical alcohol consumption permitted.

28.03
JobKeeper ends.

29.03
2sqm rule with no upper cap & dancing permitted.

31.03
Restrictions for clubs in Northern Rivers.

06.05
Masks mandated, vertical alcohol consumption, singing & dancing banned.

09.05
Greater Sydney restrictions extended by 1 week.

17.05
Temporary restrictions end in Greater Sydney.

16.06
Alerts issued for multiple eastern suburbs venues after limousine driver tests positive.

20.06
NSW Government makes masks mandatory in 7 inner Sydney LGAs.

22–23.06
Masks mandatory, 4sqm rule, seated drinking, ban on singing & dancing in Greater Sydney.

26.06
Waverley, Woollahra, Randwick & City of Sydney locked down for 1 week.

26.06
Mandatory masks, 4sqm rule, no singing & dancing for regional NSW. Clubs in Greater Sydney shut down indefinitely.

29.06
$500 COVID-19 Disaster payments for stood-down staff. NSW Government announces business support.

OCT DEC JAN FEB MAR MAY JUN

FROM THE CEO

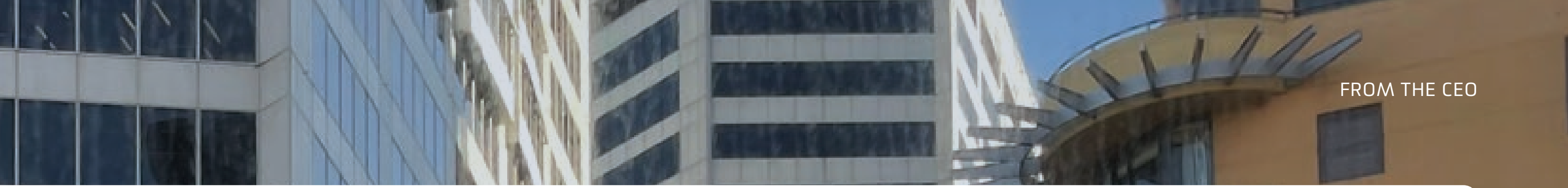
Josh Landis

The year in review was an improvement on 2020, but the bar was low! Still, it was a year with many challenges. The ongoing turbulence of the COVID-19 pandemic caused considerable anxiety as well as frequent changes to club operating conditions — including another long, unwelcome lockdown for clubs in 'Greater Sydney' as well as rolling restrictions across the state. I congratulate the Policy & Government Team, led by Anthony Trimarchi, for helping clubs to interpret the Health Orders. It is a credit to the team, as well as the industry at large, that clubs continue to be the safest hospitality venues with the lowest number of compliance breaches.

Despite data showing many people are going out less frequently due to concern about the virus, clubs generally performed well this year. Regional clubs traded particularly strong due to the international and interstate travel restrictions which forced people to holiday in NSW. While the virus was under control, staff were under enormous pressure to meet the demand. All clubs (and indeed all hospitality venues across the entire nation) reported acute staff shortages, particularly for skilled chefs. It appears the international travel ban caused the loss of many hospitality workers, while some experienced Australian hospitality workers shifted to other industries less negatively impacted by the pandemic.

Several key industry events were cancelled this year, some for the second year running such as the AGE and AHGE. When events could be held — like the Clubs & Community Awards, which were attended by over 950 people — the relief was palpable.

Under the shadow of COVID, ClubsNSW has continued to drive our strategy, pursuing reform and providing industry leadership.



A trial, or series of trials, of cashless gaming is due to commence later this year. This follows years of advocacy by ClubsNSW. We pursued this reform because the rapidly dwindling use of cash means it is essential for players to be able to pay for a gaming machine digitally, as well as with cash. However, the runway to achieving this reform is long, requiring a trial, academic analysis of harm impact, regulatory 'comfort' and then legislative amendment.

We have continued to develop new and improved services. We launched ClubSAFE+, a new mid-tier program to lift the industry's responsible gaming standards and maintain our reputation. It says much about clubs that so many have chosen to step up to do more. Dan Mitchell and the ClubSAFE team deserve credit for the roll-out of the program, along with the Advanced Staff Training course in Responsible Gaming which has already been delivered to more than 1200 club staff.

We re-launched ClubsHR in partnership with digital payroll experts Roster Elf. Over 150 clubs signed the Expression of Interest for ClubsHR. Jo Ede and her WR team led the charge, though it has been a team effort bringing ClubsHR to life.

David McGrath and his team continue to lead the roll-out of our digital strategy. ClubPASS is now live, offering faster sign-in to clubs, data on club visitation, identification of self-excluded gamblers and soon will add integrations with digital food ordering, Keno and other enhancements.

Improvements have been made to the ClubGRANTS Online system, allowing integration into the Centralised Monitoring System provided by MAX, as well as with Liquor and Gaming NSW, making it the complete one-stop shop for club grants.

Our online Learning & Development training has expanded and been improved, evidenced by the dramatic increase in course completions.

Clubs can expect to see other new and improved digital offerings over the coming year, including updates to Multi-Venue Self-Exclusion and a new online version of *ClubLIFE* magazine. It is also pleasing to see Brandon Punter's corporate team signing up so many digital companies as partners, providing clubs with access to world-leading tools to improve productivity.

The first year of the Perfect Plate Awards was a triumph — 159 clubs participated, almost quadrupling the highest number of participants in the previous Chef's Table competition. An estimated 54,551 Perfect Plate dishes were sold, generating over $1.5 million for the industry, while advertising for the competition generated more than 27 million impressions, raising awareness and consideration for club dining. Recognition must go to Darren Flynn and his Media & Marketing team for the concept and its execution.

Many clubs take 'additional commission' (ad com) payments as a given thing, but it is a discretionary payment in any year and is given only to ClubsNSW members. Ad com this year was $4.1 million, which is more than ClubsNSW's total membership subscriptions.

This financial year, 350 club groups will receive an ad com payment greater than their membership subscription for the next financial year, while a further 236 club groups will receive more than 50 per cent. A total of 743 club groups will receive an ad com payment — representing approximately 850 venues across the state.

Our industry is renowned for its unity, which is critical to allowing ClubsNSW to speak on behalf of clubs, but it is gratifying and humbling to have the industry's support. We do not take this support for granted; we know if we fail to deliver what clubs expect of us, support for ClubsNSW will dissolve and the industry will fragment. While COVID continues to disrupt the industry, we are focused on the job of keeping clubs informed, united and — as much as possible — open for trade.

Finally, I thank the whole ClubsNSW team, our Chairman Dr George Peponis OAM, directors and staff for their support and efforts during this difficult year. ■

CLUBSNSW EXECUTIVE MANAGEMENT TEAM

Anthony Trimarchi
Policy & Government

Brandon Punter
Corporate Services

Joanne Ede
Workplace Relations

Darren Flynn
Media & Marketing

David McGrath
Digital Services

PERFECT PLATE

Estimated Dishes Sold

54,551

Estimated Revenue

$1.65m

Participating Clubs

159

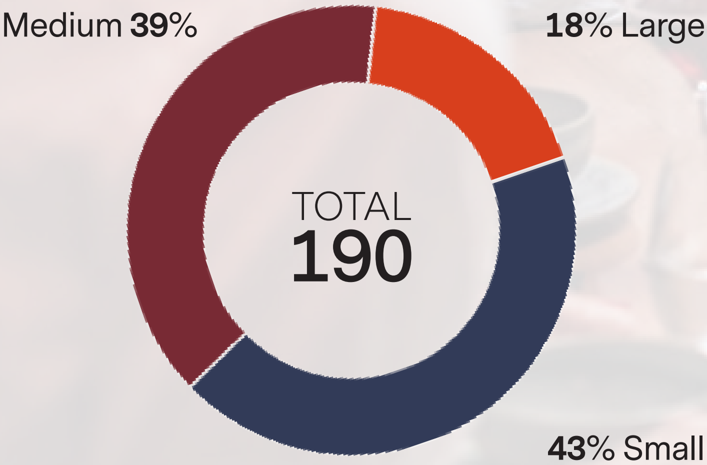
Participating Eateries

190

Average Perfect Plate Score

3.35

Participating Club Eateries by Club Size



Source: ClubsNSW Data

BOARD OF DIRECTORS

Dr George Peponis OAM
Chairman

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

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

Dr Peponis is currently Chairman of the NSW Rugby League. He served on the Canterbury League Club Board from 2003, holding the position of Chairman from 2010-18. He was the Bulldogs Football Club Chairman from 2002–9 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 onto 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 and is on the Board of Morris Children's Fund Inc.

In March 2021, Sallianne was elected as a director on the board of Netball NSW where she chairs the Governance Committee.

Sallianne is a graduate of the Australian Institute of Company Directors and the Women & Leadership Advanced Leadership program. She is also 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 and was 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.

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 is 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 secondary 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.

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 has 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 Consumer and Business Bank for Greater Western Sydney with a major financial institution and is actively engaged across the broader community.

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.

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, 2017 and again in 2020, 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 and is currently the Chair of the Finance and Audit Committee and a member of the Property and Racing Infrastructure Subcommittee.

Rob Smith

Rob Smith was appointed to the ClubsNSW Board in June 2021, filling the casual vacancy following the retirement of long-serving director Keith Gomes.

Rob is the Chief Executive Officer of Twin Towns Services Clubs and Resorts and has more than 40 years' experience in the ACT and NSW club industries.

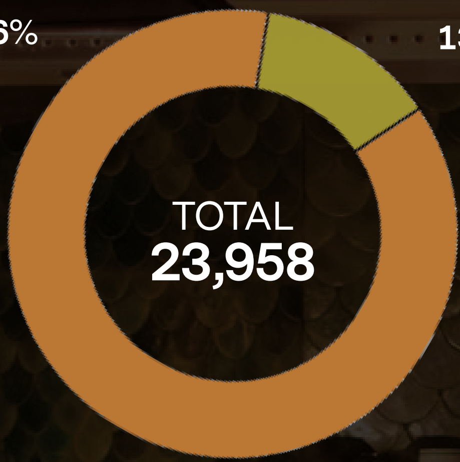
Representing ClubsNSW for many years on the Gaming Advisory Committee and as the appointee to the Tourism Industry Council, Rob holds a Bachelor of Business with a Major in Tourism.

Serving in various tourism, educational and club-related roles during the course of his career, Rob has a wide range of experience across the broader sector with a specialised focus on strategic partnerships, amalgamations and the evolution of gaming products and operations.

He also brings with him extensive operational knowledge in executing a range of core and diversified developments including club redevelopments, residential and accommodation projects, sporting and childcare facilities, and more.

CLUBASSIST

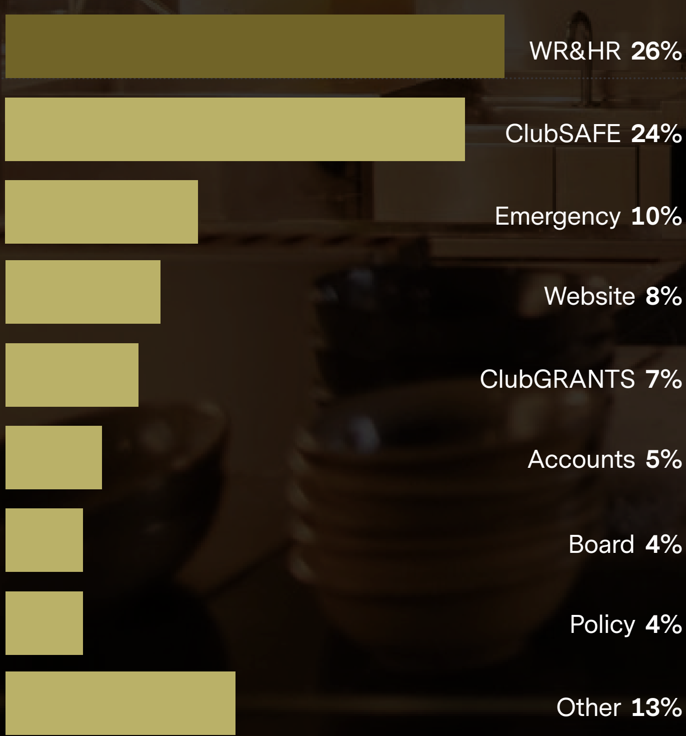
Member Enquiries



COVID-19 Emergency Response Enquiries

4148

Enquiry Categories



Source: ClubsNSW Data

CLUBKENO HOLDINGS BOARD OF DIRECTORS

Dr George Peponis OAM
Chairman

Paul Barnett

Andrew Bell

Ron Coskerie

Dr Christina Curry

Sallianne Faulkner

Anne Munro

Mark Brandon-Baker

Life Members

The Commercial Travellers Club
Mr Robert (Bob) J Ferris
Mr Len Ainsworth AM
Mr David Doyle OAM
Mr Jon Chin
Mr Rod Desborough

Deceased

Mr Jack Ball AM
Mr Robert 'Bob' M. Cook
Mr Peter Bracher
Mr Roger Cowan OAM
Mr Charles Eason OAM
Mr Bernard Harley OAM
Mr Peter Newell OAM
Mr Brian O'Donnell
Mr Ron Pearson MBE
Mr Pat Rogan OAM
Mr Jack Stewart
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, 2021.

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 2021 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 PEPONIS 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, Resigned 3 June 2021
ROBERT SMITH
Director since 3 June 2021

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 11 meetings of Directors were held.

Attendances were:	Number attended	Number eligible to attend
George Peponis OAM	11	11
Paul Barnett	10	11
Ronald Coskerie	11	11
Christina Curry	11	11
Sallianne Faulkner	11	11
Keith Gomes	10	10
Robert Smith	1	1

PRINCIPAL ACTIVITIES

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

There were no significant changes in the nature of the activities of the Association or the Consolidated Entity during the year.

The Board of Directors report in accordance with the *Industrial Relations Act 1996* ('the Act'), in respect of the financial year ended 30 June 2021 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 Industrial Relations Regulation 1992 ('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 $29,306,459, and for the Association was $17,415,888 (2020: $26,138,968 and $16,257,465 respectively).
2. Net profit after taxation for the Consolidated Entity was $436,316 and for the Association was a net profit of $1,551,054 (2020: net profit of $1,565,876 and $983,897 respectively).

3. Retained surplus at 30 June 2021 for the Consolidated Entity were $15,071,501 and for the Association were $7,859,596 (2020: $15,024,840 and $6,698,197 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 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.

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

Apart from the effects of COVID-19 which has been explained above, 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 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.

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.

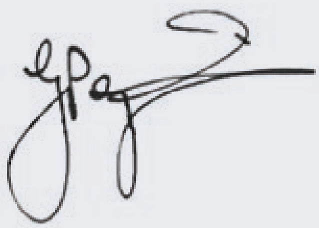
INSURANCE PREMIUMS

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 23rd day of August 2021.

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



GEORGE PEPONIS OAM
CHAIRMAN

ACCOUNTING OFFICER'S REPORT

I, Brandon Punter, the Accounting Officer of The Registered Clubs Association of New South Wales, hereby report that to the best of my knowledge and belief there were 945 (2020: 948) members of the Association across 1,104 (2020: 1,105) licensed premises at the end of the financial year ended 30 June 2021 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 Industrial Relations Regulation 1992 ('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 *Industrial Relations Act 1996* ('the Act').

BRANDON PUNTER
ACCOUNTING OFFICER
23rd August 2021

NOTICE TO MEMBERS

Subsections (1) and (2) of section 512 of the Act 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, clause 60 in relation to the organisation; 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 2021

		Consolidated Entity		Association	
	Note	2021	2020	2021	2020
		$	$	$	$
OPERATING REVENUE					
Advertising		764,672	688,406	764,672	688,406
Apportionment of Keno subscriptions		17,731,913	14,444,486	-	-
Event ticket sales and trade stands		151,682	458,845	151,682	449,212
Interest received		82,999	226,676	55,633	161,363
Keno royalties		-	-	6,017,449	4,802,494
Management fees		220,000	220,000	380,000	380,000
Member subscriptions		4,425,140	4,340,034	4,425,140	4,340,034
Other subscriptions		2,172,042	2,525,383	1,840,801	2,178,333
Sale of goods		10	37,600	10	37,600
Sponsorship		2,263,665	1,878,318	2,263,665	1,878,318
Sundry revenue		391,450	681,854	356,030	650,909
Grant Income		983,200	480,000	983,200	480,000
Training and seminars		119,686	157,367	177,606	210,797
Total Revenue		**29,306,459**	**26,138,968**	**17,415,888**	**16,257,465**
OPERATING EXPENSES					
Additional commission		4,102,885	-	-	-
Advertising		2,698,601	2,693,721	225,182	62
Amortisation	7	160,570	318,764	160,570	318,764
Communications		97,845	69,422	97,845	69,062
Consumables		147,479	302,190	119,896	281,097
Depreciation	6	407,826	414,290	81,329	74,373
Directors' remuneration		360,257	351,535	161,583	159,009
Equipment and IT		1,751,497	1,123,329	1,771,104	1,146,129
Insurance		116,749	122,263	104,749	110,264
Keno communication network fees		2,520,277	2,058,408	-	-
Keno duty contribution		537,749	-	-	-
Keno promotion support		525,058	428,835	-	-
Marketing and promotions		497,894	1,066,786	494,175	1,062,611
Motor vehicle expenses		102,534	123,393	120,494	150,670
Loss on disposal of Fixed Asset		142,043	103,268	144,664	108,355
Occupancy		234,317	235,887	599,804	558,199
Other		658,021	748,637	634,101	721,240
Professional fees		1,621,197	1,114,903	1,576,834	1,007,115
Salaries and on-costs	2	8,154,800	8,482,413	8,127,030	8,455,952
Sponsorships		1,999,934	4,399,437	643,635	110,681
Subscriptions		672,666	566,378	672,666	563,879
Travel and accommodation		157,379	402,526	129,173	376,107
Total expenses		**27,667,578**	**25,126,385**	**15,864,834**	**15,273,568**

The Statement of Profit or Loss and Other Comprehensive Income are to be read in conjunction with the notes to and forming part of the financial statements set out on pages 25 to 52.

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2021 (continued)

	Note	Consolidated Entity		Association	
		2021 $	2020 $	2021 $	2020 $
Operating profit before income tax		**1,638,881**	**1,012,583**	**1,551,054**	**983,897**
Share of (loss)/profit from equity accounted investee	12	(1,202,565)	553,293	-	-
Income tax expense attributable to operating profit	11(i)	-	-	-	-
Net profit for the year		**436,316**	**1,565,876**	**1,551,054**	**983,897**
Other comprehensive income		-	-	-	-
Total comprehensive income for the year		**436,316**	**1,565,876**	**1,551,054**	**983,897**

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 54.

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2021

	Note	Consolidated Entity		Association	
		2021 $	2020 $	2021 $	2020 $
Retained Surplus					
Retained surplus at 1 July		15,024,840	14,554,317	6,698,197	6,809,653
Net profit for the year		436,316	1,565,876	1,551,054	983,897
Transfer to reserve		(389,655)	(1,095,353)	(389,655)	(1,095,353)
Retained surplus at 30 June		**15,071,501**	**15,024,840**	**7,859,596**	**6,698,197**
Reserves					
Club Movement Development Fund at 1 July		5,873,698	4,778,345	5,873,698	4,778,345
Movement for the year		389,655	1,095,353	389,655	1,095,353
Club Movement Development Fund at 30 June	14	**6,263,353**	**5,873,698**	**6,263,353**	**5,873,698**
The Club Awareness Fund		**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**
Reserves at 30 June		**7,263,353**	**6,873,698**	**7,263,353**	**6,873,698**

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 54.

STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2021

		Consolidated Entity		Association	
	Note	2021 $	2020 $	2021 $	2020 $
CURRENT ASSETS					
Cash and cash equivalents	4	19,188,597	12,480,842	11,252,471	6,620,516
Trade and other receivables	5	1,958,755	2,297,408	4,093,605	6,053,149
Total current assets		**21,147,352**	**14,778,250**	**15,346,076**	**12,673,665**
NON-CURRENT ASSETS					
Property, plant and equipment	6	4,931,178	5,217,596	215,100	148,098
Intangible assets	7	660,481	546,723	660,481	546,723
Investments in controlled entities	8	-	-	7,408,051	7,408,051
Investment in equity accounted investees	12	5,652,413	7,269,936	-	-
Investment in joint venture entities	13	3	3	-	-
Total non-current assets		**11,244,075**	**13,034,257**	**8,283,632**	**8,102,872**
Total assets		**32,391,427**	**27,812,507**	**23,629,708**	**20,776,537**
CURRENT LIABILITIES					
Trade and other payables	9	9,148,419	5,060,380	7,598,605	6,351,052
Employee benefits	10	775,720	735,916	775,720	735,916
Total current liabilities		**9,924,139**	**5,796,296**	**8,374,325**	**7,086,968**
NON-CURRENT LIABILITIES					
Employee benefits	10	132,434	117,674	132,434	117,674
Total non-current liabilities		**132,434**	**117,674**	**132,434**	**117,674**
Total liabilities		**10,056,573**	**5,913,971**	**8,506,759**	**7,204,642**
NET ASSETS		**22,334,854**	**21,898,538**	**15,122,949**	**13,571,895**
MEMBERS' FUNDS					
Retained surplus		15,071,501	15,024,840	7,859,596	6,698,197
Reserves	14	7,263,353	6,873,698	7,263,353	6,873,698
Total members' funds		**22,334,854**	**21,898,538**	**15,122,949**	**13,571,895**

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 54.

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2021

	Note	Consolidated Entity		Association	
		2021 $	2020 $	2021 $	2020 $
Cash flows from operating activities					
Keno operating receipts		19,478,098	15,902,026	-	-
Keno operating payments		(5,549,795)	(7,575,348)	-	-
Keno royalties		-	-	6,142,785	4,742,536
Subscription income receipts		7,568,095	7,755,227	6,892,535	7,170,203
Other income received		5,330,707	5,047,754	5,486,896	5,664,339
Interest received		132,340	241,415	55,633	161,363
Payments to suppliers and employees		(19,922,679)	(22,561,069)	(15,475,904)	(16,620,699)
Net cash from/(used in) operating activities	15	**7,036,766**	**(1,189,995)**	**3,101,945**	**1,117,742**
Cash flows from investing activities					
Payments for property, plant and equipment	6	(148,331)	(39,224)	(148,331)	(36,261)
Receipts for property, plant and equipment		-	12,864	-	-
Payments for intangible assets	7	(733,564)	(151,050)	(733,564)	(151,050)
Net cash (used in) investing activities		**(881,895)**	**(177,410)**	**(881,895)**	**(187,311)**
Cash flows from financing activities					
Borrowings to/(from) controlled entities/related entity		137,926	137,926	2,411,905	(1,239,822)
Dividend from equity accounted investment		414,958	1,324,700	-	-
Net cash from/(used in) financing activities		**552,884**	**1,462,626**	**2,411,905**	**(1,239,822)**
Net increase/(decrease) in cash and cash equivalents held		6,707,755	95,221	4,631,955	(309,391)
Cash and cash equivalents at 1 July		12,480,842	12,385,621	6,620,516	6,929,907
Cash and cash equivalents at 30 June	4	**19,188,597**	**12,480,842**	**11,252,471**	**6,620,516**

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 25 to 52.

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 2021 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 23 August 2021.

(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 and the *Industrial Relations Act 1996* ('the Act').

(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 the AASBs 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

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

(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 per cent 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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021 (CONTINUED)

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(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*

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 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;

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021 (CONTINUED)

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED

(i) Financial instruments (continued)

- 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 consitute 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 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') 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.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021 (CONTINUED)

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(l) Income tax (continued)

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'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.

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.

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 and Services Tax

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

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

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

(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 2021 (CONTINUED)

	Consolidated Entity		Association	
	2021	2020	2021	2020
	$	$	$	$
2 PERSONNEL EXPENSES				
Wages and salaries	7,913,915	8,320,486	7,886,145	8,294,025
Long service leave	86,072	24,481	86,072	24,481
Annual leave	154,813	137,446	154,813	137,446
	8,154,800	**8,482,413**	**8,127,030**	**8,455,952**
3 AUDITOR'S REMUNERATION				
Amounts received by the auditors for:				
▪ audit services	151,812	130,000	86,153	57,600
▪ other services	86,164	13,500	65,723	12,300
▪ taxation services	34,124	42,700	27,772	42,700
	272,100	**186,200**	**179,648**	**112,601**
4 CASH AND CASH EQUIVALENTS				
Cash on hand	486	89	486	89
Bank balances	5,346,407	3,429,509	1,592,817	1,294,147
Term deposits	13,841,704	9,051,244	9,659,168	5,326,280
	19,188,597	**12,480,842**	**11,252,471**	**6,620,516**
5 TRADE AND OTHER RECEIVABLES				
Current				
Trade receivables	466,547	549,977	466,547	547,912
Other debtors and prepayments	1,063,241	1,311,315	3,254,645	4,989,991
Deposits	288,816	247,017	273,816	232,017
Net GST receivables	140,151	189,099	98,597	283,229
	1,958,755	**2,297,408**	**4,093,605**	**6,053,149**

Trade receivables are shown net of provisions for impairment losses amounting to $25,401 in the Consolidated Entity (2020: $55,627) and $25,401 in the Association (2020: $55,627).

	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 2019	7,371,853	786,256	269,597	**8,427,705**	299,498	**299,498**
Acquisitions	-	39,224	-	**39,224**	36,261	**36,261**
Disposals	-	(1,995)	(61,359)	**(63,353)**	(1,995)	**(1,995)**
Balance at 30 June 2020	7,371,853	823,484	208,238	**8,403,574**	333,765	**333,765**
Balance at 1 July 2020	7,371,853	823,484	208,238	**8,403,574**	333,765	**333,765**
Acquisitions	-	148,331	-	**148,331**	148,331	**148,331**
Disposals	-	(68,632)	(90,482)	**(159,114)**	(4,042)	**(4,042)**
Balance at 30 June 2021	7,371,853	903,183	117,756	**8,392,792**	478,054	**478,054**
Depreciation						
Balance at 1 July 2019	2,154,245	507,504	165,890	**2,827,639**	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**
Balance at 1 July 2020	2,442,908	603,447	139,625	**3,185,979**	185,667	**185,667**
Depreciation charge	288,662	101,158	18,006	**407,826**	81,329	**81,329**
Disposals	-	(68,632)	(63,558)	**(132,190)**	(4,042)	**(4,042)**
Balance at 30 June 2021	2,731,570	635,973	94,072	**3,461,615**	262,954	**262,954**
Carrying Amounts						
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**
At 1 July 2020	4,928,946	220,037	68,613	**5,217,596**	148,098	**148,098**
At 30 June 2021	4,640,284	267,210	23,684	**4,931,178**	215,100	**215,100**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021 (CONTINUED)

	Consolidated Entity			Association		
	Software	Work in progress	Total	Software	Work in progress	Total
	$	$	$	$	$	$
7 INTANGIBLE ASSETS						
Cost						
Balance at 1 July 2019	571,651	575,084	**1,146,735**	571,651	575,084	**1,146,735**
Acquisitions	726,134	-	**726,134**	726,134	-	**726,134**
Disposals	(533,401)	(575,084)	**(1,108,485)**	(533,401)	(575,084)	**(1,108,485)**
Balance at 30 June 2020	764,384	-	**764,384**	764,384	-	**764,384**
Balance at 1 July 2020	764,384	-	**764,384**	764,384	-	**764,384**
Acquisitions	83,560	650,004	**733,564**	83,560	650,004	**733,564**
Disposals	(791,784)	-	**(791,784)**	(791,784)	-	**(791,784)**
Balance at 30 June 2021	56,160	650,004	**706,164**	56,160	650,004	**706,164**
Accumulated Amortisation						
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**
Balance at 1 July 2020	217,661	-	**217,661**	217,661	-	**217,661**
Amortisation for the year	160,570	-	**160,570**	160,570	-	**160,570**
Disposals	(332,548)	-	**(332,548)**	(332,548)	-	**(332,548)**
Balance at 30 June 2021	45,683	-	**45,683**	45,683	-	**45,683**
Carrying Amounts						
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**
At 1 July 2020	546,723	-	**546,723**	546,723	-	**546,723**
At 30 June 2021	10,477	650,004	**660,481**	10,477	650,004	**660,481**

	Consolidated Entity		Association	
	2021	2020	2021	2020
	$	$	$	$
8 INVESTMENTS IN CONTROLLED ENTITIES				
Clubs N.S.W. Pty Limited—100% interest				
(2020: 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	4,545,183	4,816,518	2,781,256	2,341,805
Income in advance	458,469	203,269	291,058	39,350
Additional commissions payable	4,102,885	-	-	-
Amounts due to controlled entities	-	-	4,488,767	3,849,060
Amounts due to related entities	-	-	-	85,304
Other payables	41,882	40,592	37,524	35,532
	9,148,419	**5,060,380**	**7,598,605**	**6,351,052**
10 EMPLOYEE BENEFITS				
Current				
Liability for long service leave	314,160	324,253	314,160	324,253
Liability for annual leave	461,560	411,663	461,560	411,663
	775,720	**735,916**	**775,720**	**735,916**
Non-current				
Liability for long service leave	**132,434**	**117,674**	**132,434**	**117,674**

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: $611,208 (2020: $530,701) for the Association and $630,064 (2020: $548,991) for the Consolidated Entity.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021 (CONTINUED)

11 TAXATION

	Consolidated Entity 2021 $	Consolidated Entity 2020 $
(i) Recognised in the Statements of Profit or Loss and Other Comprehensive Income		
Current tax expense		
Current year	7,729	(9,143)
Deferred tax expense		
Net origination and reversal of temporary benefits	7,729	9,143
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	436,316	1,565,876
Income tax using the domestic corporation tax rate of 30% (2020: 30%)	130,895	469,763
Exempt income adjustment	(485,101)	(307,973)
Share of (loss) of Equity accounted investees reported net of tax	485,257	231,422
Previously unrecognised temporary differences	(77,699)	(222,893)
Franking Credits	(53,352)	(170,319)
Income tax expense on pre-tax profit	-	-

(iii) Deferred tax assets and liabilities

Association and Consolidated Entity	Balance 1 July 2020 $	Recognised in Statement of Profit or Loss and Other Comprehensive Income $	Balance 30 June 2021 $
Movement in temporary differences during the year:			
Accruals and provisions	-	-	-
Sundry	-	-	-
Property, plant and equipment	-	-	-
	-	-	-

	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	-	-	-
	-	-	-

A deferred tax asset has not been recognised as follows:	Consolidated Entity 2021 $	2020 $
Deductible temporary differences	4,016	4,008

The group currently has unrecognised carry forward tax losses of $588,134 that do not expire under current tax legislation. The deferred tax asset associated with these losses is not being recognised. 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	
	2021	2020	2021	2020
	$	$	$	$
12 EQUITY ACCOUNTED INVESTEES				
Hospitality Employers Mutual				
25% ownership interest (2020: 25%)	5,652,413	7,269,936	-	-
6,000,000 B Ordinary Shares				
(2020: 6,000,000 B Ordinary Shares)				
	5,652,413	**7,269,936**	-	-

Summary financial information of equity accounted investee:	2021	2020
	$	$
Revenues (100%)	23,044,486	20,876,844
(Loss)/Profit after tax (100%)	(4,008,551)	1,844,310
Share of equity accounted investee entity's net (loss)/profit recognised (30%)	(1,202,565)	553,293
Current assets	113,941,198	104,945,833
Non-current assets	18,140,438	13,472,537
Total assets	132,081,636	118,418,370
Current liabilities	(38,689,650)	(36,215,720)
Non-current liabilities	(73,369,861)	(56,788,770)
Total liabilities	(112,059,511)	(93,004,490)
Net assets as reported by equity accounted investee (100%)	**20,022,125**	**25,413,880**

These amounts are for the year ended 30 June 2021, 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 2021 (CONTINUED)

12 EQUITY ACCOUNTED INVESTEES (CONTINUED)

Movement in carrying amount of investment in equity accounted investee:

	2021 $	2020 $
Carrying amount at the beginning of the financial year	7,269,936	8,041,343
Share of (loss)/profit after income tax	(1,202,565)	553,293
Distributions received	(414,958)	(1,324,700)
Carrying amount at the end of the year	**5,652,413**	**7,269,936**

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	
	2021 $	2020 $	2021 $	2020 $
13 INVESTMENT IN JOINT VENTURE ENTITIES				
Club Plus Financial Planning Pty Limited	1	1	-	-
50% ownership interest (2020: 50%)				
Australasian Hospitality & Gaming Expo Pty Ltd	2	2	-	-
33% ownership interest (2020: 33%)				
2 ordinary shares (2020: 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 2021 was $nil (2020: $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 principal purpose of jointly providing Trade Expo events to members.

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

The financial result of the Association for the year ended 30 June 2021 was $nil (2020: $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	
	2021	2020
Club Movement Development Fund	$	$
Opening Balance	5,873,698	4,778,345
Movement for the year	389,655	1,095,353
Closing balance	**6,263,353**	**5,873,698**

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	
	2021	2020
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 2021 (CONTINUED)

	Consolidated Entity		Association	
	2021	2020	2021	2020
	$	$	$	$
15 NOTES TO THE STATEMENT OF CASH FLOWS				
Reconciliation of cash flow from operating activities with net profit for the year				
Net profit	**436,316**	**1,565,876**	**1,551,054**	**983,897**
Adjustments for:				
Depreciation and amortisation	568,397	733,054	241,899	393,137
Loss on disposal of property, plant & equipment	142,043	103,268	144,664	108,355
Non-cash portion of disposals	344,115	-	314,572	-
Non-cash portion of share of loss/(profit) in equity accounted investee	1,202,565	(553,293)	-	-
	2,693,436	1,848,905	2,252,189	1,485,389
Changes in assets and liabilities				
Change in employee benefits	54,565	(314,198)	54,564	(314,198)
Change in trade and other receivables	200,727	(373,236)	(452,360)	(2,001,444)
Change in trade and other payables	4,088,039	(2,351,466)	1,247,552	1,947,994
Net cash used in operating activities	**7,036,767**	**(1,189,995)**	**3,101,945**	**1,117,742**

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 60.51% (2020: 54.11%) of the consolidated entity's revenue is attributable to the apportionment of Keno subscriptions received. At year end approximately 21.45% (2020: 17.08%) 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 2021 (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	
	2021	2020	2021	2020
	$	$	$	$
Cash and cash equivalents	19,188,597	12,480,842	11,252,471	6,620,516
Trade and other receivables	1,958,755	2,297,408	4,093,605	6,053,149
	21,147,352	**14,778,250**	**15,346,076**	**12,673,665**

Impairment losses

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

	CARRYING AMOUNT			
	GROSS	IMPAIRMENT	GROSS	IMPAIRMENT
	2021	2021	2020	2020
	$	$	$	$
Not past due	406,587	-	242,945	-
Past due 0–30 days	42,993	-	267,508	-
Past due 31–120 days	14,453	(25,401)	93,086	(55,627)
Past due 121 days to one year	27,915	-	-	-
More than one year	-	-	-	-
	491,948	**(25,401)**	**603,539**	**(55,627)**

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	406,587	-	242,945	-
Past due 0–30 days	42,993	-	267,508	-
Past due 31–120 days	14,453	(25,401)	93,086	(55,627)
Past due 121 days to one year	27,915	-	-	-
More than one year	-	-	-	-
	491,948	**(25,401)**	**603,539**	**(55,627)**

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

	Consolidated Entity		Association	
	2021	2020	2021	2020
	$	$	$	$
Balance at 1 July	55,627	36,450	55,627	36,450
Impairment/(written back)	(30,226)	19,177	19,177	19,177
Balance at 30 June	**25,401**	**55,627**	**74,804**	**55,627**

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
	$	$	$	$	$
2021 Consolidated					
Trade and other payables	9,148,419	-	-	-	9,148,419
	9,148,419	**-**	**-**	**-**	**9,148,419**
2021 Association					
Trade and other payables	7,598,605	-	-	-	7,598,605
	7,598,605	**-**	**-**	**-**	**7,598,605**
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**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021 (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 Nominal Account		Association Nominal Account	
	2021 $	2020 $	2021 $	2020 $
Fixed rate instruments				
Cash and cash equivalents	13,841,704	9,051,244	9,659,168	5,326,280
	13,841,704	**9,051,244**	**9,659,168**	**5,326,280**
Variable rate instruments				
Cash and cash equivalents	5,346,893	3,429,598	1,593,303	1,294,236
	5,346,893	**3,429,598**	**1,593,303**	**1,294,236**

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 $556 for the Association (2020: $497) and $830 for the Consolidated Entity (2020: $1,100). This analysis assumes that all other variables remain constant. The analysis is performed on the same basis for 2020.

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 $nil for the Association (2020: $41) and $nil for the Consolidated Entity (2020: $50). This analysis assumes that all other variables remain constant. The analysis is performed on the same basis for 2020.

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 (2020: $nil). An 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 (2020: $nil). This analysis assumes that all other variables remain constant. The analysis is performed on the same basis for 2020.

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	
	2021	2020	2021	2020
	$	$	$	$
Short-term employment benefits	1,274,674	1,426,849	1,075,999	1,234,323
Long-term employment benefits	50,378	33,615	50,378	33,615
Post-employment benefits	84,189	84,743	65,332	66,453
	1,409,241	**1,545,208**	**1,191,709**	**1,334,391**

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:

	2021	2020
	$	$
ClubsAustralia Incorporated	150,000	150,000
The Club Directors Institute Limited	160,000	160,000
Club*BIZ* 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 $593,436 during the year ended 30 June 2021 (2020: $572,129).

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 2021 (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 2021 of $6,017,449 (2020: $4,802,494), 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 $2,473,419 (2020: $3,678,386) 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 that sets out funding obligations in respect of tax amounts – refer Note 1 (l). 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 $268,633 (2020: $263,907) in membership fees to Clubs Australia Incorporated.

Transactions with equity accounted investee

The Association received advertising fee revenue from Hospitality Employers Mutual during the year ended 30 June 2021 of $764,672 (2020: $642,641).

The Association recognised Corporate Partnership revenue from Hospitality Employers Mutual during the year of $92,330 (2020: $89,380).

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 $414,958 in respect of the year ended 30 June 2020 (2019: $1,324,700). It is noted that the loan to Hospitality Employers Mutual has been fully repaid as at 30 June 2020 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 an item, transaction or event of a material and unusual nature likely, in the opinion of the directors of the Association to affect significantly the operations of the 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	
		2021 %	2020 %
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	-	-
Club*BIZ* 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 (l)*.

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 2021 (2020: no financial activity).

(a) **ClubKENO Holdings Pty Limited:**	**2021**	**2020**
	$	**$**
Revenue		
Apportionment of Keno subscriptions	17,731,913	14,444,486
Interest	27,366	65,313
Sundry revenue	35,420	30,946
Total revenue	17,794,699	14,540,745
Expenditure		
Directors' fees and associated payroll costs	226,445	218,988
Directors' expenses	12,000	12,000
Communication network fees	2,520,277	2,058,408
Keno promotion support	525,058	428,835
Duty contribution	537,749	-
Royalties — club subscriptions	5,670,749	4,540,784
Royalties — casino subscriptions	10,171	13,474
Royalties — hotel subscriptions	336,535	248,236
Keno Sponsorship	387,081	1,262,091
Keno Game Promotion	835,000	1,670,000
Communications campaign and others	2,607,637	4,050,325
Other operating expenses	23,112	37,604
Additional commissions — clubs	4,102,885	-
Total expenditure	**17,794,699**	**14,540,745**
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 2021 (CONTINUED)

20 GROUP ENTITIES (CONTINUED)

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

	2021	2020
	$	$
Revenue		
Rental income	593,436	572,129
Total revenue	**593,436**	**572,129**
Expenditure		
Office occupancy	199,296	200,481
Building maintenance	10,984	13,434
Administration	12,265	10,130
Depreciation	326,499	339,917
Total expenses	**549,044**	**563,962**
Profit before income tax	44,392	8,166
Income tax (expense)	(14,478)	(2,450)
Net profit/(loss) for the year	29,914	5,716
Other comprehensive income	-	-
Total comprehensive income for the period	**29,914**	**5,716**

(c) **The Club Directors Institute Limited:**

	2021	2020
	$	$
Revenue		
Membership subscriptions	331,241	347,050
Sale of goods	2,080	16,204
Sundry revenue	1,309	-
Total revenue	**334,630**	**363,254**
Expenditure		
Printing and stationery	10,681	9,428
Postage and distribution	16,902	11,665
Professional services	169,088	219,536
Travel and accommodation	8,086	10,359
Conference venues	3,517	4,175
Subscriptions	60,000	62,500
Other	407	2,908
Total expenditure	**268,681**	**320,571**

20 GROUP ENTITIES (CONTINUED)

(c) The Club Directors Institute Limited (continued):

	2021	2020
	$	$
Profit before tax	65,949	42,683
Income tax expense	-	-
Profit for the year	65,949	42,683
Other comprehensive income	-	-
Total comprehensive income for the year	**65,949**	**42,683**

(d) Club*BIZ* Holdings Pty Limited:

This subsidiary acts as Trustee for the Club*BIZ* Trust. The Club*BIZ* 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 Club*BIZ* Trust is not part of the Consolidated Entity as it is not controlled by the Association.

Club*BIZ* Holdings Pty Limited:	2021	2020
	$	$
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

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

Such liabilities are only recognised in the financial report of Club*BIZ* 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 Club*BIZ* Trust, based on the Trust's accounting policies and as reflected in the Trust's Statement of Financial Position as at 30 June 2021, exceeds the liabilities of the Trust as at 30 June 2021 (refer below).

The directors of Club*BIZ* 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 Club*BIZ* Holdings Pty Ltd in its own right.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021 (CONTINUED)

20 GROUP ENTITIES (CONTINUED)

Club*BIZ* Trust

The Statements of Profit or Loss and Other Comprehensive Income for the period ended 30 June 2021 and the Statement of Financial Position as at 30 June 2021 of the Club*BIZ* Trust, which is not part of the Consolidated Entity, are summarised as follows:

Statements of Profit or Loss and Other Comprehensive Income

Club*BIZ* Trust:	**2021**	**2020**
	$	**$**
Revenue		
Interest income	12,887	30,519
Total Revenue	**12,887**	**30,519**
Expenditure		
Professional services	31,989	73,955
Club*BIZ* distributions from income	20,000	-
Insurance	7,500	7,500
General expenses	336	327
Total expenditure	**59,825**	**81,782**
Loss before income tax	(46,938)	(51,263)
Income tax (expense)/benefit	(27,582)	4,111
Net loss for the year	(74,520)	(47,152)
Other comprehensive income	-	-
Total comprehensive loss for the period	**(74,520)**	**(47,152)**

20 GROUP ENTITIES (CONTINUED)

(d) Club*BIZ* Holdings Pty Limited (continued)

Club*BIZ* Trust

Statement of Financial Position

	2021	2020
	$	$
Current assets		
Cash and cash equivalents	1,677,078	1,718,623
Trade and other receivables	3,073	8,016
Total current assets	**1,680,151**	**1,726,639**
Non-current assets		
Deferred income tax benefit	3,253	30,835
Total non-current assets	3,253	30,835
Total assets	**1,683,404**	**1,757,474**
Current liabilities		
Trade and other payables	10,070	9,620
Total current liabilities	**10,070**	**9,620**
Total liabilities	10,070	9,620
Net assets	**1,673,334**	**1,747,854**
Accumulated funds		
Settled fund	10	10
Undistributed funds	1,673,324	1,747,844
Total accumulated funds	**1,673,334**	**1,747,854**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2021 (CONTINUED)

20 GROUP ENTITIES (CONTINUED)

(e) **ClubsNSW Insurance Holdings Pty Limited:**

	2021	2020
	$	$
Revenue	414,958	1,324,700
Expenditure	12,284	11,825
Profit before income tax	402,674	1,312,875
Income tax benefit	3,685	3,548
Net profit for the year	**406,359**	**1,316,423**
Other comprehensive income	-	-
Total comprehensive profit for the period	**406,359**	**1,316,423**

(f) **ClubsNSW Expo Holdings Pty Limited:**

	2020	2019
	$	$
Revenue	-	-
Expenditure	3,928	3,702
Loss before income tax	(3,928)	(3,702)
Income tax benefit	1,179	1,111
Net loss for the year	(2,749)	(2,591)
Other comprehensive income	-	-
Total comprehensive loss for the period	**(2,749)**	**(2,591)**

21 CONTINGENCIES

During the financial year ended 30 June 2021, 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.

KPMG

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 2021 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 2021; 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 2021
- 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 and the Accounting Officer's 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.

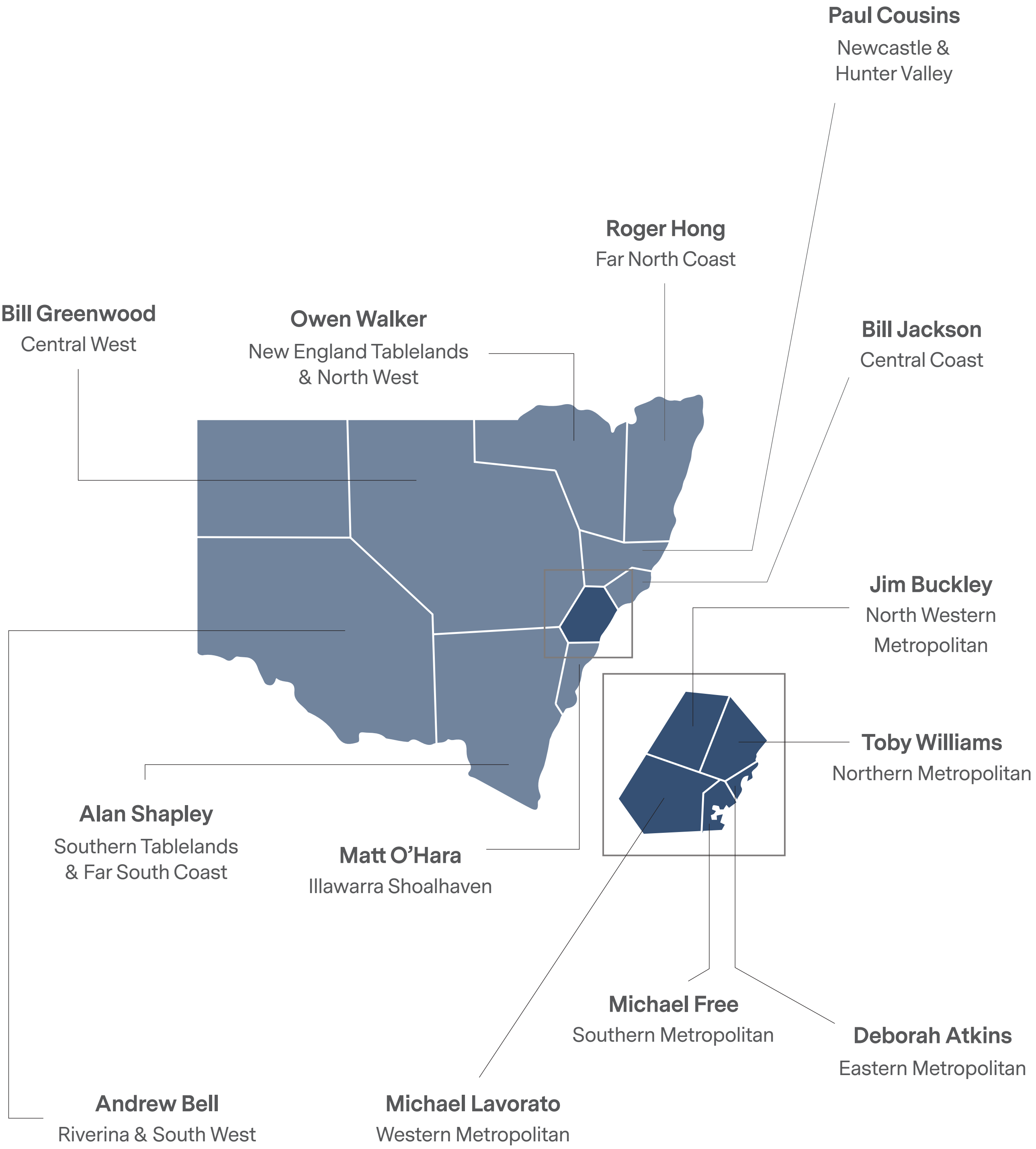
They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Financial Report.

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/ar3.pdf** This description forms part of our Auditor's Report.

KPMG

Cameron Roan, Partner
Sydney
23 August 2021

STATE COUNCILLORS

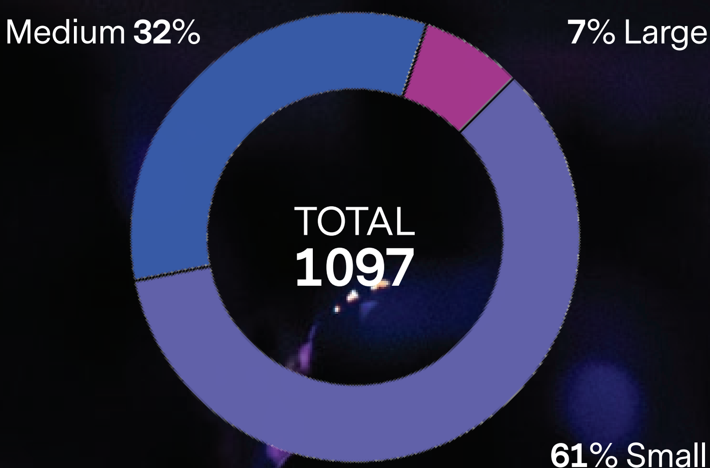


MEMBER CLUBS

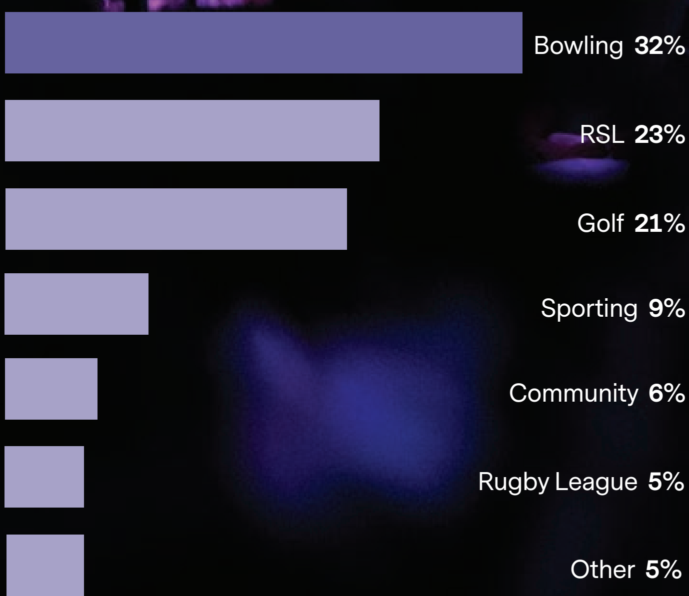
Sydney Metro **36%**

Regional **64%**

Membership by Club Size



Membership by Club



Source: ClubsNSW Data

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
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
Gallipoli Legion Club Newcastle

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 RSL Club
Merriwa 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
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 RSL 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 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-Servicemans & 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-Servicemans Club
Maclean & District Bowling Club Co-operative
Maclean Golf 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
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 (Subject to Deed of Company Arrangement)
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
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 Tamworth League Club
West Tamworth Sports & Bowling Club
Wests' Diggers

4 Central West

Baradine Bowling and Sporting Club
Bathurst Golf Club
Bathurst Panthers
Bathurst RSL Club
Binnaway Bowling Club Co-Op
Blackheath Golf Club
Bourke Bowling Club
Brewarrina RSL Club
Canowindra Bowling Club
Canowindra Golf 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 Golf Club
Dubbo RSL Memorial Club
Dunedoo Bowling Club
Dunedoo Sports 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
Gulgong RSL 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
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
North Dubbo RSL Sporties
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 Golf 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 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
Ariah Park 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 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 ClubStockinbingal 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
Ungarie District Bowling Club Co-Op
Urana Bowling Club
Wagga RSL 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
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

Adaminaby Bowling & Sports Club
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
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
Macarthur FC Sport & Recreation 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 RSL 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
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
Scarborough-Wombarra Bowling & Recreation 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 RSL 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
Helensburgh Worker's Sports and Social Club
Hurstville RSL Memorial 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)
Sharks at Kareela
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 RSL & 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
Menangle Country Club
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
The Picnic Point Bowling & Social 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)
Wests Ashfield Leagues
Wests Sports Croydon
Wests Tennis Club
Workers Hubertus Country Club

10 Eastern Metropolitan

Alexandria - Erskinville Bowling Club
Australian 18-Footers' League
Australian Club
Australian Golf Club (The)
Bondi Bowling Club Co-Op
Bondi Golf & Diggers Club
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
Eastern Suburbs Tennis 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
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
Portugal Madeira Social Sports 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
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 RSL 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
Drummoyne 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
Longueville Sporting 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 Bowling 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 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
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
Wollstonecraft Bowling and Recreation Club

12 North West Metropolitan

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 RSL & Ex Servicemans 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 Leagues 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
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 Leagues Club
The Greens The Entrance
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 and Anne Johns, Chief Executive Officers

With an aim to actively promote the game of lawn bowls and represent the needs of member 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.

Don Hammond, Chief Executive Officer

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

CLUBSNSW COMMUNITY PARTNERS

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

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

Community Partners

Community Support

Agricultural Gynaecological Cancer Foundation

Broken Hill St Patrick's Race Day

Central Coast Academy of Sport

Far West Academy of Sport

Hunter Academy of Sport

Illawarra Academy of Sport

Kookaburra Kids Foundation

Men of League Foundation

North Coast Academy of Sport

Northern Inland Academy of Sport

Rotary NSW Emergency Services Community Awards

Rotary NSW Inspirational Women's Awards

NOVA Employment Short Film Festival

South East Regional Academy of Sport

South West Sydney Academy of Sport

Sydney Children's Hospital Foundation

Vinnies CEO Sleepout

Western Region Academy of Sport

Western Sydney Academy of Sport

CLUBSNSW CORPORATE PARTNERS

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

DIAMOND

Aristocrat Gaming, CEM, club plus superannuation – Your club for good, Keno – Celebrating 30 years, TAB

PLATINUM

Carlton & United Breweries, Lion Beer Australia, MAX

GOLD

Ainsworth, Barringtons, Pigott Stinson Lawyers

SILVER

community first credit union, IGT, Russell Corporate Advisory, Treasury Wine Estates, Vocus

BRONZE

Anchor FP Food Professionals, Bullseye CX, Aoyuan, CCA Coca-Cola Amatil, CUB Premium Beverages, Darktrace, Expense Reduction Analysts, Initialism, Konami, KPMG, me&u, News Corp Australia, Paynter Dixon – Creating since 1914, PKF, SG Gaming, Thomson Geer Lawyers, Tully Heard Consulting

CLUBSNSW INDUSTRY SUPPORTERS

At the end of the 2020/2021 financial year, there were 59 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.

ABT Security Systems
Adam Jones
Allied Risk Solutions
Altis Architecture
Australian Liquor Marketers
Axis IQ
Banktech
Benchmark Films
Bergstrom Architects
Big Screen Video
Bishop Collins
Boden Projects
Bunnings Group
Buzz Consultants
Campbell Advisory
Cartwright Insurance Brokers
Circle Solutions
ClubCo
Colin Biggers & Paisley Lawyers
Commercial Safety Assurance
Construction Consultants
Conroy Audit & Advisory
CurbyMcLintock
Cutcher & Neale Accounting and Financial Services
Denton Projects
DFK Crosbie
Bowling Club Insurance Brokers
ecash
EJE Architecture
Elite Legal
Energy Brokers
Evergreen Walls
Exact Security
Extrapreneur Services
Fugen Constructions
Guardian Venue Management International
Hamper World
Independent Medical Opinion
I-Print & Signs Co
James Clifford Construction
Jem Computers
Learning Links
Lighthouse Safety & Compliance
Make it Cheaper
Meridian Construction Services
Milestone Chemicals
Mitchell Brandtman
MPA Projects
Paltronics Australasia
Plastic Card Printing
Quad Services
Rohrig Group
SDJ Audit
Strategic 360 Finance
Sunblest Cleaning Services
The Buchan Group
The Pack Factory
Warren Saunders Insurance Brokers
Zoo Business Media

Club Taree CEO Paul Allan on stage with Ben Fordham after accepting the Heart of the Community Award at the 2021 Clubs & Community Awards Dinner.

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