

# MOUNTIES GROUP

ANNUAL REPORT 2019

# WE'RE MORE THAN A CLUB WE'RE A COMMUNITY

136,000+

CURRENT MEMBERSHIPS

\$43,000,000

TAXES PAID

2,000+

JOBS CREATED

\$7.1M

DIRECT COMMUNITY CONTRIBUTIONS

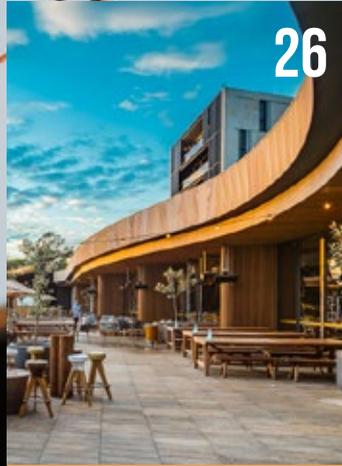


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# VENUES & RESORTS

 MOUNTIES VENUES

 MOUNTIES RESORTS



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## MOUNTIES

101 Meadows Road,  
Mount Pritchard, NSW 2170

As the Group's flagship venue and an icon of the local community, Mounties boasts one of the highest memberships of any club in New South Wales. This premium entertainment venue features six dining destinations, 13 bar outlets, multiple function spaces and a full-service health and fitness centre. Over two million patrons visit Mounties every year to enjoy our famous hospitality.

**Mounties Group proudly offers venues for members enjoyment across NSW.**



## HARBORD DIGGERS

88 Evans Street,  
Freshwater, NSW 2096

Occupying the most enviable of positions on the northern beaches peninsular, the Diggers (as it is affectionately known) has been redeveloped into Australia's first intergenerational hub. More than 10 years of planning and dedication saw this award-winning venue come to life in 2018. The club features three restaurants, cafe, bars and now a fitness, health & wellness precinct.



## MANLY BOWLING CLUB

59 Raglan Street,  
Manly, NSW 2095

A welcome retreat treasured by locals for its laid back atmosphere and popular all year round, Manly Bowling Club offers great value dining, the fun of barefoot bowls and a great place to enjoy a drink with a mate.



## MOUNTIES BOWLING CLUB

Lot 387 Lawson Street,  
Fairfield, NSW 2165

If you're looking for the friendliest club in the south west, you're in for a treat at Mounties Bowling Club. Our welcoming venue has plenty to offer guests of all ages, including delicious and affordable dining options, bowls, entertainment and futsal.



## MOUNTIES@SUSSEX

2 Harbord Street,  
Sussex Inlet, NSW 2540

Situated right on the water of Sussex Inlet and conveniently located within walking distance to shops and restaurants, Mounties@Sussex offers Mounties Group members the choice of waterfront villas or duplexes plus two tennis courts, a heated swimming pool, spa, sauna and BBQ facilities.



## CLUB ITALIA

Corner of Hollywood Drive & Wharf Road,  
Lansvale, NSW 2166

A long-standing bastion of Italian culture, Club Italia carries on the dream of the Italian migrants who established the club more than 40 years ago. Club Italia shares the joys of warm Italian hospitality and authentic cuisine with locals in Lansvale and beyond.



## MEKONG

Level 1/117 John Street,  
Cabramatta, NSW 2166

Mekong is an oasis set amongst the bustling streets of Cabramatta. This hub of Vietnamese culture and entertainment has a long history and has recently been refreshed with an attractive refurbishment.



## TRIGLAV

80-84 Brisbane Road,  
St Johns Park, NSW 2176

Tucked away in St Johns Park, this gem is a hit with locals who appreciate the great-value dining and entertainment. Triglav is especially popular with families who love the outdoor courtyard, kids' play area and family event days. The area's Slovenian community proudly call Triglav home.



## KOOLOORA LODGE

59 Porcupine Road,  
Kosciuszko National Park,  
NSW 2624

Great for skiers and snowboarders alike, Kooloora Lodge provides Mounties Group members with an escape to the snow where they can enjoy special rates and accommodation deals. Perched just 800 metres from the lifts in Perisher Valley, rates at Kooloora include breakfast and dinner daily.

RESORTS

# FROM THE PRESIDENT

**In a year of significant change for Mounties Group, I am pleased to present you with this report for the 2019 financial year.**

**Our former Group Chief Executive Officer, Greg Pickering, left the Club in May after 18 years with Mounties Group, and Dale Hunt was appointed as our new CEO to lead us into the future.**

Greg Pickering served our Club for almost two decades. During his tenure, we grew from a membership base of 38,000 to more than 100,000 and became the No.1 club in Australia. Greg's dedication and commitment were certainly immense, and we wish him success in the future.

Dale Hunt's appointment coincides with a new expectation: now instead of one single bottom line, the group reports equally to three bottom lines and measures its success in terms of the impact we have on People, Community and Prosperity.

The past few months have been busy as the Board sets direction and strategy to achieve success in these areas by returning to the key roots underpinning why we were founded and why we exist. We plan to build on these foundations as we look to the future.

Dale spent almost a decade with our Club before leaving for a period of 12 months. With fresh eyes and infectious energy, Dale has returned from his break with a renewed passion for our endeavours.

Having recently reviewed our governance, we are making changes that include forming new sub-committees, improving reporting and focusing on ongoing education. The new format for our annual report is more transparent and aligned with our members expectations. Change will bring about the future success of Mounties while staying true to why we were created.

I am pleased to report that membership has grown once again. As at 30 June 2019, it had reached 136,200 compared with 101,175 at the same time last year. This represents a growth rate of 35%, and I am thrilled to share the news that our base had increased even further by the end of August as we approach the 145,000 mark.

As a Profit for Purpose business focused on improving the lives of local people, it's exciting to note that more than 90% of our members live within 5km of our club venues. When looked at in context, if we were a city population, our membership would now exceed seven times the population of Parramatta CBD.

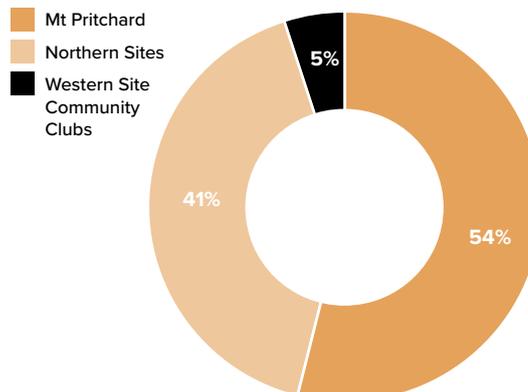
Almost five million people visited a Mounties Group venue last year. Our community benefits have reached a new record high as a result, with direct contributions exceeding \$7.1 million – not including in-kind support such as the complimentary use of meeting rooms, sporting fields and facilities for local community groups.

Our contribution to local sport topped \$4 million, and we are now home to 39 sporting sub-clubs that offer important social inclusion and engagement opportunities for members. These range from Toastmasters, lawn bowls and chess, to football, table tennis and bocce.

Our members are now cared for in more ways than the traditional hospitality venue provides as we recognise the changing needs of our community. We now provide facilities and services such as retirement living, fitness, physiotherapy, aquatic centres and much more. This is about staying true to our original purpose and providing for our members' needs at every stage in their lives. Our future is set to build on this as we continue to subsidise meals, entertainment and drinks while providing for our members' broader needs as well.

**I am thrilled to share the news that our base had increased even further by the end of August as we approach the 145,000 mark.**

## MEMBERSHIPS



In financial terms, this has certainly been a successful year and, as a Profit for Purpose business, this directly benefits our local community. Our continued prosperity also shows that plans put in place 10 years ago are starting to yield results – a pattern that will continue for years to come.

Across our venues, 2018/19 has been a big year with a lot of work occurring. I thank you for your patience and ongoing support in this regard. Over the past few months, we have been asking what you as a member want to see in the future. We are listening intently to this feedback as we plan to deliver on what's most important to you.

To my fellow Board members, I'd like to thank you for working so diligently over the past year. Many don't realise the time and effort you put in as volunteers, and I deeply appreciate your support and commitment to making our clubs and our local community a better place.

Contributing more than \$7 million to the community via direct cash donations and providing 600+ jobs for local people – plus all that goes into sport and in-kind support – is certainly rewarding in ways that go far beyond the financial.

We are grateful to everyone who contributed these past 12 months, and we look forward to delivering even more positive outcomes for the community in years to come.

Sincerely yours,



**KEVIN INGRAM**  
President  
Mounties Group

Our contribution to local sport topped \$4 million, and we are now home to 39 sporting sub-clubs that offer important social inclusion and engagement opportunities for members.



# FROM THE CEO

**Thank you for the warm welcome home to Mounties. 2019 has been a pivotal year for our Group in terms of financial success, a renewed focus on members and changes to the way we do business in our local community.**

We have made some changes to our business already and more are on the way as we move to a more member-directed level of service. I want to take this opportunity to thank President Kevin Ingram and the Board of Directors for providing such clear and compassionate direction, and the management team for their support and hard work delivering our mission.

## PROFIT FOR PURPOSE

Over the past few months, the Board and management have been going back to the core purpose behind why we exist in recognition of our true Profit for Purpose meaning. Our Club was originally formed to produce a profit that could be used to improve the lives of local people – whether through donations to community groups, provision of facilities such as sporting fields for local children, or entertainment and dining options for local families. We now return to our core purpose as we put members front and centre.

For us as a Club, this involves rolling out a number of changes. One is more open and transparent reporting to our members using measurements that are easily understood and appreciated. My hope is that you can easily see and appreciate the changes.

This year, our success has allowed us to deliver on our core purpose to a higher level than ever before. Highlights include:

- **\$7.1 million in community donations and support**
- **\$298 million in contributions to the NSW economy**
- **20,818 in volunteer hours**
- **673 people directly employed and over 2,000 full time jobs supported**
- **\$43 million paid in Tax**



## FINANCIAL POSITION:

The Group's net profit for the financial year was a record \$40,599,529 – largely thanks to the completion of the Harbord Diggers project and retirement village. This may be a one-off contribution, but it represents an important step in the growth of our business as we adapt to meet the changing needs of our members and the local community.

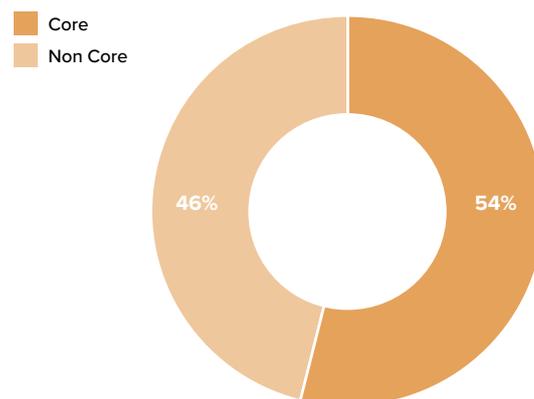
While our traditional Club business operations remain strong, this result was subdued. Performance exceeded that of the industry in general, however there are areas that could be improved upon – something we are currently working on in preparation for the coming year.

In 2013, IPART set a standard for financial viability reporting, including EBITDARD (earnings before taxation, interest, depreciation, amortisation, rent and donations). Also known as operating cash flow, this is a good comparison because it removes the distortion that can occur due to accounting and finance effects. This gives a very open and transparent view of our performance that can be compared to any other business to measure our success.

## EBITDARD RESULTS FOR THE YEAR:

	2019	2018
Profit attributable to members	40,599,529	6,879,912
Add:		
Interest	1,644,186	286,540
Tax expenses	11,537,126	2,253,698
Donation expenses	6,187,552	5,060,814
Depreciation expenses	17,014,091	20,441,820
Rent	673,267	619,018
Share as loss of betting Club Pty Ltd	–	4,578,136
<b>Group EBITDARD</b>	<b>77,655,751</b>	<b>40,119,938</b>
Harbord Retirement Village	(50,075,291)	(11,074,457)
<b>Club business EBITDARD</b>	<b>27,580,460</b>	<b>29,045,481</b>

## CONTRIBUTION CORE/NON CORE BUSINESS BEFORE OVERHEADS



## TAXES PAID

**\$43.1 MILLION**

## DONATIONS & CLUB GRANTS

**\$7.1 MILLION**

COMMUNITY CONTRIBUTION

**\$11 MILLION**

Total economic value of community contribution

ENHANCING CLUB INFRASTRUCTURE

**\$66.4 MILLION**

Capital investment by Mounties Group in FY2019 including \$56.9M on building development and improvements



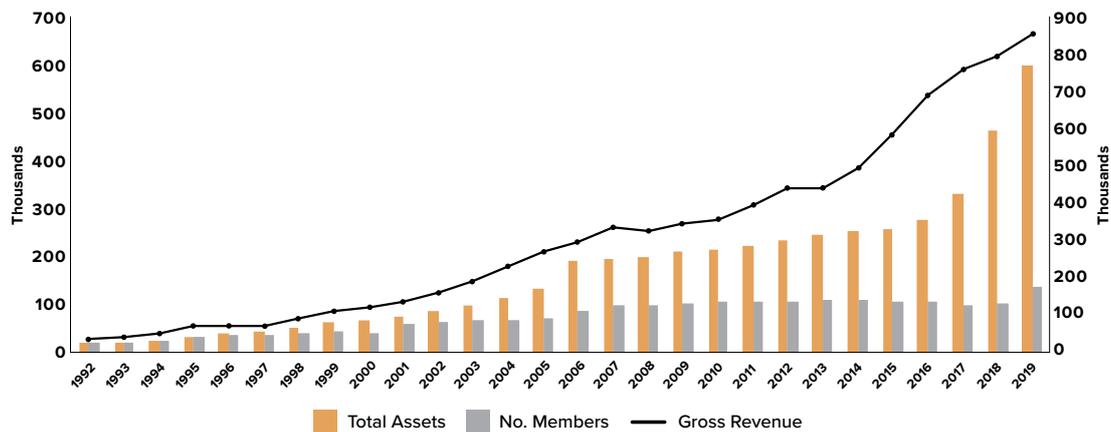
As for individual Club venues, four venues contributed 123.7% of EBITDARD for the Group's clubs.

Overall it has been a very successful year for the Club, with significant growth in assets, profit and EBITDARD as well as a marked increase in community support.

Venue	2019
Mounties	29,341,844
Mekong	5,664,863
Triglav	3,326,904
Harbord	3,331,301
Manly	(103,768)
Mounties Bowling	(383,979)
Club Italia	(415,184)

Financial Indicators	2019	2018
Total Assets	595,897,760	461,612,885
Total Liabilities	303,652,561	209,856,861
Net Assets	292,245,199	251,756,024
Revenue	137,725,054	122,400,046
Gross Profit	60,200,975	56,000,044
Expenses	77,524,079	66,400,002
Net Profit	40,599,529	6,879,912
EBITDARD	77,655,751	40,119,938
Community Support	\$7.1m	\$5.7m

CLUB PROGRESS SINCE 1992





## INVESTING IN THE NEEDS OF OUR MEMBERS

Our future focus is aimed at delivering superior member services and generating profit to invest back into our wonderful community.

### DIVERSIFICATION

While other clubs continue to invest in areas that produce a revenue, Mounties Group has taken a different approach by investing in the needs of our members. Member services such as fitness and retirement living have been established and, in the future, we plan to serve our members' needs in even more positive ways.

We are currently investigating a members' health and wellbeing service where we can continue to care for and serve members who are no longer able to attend our Club should they require assistance and support.

As we set about achieving our future goals, I'd like to thank you all again for the warm welcome back into the fold. It gives me great pleasure to be here.

DALE HUNT ACCM; AMAMI; AIMM; MAICD  
CEO  
Mounties Group

# BOARD OF DIRECTORS



Back row (L to R): Tom Murphy, Jeanette McNevin, Leon Hansen, Lorraine Dean, Trevor Forman

Front row (L to R): John Dean (Vice President & Treasurer), Kevin Ingram (President), Steve Fitzpatrick (Vice President), Stephen Edwards

# REPRESENTING THE INTEREST OF ALL MEMBERS AND THE COMMUNITY EQUALLY

Mounties Group is led by a group of nine volunteer Directors who are popularly elected by the entire membership base to represent the members interests.

As a director each of these volunteers takes on serious responsibilities and duties including a legal responsibility to leave any personal interests behind, and act in the interests of the Club as a whole and not those of any individual or sub-group. They commit to undertaking on-going learning and education, to attending meetings well prepared, to understanding items presented, to represent the Club at events and activities and more.

As a director they have numerous duties but also some very serious personal liability including responsibility for things such as taxation of the Club, workplace health and safety, consumer protection and even environmental laws.

When you consider our Directors at Mounties take on all these duties and responsibilities as volunteers, we certainly owe them a sincere thank you and an understanding that they do so with an aim that we are able to improve the community in which we live, make the lives of local people more enjoyable and provide facilities that may otherwise not be available to members of our community.

We are pleased that our Directors bring with them a diversity of experience, skills and knowledge from their lives that when combined offer a unique and collaborative approach. Each director brings a different thought process, ideas and experience that when combined represent our members as a whole.

**Our Directors at Mounties take on all these duties and responsibilities as volunteers, we certainly owe them a sincere thank you.**

# BOARD OF DIRECTORS

Qualifications and special responsibilities, can be found on page 54.



**KEVIN INGRAM**  
PRESIDENT

An active member of Mounties for 47 years and serving on the Board since 1980 makes Kevin Ingram our longest serving Director but its his life in service of the local community from a career in managing the local swimming pool through to life membership of Parramatta Rugby League and Parramatta Junior Rugby league for years of coaching and mentoring local children that makes him a very special human being.

**STEVE FITZPATRICK**  
VICE PRESIDENT

A member for over 35 years and has served as Vice President for almost 20 years but his commitment to our community grants program and ensuring local community groups receive the support they need is what makes Steve passionate.



**JOHN DEAN**  
VICE PRESIDENT & TREASURER

John has been a member for over 30 years and his commitment to our excellence through also holding the roles of Vice President, Treasurer and Gaming Committee Chairman supports his drive to ensure that Mounties group of clubs continue to provide for the community well into the future.



**STEPHEN EDWARDS**  
DIRECTOR

Stephen has been a member of Mounties Group since 1981 but has had a lifelong connection to the Club through family and sport. Dedicated to delivering a level of support to our sporting teams that goes beyond any other club, Stephen is at a Mounties game every week.



**LORRAINE DEAN**  
DIRECTOR

Lorraine has been on our board of directors since 2008 and a member for over 25 years. Her commitment to local childrens sport has made a huge impact on the local community and on thousands of young peoples lives.

**TREVOR FORMAN**  
DIRECTOR

A member of Mounties Group for over 20 years and a life member of Junior Rugby League. Trevor is passionate about making sure that every member of our club has a choice in activities in which to become involved and active to build social inclusion in our local community.



**JEANETTE McNEVIN**  
DIRECTOR

With 5 years as a Director and as a life member of our Softball/TBall Sub-Club there is no question as to Jenny's commitment and passion towards providing a better life for local children. Her work with sporting teams and disabled groups has been amazing and brings a smile to faces every week.

**TOM MURPHY**  
DIRECTOR

Tom is a Foundation member of the club and has been a director of Mounties Group since 1995. The vision to create a true Profit for Purpose business, 55 years ago saw foresight beyond imagine and the fact that Tom's family put up their own land as security to build our first club is admirable.



**LEON HANSEN**  
DIRECTOR

Entering his 10th year as a Director and living on the Northern Beaches gives Leon a different geographic perspective but a shared care and commitment to our members and their needs across the entire Group. His passion for upkeeping the legacy of RSL plays an important role in our community in all areas in which we operate.

*EACH DIRECTOR BRINGS  
A DIFFERENT THOUGHT  
PROCESS, IDEAS AND  
EXPERIENCE...*

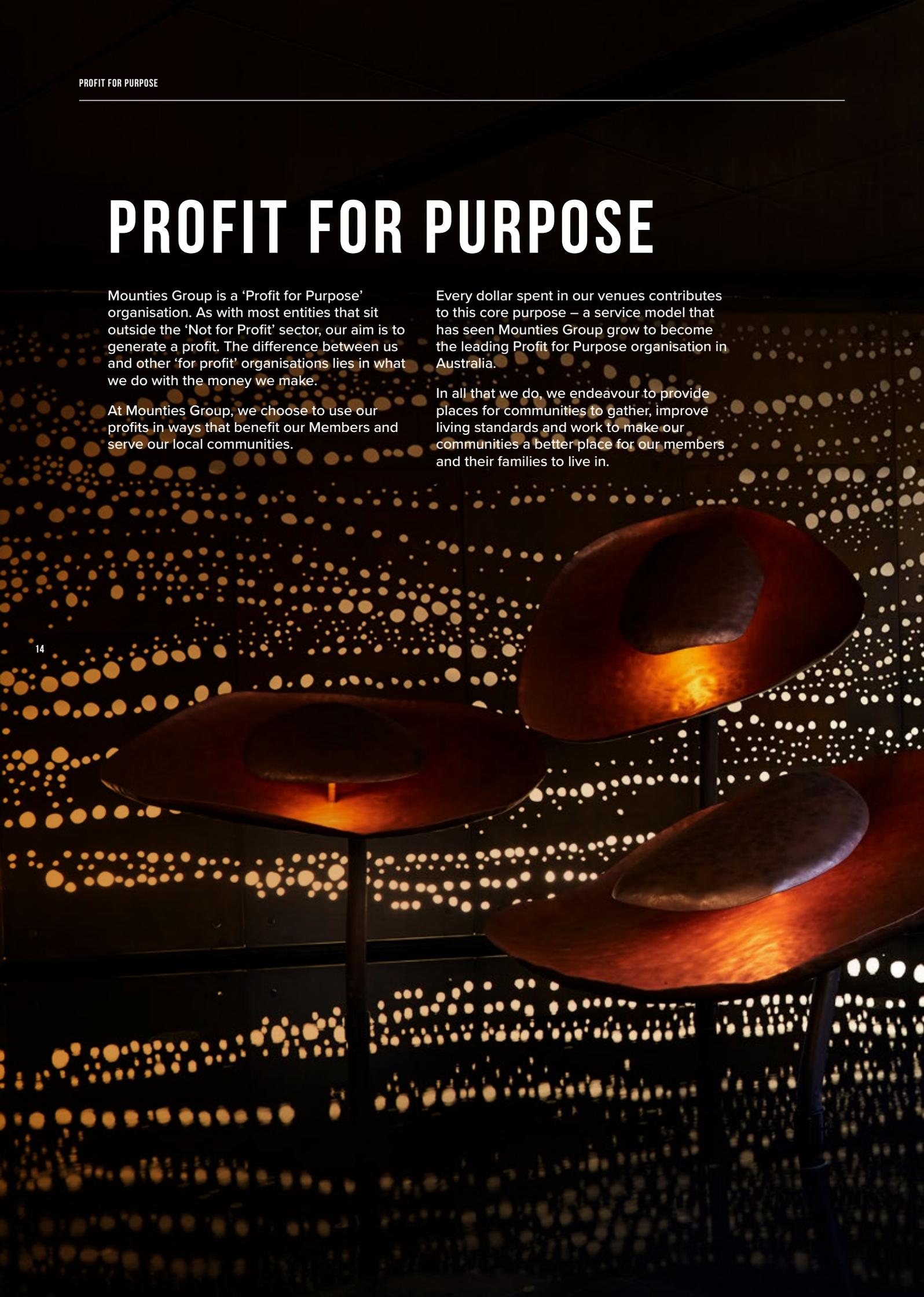
# PROFIT FOR PURPOSE

Mounties Group is a 'Profit for Purpose' organisation. As with most entities that sit outside the 'Not for Profit' sector, our aim is to generate a profit. The difference between us and other 'for profit' organisations lies in what we do with the money we make.

At Mounties Group, we choose to use our profits in ways that benefit our Members and serve our local communities.

Every dollar spent in our venues contributes to this core purpose – a service model that has seen Mounties Group grow to become the leading Profit for Purpose organisation in Australia.

In all that we do, we endeavour to provide places for communities to gather, improve living standards and work to make our communities a better place for our members and their families to live in.





# OUR PEOPLE, OUR ASSETS

**As our Group continues to grow, so too does the need to continually invest in our people.**

With our vision of 'Connecting Community' we look for like-minded people who are service orientated to join our team. Over the past year we have welcomed over 270 new staff to our team into a various front and back of house roles.

We have a strong focus on our people and recognise the value in investing in them through learning and development opportunities, rewards and recognition, employment benefits as well as and health, wellbeing & safety initiatives.

With a new CEO at the helm, a restructure of the management team and the support of our staff, we are excited to see where this next chapter takes us!



**HOURS OF  
STAFF TRAINING  
AND BUSINESS  
INVESTMENT**

TRAINING HOURS

**14,236**

TRAINING COST

**\$96,629**

WAGES PAID  
WHILE TRAINING

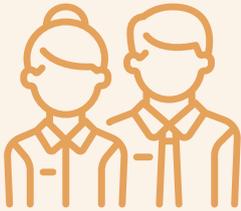
**\$378,439**

TOTAL INVESTMENT

**\$475,068**

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## OUR STAFF



**673**

NUMBER OF EMPLOYEES  
EMPLOYED DIRECTLY BY  
MOUNTIES GROUP

FULL-TIME

**29%**

PART-TIME

**39%**

CASUAL

**32%**



**78**

EMPLOYEES CELEBRATED  
A SERVICE PERIOD  
1/2/18 – 31/01/19

CALCULATED ON 5 YEAR  
INCREMENTS, A TOTAL OF  
770 YEARS.



NEW STARTERS **+**  
**273**

AMOUNT PAID ON SALARIES, WAGES,  
SUPERANNUATION FOR EMPLOYEES

WAGES:

**\$32,857,327**

SUPER:

**\$3,160,220**

**100%**

OF STAFF RECEIVED  
TRAINING OR  
PARTICIPATED IN  
DEVELOPMENT  
SESSIONS



FEMALE EMPLOYEES

**59%**



MALE EMPLOYEES

**41%**

**90%**

STAFF MEMBERS  
LIVE WITHIN A 10KM  
RADIUS OF THE CLUB

PAYROLL TAX

**\$1,928,364**



## THE CEOS OFFICE

The CEO's office is leading the charge by delivering the strategic direction prescribed by the board.

Thanks to innovative thinking and a strong focus on staff and the community, there are great things ahead for both the local community and Mounties Group team.

**Dale Hunt** – Group Chief Executive Officer (CEO)

**Nalan Akdogan** – Executive Assistant to the CEO

**Lorna Harper** – Board Assistant

**Sue MacDonald** – Business Innovations Assistant



L to R (right): Dale Hunt, Nalan Akdogan.  
(below) Lorna Harper, Dale Hunt, Sue MacDonald





## CLUB OPERATIONS TEAM

This team of operational experts are responsible for delivering a leading-edge customer experience at our venues. This allows Mounties Group to give back to local communities via donations, grants and infrastructure.

**Darren Marino** – Group Chief Operating Officer

**Michael Phillips** – General Manager Northern Sites

**Jason Woods** – General Manager Western Sites Community Clubs

**Frank Feng** – Group Gaming Operations Manager

**Glen Ingle** – Sports Administrator

L to R: Darren Marino, Frank Feng, Jason Woods, Michael Phillips, Glen Ingle

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## DIVERSIFIED BUSINESS TEAM

Reporting directly to the CEO, the new business team has been established to develop and manage a diversified business.

The Non-Core Team is responsible for creating new and innovative revenue streams for the organisation that will benefit our local community while mitigating risks to the business.

**Michael Anderson** – Group Commercial Manager & General Counsel

**Karen Shipley** – Property Manager

**Anneke Lemmerman** – Strategic Projects Manager

**Maria Korol** – Health & Fitness Manager

**Katie Macsok** – Facilities Coordinator



L to R: Katie Macsok, Michael Anderson, Karen Shipley, Maria Korol, Anneke Lemmerman

## THE FINANCE TEAM

With a mandate to monitor and report on the financial outcomes of our activities, the Financial Team will ensure that we understand the true impact of decisions and plan for a viable future.

This unit capitalises on opportunities and minimises the impact of financial risks to ensure we are able to continue building valuable assets for the community.

**Ralph Wearne** – Group Financial Manager

**Kamlesh Sharma** – Group Financial Accountant

**Miro Resman** – Senior Financial Accountant

**Lata Narayan** – Group Payroll Supervisor



L to R: Lata Narayan, Miro Resman, Kamlesh Sharma, Ralph Wearne

## THE CORPORATE SERVICES TEAM

Now reporting directly to the CEO of the group, Corporate Services includes the Information Technology, Procurement and Maintenance departments.

This pivotal team is responsible for ensuring we deliver positive experiences for our customers in the most efficient way possible.

**Peter Young** – Business Services Manager

**Matthew Hort** – Group Technology Manager

**Sam Zullo** – Head of Procurement



L to R: Matthew Hort, Peter Young, Sam Zullo

**LEADERSHIP ROLES**



**TOTAL OF 24**  
(16 MALES & 8 FEMALES)



% OF FEMALE LEADERSHIP  
**33%**

**PEOPLE AND CULTURE TEAM**

Previously the Human Resources Team, this team has been rebranded as People and Culture to highlight their key focus: to develop the culture and performance of a professional and engaged team.

With Mounties Group being named as a finalist in the Outstanding Employer of Choice and Excellence in Customer Service categories at the Western Sydney Awards for Business Excellence 2019, they are clearly excelling at this task.

**Annette Martin** – Group People & Culture Manager

**Nicole Mesic** – Senior People & Culture Advisor



L to R: Nicole Mesic, Annette Martin



**THE MARKETING TEAM**

Now reporting directly to the CEO of the group, Marketing is responsible for sharing the Mounties Group story with the local community and ensuring that each of our venues retains its positive brand image.

By communicating a message that resonates with the community, we are attracting new customers to trial what we have to offer and encouraging repeat visitation and advocacy from our existing customers.

**Dave Callan** – Group Strategic Marketing Manager

**Jake Avakian** – Marketing Manager – Northern Sites

**Christine Hall** – Senior Marketing & Promotions Coordinator

**Bryan Kavanagh** – Marketing Coordinator – Western Sites

L to R (above): Bryan Kavanagh, Christine Hall, Jake Avakian, Dave Callan

# OUR TEAM MEMBERS

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## ALFINA WOOLFE

### HOW LONG HAVE YOU WORKED AT MOUNTIES?

For 16 years.

### WHAT HAS BEEN YOUR BIGGEST ACHIEVEMENT HERE?

My longevity of employment. I've trained numerous staff and constantly make sure they achieve their goals at Mounties.

### WHAT MILESTONES HAVE YOU WITNESSED AT MOUNTIES?

I've witnessed countless changes for the better. Over 16 years, I've watched the club grow and expand in terms of members and infrastructure.

### WHAT DO YOU MOST LIKE ABOUT WORKING HERE?

We're a big family here at Mounties. From management to staff, we work together and that's what keeps me here. It's always a happy environment.

### WHAT LED YOU TO MOUNTIES?

I needed a change and with a passion for hospitality, I looked no further. I submitted my application, got the job and haven't looked back. That was almost 16 years ago and I continue to come here every day with the same energy I started with.





## ANDREW AWAD

### HOW LONG HAVE YOU WORKED AT MOUNTIES?

For 11 years.

Working at Mounties provides me with the opportunity to diversify my abilities in different areas and help support different audiences.

### WHAT HAS BEEN YOUR BIGGEST CAREER ACHIEVEMENT HERE?

Creating the exercise physiology department at Ignite Health & Fitness. Previously we didn't have any rehabilitative services available to our members. Now we have the ability to treat members of the community who require rehabilitation due to injury, disability, chronic disease and other conditions. This department has been operating successfully for five years and now, and continues to grow each year.

### IS THERE A CERTAIN CLIENT WHO STANDS OUT?

I have helped many people over the years, but there is one member with Multiple Sclerosis who was very reluctant to come to the gym or do any exercise. This person was wheelchair-bound and didn't have the capacity to walk or partake in normal activities. Following an extensive program and support from all the staff here at Ignite, this client is now able to walk unsupported, do more everyday activities and feel normal again. Put simply, exercise changed his life. This is what we try to do here at Ignite.

### WHAT MILESTONES HAVE YOU WITNESSED AT MOUNTIES?

- A dramatic weight loss journey
- Clients recovering from near-fatal health issues (for example, cancer, heart attacks, stroke and disabilities)
- Individuals being able to walk again
- Helping people return to work following significant injuries or surgeries (car accidents, joint replacements and spinal surgery)

### WHAT DO YOU MOST LIKE ABOUT WORKING HERE?

The culture and the resources provided by the club. Working at Mounties provides me with the opportunity to diversify my abilities in different areas and support different audiences. The people I work with are great and most of us stay employed here for quite some time. Management are very supportive and provide us with every opportunity to better ourselves.

### HOW HAVE YOU HELPED THE COMMUNITY BY WORKING AT MOUNTIES?

Most of the clients I treat are referred by local doctors, allied health professionals, disability organisations and various public health organisations. Helping the community is an integral part of my role at Mounties. We run specialised groups for people living with disability and offer falls prevention training and other classes for older adults through our local hospitals. We also engage with the community every month at a seniors' day, where we present topics related to healthy ageing and chronic disease.



## CIANNE MCGUINNESS

### HOW LONG HAVE YOU WORKED AT MOUNTIES?

For 21 years. I commenced my employment on 18 September 1998.

### WHAT HAS BEEN YOUR BIGGEST ACHIEVEMENT HERE?

From Team Leader to Supervisor to Duty Manager and Customer Service Manager roles, I've been very fortunate to learn the ways of clubland at one of the largest and most productive clubs in New South Wales. I even managed a stint covering a maternity leave position where I did the club rostering in the HR department. In terms of training and development, I have completed two diplomas in business, a Cert. IV in Training and Assessment, a Gaming Managers Development course and several in-house training courses.

I am currently a member of the WHS committee and hold the qualification for Health & Safety Representative in my nominated areas, as well as being an active member of the Club Managers' Association of Australia.

### WHAT MILESTONES HAVE YOU WITNESSED AT MOUNTIES?

- The millennium – one of the best New Year's Eve celebrations we've ever had at Mounties.
- Seeing our club crowned "Club of the Year" several times.
- When Mounties turned 50 years old!

- Many renovations, including three different gaming floor layouts, a few foyer renovations and the construction of new areas (not least of which was an awesome Fitness Centre).
- The birth of Mounties Group, which happened when it took on board several other clubs and accommodation sites to become one of New South Wales' 'super clubs'.
- Mounties rugby league becoming a sought-after feeder club for some NRL clubs.
- Community involvement and funding for local schools and other organisations.

### WHAT DO YOU LIKE MOST ABOUT WORKING HERE?

I've always enjoyed my roles – firstly as a frontline supervisor and then as a manager. From a leadership point of view, there have been staff who started working here fresh out of school who I have coached and mentored as they went on to other roles within the organisation. I enjoy interacting with our community, many of whom have been members for much longer than my time at Mounties. My management role enables me to interact with other departments, including external contractors. This allows me to "wear several hats" within the business and build my knowledge of the industry.

I have built some fantastic friendships over the years – most have since left the industry, but remain my best friends. I also met my husband here at Mounties!

**My management role enables me to interact with other departments including external contractors, allowing me to "wear several hats" within the business and building my knowledge of the industry.**

# OUR STORY

BY GINA DESHO



**My parents endured a very traumatic experience during the crossover from Turkey to Greece. Not only were they travelling in the night, in the rain, in silence through the mountains, I was separated from them for over a month and they did not know of my whereabouts.**

## WHAT WERE YOUR EARLY YEARS LIKE?

Hoping for a better life away from violence and war, my parents made the difficult decision to flee Iraq with my sister and I in May 1992. My sister was just nine months old and I was two years and five months old.

We fled to Turkey, where we put in an application to be accepted into either Australia or America. Then we found that organisations like the UN were no longer accepting applications. We had no choice but to go to Greece illegally by boat.

## WHAT WAS IT LIKE ARRIVING IN GREECE AND THEN AUSTRALIA AS A REFUGEE?

My parents endured a very traumatic experience during the crossover from Turkey to Greece. Not only were they travelling in the night, in the rain, in silence through the mountains, I was separated from them for over a month. They did not know my whereabouts for approximately two weeks.

Fortunately, I was in the good hands of a family we knew from Iraq. We were placed in a concentration camp in Greece while my family were still back in Turkey. We shared clothes, food and water, but hardly had anything to survive on. I was reunited with my family in Greece after 36 days and we lived there for another 11 months. My parents appreciated the people they met in Greece who tried to help them find a place to live and work.

Eventually we received a visa to move to Australia and arrived in July 1993. My parents had about \$100-200 in their pockets. My mum couldn't work as she had to take care of us, and my dad was forced to work immediately. Due to the language barrier, he could not pursue his career as an electrician. This is a challenge many refugees face today.

## WHAT HAVE YOUR PARENTS TAUGHT YOU?

Even though my parents went through a lot to get here, they always maintained a positive mindset in everything they did. I see myself as a people person who loves to help others and make a positive impact on people's lives. I felt that pursuing a career in HR would allow me to do this.

## HOW HAVE YOU FOUND WORKING AT MOUNTIES?

Working for Mounties has truly given me the opportunity to achieve great things both personally and professionally. I feel that I have been able to help people, achieve personal growth and share my knowledge and experience, which I hope has had a positive impact on the Club.

I am so grateful to my parents, who fought their way to get us here. If it wasn't for them, we would not be where we are today. My siblings and I were raised in the best way possible way, and were able to receive an education. I also have a brother who was born here. Plus, I am now happily married and have a baby on the way.

# OUR FUTURE

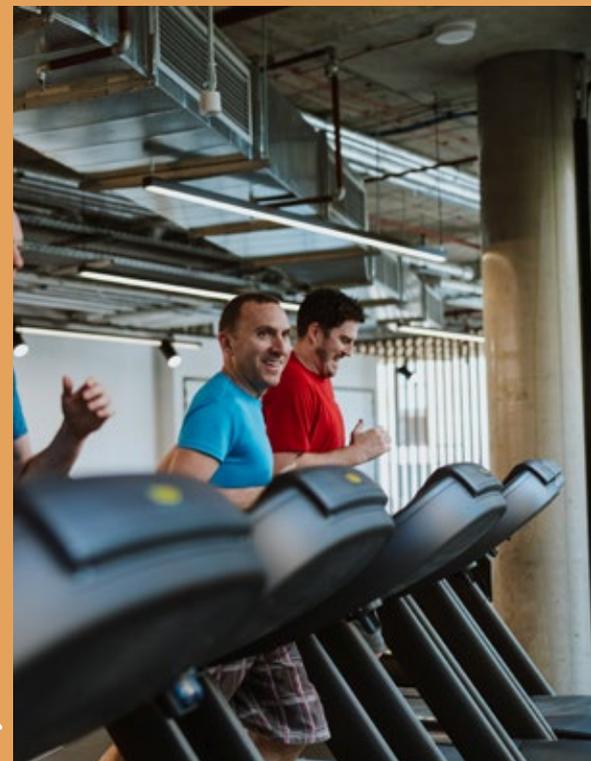
**Mounties Group has always been about fulfilling our members' needs. As those needs have changed over time, so have the services and facilities we offer. Originally, Mounties was a place for mates to gather and have a beer. As time went on, we added sporting fields for our children and places for families to dine.**

Looking to the future, we reflect on our heritage and core values as we consider why Mounties was originally created. We were founded as somewhere to meet and share experiences – a place for the community that provided support for local people.

The future is about remembering this. We will look to create a diversified, intergenerational service model at each of our venues to meet the needs for members of all ages. Our aim is to create safe, enjoyable spaces where the

community can gather. Understanding that each of our venues has a different identity, we will remain relevant into the future as we cater to various community groups – all with different needs.

At our core, we are and will always be a club for members. Our clubs of the future will be multi-faceted venues where communities and groups will harmoniously unite in one place that exists to create memorable moments.



*OUR AIM IS TO CREATE SAFE, ENJOYABLE SPACES WHERE THE COMMUNITY CAN GATHER.*

## COMING SOON

### MOUNTIES CARE

When Mounties was established, the average age of our member was 23. Now it's 57. As we grow older, our needs change and our long-term members deserve continuing care to meet those changing needs.

Mounties Care will provide for those needs, including the health and wellbeing of our members.



At our Core we are and will always be a Club for members, but now we grow to meet even more of our members needs.



### YOUNG FAMILIES

At Mounties Group, we want to encourage families to get together, enjoy each other's company and connect with people of all ages. To meet this need, our plan in 2020 is to deliver exciting family entertainment options that appeal to all generations.

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### A FOOD DESTINATION

Our tastes have evolved and our members now expect superior quality and plenty of variety in their meals. With this in mind, we are planning to roll out delicious new dining options across the group.



### ENTERTAINMENT

Look into the future of any Mounties Group venue and you can expect to see fun-filled entertainment centres for the local community.

As for our long-term goals, our club will continue to evolve as we seek to meet our members' changing needs. We are committed to caring for our members at every stage of their lives and making a positive difference. After all, we were created by members to give members a better life. That's what we will continue to do for generations to come.

# OUR PROUD COMMUNITY

Making a positive community contribution is at the heart of Mounties' operations. Everyday our motivation is to be the best we can possibly be for the benefit of our community.

When we deliver on our promise our community benefits in very real and measured outcomes. We make a substantial direct contribution to local communities through cash and in-kind donations to a broad range of community activities and initiatives, and provide community access to a range of subsidised community and sporting facilities.

28

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**\$7.1 MILLION**

**DIRECT CASH CONTRIBUTIONS AND DONATIONS**

To local community charities, sports clubs and activities, school and education programs, health and youth services

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**\$11 MILLION**

**TOTAL ECONOMIC VALUE OF COMMUNITY CONTRIBUTION**

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**\$1.3 MILLION**

**IN-KIND SUPPORT**

In-kind support focussed on youth services, sports clubs and activities and health programs

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Street University, one of the many community groups Mounties proudly supports, assists at-risk youth find direction and support to build skills and resilience for adulthood.





# OUR COMMUNITY CONTRIBUTION

I am once again honoured to lead the Mouties Grants Committee as Chairman, and to provide you with this year's Community Report on Grant activities.

I would like to start my report by acknowledging all members of Mouties Group, who support the Club every day and every year and create the surpluses which we are then able to direct to worthwhile causes wherever they occur in the Communities that we serve. Namely Fairfield, Liverpool and Northern Beaches local government areas.

This year, we have had the privilege of distributing \$680,000 through various programs and for a wide range of projects.

30 The most significant type of funding made available in 2018-19 was \$7.1 million which was made up by way of donations and grants. This included ClubGRANTS funding.





## OTHER SUPPORT WAS PROVIDED AS FOLLOWS:

Sports ground expenses (maintaining local sports fields)	\$312,653
Children's Christmas Party	\$115,641
Senior's Events	\$61,558
Carols by Candlelight	\$41,848
General Donations (incl ClubGRANTS)	\$1,795,241
Sub Club Expenses	\$1,478,019
Other Sport	\$2,927,502
Category 3 Statewide Funding	\$437,887
<b>Total</b>	<b>\$ 7,170,349</b>

**Mouties Group far exceeded this requirement and this year gave 176% more than required.**

31

ClubGRANTS is a scheme, which sees clubs provide a portion of their total gaming revenue to recognised community projects. The scheme incorporates a process, which scrutinises and ranks, local projects for this funding. The scheme is facilitated by local councils who best understand and plan for the broader social needs of local communities. As in previous years, Mouties Group far exceeded this requirement and this year gave 176% more than required.

## THE FOLLOWING TABLE SHOWS HOW THE GROUP HAS DISTRIBUTED THE FUNDS THAT HAVE BEEN MADE AVAILABLE BY CLUBGRANTS SCHEME IN 2019:

ClubGRANTS	Mouties	Harbord	Mekong	Triglav	Group
Category 1	\$665,926	\$50,697	\$98,927	\$52,010	\$867,560
Category 2	\$2,587,352	\$155,357	\$181,584	\$78,320	\$3,002,613
Category 3	\$350,172	\$18,633	\$46,469	\$22,612	\$437,886
<b>Total</b>	<b>\$3,603,450</b>	<b>\$224,687</b>	<b>\$326,980</b>	<b>\$152,942</b>	<b>\$4,308,059</b>

# COMMUNITY GRANTS

HERE ARE JUST A FEW OF THE PROJECTS  
MOUNTIES GROUP FUNDED THIS YEAR

Dandelion Support Network Inc	<b>\$10,000</b>	Miracle Babies Foundation	<b>\$19,860</b>
The Shepherd Centre – Deaf Children	<b>\$9,615</b>	Miracle Babies Foundation	<b>\$17,500</b>
Yennora PS	<b>\$16,260</b>	St John Ambulance	<b>\$25,714</b>
Youth of the Streets Ltd	<b>\$22,056</b>	The Humour Foundation	<b>\$9,864</b>
Cabramatta West PS	<b>\$9,145</b>	The Northcott Foundation	<b>\$6,000</b>
Canley Heights PS	<b>\$7,000</b>	Timorese Australia Council Inc	<b>\$5,000</b>
CORE Community Services	<b>\$5,222</b>	Youth Insearch Foundation Aust Inc	<b>\$9,975</b>
CORE Community Services	<b>\$19,003</b>	Learning Links	<b>\$6,150</b>
CORE Community Services	<b>\$18,230</b>	Ted Noffs Foundation	<b>\$64,000</b>
Daystar Foundation	<b>\$15,000</b>	Cabramatta High School	<b>\$10,000</b>
Fairfield HS Intensive English Centre	<b>\$25,000</b>	Cambodian-Australian Welfare	<b>\$19,900</b>
IndigenousWise Inc	<b>\$2,916</b>	CORE Community Services	<b>\$15,977</b>
Khmer Community of NSW Inc	<b>\$3,640</b>	Fairfield City Council	<b>\$12,500</b>
Nordoff-Robbins Music Therapy	<b>\$5,457</b>	Khmer Community of NSW	<b>\$9,500</b>
PAL Buddhist School Ltd	<b>\$2,800</b>	PAL Buddhist School Ltd	<b>\$7,435</b>
Police Citizens Youth Clubs NSW	<b>\$7,800</b>	Police Citizens Youth Clubs NSW	<b>\$11,540</b>
Salvation Army Youthlink	<b>\$4,820</b>	The Royal Life Saving Society NSW	<b>\$7,275</b>
The Parks Community Network Inc	<b>\$9,750</b>	Bossley Park HS	<b>\$4,800</b>
Anowah Community Living Inc	<b>\$17,000</b>	The Shepherd Centre – Deaf Children	<b>\$10,000</b>
Police Citizens Youth Clubs NSW	<b>\$48,000</b>	Cambodian-Australian Welfare	<b>\$10,010</b>
Variety – The Children’s Charity NSW	<b>\$20,000</b>	Canley Heights PS	<b>\$10,000</b>
Vietnamese Students Association	<b>\$1,200</b>	Fairfield City Council	<b>\$12,500</b>
CORE Community Services	<b>\$7,720</b>	Khmer Community of NSW	<b>\$9,500</b>
Cancer Patients Foundation	<b>\$8,000</b>	Freshwater Surf Life Club	<b>\$28,517</b>
Delta Society Australia	<b>\$2,500</b>	KYDS Youth Development Service	<b>\$7,500</b>
Down Syndrome	<b>\$10,000</b>	Veterans Benevolent Fund	<b>\$13,000</b>
Foster Care Angels Inc	<b>\$950</b>	Early Education Inc	<b>\$1,680</b>
Karitane Jade House	<b>\$6,270</b>		



**Mounties Group has provided more than \$7.1 million in Community Grants in FY2019**

Mounties continues to support the work of the Ted Noffs Foundation's Street University project in Liverpool. The arrangement has now been in place for 12 years and continues to provide opportunities to disadvantaged kids in the local area. I am pleased to say that with Mounties help in establishing the first Street University the Ted Noffs Foundation has now been able to expand to 9 centres across NSW and Queensland, with the help of some much needed Government Funding.

Changes to ClubGRANTS in 2011 saw the introduction of Category 3 for major infrastructure projects. Mounties has contributed \$437,887 to this fund this year. The Fairfield LGA is a significant contributor to this category and deserves to receive consideration for a major project in the future.

I would like to take this opportunity to acknowledge the efforts of the local committees for the role they play in making sure that our Community Grants Committee is aware of the most relevant projects for funding. The work to prioritise all the eligible projects is invaluable to our committee decision making process. Executive Assistant to the CEO, Nalan, is a member of two local committee's and I thank her for her efforts in that regard.

As I mentioned earlier Mounties Group has provided more than \$7.1 million in Community Grants in the year under review.

Of course, we receive many requests for financial and other assistance from a wide range of community organisations and individuals, and we do our best to assist as many as possible. Requests are always assessed responsibly and where possible, supported at an appropriate level. Where we are able to support projects, we always make sure that the community is the beneficiary.

I am proud to have been Chairman of a Committee that has been able to guide this important process over the past year. Accordingly, I would like to acknowledge the efforts of the Grants Committee – Lorraine Dean, Jenny McNevin and Trevor Forman – for their commitment and diligence.

**STEVE FITZPATRICK**  
Chairman

# CLUB GRANTS

## CASH AND IN-KIND SUPPORT

ClubGRANTS is facilitated by local councils who best understand the local community needs and priorities. Mounties is an active and passionate supporter of the ClubGRANTS program, and consistently contributes well-above the minimum amount required.

**\$7.1M**

**TOTAL CASH AND IN-KIND SUPPORT**

**\$4.9M**

**SPORT**

**\$0.5M**

**HEALTH, AGED CARE AND DISABILITY**

**\$1.1M**

**COMMUNITY SERVICE AND ACTIVITIES**

**\$0.5M**

**SCHOOL AND EDUCATION PROGRAMS**

**176%**

**ABOVE CLUB GRANTS REQUIREMENTS**

**152.5%**

**OF FY2019 NET PROFIT ON DIRECT CASH CONTRIBUTIONS AND DONATION**





## CLUB ITALIA'S QUEEN OF HEARTS

For more than 50 years, the Heart Foundation has been dedicated to fighting the single biggest killer of Australian's – heart disease.

According to statistics, Sydney's outer west – where Mounties Group's Club Italia is based – has one of the metropolitan area's highest incidence of this killer disease.

Club Italia member Gilda Ariti suffered a heart attack nine years ago and continues to experience associated issues.

Mid-way through 2018, she reached out to Club Italia Chairperson Ben Sonogo to see if the Committee would allow her to raise funds for the Heart Foundation.

The Committee readily agreed, estimating that Gilda would raise \$1,000 from Card Club members. To assist Gilda, the Committee also agreed to donate \$1,000.

Determined to reach her target of \$5,000, Gilda was forced to cut short her campaign when she was hospitalised for three weeks with a dilated cardiomyopathy – a condition where the heart becomes enlarged and cannot pump effectively.

Thankfully, Gilda had recovered by December 2018. At the club's Christmas dinner, she proudly handed \$3,200 to Ben Sonogo and asked if the Committee would match the funds raised dollar for dollar.

The Committee agreed and on 22 February 2019, Sport Director Jenny McNevin, Ben Sonogo and Gilda Ariti presented Club Italia's donation of \$6,400 to Jayne Martin of the Heart Foundation.

Gilda continues to support the Heart Foundation and their efforts to improve the heart health of all Australians.



## GOLF DAY GIVES HOPE

This year's Mounities Charity Golf Day at Liverpool Golf Club saw community members come together to raise \$60,000 for two vital causes.

Kidney Health Australia – a non-profit that assists through research, advocacy and support – received a donation of \$55,480. This group's many amazing initiatives are designed to improve the lives of those suffering from kidney conditions.

One example is the Big Red Bus that travels to holiday destinations offering dialysis. Many kidney patients require dialysis every few days, so it's nearly impossible for them to travel far from a hospital. This initiative enables sufferers to take a proper break.

For those requiring a kidney transplant, Kidney Health Australia also offers accommodation to help ease the burden on patients and their carers.

The second donation of \$5,000 was presented to Luisa Aguiar – mother of 12-year-old Sebastian. Sebastian suffers from an incredibly rare, incurable disease called ROHHAD (Rapid-onset obesity, with hypothalamic dysfunction, hypoventilation and autonomic dysregulation).

The family has been through a harrowing ordeal since Sebastian was five years old, starting with his unexplained weight gain and lethargy. Sebastian's condition deteriorated until he went into respiratory arrest and had to spend six months in hospital (three in the ICU). He now requires 24/7 care and an infusion every three weeks.

"Day-to-day life has its ups and downs. It's very stressful to live with," says Louisa. The family are looking forward to using some of the money to go on a much-needed holiday.

*WITH MORE THAN  
FOUR MILLION  
AUSTRALIANS LIVING  
WITH A DISABILITY,  
IT'S LIKELY THAT YOU  
OR SOMEONE YOU  
KNOW IS AFFECTED.*



**“BEING ABLE TO LET GO OF ALL THE STRESSES OF CANCER FOR TWO-AND-A-HALF HOURS IS INCREDIBLE”**

## HELPING CANCER PATIENTS LOOK GOOD FEEL BETTER

This year, the Cancer Patients Foundation’s Look Good Feel Better program is one of our worthy ClubGRANTS recipients.

Mounties Group is proud to support this free community service, which gives those going through cancer treatment a much-needed boost when they feel most vulnerable.

During practical workshops, women, men and teens across Australia can learn how to manage the appearance-related side effects of cancer treatment.

Sessions at Liverpool Hospital’s Thomas and Rachel Moore Education Centre cover:

- Addressing dryness and sun sensitivity;
- Concealing redness, sallowness, pigmentation and dark circles;
- Penciling in eyebrows that may have disappeared due to chemotherapy; and
- Headscarf styling and wig-selection lessons.

Participants also benefit from the opportunity to develop support networks and form friendships with people experiencing similar emotions.

While workshop attendee Christina was reluctant to attend at first, she found it was a great opportunity to just relax and learn some make-up tips.

“Being able to let go of all the stresses of cancer for two-and-a-half hours is incredible” she said.



## PROUDLY ASSISTING OUR AT-RISK YOUNG PEOPLE

Mounties Group is proud to be associated with the Ted Noffs Foundation – a place of acceptance, safety and community connections.

The Street University in Liverpool, is a recipient of a Ted Noffs Foundation grant that Mounities has contributed.

The Street University is a youth centre for those aged 10-25. It provides a safe space where visitors can participate in life skills, creative arts and community-based workshops.

Directing young people into employment, entrepreneurship or alternative education pathways is the main goal of the centre.

The hands-on Street University team assesses their young charges, looking at where they are in their programs and referring them to counsellors where appropriate.

One initiative that has benefited from funding is the food program Street Harvest (a partnership with OzHarvest and Bakers Delight), where the centre receives a weekly donation of fresh food to assist disadvantaged individuals suffering from food insecurities. The program aims to give at-risk young people access to healthy, nutritious meals.

The grant has also made it possible for the Street University to produce their My Home is Your Home project, which utilises digital art to help young people from disadvantaged backgrounds connect with their local community.





**Simaima hopes  
“to forge a clearer  
pathway for the  
women’s game”.**

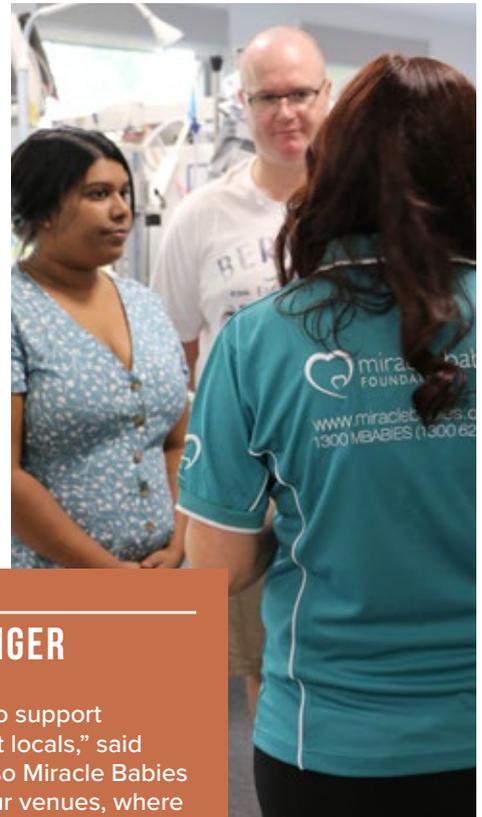
## OUR RUGBY LEAGUE GREAT

Mouties player Simaima Taufa switched to rugby league after debuting for the Jillaroos against the Kiwi Ferns in 2014. “I had friends who played league for Mouties so transitioning was an easy decision.”

Determined to be her best self on and off the field, Simaima focuses her energy on being the player that coaches want to coach, teammates want to play alongside and opposition teams dread facing. “My goal is to be a pioneer of the women’s game, the best athlete I can be and the best leader I can be,” she says.

Simaima’s passion for helping others is clear when you look at her extensive volunteer work. She helps run school programs as a Sydney Roosters Community Project Officer and is an ambassador for State of Mind, Voice Against Violence and the NSW Sporting Premier Challenge.

Being involved with Mouties is an experience Simaima will always be grateful for: “Mouties has provided me with amazing experiences and incredible friendships I will always have.”



## PARTNERSHIP WITH MIRACLE BABIES GROWS STRONGER

Mounties Group has donated almost \$40,000 to the Miracle Babies Foundation this year, continuing our seven-year association with this incredible organisation.

Miracle Babies Foundation is Australia's leading non-profit supporting premature and sick newborns, their families and the hospitals that care for them.

Liverpool Hospital is the primary beneficiary of this year's contribution, with the Foundation's Neonatal Intensive Care Unit (NICU) Survival Packs and NurtureTime in-hospital support service receiving funding.

NICU Survival Packs contain vital information, tools and resources to support parents during their baby's hospital stay in a NICU or Special Care Nursery (SCN).

The NurtureTime service provides families with peer-to-peer support during their baby's NICU or SCN stay, helping them navigate this frightening experience and providing a vital link between their time in hospital and their transition home.

Mounties Group President Kevin Ingram said the grants were an example of Mounties Group's proactive commitment to bettering the local community.

"We are always looking to support organisations that benefit locals," said Mr Ingram. "There are also Miracle Babies installations at each of our venues, where members can donate year-round."

CEO and co-founder of the Miracle Babies Foundation, Kylie Pussell, said Mounties Group funding empowers parents and reduces the impact of a difficult and emotional journey.

"This funding provides resources for families who are at their most vulnerable. Having a premature or sick baby can be an extremely overwhelming and traumatic experience."

Without services like those offered by Miracle Babies, Sydney woman Nerina and her family would have struggled to cope when their baby was born at 25 weeks.

Nerina had developed severe pre-eclampsia during her pregnancy, which put both her life and her unborn child's life at risk.

"When the doctor told us about the survival rates of a baby born at 25 weeks, I looked at my husband Christopher and said sorry. I thought it was too late."

"I'm so thankful for Miracle Babies' support. Lucia has come so far. She's a little warrior."

**A Humidicrib at Mounties has been collecting donations since September 2016, with \$16,021 raised between as of August 2019.**



## THE ANZAC SPIRIT

The Spirit of ANZAC Award recognises a club that has made an outstanding contribution to Members and the local community.

Harbord Diggers was established 89 years ago in Freshwater by a group of Diggers who needed a place to meet, share stories and enjoy a beer.

Over time, the club evolved into a beloved community institution through its support of local charities and groups.

Visionary plans to revamp the club were approved in 2014 and the new Harbord Diggers development – a truly intergenerational community hub – opened last June.

The club is the first of its kind – a place where people of all generations can gather to impart knowledge, build community, honour legacy and provide connection.

At Harbord's long daycare centre, local children are cared for by educators in a safe, stimulating environment. Active seniors can now live securely in Harbord Diggers' retirement living precinct, where they can access on-site health services.

As it was in the beginning, the venue remains a sacred spot where mates can share a beer, watch sport or catch up over a coffee.



# ANZAC STORIES

## LOCAL CHILDREN KICK OFF ANZAC COMMEMORATIONS AT THE NEW HARBORD DIGGERS

Hundreds of local school children supported Harbord Diggers' inaugural ANZAC Day commemorations by creating a 'Sea of Poppies' on the club's ocean terrace.

Each of the 1900 poppies planted represents a local serviceman who sacrificed his life during WWI.

This breathtaking display enhanced commemorations on the day, which also included a morning tea and Australia's biggest two-up ring.

Harbord Primary School, Stewart House, St John the Baptist Primary School and Explore & Develop Freshwater worked together on the project, which no doubt contributed to the newly developed club winning the Spirit of ANZAC Award for the year (see page 41).

"It was very special to welcome the children to the club. We wanted to encourage them to learn more about ANZAC Day and the significance of the poppy," said Diggers General Manager Michael Phillips.

"Our first ANZAC commemoration was an occasion everyone at the club had been looking forward to since we opened our doors in June 2018.

"Harbord Diggers has been marking ANZAC Day for almost 90 years. We are proud of our reputation as a venue with strong Diggers ties and a longstanding legacy."



Harbord Diggers has been marking ANZAC Day for almost 90 years.

## COMMUNITY HERO

### “DON'T STOP THINKING OF OTHERS AND KEEP REACHING OUT”

Wal Edwards, 103, has spent most of his life looking out for others. The WWII veteran, who received the Order of Australia Medal in 2015, embraced the role of Welfare Officer at Mounties Group more than 25 years ago.

Since then, Wal has provided decades of loyal service to his club and community. His story stands out – not just because of his age and length of service, but also due to the dedication, passion for life and larrikin spirit he brings to his role.

Born in November 1916, Wal says he was raised with the values of hard work, honesty and a lot of love.

“I was a carer for my wife, who had cancer. I lost one son in a car accident in 1985 and another son in 2008 to a brain tumour. Sadly, I also lost a grandson to a brain tumour,” Wal said.

“I knew what grieving was like and thought, ‘I’ve got to reach out’. So I reached out to Mounties.”

In his capacity as Welfare Officer, Wal supports around 300 friends of the club through sickness and death. His compassionate presence has been a great comfort to the dying and their loved ones still living.

“Don’t stop thinking of others who are worse off and keep reaching out. If you reach out to others and forget about yourself, that’s when you’ll find peace. Give instead of grabbing. That’s the name of the game,” he said.

As well as visiting the sick and dying, Wal helps struggling local families and sponsors three families overseas. He is also an advocate for returned servicemen, dealing with the Department of Veterans Affairs on their behalf.

“Wal’s greatest gift is his empathy and compassion. His spirit of community, camaraderie and simple human kindness is to be admired and applauded,” says Mounties Group CEO Dale Hunt.



# GOING GREEN

At Mounties Group we strive to make a difference to the community. Our sustainability practices aren't any different. Over the coming 12 months and into the future we will be looking for ways we can improve our sustainability credentials and reduce our impact on the environment around us. Here is one highlight showcasing our commitment and dedication.

## OFFICIALLY OCEAN FRIENDLY

Harbord Diggers is proud of its status as the first registered club in Australia to be recognised by the Surfrider Foundation as an accredited 'Ocean Friendly' venue.

To receive the accreditation, businesses are required to adhere to six mandatory measures:

- no single-use plastic straws,
- no water sold in plastic bottles,
- eco-friendly tableware,
- no single-use plastic bags,
- proper recycling practices and
- no expanded polystyrene foam packaging.

The Diggers has been focused on sustainable practices since the redeveloped club opened in June 2018. Now the venue also observes a number of non-compulsory practices such as discounts for reusable cups, energy efficient LED lighting, water-conservation efforts and sustainable vegetarian and seafood menu options.

"It's so important to recognise the importance of being environmentally conscious in the decisions we make so that future generations can enjoy our magnificent coastlines just as we have," said Harbord Diggers General Manager Michael Phillips.

Harbord Diggers sustainable practices have already produced tangible results – in just over 12 months, half a million fewer plastic straws have been distributed at the venue than would have been under a normal regimen.

That number was acknowledged when Harbord Diggers celebrated International Surfing Day in June 2019, with a beach clean yielding one lone plastic straw across Freshwater Beach.

Not only have paper straws replaced traditional plastic ones, Diggers has also switched to paper takeaway bags, is embarking on a new recycling partnership to improve processes, and is researching other areas for future improvements.

*OUR BEACH CLEAN REALLY DROVE HOME THE FACT THAT WHAT WE ARE DOING IS MAKING A BIG DIFFERENCE TO OUR LOCAL ENVIRONMENT.*





**I'M  
OCEAN  
FRIENDLY**



**PARTNERSHIP NEW  
RECYCLING PROCESS**

**RESEARCHING OTHER  
AREAS FOR FUTURE  
IMPROVEMENTS**

**PAPER STRAWS  
REPLACING PLASTIC**

**PAPER TAKEAWAY BAGS**

# GOVERNANCE AND RISK

# AUDIT AND GOVERNANCE COMMITTEE

The Audit and Governance Committee is an appointed sub committee of the Board. The Audit and Governance Committee provides advice and recommendations to the Board in the following areas:

- Financial Risk and Compliance
- Corporate Governance
- Internal and External Audit

The Audit and Governance Committee is made up of the following members who are appointed annually by the Board:

- An Independent Chairman, and
- Two (2) Board members, and
- Two (2) Members of Management.

The CEO attends meetings of the Audit and Governance Committee for the purpose of reporting on matters raised in the agenda.

The Audit Committee meets at least 4 times per year.

## FUNCTIONS AND RESPONSIBILITIES

The functions and responsibilities of the Audit Committee include:

1. Review and approve external audit plans.
2. Review and recommend the adoption of the annual financial report by the Board, noting that the Board is ultimately responsible for sign off in this matter. Review annual budget and make recommendations prior to Board adoption.
3. Review and make recommendations regarding accounting and reporting practices within Mounties Group.
4. Provision of advice to the Chief Executive on the preparation and review of financial statements.
5. Review and make recommendations regarding the internal, external, strategic, and compliance audit plans of the Club.
6. Review all reports involving matters of concern to senior management, including the identification and dissemination of good practices, review board policies and compliance herewith.
7. Provision of advice to the Chief Executive Officer on action to be taken on matters of concern arising from reports of the Department of Gaming and Racing, Police and other regulatory authorities.
8. Provide advice on the principles of Corporate Governance as they relate to the business. Such advice will consider the following reference points:
  - a. ASX guidance,
  - b. ClubsNSW Code of Practice,
  - c. Australian Institute of Company Directors Code,
  - d. OLGR Regulations.
9. Review the use of information in decision making
  - a. ACCC Decision Making Template; and
  - b. Business Judgement Rule.
10. Any other matters referred to the committee by the Board.

Minutes are taken of all meetings and tabled as a report to the next Board meeting.

# GOVERNANCE AND RISK

## DOING BUSINESS BETTER

Over the past few months, the Board and management have been reviewing and adapting our business practices in preparation for 2020 and beyond. We recognise that as Australia's largest registered Club, we have grown to serve millions of members and visitors every year and that we have responsibilities as a significant contributor to the local and NSW economy as well as an integral part of our local communities.

### Our Purpose



## Key Achievements and Goals

	People	Community	Prosperity
<b>2019 Achievements</b>	100% of our staff received training	We achieved ocean friendly status at Harbord Diggers	Largest number of visitors to club venues in club history
	136,000 people chose to be a member of Mounties Group	Single use plastic including plastic bags and plastic straws removed from all our Northern sites	Highest Net profit in Club history
	78 staff recognised for a combined service of 770 years	Single use plastic straws removed from all our Western sites	Highest level of membership in Club history
	675 staff (an increase of 74 employees)	Highest level of financial contributions made to local community in history of Club	Highest level of non-gaming revenue in club history
	A female staff ratio of 59.44%	We opened Australia's first Intergenerational Lifestyle club improving social engagement, social inclusion and producing better health outcomes	
	People	Community	Prosperity
<b>2020 Goals</b>	We will increase the number of women in Senior management positions	We will publicly report social impact to quantify the impact we have on our local community	We will reduce reliance on gaming as our primary revenue stream
	We will have no salary gap between male and female employees in equivalent positions	We will further remove or reduce single use plastic across our business	We will improve results from our core business through improved offerings and service
	We will maintain a workplace that safeguards the health and wellbeing of our people, members and visitors	We will continue to financially support local community groups, sporting teams and sub-clubs that are making a positive difference in the lives of local people	We will build non-traditional revenue opportunities that are relevant and wanted by our members
	We will increase staff engagement and staff satisfaction	We recognise our responsibilities and obligations regarding the responsible service of alcohol and gaming and will strive to be an industry leader in these areas.	We will reduce waste and unnecessary bureaucracy
	We will improve member satisfaction	We will engage with our local community to maximise our impact on improving the lives of local people.	We will structure management for higher performance and accountability
	We will deliver new facilities and services relevant and wanted by our members		

# GOVERNANCE AND RISK

## Risk Management

At Mounties Group we recognise that we are a member-based organisation and as such the importance of managing risk and governance within the organisation.

We recognise that we are exposed to a range of strategic, operational, compliance and financial related risks associated with running a registered club in NSW and as such have a risk management process to address these risks.

Below is a diagram that explains at a high level the approach we take to risk within the Group.



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## Corporate Governance

The Board is a popularly elected representative body of our membership and as such bring a diverse range of skills, experience and background that supports robust decision making. We see good corporate governance as central to creating sustainable growth and enhancing long term member value.

Our ambition is to go beyond compliance and are setting higher standards for ourselves to follow.

Mounties Group Board has adopted the 8 Principles of good governance as below.

Principle	Summary	Action Taken
Lay solid foundations for management and oversight	Clearly delineate the respective roles and responsibilities of the board and management and regularly review their performance	The board has set job descriptions and codes of conduct for Board and management which is reviewed at least yearly. The club has appointed a Company Secretary with formal qualifications in governance.
Structure the Board to be effective and add value	The board should be of appropriate size and collectively have the skills, commitment and knowledge of the entity and industry in which it operates	As a popularly elected Board decided by the entire membership of the Club, our Board undertakes on-going education and skill enhancement to improve their knowledge and value.
Instil a culture of acting lawfully, ethically and responsibly	Instil and continually reinforce a culture of acting lawfully, ethically and responsibly	Board and management commit to our Code of Conduct to maintain the highest levels of moral and ethical standards.

Principle	Summary	Action Taken
Safeguard the integrity of corporate reports	Have appropriate processes to verify the integrity of corporate reports	The Board appoints an independent auditor for financial reporting as well as an independent chair of the Audit and Risk committee to ensure the integrity and high standards of reporting.
Make timely and balanced disclosures	Make timely and balanced disclosures of all matters concerning it that a reasonable person would expect to have a material effect on the value of its securities	Regular reviews of disclosures occur at Board and management levels.
Respect the Right of security holders	Provide security holders with appropriate information and facilities to allow them to exercise their rights as security holders effectively	We operate in a transparent and open partnership with security holders to ensure high levels of understanding.
Recognise and manage risk	Establish a sound risk management framework and periodically review the effectiveness of that framework	The Board has created sub-committees of <ul style="list-style-type: none"> <li>• Audit and Risk</li> <li>• Gaming</li> <li>• Remuneration</li> </ul> to regularly review and oversee risk in the business. The Board as a whole reviews major risks on a regular basis.
Remunerate fairly and responsibly	Pay remuneration sufficient to attract and retain high quality people.	An independent review was conducted of all senior management remuneration and a remuneration committee formed to review and oversee remuneration.

The club now operates an Audit & Risk committee comprising of three Directors, two managers and an independent chairman from outside the business. The role is to review and provide advice Risks, Corporate Governance, Compliance and both internal and external audits using principles of Corporate Governance, considering the following reference points:

- ASX Guidelines
- ClubsNSW Code of Practice
- Australian Institute of Company Directors Code
- Liquor & Gaming NSW regulations

## Responsible Gambling

Mounties Group is committed to providing the highest standards of customer care through responsible gaming practices.

A patron's decision to participate in gaming is a personal choice, so our responsibility to our members and guests is to ensure they have relevant information to make a rational choice based on their circumstances.

Mounties Group promotes the services and support available to those who may seek help for problems associated with gambling through the most comprehensive self-exclusion scheme in NSW.

BetSafe is a fully integrated counselling service that includes access to experienced problem gambling counsellors, 24-hour telephone counselling, face-to-face appointments, support for culturally and linguistically diverse clients, flexible treatment models and support for family members.

# GOVERNANCE AND RISK

We recognise that we provide gaming services to our community and whilst for many it is a form of entertainment, it also brings added responsibility. Mounties Group has now introduced the following self-imposed responsibilities to our business:

- A multi venue self-exclusion scheme, preventing the need to visit multiple venues to self-exclude
- A variety of ways to sign up to the self-exclusion scheme (in person at our clubs, through a BetSafe counsellor or online with BetSafe at [www.betsafe.com.au/self\\_exclusion](http://www.betsafe.com.au/self_exclusion))
- Problem gambling related signage and brochures to increase awareness of self-exclusion scheme, including a dedicated help brochure in the 12 most common languages
- All employees (including Directors and Senior Management) hold a Responsible Conduct of Gambling (RCG) and Responsible Service of Alcohol (RSA)
- All employees undertake biennial problem gambler awareness training conducted by BetSafe to ensure any staff member can respond appropriately to a request for assistance
- Formalised procedures for Third Party (Involuntary) Exclusions based on evidence
- Adoption of BetSafe's policies and procedure guidelines, ensuring the Group is exceeding current legislative requirements
- BetSafe compliance audits every three months ensuring entry, ATM/CRT, gaming area/machine, Keno/TAB, bar and advertising signage as well as the website are compliant with regulations
- Less than 24-hour turn around on any crucial BetSafe audit report recommendations
- No cashing of cheques (this is above and beyond legislation that allows cheques cashed up to \$400 under certain conditions)
- No free alcoholic beverages served to patrons whilst they are participating in gaming
- Video surveillance of the carpark as well as regular patrolling by licensed security personnel during weekend evenings to prevent unattended children
- Strict discipline procedures for members or guests who do not adhere to the regulation and legislation for gaming whilst attending any Mounties Group club.

# FINANCIAL REPORT

# DIRECTORS' REPORT

Your directors submit their report on Mt Pritchard & District Community Club Ltd (the "Club" or "Parent") and the entities it controlled (collectively referred to as the "Group") for the year ended 30 June 2019.

## DIRECTORS

The names and details of the directors in office during the financial year and until the date of this report are as follows:

Kevin Ingram	Stephen Edwards	Leon Hansen
John Dean	Steve Fitzpatrick	Jeanette McNevin
Lorraine Dean	Trevor Forman	Thomas Murphy

Chief Executive Officer

Exiting CEO – Greg Pickering

- Leaving date – 28 May 2019

Joining CEO – Dale Hunt

- Starting date – 29 April 2019

### Particulars of directors

Name of Director	Qualifications and Special Responsibilities	Declared Interest in Contracts
Kevin Ingram	Club Member 1972-current	New Diggers Service Co. Pty Ltd Director
	Club Life Member	
	Club Director 1980-current	Mekong Lease Co. Pty Ltd Director
	Club President 2003-current	
	Club Vice President 1985-1995 and 1998-2003	
	Minute Secretary – 4 years	
	Entertainment Director 1993-2003	
	Club Editor Publicity Officer 2003	
	Catering Director 1989-1992	
	Leagues Clubs Association Delegate 2006-current	
	ClubsNSW Northern Region Delegate 2006-current	
	RSL Services Club Delegate 2006-current	
	Life Member and Patron Parramatta District Junior Rugby League	
	Life Member Parramatta District Rugby League	
	Life Member and Patron Mounties Lawn Bowls Sub Club	
	Retired Pool Manager	
<b>Industry Specific Training Completed</b>		
Directors Foundation and Management Collaboration		
Finance for Clubs Boards		

Name of Director	Qualifications and Special Responsibilities	Declared Interest in Contracts
John Dean	<p>Club Member 1986-current            Club Life Member            Director 1997-current            Vice President 2003-2009, 2011-current            Treasurer 2007-current            Sports Director 1997-2003            Sports Committee 1995-2008            Audit and Governance Committee Member 2009, 2011-2014, 2017-current            Gaming Committee Chair 2013-2016, 2019            Gaming Committee Member 2009-2016, 2019            Assistant Club Captain 1995            Club Captain 1996 and 1997            Life Member Mounties Soccer Club            Quinlan Shield Delegate 1996-2010            Engineering Manager (retired)</p> <p><b>Industry Specific Training Completed</b>            Directors Foundation and Management Collaboration            Finance for Clubs Boards</p> <p><b>Current Committee Membership</b>            Audit Risk and Compliance Committee            Gaming Committee            Constitution Committee            WHS Committee</p>	<p>New Diggers Land Co Pty Ltd            Director</p>
Lorraine Dean	<p>Club Member 1988-current            Club Director 2008-current            Club Life Member            Sports Director 2012-current            Minute Secretary 2011-current            Sports Committee 2006-2009, 2012-current            RSL and Service Clubs Association Delegate 2011-2014, 2018-2019            Correspondence Committee Chair 2011-2016            OH&amp;S Committee – Board Representative 2008-2011            Club Captain 2008            Assistant Club Captain 2006-2007            Life Member Netball Sub Club            President Netball 1998-2014            Constitution Committee 2011</p> <p><b>Industry Specific Training Completed</b>            Directors Foundation and Management Collaboration            Finance for Clubs Boards</p> <p><b>Current Committee Membership</b>            Community Grants Committee            Sports Committee</p>	<p>Nil</p>

# DIRECTORS' REPORT

Name of Director	Qualifications and Special Responsibilities	Declared Interest in Contracts
Stephen Edwards	<p>Club Life Member            Club Member 1981-current            Club Director 2003-current            Catering Director 2006-current            Sports Committee 2003-2014            Grants Committee 2005-2010            Gaming Committee 2004-2010, 2014-2016            ClubsNSW Delegate 2004, 2010            Entertainment Director 2011            Publicity Director 2011            Director overseeing Mounties Rugby League Club 2006-2009            Member Mounties Junior Rugby League Club            Operations Manager</p> <p><b>Industry Specific Training Completed</b>            Directors Foundation and Management Collaboration            Finance for Clubs Boards</p>	Nil
Steve Fitzpatrick	<p>Club Member 1980-current            Club Life Member            Club Director 1993-current            Club Vice President 1996-current            Community Grants Committee Chair 2000-current            Director and Delegate to Federation of Workers Clubs            President Snooker Club and Committee Member 33 Years            Life Member of Quinlan Shield            Life Member of Snooker Club            Retired Customs Classifier</p> <p><b>Industry Specific Training Completed</b>            Directors Foundation and Management Collaboration            Finance for Clubs Boards</p> <p><b>Current Committee Membership</b>            Audit and Governance Committee            Community Grants Committee (Chair)            Gaming Committee            Remuneration Committee            Constitution Committee</p>	Nil

Name of Director	Qualifications and Special Responsibilities	Declared Interest in Contracts
Trevor Forman	<p>Club Member 1994-current            Club Director 2012-current            Building Defects Committee 2012-2016            Building Defects Committee Chair 2014- 2016            Leagues Clubs Association – Delegate            Life Member Junior Rugby League            Junior Rugby League Committee Member 1992-2004            Junior Rugby League Committee Secretary 1999-2003            Manufacturing Manager</p> <p><b>Industry Specific Training Completed</b>            Finance for Club Boards            Directors Foundation and Management Collaboration</p> <p><b>Current Committee Membership</b>            Community Grants Committee</p>	Nil
Leon Hansen	<p>Club Member 2005-current            Club Director 2010-current            Leagues Club Australia Delegate 2015            RSL Services Association Delegate 2010-current            Clubs NSW Northern Region Delegate 2010-current            Gaming Committee 2010-2012            Sports Committee 2010-current            Retired Roads and Pavement Supervisor Local Council – 45 Years (retired)</p> <p><b>Industry Specific Training Completed</b>            Directors Foundation and Management Collaboration            Finance for Clubs Boards</p> <p><b>Current Committee Membership</b>            Harbord Advisory Committee Chair Sports Committee</p>	<p>Club Promotional Strategies Pty Ltd            Director</p> <p>New Diggers Car Park Co. Pty Ltd            Director</p>
Jeanette McNevin	<p>Club Member 1996-current            Club Director 2014-current            Building Defects Committee Member 2014-2016            Correspondence Committee Member 2014-2016            Remuneration Committee Member 2014-2016            Entertainment Director 2014-2016            Softball/TBall Sub Club – Life Member Club Captain 2008-2014            Assistant Club Captain 2007 - 2008 Publicity Officer (retired)</p> <p><b>Industry Specific Training Completed</b>            Directors Foundation and Management Collaboration            Finance for Clubs Boards</p> <p><b>Current Committee Membership</b>            Sports Committee (Chair)            Community Grants Committee</p>	Nil

# DIRECTORS' REPORT

Name of Director	Qualifications and Special Responsibilities	Declared Interest in Contracts
Thomas Murphy	Club Foundation Member 1964-current Club Life Member Assistant Club Captain 1993 Club Captain 1994 Club Director 1995-current Beverage Director 2013-current Sports Committee 1995-2003, 2006-2009, 2016-2018 Delegate ClubsNSW 1995-2003, 2005-2007, 2010-2013, 2016-2018 Catering Director 2003-2005 President Indoor Bowls Sub Club 1989-current Life Member Indoor Bowls Sub Club Retired  <b>Industry Specific Training Completed</b> Directors Foundation and Management Collaboration Finance for Clubs Boards  <b>Current Committee Membership</b> Sports Committee	Nil

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## PRINCIPAL ACTIVITIES

The principal activity of Mt Pritchard & District Community Club Ltd and the entities it controlled (the "Group") is the encouragement of sport and the provision of accommodation and facilities for members and the community, by operating clubs licensed in NSW under the provisions of the Registered Clubs Act 1976 (as amended).

The number of members at the year-end was 136,200 (2018: 101,175).

## MEASUREMENT OF SUCCESS

The Group measures success by focusing on two key areas:

1. Financial performance measured through:
  - i. Earnings before interest, tax, depreciation, amortisation, rent and donations (EBITDARD)
  - ii. Revenue
  - iii. Wages and salaries
  - iv. Profitability
  - v. Return on capital employed
2. Provision of social welfare for the Group's members and the community.

## OPERATING RESULTS FOR THE YEAR

### Continuing operations

The net profit of the Group for the financial year ended 30 June 2019 after providing for income tax was \$40,599,529 (2018: \$6,879,912).

## REVIEW OF OPERATIONS

The net profit of the Group for the financial year ended 30 June 2019 after providing for income tax was \$40,599,529. The result was a substantial improvement from last year mainly because of bringing to account the fair value gain on the Harbord Retirement Village Stage 1 resulting in a contribution of \$50,075,291 (2018: \$11,074,457).

Bringing to account the final part of the fair value gain of the Harbord Retirement Village Stage 1 created the lion share of our profit for 2019. The amount was substantially more than last year as most of the costs were bought to account last year following practical completion of stage 1 of the village. It is anticipated Stage 2 practical completion will happen in September 2019 and the Stage 2 apartments will be bought to account next financial year.

In addition to the above the full year result was also impacted on the positive side by bringing to account the amortisation of the departure fees in the apartment sales called the DMF at \$3.5 million.

Whilst the Group's operations remain strong against industry standard, growth in FY19 was subdued.

Group Gaming nets were a major problem during 2019. Comparisons against last year are onerous because Harbord ceased operating from November to June last financial year.

The biggest negative impacts on club results came from Gaming, Catering and Beverage, all traditional club products.

Our assessment below, consistent with board reporting, is on the non-GAAP financial measure of EBITDARD.

EBITDARD for the Group this year was \$77,655,751 (2018: \$35,541,802). That is \$42,113,949 higher than last year.

	2019 \$	2018 \$
Profit attributable to members of the parent	40,599,529	6,879,912
Add:		
Interest	1,644,186	286,540
Tax expense	11,537,126	2,253,698
Donations expenses	6,187,552	5,060,814
Depreciation expenses	17,014,091	20,441,820
Rent	673,267	619,018
EBITDARD Group	77,655,751	35,541,802
Share of the loss of Betting Club Pty Ltd	-	4,578,136
EBITDARD Group	77,655,751	40,119,938
Fair value gain – Harbord Retirement Village	(50,075,291)	(11,074,457)
EBITDARD Clubs	27,580,460	29,045,481

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EBITDARD generated by Mounties \$29.2 million (2018: \$37.9 million) has been complimented by positive results from Mekong \$5.7 million (2018: \$5.8 million) and, Triglav \$3.3 million (2018: \$3.0 million) and Harbord \$1.7 million (2018: negative result of \$6.9 million) being \$8.6 million better than last year. It should be remembered the temporary club closed on 1 November 2017 with substantial transitional costs leading up to the opening at the end of June 2018. These four clubs contributed 123.7% of EBITDARD for the Group Clubs (2018: 122.3%).

The Manly Club had an EBITDARD loss of \$0.10 million (2018: \$0.17 million). Down on last year through catering.

Mounties Bowling EBITDARD loss \$0.38 million (2018: \$0.45 million) and Club Italia EBITDARD loss \$0.42 million (2018: \$0.50 million), whilst requiring some support, succeeded in meeting our obligations to our members.

Community Contributions of \$6,593,702 (2018: \$5,226,136) confirms the Group's continuing support. This represents 16.2% of the club profit for the period.

# DIRECTORS' REPORT

## SHORT AND LONG TERM OBJECTIVES OF THE GROUP

The short term objectives of the Group are:

- a. To maintain a level of operational profitability that supports the Club's objectives, and
- b. To develop a long term supporter base which will benefit from the Club's success.

This will ensure that the long term objective of:

- a. continuing to provide for and promote sporting and social activities for members will continue to be met.

## SIGNIFICANT CHANGES IN THE STATE OF AFFAIRS

There have been no significant changes in the state of affairs of the Group during the year.

## SIGNIFICANT EVENTS AFTER THE REPORTING PERIOD

There are no significant events occurring after the reporting period which will affect either the Club's operations or results of those operations or the Club's state of affairs.

## MEMBERS' LIABILITY

Members are liable to contribute a maximum of \$2 in the event that the Club is wound up.

The total liability of members is limited to \$272,400 (2018: \$202,350).

## DIRECTORS' BENEFITS

During or since the end of the financial year, no director of the Group has received or become entitled to receive a benefit, other than a benefit included in the aggregate amount received or due and receivable as shown in the consolidated financial statements, by reason of a contract entered by the Group with:

- a director; or
- a firm of which the director is a member; or
- an entity in which a director has a substantial financial interest.

## INDEMNIFICATION OF AUDITOR

To the extent permitted by law, the Group has agreed to indemnify its auditor, Ernst & Young, as part of the terms of its audit engagement agreement against claims by third parties arising from the audit (for an unspecified amount). No payment has been made to indemnify Ernst & Young during or since the financial year.

## INDEMNIFICATION AND INSURANCE OF DIRECTORS AND OFFICERS

During the financial year the Group paid premiums in respect of a contract insuring all the directors and executives of Mt Pritchard & District Community Club Ltd against legal liability arising for any wrongful act committed, attempted or allegedly committed or attempted in the course of their duties as a director or executive of the Group. The policy prohibits disclosure of the premium paid.

## AUDITOR'S INDEPENDENCE

The directors received a declaration of independence from the auditors. The declaration is included within this annual report.

Signed in accordance with a resolution of the directors.



Kevin Ingram  
Director



John Dean  
Director

Sydney  
4 September 2019

# AUDITOR'S INDEPENDENCE DECLARATION



Ernst & Young  
200 George Street  
Sydney NSW 2000 Australia  
GPO Box 2646 Sydney NSW 2001

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Fax: +61 2 9248 5959  
ey.com/au

## Auditor's Independence Declaration to the Directors of Mt Pritchard & District Community Club Ltd

As lead auditor for the audit of Mt Pritchard & District Community Club Ltd for the financial year ended 30 June 2019, I declare to the best of my knowledge and belief, there have been:

- a) no contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
- b) no contraventions of any applicable code of professional conduct in relation to the audit.

This declaration is in respect of Mt Pritchard & District Community Club Ltd and the entities it controlled during the financial year.

Ernst & Young

Daniel Cunningham  
Partner  
Sydney  
4 September 2019

## CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

For the year ended 30 June 2019

	Notes	2019 \$	2018 %
Continuing operations			
Revenue	6.1	137,725,054	122,400,046
Costs attributable	6.3	(77,524,079)	(66,400,002)
Gross profit		60,200,975	56,000,044
Other income	6.2	51,387,268	12,496,410
Community support expenses	6.3	(6,187,552)	(5,060,814)
General and administration expenses	6.3	(51,749,673)	(49,535,358)
Interest expense		(1,644,186)	(286,540)
Finance income		129,823	98,004
Profit before income tax from continuing operations		52,136,655	13,711,746
Income tax expense	7	(11,537,126)	(2,253,698)
Profit after income tax from continuing operations		40,599,529	11,458,048
Discontinued operations			
Loss from discontinued operations		–	(4,578,136)
Total loss from discontinued operations	5	–	(4,578,136)
Profit for the year		40,599,529	6,879,912
Other comprehensive income			
Other comprehensive income that may be reclassified to profit or loss in subsequent periods (net of tax):			
Loss taken to equity	22	(110,354)	(115,371)
Other comprehensive loss for the year, net of tax		(110,354)	(115,371)
Total comprehensive income for the year, net of tax		40,489,175	6,764,541

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The above consolidated statement of profit or loss and other comprehensive income should be read in conjunction with the accompanying notes.

## CONSOLIDATED STATEMENT OF FINANCIAL POSITION

As at 30 June 2019

	Notes	2019 \$	2018 \$
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	8	14,249,617	16,897,540
Other receivables	9	4,277,963	3,721,513
Inventories	10	504,431	513,244
Other financial assets	11	581,045	553,400
<b>Total current assets</b>		<b>19,613,056</b>	21,685,697
<b>Non-current assets</b>			
Property, plant and equipment	12	327,294,742	296,875,226
Investment properties	13	195,170,000	89,332,000
Intangible assets	14	53,719,962	53,719,962
Investments		100,000	–
<b>Total non-current assets</b>		<b>576,284,704</b>	439,927,188
<b>Total assets</b>		<b>595,897,760</b>	461,612,885
<b>Liabilities and equity</b>			
<b>Current liabilities</b>			
Trade and other payables	15	10,497,678	18,232,295
Deferred revenue	16	5,295,220	1,088,411
Provisions	17	8,576,720	40,000
Employee benefit liabilities	18	5,827,982	6,000,374
Resident loans	20	187,363,200	89,332,000
Interest-bearing loans and borrowings	21	68,697,111	7,334,204
<b>Total current liabilities</b>		<b>286,257,911</b>	122,027,284
<b>Non-current liabilities</b>			
Deferred tax liabilities	7	13,728,608	2,191,482
Deferred revenue	16	1,423,496	1,428,273
Provisions	17	757,774	682,373
Employee benefit liabilities	18	609,181	550,319
Derivative financial liabilities	19	875,591	765,237
Interest bearing loans and borrowings	21	–	82,211,893
<b>Total non-current liabilities</b>		<b>17,394,650</b>	87,829,577
<b>Total liabilities</b>		<b>303,652,561</b>	209,856,861
<b>Members' equity</b>			
Retained earnings		277,479,271	236,879,742
Revaluation reserve	22	12,896,229	12,896,229
Amalgamation reserve	22	2,745,290	2,745,290
Hedging reserve	22	(875,591)	(765,237)
<b>Total members' equity</b>		<b>292,245,199</b>	251,756,024
<b>Total liabilities and equity</b>		<b>595,897,760</b>	461,612,885

The above consolidated statement of financial position should be read in conjunction with the accompanying notes.

## CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2019

	Retained earnings \$	Revaluation reserve (Note 22) \$	Amalgamation reserve (Note 22) \$	Hedging reserve (Note 22) \$	Minority interests \$	Total equity \$
At 1 July 2018	236,879,742	12,896,229	2,745,290	(765,237)	–	251,756,024
Profit for the year	40,599,529	–	–	–	–	40,599,529
Other comprehensive loss	–	–	–	(110,354)	–	(110,354)
Total comprehensive income/(loss)	40,599,529	–	–	(110,354)	–	40,489,175
At 30 June 2019	277,479,271	12,896,229	2,745,290	(875,591)	–	292,245,199
At 1 July 2017	229,999,830	12,896,229	2,745,290	(649,866)	(4,044,968)	240,946,515
Profit for the year	6,879,912	–	–	–	–	6,879,912
Other comprehensive income	–	–	–	(115,371)	–	(115,371)
Total comprehensive income/(loss)	6,879,912	–	–	(115,371)	–	6,764,541
Derecognition of subsidiary	–	–	–	–	4,044,968	4,044,968
At 30 June 2018	236,879,742	12,896,229	2,745,290	(765,237)	–	251,756,024

The above consolidated statement of changes in equity should be read in conjunction with the accompanying notes.

## CONSOLIDATED STATEMENT OF CASH FLOWS

For the year ended 30 June 2019

	Note	2019 \$	2018 \$
<b>Operating activities</b>			
Receipts from customers		140,110,303	123,462,329
Payments to suppliers and employees		(130,695,873)	(109,400,101)
Receipts from retirement village residents		72,365,166	89,332,000
Interest received		129,823	98,004
Interest paid		(2,392,061)	(286,540)
Income tax (paid)/received		–	30,319
<b>Net cash flows from operating activities</b>		<b>79,517,358</b>	103,236,011
<b>Investing activities</b>			
Proceeds from sale of property, plant and equipment		345,996	1,166,457
Purchase of property, plant and equipment		(72,479,916)	(121,814,236)
<b>Net cash flows used in investing activities</b>		<b>(72,133,920)</b>	(120,647,779)
<b>Financing activities</b>			
Proceeds from borrowings		56,388,420	21,392,406
Repayment of borrowings		(68,051,082)	–
<b>Net cash flows (used in)/from financing activities</b>		<b>(11,662,662)</b>	21,392,406
<b>Net (decrease)/increase in cash and cash equivalents</b>		<b>(4,279,224)</b>	3,980,638
Cash and cash equivalents at 1 July		9,563,336	5,582,698
Cash and cash equivalents at 30 June	8	5,284,112	9,563,336

The above consolidated statement of cash flows should be read in conjunction with the accompanying notes.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

### 1. CORPORATE INFORMATION

The consolidated financial report for Mt Pritchard & District Community Club Ltd (the “Club” or “Parent”) and its controlled entities (collectively referred to as the “Group”) for the year ended 30 June 2019 was authorised for issue in accordance with a resolution of the Directors on 4 September 2019.

Mt Pritchard & District Community Club Ltd is a company limited by guarantee. The Constitution prohibits paying a dividend to members. The Club is incorporated and domiciled in Australia.

The primary objective of the Club is the provision of services for members; the Directors have accordingly determined the Club is a “not-for-profit” entity for accounting purposes. In accordance with its Constitution the liability of members in the event of the Club being wound up would not exceed \$2 per member.

The registered office of Mt Pritchard & District Community Club Ltd is located at 101 Meadows Road Mt Pritchard NSW 2170.

The Group employed 673 employees as at 30 June 2019 (2018: 575).

The nature of the operations and principal activities of the Club are described in the directors’ report.

### 2. SIGNIFICANT ACCOUNTING POLICIES

#### a) Basis of preparation

The financial report is a general purpose financial report, which has been prepared in accordance with the requirements of the Corporations Act 2001, Australian Accounting Standards – Reduced Disclosure Requirements and other authoritative pronouncements of the Australian Accounting Standards Board. Australian Accounting Standards contain requirements specific to not-for-profit entities, including standards AASB 116 Property, Plant and Equipment, AASB 138 Intangible Assets, AASB 136 Impairment of Assets and AASB 1004 Contributions. The financial report has been prepared on the historical cost basis, except for investment properties which have been measured at fair value.

The financial report is presented in Australian dollars (\$).

#### b) Changes in accounting policies, disclosures, standards and interpretations New and amended standards and interpretations

The Group applied AASB 9 Financial Instruments for the first time. The nature and effect of the changes as a result of adoption of this new accounting standard is described below.

Several other amendments and interpretations apply for the first time in 2019, but do not have an impact on the consolidated financial statements of the Group.

#### AASB 9 Financial Instruments

AASB 9 Financial Instruments replaces AASB 139 Financial Instruments: Recognition and Measurement for annual periods beginning on or after 1 January 2018, bringing together all three aspects of the accounting for financial instruments: classification and measurement; impairment; and hedge accounting.

The Group has applied AASB 9 retrospectively including hedge accounting, with the initial application date of 1 July 2018.

The classification and measurement requirements of AASB 9 did not have a material impact on the Group but there have been some changes in the disclosures resulting from the adoption of the accounting standard.

### Accounting Standards and Interpretations issued but not yet effective

Certain Australian Accounting Standards and Interpretations have recently been issued or amended but are not yet effective and have not been adopted by the Group for the annual reporting year ended 30 June 2019. The directors are in the process of assessing the impact of the applications of AASB 15 Revenue from Contracts with Customers and AASB 1058 Income of Not-for-Profit Entities (effective 1 January 2019), and AASB 16 Leases (effective 1 January 2019) and its amendments to the extent relevant to the financial statements of the Group.

### c) Going concern

As at 30 June 2019 the Group has net current asset deficiency of \$266,644,855 (2018: \$100,341,587).

The directors believe the Group will continue as a going concern and meet its debts and commitments as and when they fall due. The Group has positive operating cash flow of \$79.5 million. The net current liability position includes \$187.4 million of current liabilities related to the resident loans owed to the retirement village residents.

Although the expected average residency term is around 12 years, these obligations are classified as current liabilities, as required by Accounting Standards, because the Club does not have an unconditional right to defer settlement to more than twelve months after reporting date. The directors have taken into account the available unused banking facilities (\$28.6 million), cash flow forecasts for the next 12 months from this report and the continued improvement of operating results and cash flows to enable them to form this view.

### d) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Club and its subsidiaries as at 30 June 2019. Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and has the ability to affect those returns through its power over the investee. Specifically, the Group controls an investee if, and only if, the Group has:

- Power over the investee (i.e., existing rights that give it the current ability to direct the relevant activities of the investee)
- Exposure, or rights, to variable returns from its involvement with the investee
- The ability to use its power over the investee to affect its returns

Generally, there is a presumption that a majority of voting rights results in control. To support this presumption and when the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:

- The contractual arrangement(s) with the other vote holders of the investee
- Rights arising from other contractual arrangements
- The Group's voting rights and potential voting rights

The Group re-assesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired or disposed of during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income (OCI) are attributed to the equity holders of the parent of the Group and to the non-controlling interests, even if this results in the non-controlling interests having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiary to bring their accounting policies into line with the Group's accounting policies. All intra-group assets and liabilities, equity, income, expenses and cash flows relating to transactions between members of the Group are eliminated in full on consolidation.

A change in the ownership interest of a subsidiary, without a loss of control, is accounted for as an equity transaction.

If the Group loses control over a subsidiary, it derecognises the related assets (including goodwill), liabilities, non-controlling interest and other components of equity, while any resultant gain or loss is recognised in profit or loss. Any investment retained is recognised at fair value.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

### e) Current versus non-current classification

The Group presents assets and liabilities in the consolidated statement of financial position based on current/non-current classification. An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle
- Held primarily for the purpose of trading
- Expected to be realised within twelve months after the reporting period, or
- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle
- It is held primarily for the purpose of trading
- It is due to be settled within twelve months after the reporting period, or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period

The Group classifies all other liabilities as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

### f) Cash and cash equivalents

Cash in the consolidated statement of financial position comprise cash at banks and on hand.

For the purpose of the consolidated statement of cash flows, cash and cash equivalents consist of cash as defined above, net of outstanding bank overdrafts as they are considered an integral part of the Group's cash management.

### g) Other receivables

A receivable represents the Group's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due). Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components when they are recognised at fair value. The Group holds the trade receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest rate (EIR) method.

### h) Inventories

Inventories are valued at the lower of cost and net realisable value.

Costs incurred in bringing each product to its present location and condition are accounted for, as follows:

- Finished goods: purchase cost on a first-in/first-out basis

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale.

### i) Derivative financial instruments and hedging

The Group uses derivative financial instruments, such as interest rate swaps, to hedge its interest rate risks, etc. Such derivative financial instruments are initially recognised at fair value on the date on which a derivative contract is entered into and are subsequently remeasured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

At the inception of a hedge relationship, the Group formally designates and documents the hedge relationship to which it wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge.

Beginning 1 July 2018, the documentation includes identification of the hedging instrument, the hedged item, the nature of the risk being hedged and how the Group will assess whether the hedging relationship meets the hedge effectiveness requirements (including the analysis of sources of hedge ineffectiveness and how the hedge ratio is determined). A hedging relationship qualifies for hedge accounting if it meets all of the following effectiveness requirements:

- There is 'an economic relationship' between the hedged item and the hedging instrument.
- The effect of credit risk does not 'dominate the value changes' that result from that economic relationship.
- The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Group actually hedges and the quantity of the hedging instrument that the Group actually uses to hedge that quantity of hedged item.

Hedges that meet all the qualifying criteria for hedge accounting are accounted for, as described below.

### Cash flow hedges

The effective portion of the gain or loss on the hedging instrument is recognised in OCI in the cash flow hedge reserve, while any ineffective portion is recognised immediately in the consolidated statement of profit or loss and other comprehensive income.

The Group uses forward currency contracts as hedges of its exposure to foreign currency risk in forecast transactions and firm commitments, as well as forward commodity contracts for its exposure to volatility in the commodity prices. The ineffective portion relating to foreign currency contracts is recognised in finance costs and the ineffective portion relating to commodity contracts is recognised in other operating income or expenses.

Before 1 July 2018, the Group designated all of the forward contracts as hedging instrument. Any gains or losses arising from changes in the fair value of derivatives were taken directly to profit or loss, except for the effective portion of cash flow hedges, which were recognised in OCI and later reclassified to profit or loss when the hedge item affects profit or loss.

Beginning 1 July 2018, the Group designates only the spot element of forward contracts as a hedging instrument. The forward element is recognised in OCI and accumulated in a separate component of equity under cost of hedging reserve.

The amounts accumulated in OCI are accounted for, depending on the nature of the underlying hedged transaction. If the hedged transaction subsequently results in the recognition of a non-financial item, the amount accumulated in equity is removed from the separate component of equity and included in the initial cost or other carrying amount of the hedged asset or liability. This is not a reclassification adjustment and will not be recognised in OCI for the period. This also applies where the hedged forecast transaction of a non-financial asset or non-financial liability, subsequently becomes a firm commitment for which fair value hedge accounting is applied.

For any other cash flow hedges, the amount accumulated in OCI is reclassified to profit or loss as a reclassification adjustment in the same period or periods during which the hedged cash flows affect profit or loss.

If cash flow hedge accounting is discontinued, the amount that has been accumulated in OCI must remain in accumulated OCI if the hedged future cash flows are still expected to occur. Otherwise, the amount will be immediately reclassified to profit or loss as a reclassification adjustment. After discontinuation, once the hedged cash flow occurs, any amount remaining in accumulated OCI must be accounted for depending on the nature of the underlying transaction as described above.

### j) Property, plant and equipment

Property, plant and equipment is stated at cost, net of accumulated depreciation and accumulated impairment losses, if any. Such cost includes the cost of replacing part of the plant and equipment. When significant parts of property, plant and equipment are required to be replaced at intervals, the Group depreciates them separately based on their specific useful lives. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs are recognised in profit or loss as incurred.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets, as follows:

Buildings and improvements	5–30 years
Leasehold improvements	33 years
Plant and equipment	3–20 years
Member use property	33 years

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the consolidated statement of profit or loss and other comprehensive income when the asset is derecognised.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

### k) Leases

The determination of whether an arrangement is (or contains) a lease is based on the substance of the arrangement at the inception of the lease. The arrangement is, or contains, a lease if fulfilment of the arrangement is dependent on the use of a specific asset (or assets) and the arrangement conveys a right to use the asset (or assets), even if that asset is (or those assets are) not explicitly specified in an arrangement.

A lease is classified at the inception date as a finance lease or an operating lease. A lease that transfers substantially all the risks and rewards incidental to ownership to the Group is classified as a finance lease.

An operating lease is a lease other than a finance lease. Operating lease payments are recognised as an operating expense in the consolidated statement of profit or loss and other comprehensive income on a straight-line basis over the lease term.

### l) Investment properties

Investment properties are measured initially at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at fair value, which reflects market conditions at the reporting date. Gains or losses arising from changes in the fair values of investment properties are included in profit or loss in the period in which they arise, including the corresponding tax effect.

Investment properties are derecognised either when they have been disposed of (i.e., at the date the recipient obtains control) or when they are permanently withdrawn from use and no future economic benefit is expected from their disposal. The difference between the net disposal proceeds and the carrying amount of the asset is recognised in profit or loss in the period of derecognition.

Transfers are made to (or from) investment property only when there is a change in use. For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner-occupied property becomes an investment property, the Group accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use.

### m) Impairment of non-financial assets

At each reporting date, the Group assesses, whether there is an indication that an asset may be impaired. Where an indicator of impairment exists or where annual impairment testing for an asset is required, the Group makes a formal estimate of the recoverable amount. An impairment loss is recognised for the amount by which the carrying amount of an asset exceeds recoverable amount, which is defined for not for profit entities as the higher of an asset's fair value less costs to sell or depreciated replacement cost. For the purpose of assessing impairment, assets are grouped at the level for which there are separately identifiable cash flows. An impairment loss is recognised in the consolidated statement of profit or loss and other comprehensive income.

## n) Goodwill

Goodwill acquired in a business combination is initially measured at cost being the excess of the cost of the business combination over the Group's interest in the net fair value of the acquiree's identifiable assets, liabilities and contingent liabilities.

Following initial recognition, goodwill is measured at cost less any accumulated impairment losses.

Impairment is determined by assessing the recoverable amount of the cash-generating unit (CGU), to which the goodwill relates. When the recoverable amount of the CGU is less than the carrying amount, an impairment loss is recognised. When goodwill forms part of a CGU and an operation within that unit is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this manner is measured based on the relative values of the operation disposed of and the portion of the CGU retained.

Impairment losses recognised for goodwill are not subsequently reversed.

Goodwill is tested for impairment annually as at 30 June and when circumstances indicate that the carrying value may be impaired.

## o) Intangible assets

Electronic Gaming Machine (EGM) Entitlements are considered intangibles in accordance with AASB 138 Intangible Assets and recognised at cost at 30 June 2018. Fair value was determined by reference to market prices at which the entitlements had been traded. It is considered that an active market for these entitlements ceased to exist from 1 July 2009 and consequently they are carried at the most recent valuation.

The entitlements are considered to have an indefinite life and accordingly are not amortised.

The entitlements are tested for impairment on an annual basis or whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

The Group conducts an annual internal review of asset values, which is used as a source of information to assess for any indicators of impairment. External factors, such as changes in Government regulations, technology and economic conditions, are also monitored to assess for indicators of impairment. If any indication of impairment exists, an estimate of the asset's recoverable amount is calculated.

An impairment loss is recognised for the amount by which the entitlements' carrying amount exceeds its recoverable amount. Recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Impairment losses are written off against the revaluation reserve (arose due to recording the entitlements at fair value up to 30 June 2009) to the extent the revaluation reserve is exhausted and against consolidated statement of profit or loss and other comprehensive income.

The gain or loss brought to account on sale of revalued entitlements will represent the difference between the proceeds on disposal and the revalued carrying amount.

Electronic Gaming Machine Entitlements acquired by way of club amalgamation are, in accordance with AASB 3 Business Combinations initially brought to account at the date of acquisition at the fair value at that date, and subsequently accounted for in accordance with the above policy.

## p) Trade and other payables

Trade and other payables are initially recognised at fair value and subsequently carried at amortised cost and represent liabilities for goods and services provided to the Group prior to the end of the financial year that are unpaid and arise when the Group becomes obliged to make future payments in respect of the purchase of goods and services.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

### q) Provisions and employee benefit liabilities

#### General

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Group expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in the consolidated statement of profit or loss and other comprehensive income net of any reimbursement.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

#### Mortality payment

A provision for mortality payment is recognised for the expected costs associated with the members eligible to receive the mortality payment. The provision is based on the number of members entitled to receive the payment, discounted for the time value of money.

#### Wages and salaries

Liabilities for wages and salaries and non-monetary benefits which are expected to be settled within 12 months of the reporting date are recognised in respect of employees' services up to the reporting date. They are measured at the amounts expected to be paid when the liabilities are settled.

#### Long service leave and annual leave

The Group does not expect its long service leave or annual leave benefits to be settled wholly within 12 months of each reporting date. The Group recognises a liability for long service leave and annual leave measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the reporting date on high quality corporate bonds with terms to maturity and currencies that match, as closely as possible, the estimated future cash outflows.

Employee benefits expenses and revenues arising in respect of the following categories:

- wages and salaries, non-monetary benefits, annual leave, long service leave and other leave benefits; and
- other types of employee benefits; are recognised against profits on a net basis in their respective categories. In respect of superannuation plans, any contributions made to the fund by the Group are recognised against profits when incurred.

### r) Revenue recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured, regardless of when the payment is received. Revenue is measured at the fair value of the consideration received or receivable, taking into account contractually defined terms of payment and excluding taxes or duty. The Group has concluded that it is the principal in all of its revenue arrangements since it is the primary obligor in all the revenue arrangements.

The specific recognition criteria described below must also be met before revenue is recognised.

#### Sale of goods

Revenue from the sale of goods relates to the sale of the Group's products (including food and beverage) is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer, usually on delivery of the goods. Revenue from the sale of goods is measured at the fair value of the consideration received or receivable, net of returns and allowances, trade discounts and volume rebates, if any.

#### Rendering of services

Revenue from rendering of services comprises revenue earned from the provision of gaming facilities together with other services to members and other patrons of the Group. Revenue is recognised when the service is provided.

### Deferred Management Fees

Deferred management fee (DMF) revenue on retirement village investment property is earned while the resident occupies the independent living unit or serviced apartment and is recognised as income over the resident's expected tenure. The expected tenure is calculated with reference to expected rollovers within the Group and is 12 years for the independent living units.

DMF revenue is not discounted to present value, as the income is received by offset against repayment of the existing resident loan on its settlement. DMF revenue from each resident is amortised over the expected period of tenure of the resident and is calculated by reference to 'exit'-based contracts, where the current market value of the underlying unit.

DMF revenue to which the Group is contractually entitled at reporting date is presented in the consolidated statement of financial position as a deduction from resident loans. The excess of DMF revenue to which the Group is contractually entitled at reporting date, over DMF revenue earned to date by amortisation over the expected period of tenure, is included in deferred revenue in the consolidated statement of financial position. DMF revenue is considered to meet the definition of a lease and therefore is within the scope of AASB 117 Leases.

### Commissions and member fees and subscriptions

Commissions and member fees and subscriptions are recognised as revenue over the period to which they relate.

### Wagering revenue

Revenue represents the amounts staked less total payouts on betting activity which has resulted in the period. The amounts in relation to betting on an event are recognised as a liability until the outcome of the event is determined, at which time the revenue is brought to account. Open betting positions are carried at fair value and gains and losses arising on these positions are recognised in revenue.

### s) Finance income

Interest income is recorded using the EIR. The EIR is the rate that exactly discounts the estimated future cash receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset. Interest income is included in finance income in the consolidated statement of profit or loss and other comprehensive income.

### t) Taxes

The Income Tax Assessment Act 1997 (Amended) provides that under the concept of mutuality, Clubs are only liable for income tax on income derived from non-members and from outside entities. Current tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authorities based on the current period's taxable income. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the reporting date.

### Deferred tax

Deferred tax is provided using the liability method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- When the deferred income tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.
- In respect of taxable temporary differences associated with investments in subsidiary, associates and interests in joint arrangements, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

- When the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

- In respect of deductible temporary differences associated with investments in subsidiary, associates and interests in joint arrangements, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

In determining tax balances, the Waratah formula applicable to registered licensed clubs is used.

The Group offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

### Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except:

- When the GST incurred on a sale or purchase of assets or services is not payable to or recoverable from the taxation authority, in which case the GST is recognised as part of the revenue or the expense item or as part of the cost of acquisition of the asset, as applicable.
- When receivables and payables are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position. Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the taxation authority.

Cash flows are included in the statement of cash flows on a gross basis and the GST component of cash flows arising from investing and financing activities, which is recoverable from, or payable to, the taxation authority is classified as part of operating cash flows.

### u) Discontinued operations

A disposal group qualifies as discontinued operation if it is a component of an entity that either has been disposed of, or is classified as held for sale, and:

- Represents a separate major line of business or geographical area of operations
- Is part of a single co-ordinated plan to dispose of a separate major line of business or geographical area of operations, or
- Is a subsidiary acquired exclusively with a view to resale

Discontinued operations are excluded from the results of continuing operations and are presented as a single amount as profit or loss after tax from discontinued operations in the statement of profit or loss and other comprehensive income.

Additional disclosures are provided in Note 5. All other notes to the financial statements include amounts for continuing operations, unless indicated otherwise.

### v) Other member use properties

The Group owns or holds an occupancy right to a number of holiday properties. The properties are held for the primary purpose of member use. The properties are accounted for on the same basis as the other property, plant and equipment as set out in note 2(j).

### w) Fair value measurement

The Group measures financial instruments such as derivatives, and non-financial assets such as investment properties, at fair value at each balance sheet date.

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible by the Group.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

### x) Comparative figures

Where necessary, comparative figures have been reclassified to conform with changes in presentation in the current year.

## 3. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the Group's consolidated financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

### Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below. The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments, however, may change due to market changes or circumstances arising that are beyond the control of the Group. Such changes are reflected in the assumptions when they occur.

### Revaluation of investment properties

The Group carries its investment properties at fair value, with changes in fair value being recognised in the statement of profit or loss and other comprehensive income. For investment properties a valuation methodology based on a cash flow model is applied by Management, as there is a lack of comparable market data because of the nature of the properties. The Group used CBRE to assess the fair value of the investment property of the seniors' living village as at 30 June 2019.

### Estimation of useful lives of assets

The Group determines the estimated useful lives and related depreciation and amortisation charges for its property, plant and equipment and finite life intangible assets. The useful lives could change significantly as a result of technical innovations or some other event. The depreciation and amortisation charge will increase where the useful lives are less than previously estimated lives, or technically obsolete or non-strategic assets that have been abandoned or sold will be written off or written down.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

### Impairment of non-financial assets

The Group assesses impairment of all non-financial assets at each reporting date by evaluating conditions specific to the Group and to the particular asset that may lead to impairment. These include economic and political environments and business expectations. If an impairment trigger exists, the recoverable amount of the asset is determined. Management do not consider that the triggers for impairment testing have been significant enough and as such these assets have not been tested for impairment in this financial period.

### Long service leave provision

The liability for long service leave is recognised and measured at the present value of the estimated future cash flows to be made in respect of all employees at balance date. In determining the present value of the liability, attrition rates and pay increases through promotion and inflation have been taken into account.

### Taxes

Deferred tax assets are recognised for all unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and the level of future taxable profits together with future tax planning strategies.

### Mortality provision

Provision is made for the anticipated costs with respect to the passing of qualifying members. In determining the present value of the liability, mortality estimates and the time value of money have been taken into account.

## 4. GROUP INFORMATION

### Information about the subsidiary

The consolidated financial statements of the Group include the Club and the below subsidiaries:

Name	Principal activities	Country of incorporation	% EQUITY INTEREST	
			2019	2018
New Diggers Service Co. Pty Ltd	Service Company	Australia	100	100
New Diggers Land Co. Pty Ltd	Service Company	Australia	100	100
New Diggers Car Park Co. Pty Ltd	Service Company	Australia	100	100

## 5. DISCONTINUED OPERATIONS

The internet gaming platform "Betting.Club Pty Ltd" was sold on 31 May 2018 and was deconsolidated from the Mount Pritchard's Group in FY18. The FY18 trading loss of Betting.Club Pty Ltd was recognised for the financial period up until the date of disposal. The assets and liabilities of the former subsidiary have been derecognised at the point of sale from the consolidated statement of financial position. The results of Betting.Club Pty Ltd are presented below:

	2018 \$
Revenue	2,492,156
Expenses	(7,958,046)
Operating loss	(5,465,890)
Less : Minority interest	(1,742,338)
Less : Shareholder contribution	(752,591)
Trading loss before tax from discontinued operations	(2,970,961)
Loss on discontinuation	(1,607,175)
Total loss from discontinued operations	(4,578,136)

The net cash flows incurred by Betting.Club Pty Ltd are, as follows:

	2018 \$
Operating	(5,465,890)
Investing	–
Financing	–
Net cash outflow	(5,465,890)

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## 6. REVENUE AND EXPENSES

### 6.1 Revenue

	2019 \$	2018 \$
Poker machines	107,677,914	104,420,424
Bars	10,145,862	6,031,969
Membership	922,468	427,041
Admissions and raffles	586,015	524,203
Internet café and kids amusements	84,426	68,200
Club Keno and tab commissions	447,949	494,266
Catering commissions and booking fees	7,588,546	4,433,873
Holiday cottages, lodges and apartments	699,276	707,128
Member loyalty and gift shop	682,824	587,963
Fitness centres	4,764,358	4,704,979
Deferred management fee	3,525,088	–
Other revenue	600,328	–
	<b>137,725,054</b>	122,400,046

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

### 6.2 Other income

	2019 \$	2018 \$
Gain on disposal of property, plant and equipment	–	340,374
Fair value gain on investment property	50,075,291	11,074,457
Other income	1,311,977	1,081,579
	<b>51,387,268</b>	<b>12,496,410</b>

### 6.3 Expenses

	2019 \$	2018 \$
Cost attributable		
Poker machines	44,969,569	42,415,914
Bars	11,378,859	8,011,205
Fitness centres	3,122,780	2,694,044
Membership	967,099	572,628
Admissions and raffles	2,338,029	1,954,076
Club Keno and Tab commissions	645,661	647,082
Catering commissions and booking fees	7,593,872	4,447,761
Resort expenses	7,671	7,274
Member loyalty and gift shop	6,500,539	5,650,018
	<b>77,524,079</b>	<b>66,400,002</b>
Included in costs attributable and general and administration expense		
Depreciation and amortisation of non-current assets	17,014,091	13,739,891
Impairment of property, plant and equipment	–	6,701,929
Total depreciation and amortisation of non-current assets	<b>17,014,091</b>	<b>20,441,820</b>
Community support expenses		
Sports ground expense	1,020,328	1,017,958
Sub clubs expense and grants	1,883,002	1,397,451
Bowling club green service and repairs	6,408	12,816
Donations	1,991,839	1,837,443
Children's Christmas party	115,341	50,976
Senior citizens Christmas party	61,558	53,991
Carols by candlelight	41,848	28,773
Sports	1,067,228	661,406
	<b>6,187,552</b>	<b>5,060,814</b>

### 6.3 Expenses continued

	2019 \$	2018 \$
General and administration expenses		
Club services	9,526,738	8,528,646
Advertising and promotions	3,826,609	4,452,343
Administration expenses	12,701,737	11,235,697
Staff on-costs	2,051,199	1,667,654
Development projects	1,482,005	1,337,741
Repairs and maintenance	6,331,884	5,736,712
Property costs	13,412,566	16,576,490
Loss on disposal of property, plant and equipment	2,411,309	–
Other	5,626	75
	<b>51,749,673</b>	<b>49,535,358</b>

## 7. INCOME TAX

The major components of income tax expense are:

	2019 \$	2018 \$
Consolidated statement of profit or loss and other comprehensive income		
Current income tax:		
Current income tax	–	(95,311)
Deferred tax:		
Deferred income tax	11,537,126	2,349,009
Income tax expense reported in the consolidated statement of profit or loss and other comprehensive income	<b>11,537,126</b>	<b>2,253,698</b>

Reconciliation of tax expense and the accounting profit multiplied by Australia's domestic tax rate for 2019 and 2018:

	2019 \$	2018 \$
Accounting profit before tax from continuing operations	52,136,655	13,711,746
Loss before tax from a discontinued operation	–	(4,578,136)
Accounting profit before income tax	<b>52,136,655</b>	<b>9,133,610</b>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

A reconciliation between tax expense and the product of accounting profit before income tax multiplied by the Club's statutory tax rate 30% (2018: 30%) is as follows:

	2019 \$	2018 \$
Income tax expense prima facie	15,640,997	2,740,083
Recognition of carried forward tax losses	–	(432,075)
Recognition of current year tax losses	(965,546)	(551,539)
Amount exempted from tax	(5,135,751)	(10,914,547)
Other items (net)	1,997,426	11,411,776
Income tax expense reported in the consolidated statement of profit or loss	11,537,126	2,253,698

### Deferred tax

Deferred tax relates to the following:

	2019 \$	2018 \$
Deferred tax assets		
Employee entitlements	181,405	157,384
Rectification provision	2,550,000	–
Recognised carry forward and current year tax losses	1,949,160	983,614
Deferred tax assets	4,680,565	1,140,998
Deferred tax liabilities		
Valuation of investment property	18,409,173	3,332,480
Deferred tax liabilities	18,409,173	3,332,480
Opening balance	(2,191,482)	157,527
Income tax expense recognised in the consolidated statement of profit or loss and other comprehensive income	(11,537,126)	(2,349,009)
Net deferred tax liabilities at the end of the year	(13,728,608)	(2,191,482)

## 8. CASH AND CASH EQUIVALENTS

	2019 \$	2018 \$
Cash at banks and on hand	14,249,617	16,897,540

For the purpose of the consolidated statement of cash flows, cash and cash equivalents comprise the following at 30 June:

	2019 \$	2018 \$
Cash at banks and on hand	14,249,617	16,897,540
Bank overdrafts	(8,965,505)	(7,334,204)
Cash and cash equivalents	5,284,112	9,563,336

## 9. OTHER RECEIVABLES

	2019 \$	2018 \$
Current		
Other debtors and prepayments	4,277,963	3,721,513

## 10. INVENTORIES

	2019 \$	2018 \$
Catering and bar		
At cost	429,541	309,327
Merchandise		
At cost	74,890	203,917
Total inventory at cost	504,431	513,244

## 11. OTHER FINANCIAL ASSETS

	2019 \$	2018 \$
Current		
Held for trading investments	581,045	553,400

Held for trading investments include term deposits. Term deposits have a maturity of up to 365 days.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

### 12. PROPERTY, PLANT AND EQUIPMENT

	Freehold land \$	Building, improvements and other buildings \$	Leasehold improvements \$	Plant and equipment \$	Member use properties \$	Construction in progress \$	Total \$
<b>Cost</b>							
At 1 July 2018	41,370,016	223,546,240	6,810,778	115,852,114	8,692,549	36,886,284	433,157,981
Additions	–	8,284,502	–	–	–	64,195,414	72,479,916
Transfer	2,256,395	3,678,682	56,685	12,110,605	46,712	(18,149,079)	–
Disposals	–	(3,640,317)	–	(8,066,333)	(26,731)	–	(11,733,381)
Reclassification into investment property (note 13)	–	–	–	–	–	(22,289,875)	(22,289,875)
<b>At 30 June 2019</b>	<b>43,626,411</b>	<b>231,869,107</b>	<b>6,867,463</b>	<b>119,896,386</b>	<b>8,712,530</b>	<b>60,642,744</b>	<b>471,614,641</b>
<b>Depreciation</b>							
At 1 July 2018	–	61,822,332	1,852,037	69,376,970	3,231,416	–	136,282,755
Depreciation charge for the year	–	7,292,622	207,283	9,247,668	266,518	–	17,014,091
Disposals	–	(1,692,734)	–	(7,260,688)	(23,525)	–	(8,976,947)
<b>At 30 June 2019</b>	<b>–</b>	<b>67,422,220</b>	<b>2,059,320</b>	<b>71,363,950</b>	<b>3,474,409</b>	<b>–</b>	<b>144,319,899</b>
<b>Net book value</b>							
<b>At 30 June 2019</b>	<b>43,626,411</b>	<b>164,446,887</b>	<b>4,808,143</b>	<b>48,532,436</b>	<b>5,238,121</b>	<b>60,642,744</b>	<b>327,294,742</b>
At 30 June 2018	41,370,016	161,723,908	4,958,741	46,475,144	5,461,133	36,886,284	296,875,226

### 13. INVESTMENT PROPERTIES

	2019 \$	2018 \$
Opening balance	89,332,000	–
Capitalised expenditure (note 12)	22,289,875	78,257,543
Fair value movement	83,548,125	11,074,457
<b>Closing balance at 30 June</b>	<b>195,170,000</b>	<b>89,332,000</b>

#### Valuation

An external valuation by CBRE was carried out as at 30 June 2019. The valuation includes both the occupied and unoccupied independent living units and accounts for the market value of the Seniors living village as at 30 June 2019.

## 14. INTANGIBLE ASSETS

	2019 \$
Electronic gaming machine entitlement	
At 1 July	
At cost	39,909,613
At 30 June	39,909,613
Goodwill	
At 1 July	
At cost	13,810,349
At 30 June	13,810,349
Total intangible assets	
At 1 July	
At cost	53,719,962
At 30 June	53,719,962

### Description of the Group's intangible assets

For the nature and description of the intangible assets please refer to the descriptions in note 2(n) and 2(o).

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## 15. TRADE PAYABLES

	2019 \$	2018 \$
Current		
Trade payables	10,497,678	18,232,295

## 16. DEFERRED REVENUE

	2019	2018
Current		
Deferred revenue	1,013,508	1,088,411
Deferred management fee – deferred portion	4,281,712	–
	5,295,220	1,088,411
Non-current		
Deferred revenue	1,423,496	1,428,273

The Club collects club membership and gym membership fees in advance. At any point in time, the services for those membership fees have not yet been provided and has been recorded as deferred revenue.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

### 17. PROVISIONS

	2019 \$	2018 \$
Current		
Mortality payments	40,000	40,000
Other provisions	36,720	–
Defects provision	8,500,000	–
	<b>8,576,720</b>	40,000
Non-current		
Mortality payments	757,774	682,373

Movement in provision	Mortality \$	Other provisions \$	Defects provision \$	Total \$
At 1 July 2017 (current and non-current)	757,072	–	–	757,072
Utilised/paid	(35,000)	–	–	(35,000)
Other adjustments	301	–	–	301
At 30 June 2018 (current and non-current)	722,373	–	–	722,373
Arising during the year	–	36,720	8,500,000	8,536,720
Utilised/paid	(36,000)	–	–	(36,000)
Other adjustments	111,401	–	–	111,401
At 30 June 2019 (current and non-current)	<b>797,774</b>	<b>36,720</b>	<b>8,500,000</b>	<b>9,334,494</b>

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### 18. EMPLOYEE BENEFIT LIABILITIES

	2019 \$	2018 \$
Current		
Employee benefits	5,827,982	6,000,374
Non-current		
Employee benefits	609,181	550,319

All employees are entitled to benefits on retirement, disability or death. The defined contribution superannuation plan provides for payment of benefits accumulated. Certain employees contribute to a private fund at 5% of their wages and salaries; the Club generally contributes at the same rate. The Club also contributes to the defined contribution superannuation fund at the rate of 9.5% (2018: 9.5%); these contributions are legally enforceable.

## 19. DERIVATIVE FINANCIAL LIABILITIES

On 16 March 2016, the Club entered into an AU\$146 million notional value interest rate swap with Westpac to manage Club's exposure to the potential volatility of the benchmark interest rate risk on the floating debt facility. The hedging strategy is to fix a corresponding proportion of the highly probable interest payments associated with the variable funding of the loan using an amortising interest rate swap. The interest rate swap is designated in a hedging relationship for accounting purposes as a cash flow hedge. The movement in derivative financial liabilities represents the fair value movement of the interest rate swap in 30 June 2019.

## 20. RESIDENT LOANS

	2019 \$	2018 \$
Current		
Resident loans	187,363,200	89,332,000

	2019 \$	2018 \$
Resident loans		
Opening balance	89,332,000	–
Deferred management fee	(3,525,088)	–
Net cash receipts on resident departures and arrivals	72,365,166	89,332,000
Change in fair value of resident loans	33,472,834	–
Remaining contractual deferred management fee	(4,281,712)	–
Closing balance at 30 June	187,363,200	89,332,000

Resident loans are classified as financial liabilities at fair value through profit and loss with resulting fair value adjustments recognised in the consolidated statement of profit or loss and other comprehensive income. Fair value is the amount payable on demand and is measured at the principal amount plus the residents' share of any increases in market value to reporting date less deferred management fees contractually accruing to reporting date.

Although the expected average residency term is around 12 years, these obligations are classified as current liabilities, as required by Accounting Standards, because the Club does not have an unconditional right to defer settlement to more than twelve months after reporting date.

Resident loans are non-interest bearing and are payable at the end of the resident contract. The rate at which the Group's retirement residents vacate their units, and hence the rate at which the resident loans will fall due for repayment, can be estimated based on statistical tables.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

### 21. INTEREST-BEARING LOANS AND BORROWINGS

	Interest rate %	Maturity	2019 \$	2018 \$
<b>Current</b>				
Bank overdrafts	2.76	On demand	8,965,505	7,334,204
Loan from Westpac	2.21	1 April 2020	59,731,606	–
			<b>68,697,111</b>	<b>7,334,204</b>
<b>Non-current</b>				
Loan from Westpac	2.21	1 April 2020	–	82,211,893

The total facility available to the Group is \$97.1million as at 30 June 2019, due to expire 1 April 2020.

### 22. MEMBERS' EQUITY

	2019 \$	2018 \$
<b>Revaluation reserve</b>		
Balance at beginning of the year	12,896,229	12,896,229
Balance at the end of the year	12,896,229	12,896,229
<b>Amalgamation reserve</b>		
Balance at beginning of the year	2,745,290	2,745,290
Balance at the end of the year	2,745,290	2,745,290
<b>Hedging reserve</b>		
Balance at beginning of the year	(765,237)	(649,866)
Hedging reserve movement	(110,354)	(115,371)
Balance at the end of the year	(875,591)	(765,237)
<b>Minority interests</b>		
Balance at beginning of the year	–	(4,044,968)
Net loss attributable to minority shareholders	–	4,044,968
Balance at the end of the year	–	–

#### Revaluation reserve

The revaluation reserve is used to record increases and decreases in the fair value of Electronic Gaming Machine Entitlements to the extent that they offset one another.

#### Amalgamation reserve

The amalgamation reserve represents the gain arising on the acquisition in 2013.

#### Hedging reserve

The hedge reserve represents the movements in the fair value of the interest rate swap which has been designated as cash flow hedge.

## 23. COMMITMENTS

### Capital expenditure commitments

	2019 \$	2018 \$
Estimated capital expenditure contracted for at reporting date but not provided for:		
Payable not later than one year	7,691,474	26,044,758

### Operating lease commitments – Group as lessee

Future minimum rentals payable under non-cancellable operating leases as at 30 June are, as follows:

	2019 \$	2018 \$
Within one year	678,000	576,694
After one year but not more than five years	1,465,500	–
	<b>2,143,500</b>	576,694

## 24. RELATED PARTY DISCLOSURES

### Key management personnel

Details referring to key management personnel, including remuneration paid, are included in note 25.

There were no other related party transaction during the financial year.

## 25. DIRECTOR AND EXECUTIVE DISCLOSURES

### 25.1 Key management personnel

Key management personnel, being those persons having authority and responsibility for planning, directing and controlling the activities of the entity, include the Directors and Senior Management.

Total compensation for key management personnel including Directors and Senior Management for Mt Pritchard and District Community Club Ltd during the financial year are set out below:

	2019 \$	2018 \$
Total remuneration	2,243,994	2,094,973

The Directors' remuneration is of the nature of expense reimbursements, and is capped at the amounts approved each year by the members at the Annual General Meeting. The remuneration of directors is all of the nature of short term compensation; the directors are not entitled to post retirement benefits or other long term benefits.

Senior Management are entitled to normal annual leave, vesting sick leave, and long service leave (subject to qualification) and superannuation benefits, they are not entitled to any other long term benefits.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

For the year ended 30 June 2019

### 25.2 Compensation of management

#### 25.2.1 Compensation policy

The performance of the Group depends on the quality of its directors and management staff. To prosper, the Group must be able to attract, motivate and retain highly skilled management staff. To this end, the Group embodies the following principles in its compensation framework:

- Provide competitive rewards to attract high calibre executives; and
- Establish appropriate market measures of salaries and ensure that management salaries are maintained at market value.

#### 25.2.2 Remuneration committee

Four (4) members of the Board of Directors, together with the Employment Relations Manager and Chief Executive Officer form the Remuneration Committee, and maintain responsibility for reviewing compensation arrangements for senior management personnel.

The Remuneration Committee assess the appropriateness of the nature and amount of compensation of key management personnel on a periodic basis by reference to relevant employment market conditions with the overall objective of ensuring maximum membership and Club benefit from the retention of a high quality executive team.

#### 25.2.3 Compensation structure

In accordance with best practice corporate governance, the Remuneration Committee use information obtained from an external consultant in the form of a written report detailing market levels of compensation for comparable executive roles. The report is then presented to a meeting of the Remuneration Committee who review executive remuneration levels, and make recommendations to the Board.

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In consideration of the job market, state of the economy, business location, type of organisation and business performance, it has been resolved that the Group will reward management personnel within the market range relevant to the position that they hold, and that the market will be checked every 2 years to ensure that this is maintained.

Senior Management personnel are on employment contracts which specify all conditions of employment and remuneration details. These contracts are reviewed at determined intervals in line with performance, salary and market reviews.

## 26. EVENTS AFTER THE REPORTING PERIOD

There have been no significant events occurring after the reporting period which may affect either the Club's operations or results of those operations or the Club's state of affairs.

## 27. INFORMATION RELATING TO MT PRITCHARD & DISTRICT COMMUNITY CLUB LTD (THE PARENT)

	2019	2018
Current assets	19,713,056	21,685,697
Total assets	582,813,762	461,612,885
Current liabilities	193,379,761	122,027,284
Total liabilities	270,434,771	209,856,861
Retained earnings	297,591,443	236,879,742
Revaluation reserve	12,896,229	12,896,229
Amalgamation reserve	2,745,290	2,745,290
Hedging reserve	(853,971)	(765,237)
Profit for the year	60,711,701	11,458,048
Total comprehensive income of the Parent	60,622,967	6,764,541

### Commitments

As at 30 June 2019, the Parent had estimated capital expenditure commitments of \$7,691,474 (2018: \$26,044,758).

### Contingencies

The Parent did not have any contingencies as at 30 June 2019 (2018: none).

## DIRECTORS' DECLARATION

In accordance with a resolution of the directors of Mt Pritchard & District Community Club Ltd, we state that:

In the opinion of the directors:

- a. the consolidated financial statements and notes of the Group for the financial year ended 30 June 2019 are in accordance with the Corporations Act 2001, including:
  - i. giving a true and fair view of the Group's financial position as at 30 June 2019 and its performance for the year ended on that date; and
  - ii. complying with Australian Accounting Standards – Reduced Disclosure Requirements and Corporations Regulations 2001;
- b. there are reasonable grounds to believe that the Club will be able to pay its debts as and when they become due and payable.

On behalf of the board



Kevin Ingram  
Director

Sydney  
4 September 2019



John Dean  
Director

## INDEPENDENT AUDITOR'S REPORT



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### Independent Auditor's Report to the Members of Mt Pritchard & District Community Club Ltd

#### Opinion

We have audited the financial report of Mt Pritchard & District Community Club Ltd (the Company) and its subsidiaries (collectively the Group), which comprises the consolidated statement of financial position as at 30 June 2019, the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the accompanying financial report of the Group is in accordance with the *Corporations Act 2001*, including:

- a) giving a true and fair view of the consolidated financial position of the Group as at 30 June 2019 and of its consolidated financial performance for the year ended on that date; and
- b) complying with Australian Accounting Standards - Reduced Disclosure Requirements and the *Corporations Regulations 2001*.

#### Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. 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 Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Information Other than the Financial Report and Auditor's Report Thereon

The directors are responsible for the other information. The other information obtained at the date of this auditor's report is information included in the directors' report, but does not include the financial report and our auditor's report thereon.

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 and, in doing so, 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.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## INDEPENDENT AUDITOR'S REPORT



### Responsibilities of the Directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards - Reduced Disclosure Requirements and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

### Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are 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 the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

## INDEPENDENT AUDITOR'S REPORT



- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial report. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A handwritten signature in black ink that reads 'Ernst &amp; Young'.

Ernst & Young

A handwritten signature in black ink that reads 'Daniel Cunningham'.

Daniel Cunningham  
Partner  
Sydney  
4 September 2019

# APPENDICES

## INCOME AND EXPENDITURE

ACTUAL YEAR TO DATE – FULL YEAR ENDING 30 JUNE 2019									
Income		Mt Pritchard \$	Mekong \$	Harbord \$	Triglav \$	Manly \$	Fairfield \$	Italia \$	Mounties Group \$
<b>Facilities Profit/(Loss)</b>									
Profit/(Loss)	Poker machines	46,795,102	7,763,419	2,777,066	4,786,943	306,079	102,964	(19,691)	62,511,882
Profit/(Loss)	Keno	13,501	14,844	6,286	50,348	24,814	6,085	2,305	118,182
Profit/(Loss)	TAB	(204,650)	2,509	(84,328)	582	(34,673)	4,668	–	(315,892)
Profit/(Loss)	Bingo and Raffles	(175,100)	(1,650)	(57,421)	(41,848)	(44,952)	(28,703)	–	(349,674)
Profit/(Loss)	Giftshop	32,932	912	15,876	2,965	–	–	–	52,685
Profit/(Loss)	Tiered Loyalty	(4,271,574)	(282,210)	(901,958)	(320,583)	(70,052)	(11,449)	(12,571)	(5,870,399)
Profit/(Loss)	Bars	(2,158,751)	(210,786)	908,030	156,778	292,429	(63,486)	(131,144)	(1,206,931)
Profit/(Loss)	Common Areas/ Leases	–	–	710,068	–	–	–	–	710,068
Profit/(Loss)	Resort Facilities	–	–	–	–	–	–	–	(310,467)
Profit/(Loss)	Contracted Car Wash	–	–	–	–	–	–	–	–
Profit/(Loss)	Catering	(260,237)	(5,776)	(173,279)	(13,612)	(26,396)	(36,450)	(23,949)	(539,699)
Profit/(Loss)	Fitness Centre	239,695	–	–	–	–	–	–	239,695
Profit/(Loss)	Functions and Entertainment	(431,949)	(248,782)	(241,368)	(111,976)	(2,757)	4,864	61,170	(970,799)
Profit/(Loss)	Memberships	(171,821)	–	66,586	–	–	–	–	(105,235)
Profit/(Loss)	Property Portfolio	–	–	4,720,220	–	–	–	–	4,720,220
<b>Sundry Income</b>									
	Interest Received	34,123	–	95,700	–	–	–	–	129,823
	Sports Activities	23,975	–	–	–	–	96,175	–	120,150
	Commissions	63,174	3,271	15,854	5,720	5,113	845	215	94,191
	Other	950,896	182,971	79,921	33,634	14,899	4,487	903	1,267,712
<b>Total Club Income</b>		<b>40,479,314</b>	<b>7,218,721</b>	<b>7,937,253</b>	<b>4,548,951</b>	<b>464,503</b>	<b>79,999</b>	<b>(122,762)</b>	<b>60,295,512</b>

## INCOME AND EXPENDITURE

ACTUAL YEAR TO DATE – FULL YEAR ENDING 30 JUNE 2019								
Expenses	Mt Pritchard \$	Mekong \$	Harbord \$	Triglav \$	Manly \$	Fairfield \$	Italia \$	Mounties Group \$
<b>Member and Club Services</b>								
Operations, Transport and Security	4,438,401	823,196	1,455,013	774,539	237,367	150,500	89,071	7,968,086
Booking Office	404,453	179,614	283,989	110,561	83,041	–	–	1,061,657
Child Care	273,988	–	–	–	–	–	–	273,988
Advertising and Promotions	1,507,095	602,669	775,968	42,974	81,751	19,339	7,925	3,823,766
Gardening, Landscaping	386,111	–	56,939	22,728	79,343	86,121	85,236	716,477
Repairs and Maintenance	4,094,799	285,173	1,052,804	162,307	151,392	84,110	89,976	5,920,561
<b>Total</b>	<b>11,104,847</b>	<b>1,890,651</b>	<b>3,624,713</b>	<b>1,113,108</b>	<b>632,894</b>	<b>340,070</b>	<b>272,208</b>	<b>19,764,535</b>
<b>Community Expenses</b>								
Sports Area Expenses	312,653	–	–	–	–	875	–	313,528
Childrens Christmas Party	115,341	–	–	–	–	–	–	115,341
Senior Citizens Christmas Party	61,558	–	–	–	–	–	–	61,558
Carols by Candlelight	41,848	–	–	–	–	–	–	41,848
Community Services	5,868	–	(26,167)	–	–	–	–	(20,299)
Community Donations	1,449,953	281,044	148,465	109,641	–	–	2,736	1,991,840
Sporting Sub Club Expenses	3,368,686	126,700	60,516	90,961	–	–	157,023	3,803,886
Sporting Sub Club Grants	–	–	–	–	–	–	–	–
<b>Total</b>	<b>5,355,907</b>	<b>407,745</b>	<b>182,814</b>	<b>200,602</b>	<b>–</b>	<b>875</b>	<b>159,759</b>	<b>6,307,702</b>
<b>Administration, Finance Etc</b>								
Management – Administration	9,505,185	841,229	1,193,121	232,231	33,452	31,828	16,660	25,056,385
Depreciation Building and General	8,510,513	198,695	3,215,715	252,842	107,322	142,639	163,619	12,591,345
Human Resources	1,212	5,802	162,642	4,126	–	–	–	1,232,995
Information Technology	299,753	13,044	21,158	4,356	2,159	1,824	–	2,102,450
Utilities	422,749	66,952	566,450	41,534	41,768	41,171	24,711	1,205,335
Salaries and Wages On-costs	31,588	53,691	70,282	49,587	5,378	4,790	7,044	1,510,528
<b>Total</b>	<b>18,770,999</b>	<b>1,179,413</b>	<b>5,229,368</b>	<b>584,676</b>	<b>190,080</b>	<b>222,251</b>	<b>212,034</b>	<b>43,699,038</b>
<b>Total Expenses</b>	<b>35,231,752</b>	<b>3,477,808</b>	<b>9,036,895</b>	<b>1,898,386</b>	<b>822,974</b>	<b>563,196</b>	<b>644,001</b>	<b>69,771,274</b>
Fair Value Gain Harbord Retirement Village	–	–	–	–	–	–	–	50,075,291
<b>Net Profit for the Period</b>	<b>1,681,470</b>	<b>3,740,913</b>	<b>(1,099,642)</b>	<b>2,650,565</b>	<b>(358,471)</b>	<b>(483,197)</b>	<b>(766,763)</b>	<b>40,599,529</b>
Interest/Rental Expenses	251,501	588,036	58,969	–	8,000	18,262	–	2,317,454
Tax and X Ord Items Expense	11,537,126	–	–	–	–	–	–	11,537,126
Donations Expenses	5,331,932	407,745	182,814	200,602	–	(95,300)	159,759	6,187,552
Depreciation Expense	10,539,816	928,169	4,189,160	475,737	246,703	176,256	191,820	17,014,091
<b>EBITDARD</b>	<b>29,341,844</b>	<b>5,664,863</b>	<b>3,331,301</b>	<b>3,326,904</b>	<b>(103,768)</b>	<b>(383,979)</b>	<b>(415,184)</b>	<b>77,655,751</b>

## SCHEDULE OF LANDS

### CORE PROPERTIES

MOUNTIES SITE	CERTIFICATE OF TITLE
101 Meadows Road, Mt Pritchard	Volume 8261 Folio 233 Volume 9060 Folio 131 Folio Identifier 1/204779 Vol 10577 Fol 99 Folio Identifier 4/524205 Folio Identifier 21/536004 Folio Identifier 12/521803
Property at end of Lena Street, Mt Pritchard 221568 Lot 200 DP 1015848 and Lot 1 DP 837474 Consolidation Lena Street (12, 14, 16, 18, 20, 21, 22, 23, 24, 25, 27, 28, 29,30, 31 and Lot 1 Lena)	2005/1090149
Property Young Street Mt Pritchard Consolidated Property (Lot 13 Lot 14 and Lot 18 Young Street) (formerly 29, 21 and 33 Young Street)	101/ 1085221
Closed Road Houston Place, Mt Pritchard	101/1006165
1 Houston Place Mt Pritchard	7/231805
2 Houston Place Mt Pritchard	8/231805
3 Houston Place Mt Pritchard	9/231805
4 Houston Place Mt Pritchard	10/231805
5 Houston Place Mt Pritchard	11/231805
4 Kewin Avenue Mt Pritchard	2/231805
6 Kewin Avenue Mt Pritchard	3/231805
8 Kewin Avenue Mt Pritchard	22/231805
10 Kewin Avenue Mt Pritchard	4/231805
12 Kewin Avenue Mt Pritchard	5/231805
14 Kewin Avenue Mt Pritchard	6/231805
35 Young Street Mt Pritchard	12/231805
254 Humphries Road Mt Pritchard	1/231805
113 Meadows Road Mt Pritchard	31/201418
Club Italia Certificate of Land Titles	Torrens Title ref 2/805378 P6MP-RP-TNWZ
Club Italia Certificate of Land Titles	Torrens Title ref C/421416 4NMH-76CS43
Club Italia Certificate of Land Titles	Torrens Title ref 3/805378 JHZ5-S7-YN7H
Mekong Certificate of Land Titles	10/SP23152
Mekong Certificate of Land Titles	11/SP23152
Triglav Certificate of Land Titles	1/1079685
Manly Bowling Club Certificate of Land Titles	2661/752038

## SCHEDULE OF LANDS

### NON-CORE PROPERTY

<b>MOUNTIES SITE</b>	<b>CERTIFICATE OF TITLE</b>
87 Meadows Road Mt Pritchard	2/206532
89 Meadows Road Mt Pritchard	1/206532
99 Meadows Road Mt Pritchard	10/515019
115 Meadows Road Mt Pritchard	3/210350
121 Meadows Road Mt Pritchard	2/513938
123 Meadows Road Mt Pritchard	1/513938
3 Leo Street Mt Pritchard	20/220028
7 Leo Street Mt Pritchard	18/220028
8 Leo Street Mt Pritchard	14/220028
9 Leo Street Mt Pritchard	17/220028
10 Leo Street Mt Pritchard	15/220028
12 Leo Street Mt Pritchard	16/220028
10 Cherry Street Mt Pritchard	28/220028
1 Speed Street Liverpool	Auto Consol 14129-172
9 Young Street Mt Pritchard	23/220028
11 Young Street Mt Pritchard	22/220028
19 Young Street Mt Pritchard	13/235239
11 Young Street Mt Pritchard	22/220028
38 Young Street Mt Pritchard	3/235239
6 Lena Street Mt Pritchard	3/206532
9 Lena Street Mt Pritchard	11/203051
17 Lena Street Mt Pritchard	7/203051
80 Evans Street Freshwater Consolidated Lots	Folio ID 100/1136132
80 Evans Street Freshwater	12/1197725
4a Lumsdaine Drive Freshwater	A2/579837
23 Oliver Street Freshwater	1/517620
2 Harbord Street Sussex Inlet	116/521290
Kooloora Site (NPWS Lease)	Register Deed Book 752/4500
403 Newbridge Road Moorebank	7/11948

## SUB CLUBS

### MOUNTIES

Athletics  
Cricket  
Darts  
Euchre  
Fifties Plus  
Fishing  
Golf Seniors  
Golf Social  
Hockey  
Indoor Bowls  
Joggers  
Women's Lawn Bowls  
Men's Lawn Bowls  
Netball  
Physical Culture & Dance  
Junior Rugby League  
Rugby League  
Snooker & Billiards

Soccer Juniors to AA  
Softball/Teeball  
Softball State League  
Swimming  
Table Tennis  
Try Time (Rugby League for kids with special needs)  
Toastmasters  
Wanderers FC

### HARBORD DIGGERS

Chess Club  
Toastmasters – Daytime  
Toastmasters – Evening  
Cribbage  
Garden Club  
Bridge Club  
Harbord Women's Bowls

### MOUNTIES BOWLING CLUB

Men's Bowling Club  
Women's Bowling Club

### MANLY BOWLING CLUB

Lawn Bowls – Men's  
Lawns Bowls – Women's

### TRIGLAV

Bocce

### CLUB ITALIA

Bocce Social  
Bocce Senior  
Golf  
Cards

## LIFE MEMBERS

YEAR	NAME
1969-1970	Edward Thirkill*
1970-1971	Terry White*
1972-1973	Stanley Jacobs*
1975-1976	Mervyn Pell*
1977-1978	Edwin (Ted) Savage
1978-1979	Michael Dubois*
1978-1979	John Whiteley*
1978-1979	Mrs M McAuliffe*
1980-1981	Ethel Murphy*
1980-1981	John Cather*
1981-1982	Keith Edwards*
1982-1983	Clive Edwards*
1982-1983	Harry Turner*
1982-1983	Robert Ryan*
1983-1984	Stewart Craig*
1983-1984	Cecil Smith*
1985-1986	Jack Summonds*
1985-1986	Enid Smith*
1985-1986	Eva Moore*
1986-1987	Charlie Lee*
1986-1987	Athol Madgewick*
1987-1988	Terry Jackson*

\*Deceased

YEAR	NAME
1987-1988	Robert Penning
1988-1989	Ray Pugsley
1996-1997	Kevin Ingram
1996-1997	Daryll Cook*
1996-1997	Vic Smith*
1996-1997	Allan McGlynn
1996-1997	Judith O'Brien*
1996-1997	Kath Whiteley
1999-2000	Tom Murphy
1999-2000	Doreen Brand*
2001-2002	Don Wilson
2002-2003	Donald Hocking*
2005-2006	Ron Evans*
2005-2006	Steve Fitzpatrick
2008-2009	John Dean
2008-2009	Robin Gould
2008-2009	John Araco
2011-2012	Marilyn Price
2011-2012	John Baron
2014-2015	Stephen Edwards
2017-2018	Lorraine Dean

KEEP IN TOUCH

**MOUNTIES GROUP**

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Locked Bag 1, Wetherill Park NSW 2164  
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info@mountiesgroup.com.au  
mountiesgroup.com.au

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**MOUNTIES BOWLING CLUB**

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Fairfield NSW 2165  
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mountiesbowlingclub.com.au

**HARBORD DIGGERS**

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harborddiggers.com.au

**MANLY BOWLING CLUB**

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**MEKONG**

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OUR SPORTING PARTNERS

*mounties group*  **SPORTS PARTNERS 2019**

Major Partner



Back of jersey



Independent Liquor group

Apparel Partner



Sleeve partner



Shorts partner



Trainers partner



Gold partner



Silver partner



Bronze partner



