

MOUNTIES GROUP 2020

# ANNUAL REPORT



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



18 Sports & Sub Clubs



16 Our Proud Community



34 A Year of Extremes



52 Our Future Is Bright

# CONTENTS

- FROM THE PRESIDENT \_\_\_\_\_ 2
- FROM THE CEO \_\_\_\_\_ 4
- WHO WE ARE \_\_\_\_\_ 8
- WHAT WE OFFER \_\_\_\_\_ 10
- OUR PROUD COMMUNITY \_\_\_\_\_ 16
- DONATIONS SPONSORSHIPS & COMMUNITY SERVICES \_\_\_\_\_ 30
- A YEAR OF EXTREMES \_\_\_\_\_ 34
- OUR PEOPLE OUR ASSETS \_\_\_\_\_ 40
- BOARD OF DIRECTORS \_\_\_\_\_ 42
- OUR LEADERS \_\_\_\_\_ 46
- OUR FUTURE IS BRIGHT \_\_\_\_\_ 52
- GOVERNANCE & RISK \_\_\_\_\_ 56
- FINANCIAL REPORT \_\_\_\_\_ 62

144,511

CURRENT MEMBERSHIPS

\$7.5M

PROFIT

339

TOP PRIVATE COMPANIES IN AUSTRALIA

\$6M +

DIRECT COMMUNITY CONTRIBUTIONS

# FROM THE *PRESIDENT*



Our future is based on remembering who we are and why we were created. This was a time for us to return to our purpose and to create an exciting future by doing so.

**Dear Members,**

**The best way that I can describe the year that just passed, is like a roller coaster. As the largest registered club in Australia, we started our year with a new Group CEO and some amazing success, to then see COVID-19 hit us and to face a pivotal point in our Club history. In March, within 15 hours, we went from breaking all previous records with a thriving community focused business with over \$140 million in revenue, to a Government mandated closure of our industry, resulting in almost no revenue at all and more than 600 staff with no work.**

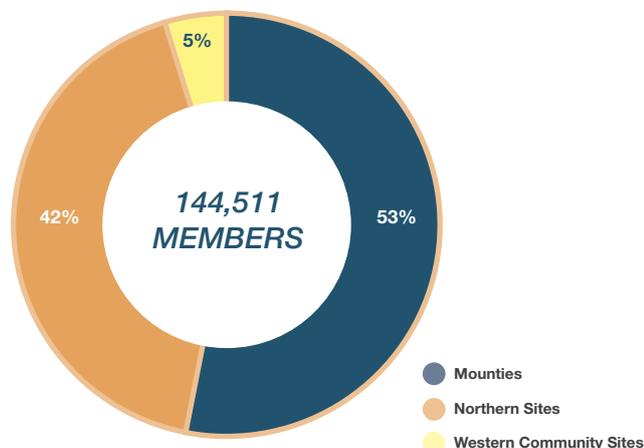
Whilst the shock and immediate impact was palpable, the experience itself became one of those that made me proud to be President of Mounties Group. Instead of panic and locking down the hatches, we identified an opportunity. We used the time to revisit all that we do, ask ourselves why we do things the way that we do and developed a plan to be an even better Mounties into the future for our members.

We are a 'profit for purpose' business created over 50 years ago to spend our profits on improving the lives of our members. As more than 90% of our members live in the local communities in which we operate, it's also about improving the communities around us to improve the lives of our members. Even in times as tough as 2020 has been, we were able to donate and contribute \$6 million to our local community to meet this promise.

Our future is based on remembering who we are and why we were created. This was a time for us to return to our purpose and to create an exciting future by doing so.

Mounties Group has always been based on social inclusion, the simple delivery of venues, services and facilities that afford all people the best opportunities to enjoy life. I am pleased to say that purpose was a reason we came through the COVID-19 experience of 2020 as well as we did, and gave us a clear direction for our future.

## MEMBERSHIPS



2020 was a year where our club business was impacted significantly with a 10 week closure and as a result we have posted a loss of \$5.2 million from our Clubs, but because we made some changes to our business early in the year and because over recent years we have been committed to improving our members lives in numerous areas, we still netted a profit. Our decision and our members support to diversify into areas such as retirement living, meant our non-core business generated a profit of \$13.2 million and as a result, in these difficult times, we are posting a net profit of \$7.5 million. An outstanding result from Mouties Group at the same time as predictions are that up to 40% of Registered Clubs may close due to the Coronavirus impact.

I must commend our Board, CEO and team for such an outstanding result in difficult times. I know the hard work, effort and passion that was in place made a huge difference. However, I also need to say a very heartfelt thank you to our members and sub-clubs who were impacted and had to put on hold their activities to keep each other safe from this terrible virus, while at the same time, give our great club the time and opportunity to work our way through this time of pandemic. Your own sacrifices and support made a great positive difference.

This pandemic we have come to call COVID-19 is having a terrible impact on the normal lives of our members. Our entire business has been based on social inclusion and to not be able to offer that community hub where people meet with friends, enjoy time with family and get a break from the normal stress and grind of everyday life has been challenging. I am however pleased with the way we as a Club found other ways to serve our members both in the short and long term during this time.

As you know, we have now created Mouties Care, a medical service exclusive to members of Mouties Group that has professional medical staff available free of charge for advice via our hotline and is growing to meet many other needs of our members. By the end of June we had already had hundreds of members benefit from the service, whether it was a simple phone call for advice on COVID-19, through to help getting an aged care assessment for care in their home, or for a telehealth service for things such as exercise physiology or physiotherapy. I have asked our team to give you more information about this wonderful service now available to members, later in this annual report, so please take the time to read it so you too can benefit. Future investments in the health and medical fields will provide



even more benefit to our members as we aim to make a positive difference. We are taking our purpose of improving the lives of our members more serious than ever before.

Other clubs have not been so lucky and as I said before, the experts are predicting that up to 40% of venues across NSW will close and these clubs play an important part in their local communities as Mouties venues do in ours. For us, this is another opportunity to both grow our business and to protect our future. Mouties Group could save a few clubs from closing, while at the same time protecting ourselves if we had to again close one of our venues as we voluntarily did in July following a COVID-19 case of a visiting member. For us, this is an opportunity that might not arise for another 50 to 100 years.

I also wanted to say thank you to our amazing staff. Our staff have been wonderful during this time and truly did reinforce the way we see our entire Group as one family. Whilst other clubs closed down and their staff sat at home, our amazing staff took the closure as an opportunity to do some wonderful things. On ANZAC Day, 90 of our staff jumped in their own cars and gave their own time to deliver ANZAC cookies to older members and to simply say hi and check how they were. Other staff made more than 3,000 phone calls to members to check if they needed anything and even others provided a support network for each other with regular calls and messages.

Finally, as I said it has been a roller coaster of a year. We went from great success unlike anything we have experienced, to the most challenging time in our club's history. However, we have also seen and are using the time as our greatest opportunity to make sure Mouties Group is here for our members for many decades to come. For that I am grateful to be surrounded by our wonderful members, staff and fellow directors during this time. I am truly proud and because of you we are now positioned better than we were, in a stronger position and more prepared to do more for our members than ever before.

I look forward to the journey ahead and for taking on the future with you.

**Kevin Ingram OAM**  
President

# FROM THE CEO



**This year, we have achieved what many clubs can only dream to do, but we have managed to do it because we are Mounties Group.**

**Dear Members**

**I wanted to simply start by saying thank you to each and every member of Mounties Group. My first year as CEO of Mounties Group has certainly been an experience like no other, but the support from our members and staff has made everything we achieved possible.**

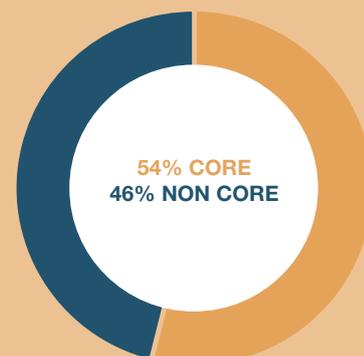
We started the financial year by going back to basics. We asked our members and staff what Mounties Group should be and what you wanted from our Clubs. The Board and Management then met to deliver to those expectations and we started off strongly by reducing costs including a smaller management team and improving club performance. We were on target to break every record on the books... and then COVID-19 hit.

The experts came out saying that up to 40% of Clubs would close permanently as a result of the pandemic – an impact to an industry already in decline, with survival the word of the year. We saw it differently. At Mounties Group, we saw COVID-19 as a bully and we don't bow down to bullies. Instead of curling up and waiting for it to pass, we went head on for a fight.

Our Board of Directors, management, staff and members stood as one and as a result I am proud to say not only did we push through, but we grew while others shrank. Our financial performance was outstanding due to previous decisions made. The spread our business has made to make money from different areas means we are posting an operating profit of \$44 million this year and then after taking out the financial bookkeeping items such as depreciation and interest, posting a net profit of \$7.5 million. More importantly, we made sure our focus was on our key reason for existing and we spent more money on our members themselves than any other area.

In terms of our membership, during 2020 we grew even bigger and more than 140,000 people now pay their hard earned money to be a part of our great group of clubs. To put that into perspective, if all our members moved to one town, we would now represent the fifth largest city in NSW. Together we are an amazing group of clubs, but more importantly we are a club of people before anything else.

**FIG 1. CONTRIBUTION CORE/NON CORE BUSINESS BEFORE OVERHEADS**



**ANNUAL TRADING PROFIT (EBITDARD):**

	2020 \$	2019 \$
Profit attributable to members of the parent	7,566,971	40,599,529
<i>Add:</i>		
Interest	957,270	1,644,186
Tax expense	4,486,399	11,537,126
Donations expenses	1,546,717	1,991,839
Depreciation expenses	17,650,241	17,014,091
Disposal of property, plant and equipment	12,511,515	2,411,309
Impairment expense	383,732	-
Rent	86,141	673,267
<b>EBITDARD Group</b>	<b>45,188,986</b>	<b>75,871,347</b>
Fair value gain – Harbord Retirement Village	(20,774,543)	(50,075,291)
<b>EBITDARD Clubs</b>	<b>24,414,443</b>	<b>25,796,056</b>

Our financial performance was outstanding due to previous decisions made. The spread our business has made to make money from different areas means we are posting an operating profit of \$45 million this year and then after taking out the financial bookkeeping items such as depreciation and interest, posting a net profit of \$7.5 million.

COVID IMPACT TO MONTHLY REVENUE (\$)



Whilst others saw 2020 as chaotic and unsettling, Mounties Group saw opportunity. It has been a year that was forced upon us, but when pressure is applied, diamonds are made. We already knew that our previous decisions to diversify our income was now paying rewards. Our club business may have posted a loss of \$5.2 million, but our non-club businesses made \$13.2 million profit. As a result we have looked at more of these opportunities including Mounties Care and a specialist medical service. The rule we used was that any diversification or investment had to benefit our members into the future.

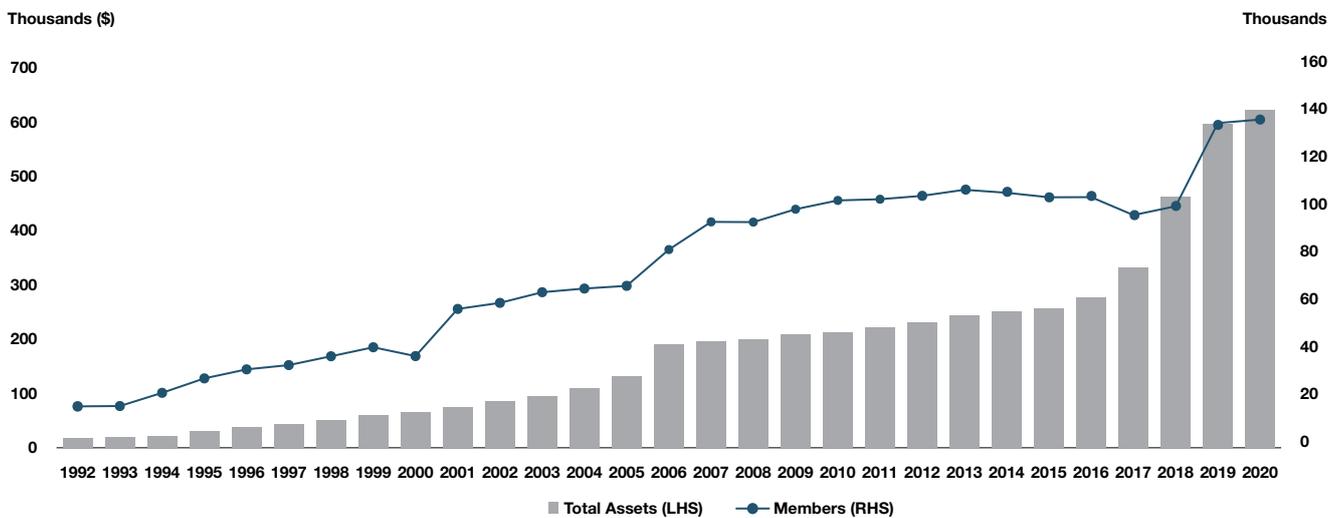
When we closed our doors at Mounties voluntarily due to a COVID-19 positive person visiting our mother Club, our previous decisions to amalgamate and have more venues spread across multiple areas meant we were still able to keep people employed and provide sub-clubs and community support. So, we are now looking at this time as an opportunity to grow our venues further and provide even more security for our Group of venues in future years. At the same time, this of course means better buying power and more efficiencies. In return, that means lower prices for our members to enjoy.

They now tell us we are headed into an economic recession, so we will again be on the front foot as our members will rely on us even more for affordable prices as well as an escape from life's daily stresses and services that can improve their lives. We will of course deliver – because our members need us to.

I think the hardest part of this year has been the uncertainty and constant change in news and expectations. What we heard one day seemed to be changed the next, and decisions were made with the information we had at the time only to need changing when new information came out soon after. The one thing that made this easier for us was that we decided that our members safety and health would always come first. We went further and faster than other business because of this decision and when we did face a challenge, our over-preparation put us in a better position.

This year, we have achieved what many clubs can only dream to do, but we have managed to do it because we are Mounties Group. A business unlike any other, but a unique and very special group of people that I consider to be like one big family. We may not always agree and we may not always have the same priorities, but we all look out for each other and care about each other. We all want the best for our great club and we work together to achieve what others will never do. For your support I am very thankful.

### CLUB PROGRESS SINCE 1992



**The coming year is a year with opportunities that we have not seen in the last 50 years and probably will not see again for another half-century, so with members support, we will use this year to establish ourselves for delivering even more to our members for the future.**

**\$6**  
**MILLION +**  
**COMMUNITY CONTRIBUTIONS**

**\$7.5**  
**MILLION**  
**PROFIT**

#### Annual Club Trading Profit (EBITDARD)

Venue	2020
Mounties	\$9,009,402
Mekong	\$4,280,427
Triglav	\$2,614,744
Harbord	\$3,329,007
Manly	(\$166,655)
Mounties Bowling	(\$597,982)
Club Italia	(\$393,555)



The coming year is a year with opportunities that we have not seen in the last 50 years and probably will not see again for another half-century, so with members support, we will use this year to establish ourselves for delivering even more to our members for the future. We will make a bigger positive difference and we will grow our Clubs again to reduce our risk and be able to make an even bigger positive difference in the future.

Our sub-clubs have taken a hit from the pandemic and I thank you for your support and understanding. We made some tough decisions regarding meetings and activities, but we did so with the health of our people in mind and in times where we were receiving new and different information each day. Things are now starting to return to normal and it's great to see the smiling faces back on the courts, fields and floors as they share the important activities that are at the core of our reason for existing as a business.

I need to give my heartfelt thanks to our President, Kevin Ingram, and Board of Directors. This year was challenging and their support was amazing. The pressure on the Board was immense this year as decisions had to be made rapidly, extra meetings for risk were held, communication was more difficult and added pressures were applied. This included when COVID-19 became a WHS and workers compensation issue for which they held personal liability, but their commitment and support to Mounties Group was unwavering. Thank you to those I refer to as the 'nine white knights'.

To our members, our clubs have come through this difficult time in a position of strength because we have simply lived our core values that come directly from our members and staff early in the year – family, mateship, care, innovation, loyalty, fun and honesty with transparency. I look forward to seeing you in and around the Club in the near future and sharing a really exciting future together as the Mounties family.

**Dale Hunt** ACCM; AMAMI; AIMM; MAICD  
Chief Executive Officer  
Mounties Group

# WHO WE *ARE* AND WHY WE *EXIST*

## **WE ARE A PROFIT FOR PURPOSE BUSINESS**

As a community centred, profit for purpose organisation, our success helps to improve the lives of our members. As more than 90% of our Members live in our local area, we improve our members lives by improving the community in which they live.

Every dollar we make is shared back into our local community, whether through donations and grants, sponsorships of local sporting teams or new services and facilities for community members to enjoy.



## OUR *VALUES*

Family | Honesty | Care | Innovation  
Fun | Loyalty

THE PILLARS OF OUR SUCCESS

## OUR *PURPOSE*

To improve the lives of our members

MOMENTS THAT ENRICH LIVES AND STRENGTHEN OUR COMMUNITY

## OUR *MISSION*

To provide for all members the  
best opportunities to enjoy life

OUR MISSION IS OUR FOCUS & COMMITMENT

# WHAT WE OFFER

 MOUNTIES VENUES

 MOUNTIES RESORTS



-  MOUNTIES BOWLING CLUB  
FAIRFIELD
-  TRIGLAV  
ST JOHNS PARK
-  MEKONG  
CABRAMATTA
-  CLUB ITALIA  
LANSVALE
-  MOUNTIES  
MT PRITCHARD

 5

SYDNEY

NEWCASTLE

 2  
HARBORD DIGGERS  
FRESHWATER  
MANLY BOWLING  
CLUB  
MANLY

WOLLONGONG

 2  
MOUNTIES@SUSSEX  
FWSC  
SUSSEX INLET

CANBERRA

 KOOLOORA  
PERISHER

COFFS HARBOUR

PORT MACQUARIE

 FWSC  
FINGAL BAY

 FWSC  
URUNGA



MOUNTIES@SUSSEX

2 Harbord Street  
Sussex Inlet NSW 2540

# CLUBS & RESORTS

Mounties Group proudly offers venues for its 145,000 members to enjoy each and every day across seven registered Clubs and five resorts provided within NSW.

Each venue has its own unique history and legacy that are engrained within their local communities and loved by their loyal members.

From Manly Bowling Club being one of the first bowling clubs in Australia formed in early 1890s, to Harbord Diggers that was created by returned WWI Servicemen looking for a venue to feel welcome & support those doing it tough; to the humble government huts that supported the social and sporting needs of Mount Pritchard that became the biggest Club in NSW today, in Mounties.

Our resorts also provide our members with a unique benefit with access to relaxing or adventurous holidays – whether you are looking to hit the slopes of Perisher or the enjoy the serene waterfront of Sussex Inlet. Through our partnership with FCSW, members can also enjoy the beachside bliss of staying at Fingal Bay or riverside retreat at Urunga.

We are no ordinary business. That's why when you walk into a Mounties Group venue, you know things are different. From the special way in which each and every member is treated to our world-class facilities and services, we aim to exceed expectations.

We look forward to welcoming you to one of your Mounties Group venues soon.



## MOUNTIES

101 Meadows Road  
Mount Pritchard NSW 2170



## CLUB ITALIA

Corner of Hollywood Drive &  
Wharf Road  
Lansvale NSW 2166



## TRIGLAV

80-84 Brisbane Road  
St Johns Park NSW 2176



## MEKONG

Level 1/117 John Street  
Cabramatta NSW 2166



## MOUNTIES BOWLING CLUB

Lot 387 Lawson Street  
Fairfield NSW 2165



## HARBORD DIGGERS

88 Evans Street  
Freshwater NSW 2096



## MANLY BOWLING CLUB

59 Raglan Street  
Manly NSW 2095



## KOOLOORA LODGE

59 Porcupine Road  
Kosciuszko National Park  
NSW 2624

## FWSC – URUNGA

Atherton Drive, Urunga NSW 2455

## FWSC – FINGAL BAY

48 Marine Drive, Fingal Bay NSW 2315

## FWSC – SUSSEX INLET

106A Pacificana Drive, Sussex Inlet NSW 2450

## WHAT WE OFFER

*continued*

# SERVICES

**Never before has Mounties Group offered so much for its members and communities.**

Our hospitality has evolved significantly over the past year with the expansion of services and operations with new restaurants, cafes and bar outlets, enhancements and improvements to gaming floors, as well as new and exciting promotions, events and entertainment.

Harbord Diggers completed our award-winning development and in October 2019 unveiled the state-of-the-art health & wellness

precinct with world-class fitness, aquatic, physiotherapy, hair, beauty and family connection services all conveniently available for members.

Mounties Group also realised our members need for greater care and health provision and fulfilled this desire with the creation of Mounties Care.

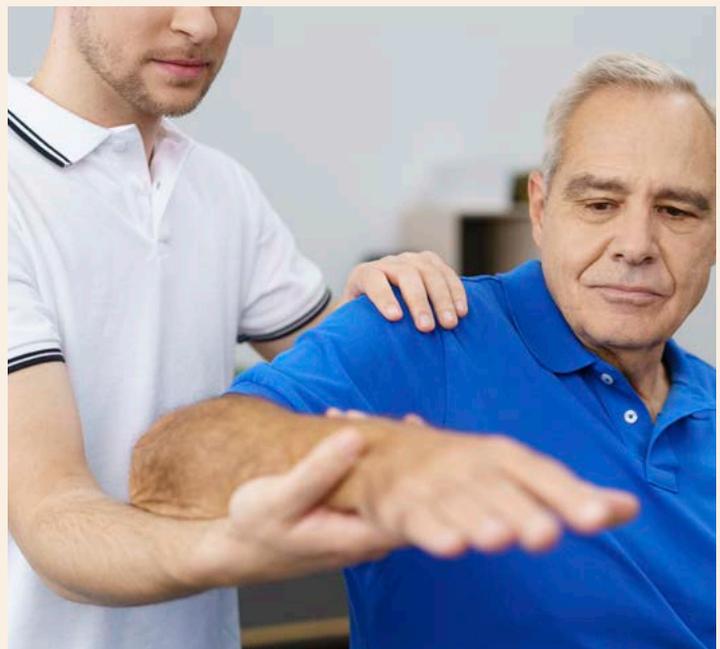
**There simply has never been so much for members to enjoy!**

## MOUNTIES CARE

Mounties Care exists to improve the lives of our members.

Through partnerships with leaders in the healthcare industry, Mounties Care supports the health, wellbeing, independence, and quality of life of our members. Services available for members include a free members healthline, access to Care Navigation support to assist in Home Care Services, Hospital in the Home and Allied Health.

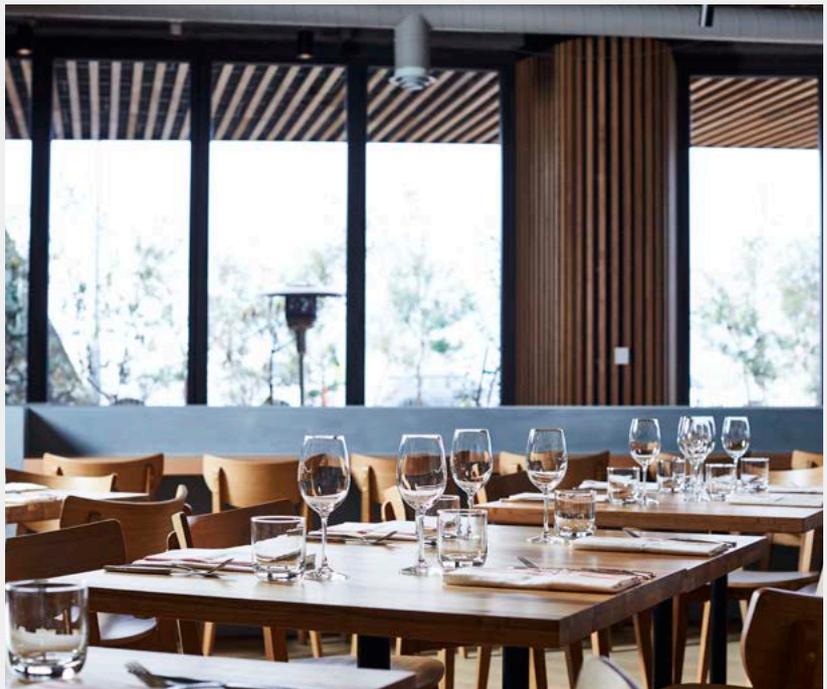
**Because our members are our family.**



## HOSPITALITY

We provide a best-in-industry approach to hospitality across our 7 Mounties Group clubs. From our bars, cafes, restaurants and entertainment options, delivered by our team dedicated to providing the best customer experience possible.

Mounties Group boasts over 15 different restaurants and cafes across the group, with even more to come! We have an invariable smorgasbord of cuisine from around the globe with highlights of Italian, Chinese, Vietnamese, Modern Australian, Steak and Seafood along with classic club and pub favourites.



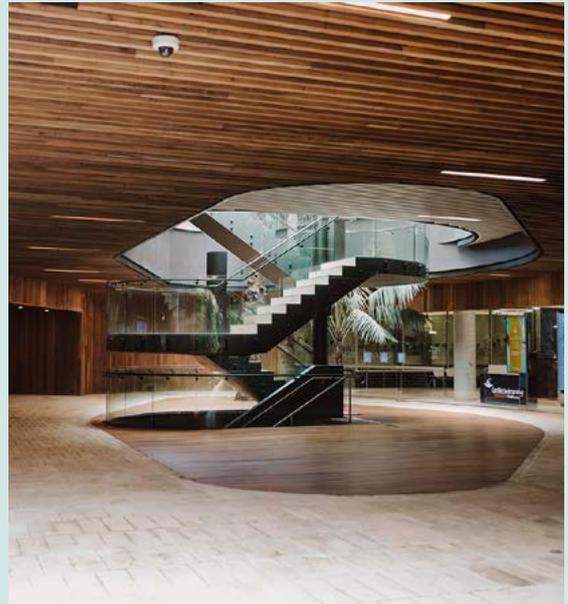
## WHAT WE OFFER

*continued*



### FITNESS, AQUATIC, HEALTH & WELLNESS

Not only are our venues home to a wide array of food and beverage outlets, but Mounties and Harbord Diggers both offer a variety of facilities to keep you active, healthy and happy. Our two gyms in Ignite and Gfitness Freshwater provide amazing facilities for over 5,000 locals to work out and stay active. Our Aquatic Services teach a further 5,000 children how to swim every year. Add to that hair salon and physiotherapy services and other health & wellbeing operations, and you start to see that Mounties Group offers much more than meets the eye.



## SENIORS LIVING

Watermark Freshwater at Harbord Diggers is the definition of a luxury retirement village by the sea. Exclusively occupying prime coastal real estate on Sydney's Northern Beaches, the 96-apartment state-of-the-art retirement living community for over 55's offers unrivalled possibilities to indulge, integrate and entertain.



## CHILDCARE

Mini's at Mounties provides a custom-built supervised children's child minding facility that provides a safe, stimulating and fun environment for children from 6 weeks.

Explore & Develop Freshwater at Harbord Diggers offers a meticulous 90-child early childhood learning environment, meeting a drastic community need for the Northern Beaches.



# OUR PROUD COMMUNITY

Born from mateship and built to improve the lives of members.



As a community centred, profit for purpose organisation, our success helps to improve the lives of our members. At Mounties Group, we use our profits in ways that benefit our Members and serve our local community. Every dollar spent in our venues contributes to this core purpose – 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.

This is seen in a variety of ways, from investing in our operations, our facilities and diversifying into new products and services to meet the needs of our members. By hosting, facilitating, sponsoring, or donating to community events, entertainment, function rooms and providing sport or sub club activities. Mounties Group make a substantial direct contribution 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.

# 42

**SUB CLUBS**

# 2,400

**WEEKLY PARTICIPANTS**

# \$2.34m

**SPONSORSHIP & DONATIONS**

# \$6.00m

**TOTAL COMMUNITY SUPPORT**

# \$3.75m

**CLUB GRANTS**



# SPORTS & SUB CLUBS

Well where do we start? It has been an incredibly disruptive year for Mounties Group's 42 sub-clubs with COVID-19 drastically affecting the last six months.

Looking back on our summer sports, we managed to have the cricket clubs finish their season with two clubs winning their grand finals. Congratulations to these teams for their wonderful achievement.

## Congratulations

### Under 11's Div. 1

Premiers

### Under 13's Div. 2

Premiers

### Under 14's Div. 1

Minor/Major Premiers

Unfortunately, our softball clubs were not so lucky. While COVID-19 has affected the 2020 year for many sports, in December the softballers couldn't play due to the bushfire smoke and extreme heat that went on into January. Following this, in February SDSA grounds were flooded and grounds were damaged as well as facilities and equipment destroyed. In addition, all equipment in the canteen was damaged with the loss of fridges, microwaves and all stock.

Despite a large percentage of playing equipment being ruined and the grounds beyond repair, a couple of games were enjoyed over at Georges River Association before the pandemic affected the semi-finals and remaining season. While officially, the softball teams didn't finish the season, it was first pass the post and the winners for 2019/2020 included the Under 10s, Under 13s and Men's Division 2.

## Congratulations

### Under 10

Premiers

### Under 13

Black Premiers

### Men Div. 2

Premiers

With the onset of winter, we looked ahead to the rugby, netball, soccer and hockey seasons. With COVID-19 spreading rapidly throughout Australia and quickly through our postcodes, the most important thing was to keep our members safe and get them back to playing the sport that they love, when appropriate and in the best interest of the players.

Rugby League Administrator Chris Hutchison and his committee decided that the health of our members came first and as a result, a decision was made to have members sit the season out and come back bigger and better in 2021.



Chris then took on the very important role of interim Sports Administrator and COVID-19 Marshall. Chris took on this role with no concern and has done a fantastic job – as if he had been doing it for years! As Sports Director, I cannot thank him enough for the support through these trying times.

Unfortunately, netball was another casualty to the pandemic of 2020 and the association pulled their season. The good news is, a spring competition will commence in October 2020.

Moving to hockey and junior soccer, these clubs got on to the fields with hockey playing a shorter season and junior soccer playing a full season. With strict COVID-19 plans and



precautions in place, it was great to see both codes have the ability to get a solid season in for the year.

Moving to our indoor representative sports and some of our sub clubs did get started and others unfortunately didn't get that far in with regular enjoyment once more restrictions were put in place.

With COVID-19 precautions and guidelines changing on such a regular basis, it was safer and more practical to put these sub-clubs on hold. This included our clubs across Mouties and Harbord Diggers, but we continued to monitor when and how these clubs could recommence in a safe environment throughout the year.



As the saying goes, we are all an extended family and this year has certainly proved how resilient we can be as a community. Unfortunately, we have realised that COVID-19 restrictions and safe practices may be with us for some time, so as usual we will adapt and learn to live with it to come back stronger than ever in 2021.

Last but not least, I would personally like to thank many people for making my role as Sports Director a pleasure. The friendships developed and the ongoing support throughout 2020 has been hugely valued.

Firstly, Club Captain, Dawn Kelly, and Assistant Club Captain, Lyn King – words would certainly not be enough to describe how you both have supported me wholeheartedly. The roles you play are invaluable and I am so grateful for all of your help and continued support.

To our Sports Committee – Lorraine, Tom, Leon and Omega – I would sincerely like to thank you for all your time, guidance and encouragement, it has helped me to reach where I stand today.

To our Board, Kevin Ingram OAM and my colleagues, I am so proud to be working with an ambitious group of people that continue to deliver excellent results. I am also grateful for your encouragement, guidance, leadership, experience and the friendship that each of you have shared.

Last but not least, to our sub clubs – what can I say but a huge thank you for just being there. Supporting each other with friendship, compassion, understanding and support has meant a year of disruption has made us tougher than ever before, and more aware of how much we enjoy our clubs.

It's certainly has been a very challenging year with some very difficult decisions made, but as always we took it in our stride and stuck together as a family.

Roll on 2021 and let's look forward to a bigger and better year ahead.

**Jenny McNevin**  
Sports Director



**The snooker room is one of the friendliest places at Mounties with someone always on hand to give you a smile and helping hand**

## MOUNTIES SNOOKER

Once the chalk dust settles you notice a strong sense of community, mateship and comradery in the snooker room at Mounties.

In a sport where every angle and millimeter counts, this is a pure numbers game.

With 10 tables and about 50 regular punters racking up two to three times a week – about the same number again play but less often – the biggest rivalry seems to be the race to score your favourite table.

For the past six years, retiree Joe Calabrese has driven the 30 minutes from his home near Campbelltown to Mount Pritchard three to five times a week to enjoy his favourite past time.

“I’m always the first one there when they open the doors to get my favourite table, lucky number 7,” he says.

“I’ve also started helping the club service the tables with a brush and iron once a week, so I know which ones run the best.”

Before he retired, Joe owned his own snooker room and two of four sons, Chris and Vinnie, are former Australian junior champions, so he knows his stuff.

Playing since he was 16, he enjoys the social side of the game and the chance to give back something to the local community.

“I play at other clubs but the atmosphere’s just not there and it’s a much bigger room at Mounties, and the crowd is friendlier, they’re like a second family,” Joe adds.

“I’ve been retired for the past eight years so when I first started coming to Mounties it took some time to get to know everyone, they were strangers at first, but we started playing and we got comfortable with each other and now I have some great mates.”

Trusted and familiar to all the players and staff, “ask anyone they know me”, Joe has run a weekly competition on a Wednesday night for the past three years where the \$10 entry fee goes straight into the prize pool.

“We get about 15 players each week from right across Sydney so it’s always a good night,” he says. “If you win one week then you get a handicap to make it fair – if the same players keep winning then no one would turn up.”

The snooker room is one of the friendliest places at Mounties with someone always on hand to give you a smile and helping hand, just not with how to hold a cue. #MyMounties.

# CLUB GRANTS

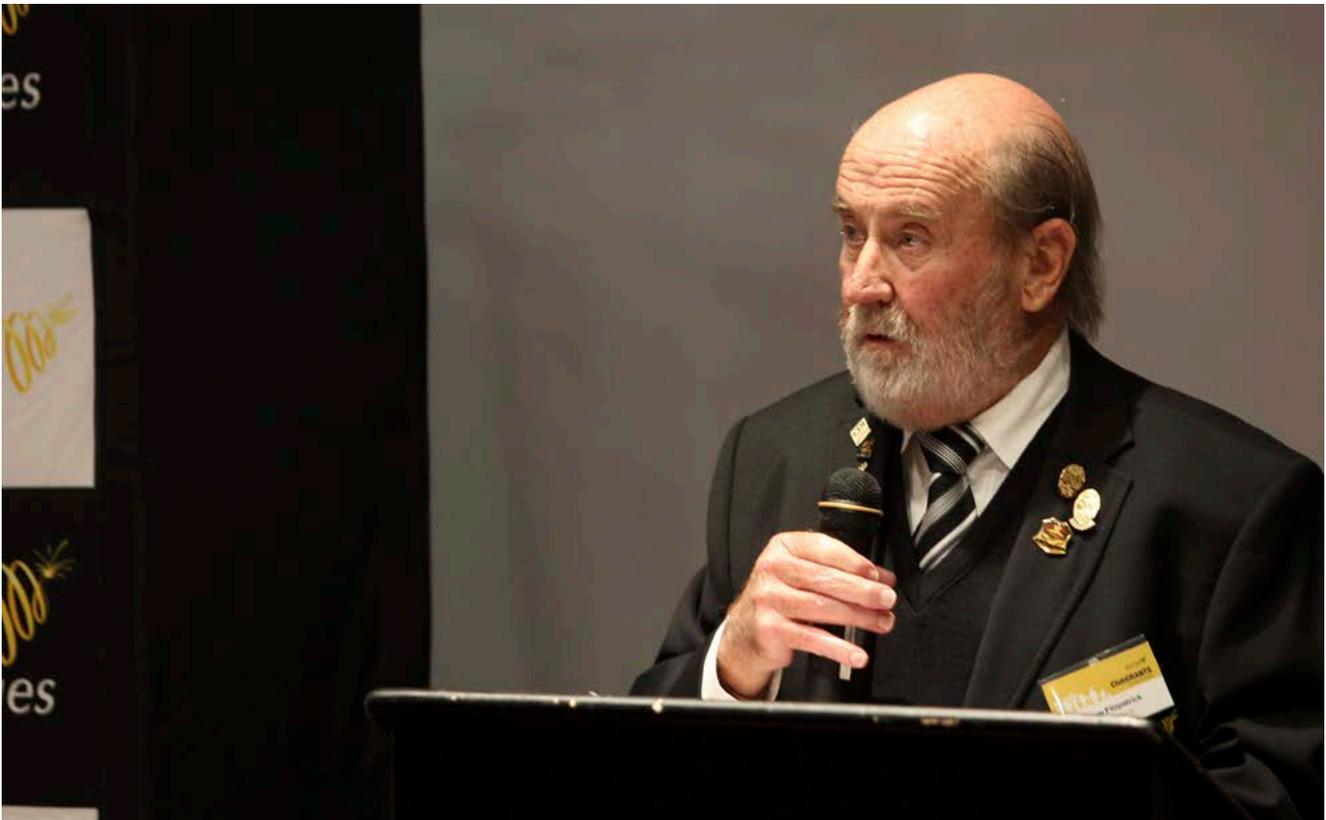
**I am once again honoured to lead the Mounties Grants Committee as Chairman, and to provide you with this year's Community Report on grant activities.**

**I would like to firstly thank our members, who make the choice to spend their time and money at our club venues. Every dollar spent within our Group, means we can do more for our members and the community.**

The last year has been one of the most difficult in my memory, with bushfires, drought and COVID-19 changing the lives of so many people and proving challenging for the economy and for business. Many community organisations are seeing more demand for their services than ever yet they have less resources to meet this demand.

It is times like this that show how clubs can really make a difference in their community through grants.

Mounties Group has contributed \$3,750,875 through the Community Grants Program, funding projects to be delivered for our community between August 2019 and June 2020. Although this is less than what we would have hoped, it is still 107% above what was required to meet our tax obligations in what can only be considered a challenging twelve months for any business.



I am pleased to say however, that the Mounties Group Board of Directors has approved an extension for financial year ending 2020 projects.

This year, not all our recipients were able to deliver their programs on time because of the impacts of COVID-19. I am pleased to say however, that the Mounties Group Board of Directors has approved an extension for financial year ending 2020 projects listed following to meet their deliverables under the grant scheme. These are important and worthy projects:

- St Johns Ambulance – First Aid in Schools Program
- Fairfield Council Bring it on! – Youth Leadership and Development Program
- CORE Community Services – Music Matters
- CORE Community Services – Wellbeing of Women
- Rainbow Club – Swimming Program

Again, the impact of COVID-19 has been damaging for both the hospitality and the club industry, with many clubs deciding to not participate in the Community Grants program for the next year. I am once again proud that our Board of Directors has agreed that Mounties Group will participate in the program, despite the challenging year experienced.

Finally, I would like to thank the Community Grants Committee (Steve Fitzpatrick, Jenny McNevin, Trevor Forman & Lorraine Dean) for their assistance in the selection of worthy projects for these grants. Special mention also goes to Nalan and Dave for their administrative help with the program.

I am pleased to report that the following contributions were made from July 2019 to June 2020 for Mounties Group venues:

ClubGRANTS	Mounties	Diggers	Mekong	Triglav	GROUP TOTAL
Category 1	\$616,513	\$45,625	\$84,555	\$46,715	\$793,408
Category 2	\$2,137,496	\$183,569	\$158,333	\$108,278	\$2,587,676
Category 3	\$296,515	\$15,344	\$38,974	\$18,958	\$369,791
<b>TOTAL</b>	<b>\$3,050,524</b>	<b>\$244,537</b>	<b>\$281,862</b>	<b>\$173,951</b>	<b>\$3,750,875</b>

**Steve Fitzpatrick**  
Chairman



**\$3,750,875**

**COMMUNITY ClubGRANTS**

## MOUNTIES GROUP ALLOCATE FUNDS AND FACILITIES TO CHARITY TEACHING DISABLED CHILDREN TO SWIM

Mounties Ignite Health and Fitness recently welcomed Rainbow Club Australia to their state-of-the-art swim centre, allowing the charity organisation to utilise Mounties Group facilities for their learn-to-swim sessions for children with a disability.

Rainbow Club Australia was established more than 50 years ago with the mantra that children with a disability had the right to learn to swim, be safe, and experience fun and freedom in the water.

The program, known as 'Swim the Rainbow', has been specially designed to teach these children individually using structure, reward and progress in a social, fun and supportive aquatic environment.

They have a long wait list for students hoping to take part in their classes, and now a whole new group of excited children are set to benefit from the sessions at Mounties Ignite Health and Fitness Centre.

There are currently 30 students signed up and the number is anticipated to increase to almost 50.

It comes after the Mounties Club Group Board of Directors approved a grant which permits Rainbow Club to host the swim lessons from their pool and subsidise the cost swimming lessons for participants.

"It's fantastic that Mounties Group has been able to open their pool to us," said Rainbow Club Australia General Manager Catriona Barry.

"We teach students at their pace to develop their skills in a nurturing environment free from stress.

"We have a network of swimming clubs – 25 across Sydney – who provide individual lessons for kids who may not be able to keep up in group sessions.

"Learning to swim gives them a skill for life – one which helps them to feel more included in life at home and more included socially at school with their friends.

"We just want these kids to feel safe and confident when they step into the pool."



*The program, known as 'Swim the Rainbow', has been specially designed to teach these children individually using structure, reward and progress in a social, fun and supportive aquatic environment.*

## TWO YOUNG ACHIEVERS AWARDED CLUB ITALIA MOUNTIES SCHOLARSHIPS TO SUPPORT THEIR TERTIARY EDUCATION

Currently in its inaugural year, Club Italia Mounties University Scholarship Program assists students from Italian lineage to achieve their education goals.

Julia Musico and Natalie Herranz each received a scholarship valued at \$10,000 towards their full-time undergraduate studies.

The Club Italia Mounties Scholarship Program is awarded on the basis of academic merit, achievement in other areas such as community volunteering and co-curricular activities and financial hardship.

The scholarships were presented by Ben Sonogo of Club Italia together with John Dean and Steve Fitzpatrick, Vice Presidents of Mounties Group on Sunday, 4 August at Club Italia.

Julia Musico's successes extend beyond academic achievements, volunteering as a tutor and caretaker for elders during her spare time. Julia is undertaking a Bachelor of Applied Science (Speech Therapy) at the University of Sydney.

Natalie Herranz has excelled in sports and public speaking and was recognised as Student Volunteer of the Year in 2016 by the NSW Government. Natalie is undertaking a Bachelor of Arts/Bachelor of Social Works (Honours) at the University of New South Wales.

Ben Sonogo said that Fogolar Furlan Sydney, Abruzzi Sports Club and The Veneto Club of Sydney amalgamated to form Club Italia, and the University Scholarship Program. (Prior to joining Mounties Group) – created as a Legacy to the club's founding members – has been 15 years in the making.

"Educating our youth is the most important policy a nation and any organisation can undertake because it develops our future leaders who will continue to promote the Italian language, culture and our community's wellbeing," said Mr Sonogo.

Mr Sonogo thanked the Mounties Group Board of Directors, CEO Dale Hunt and Club Italia's committee for their assistance in establishing the program. The committee is looking to expand the program in the future.

Distinguished guests at the scholarship presentation ceremony were John Dean, Steve Fitzpatrick, Lorraine Dean, Leon Hansen, Dale Hunt, Darren Marino and Jason Woods from Mounties Group and Antonio Santomingo, Elizabeth Sonogo, Lidia Gentilini, Guerino Speranza, Azelia Donati, Maria Santomingo, Mario Casetta, Flavia Sonogo and Francesca Gentilini from Club Italia.

Julia's parents Joseph and Marisa Musico, with her sister Amelia, and Natalie's parents Jose and Silvana Herranz, with her grandmother Maria Mangano, were present.

The program is run in cooperation with Fogolar Furlan Sydney, Abruzzi Sports Club and The Veneto Club of Sydney.





## HARBORD DIGGERS HELPS KEEP LOCAL LIVES SAFE ON THE BEACHES

Harbord Diggers has had a long relationship with Surf Life Saving, having previously provided the first ever motorized surf life-saving boat on the Northern Beaches, the Jack Wilson, over 50 years ago.

Nestled on the headland and surrounded by the ocean, the Diggers has always enjoyed providing continued support to Curl Curl and Freshwater Surf Life Saving Clubs and this tradition continues by virtue of the ClubGrants program and sponsorships, combined with Mounties Groups willingness to assist.

Earlier this year, as part of the annual Barney Mullins Swim Classic, the Board of Directors had the pleasure of cutting the ribbon on a brand new inflatable rescue boat (IRB); a registered water craft (RWC) for rescues in large and dangerous seas and a trailer to transport the RWC.

This is essential equipment which helps to keep beachgoers safe, day in, day out. Of which, there are over 4,000 people per day that enjoy the beauty of Freshwater Beach in summer.

## MOUNTIES GROUP POWERS THE PCYC

Mounties Group provided over \$65,000 of direct financial support to fund a range of Police Citizens Youth Club (PCYC) programs during the last financial year, that tackle a number of critical community issues including:

- Safety, Crime Prevention, Self Defence, Empowering Students to reduce Bullying and Violence through the Street Smart Self Defence & Awareness Program for students
- Getting Aged and Isolated community members active, providing disability support and giving our community carers support via the Care For Carers Program
- Addressing safety and crime prevention that links the cultural diversity within the Fairfield area and helps police establish positive relationships and assist refugees/international students assimilate into Australian culture through the Box For A Cop Program

Mark Mleczek from PCYC said “all these programs have a dramatic impact across the community. From improving mental health, wellbeing, helping with isolation and engaging a wider part of the community.

The support from Mounties Group has been significant again this past year and we simply could not provide these programs without Mounties support.”



## THE HUMOUR FOUNDATION, CLOWN DOCTORS

The Humour Foundation are an organisation that spread ‘doses’ of fun and laughter to people in need across Australia, improving the quality of life for people in hospitals, health and aged care facilities.

Through our contributions The Humour Foundation has touched the lives of over 240,000 children, their families and staff in hospital across Australia. They have four programs that run across Australia; Clown Doctors, Elder Clowns, Laughter Boss and Laughter Works which all employ their philosophy that Laughter truly is the best medicine.

Mounties Group support provided fundamental support to their Clown Doctors program at the Children’s Hospital in Westmead. This project provides medical clowns-highly trained professional performers who use humour and play to make hospital a less lonely and intimidating place. Performers deliver ‘doses’ of fun and laughter to the child’s bedside with improvised engagements and intimidating medical jargon using jokes, songs, magic and play.

International research has demonstrated the physiological and psychological benefits of laughter to health and well-being, and this underpins our evidence based practice. “Plenty of studies have shown that laughter can combat many common ills. For instance, research suggests that humour may lower blood pressure and release endorphins. Laughter is also proven to improve circulation, stimulate the nervous system, heighten the immune system and make the heart stronger.” The late Dr Peter Spitzer, Medical Director & Co-founder, The Humour Foundation.

Mounties Group is proud to continuously support the Clown Doctors Program and help bring happy moments, joy and infectious laughter to all!



## COMMUNITY GRANTS

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

Ashcroft High School	\$5,000
Bossley Park High School	\$5,000
Learning Links	\$23,915
Police Citizens Youth Club	\$8,000
Police Citizens Youth Club	\$5,000
The Royal Life Saving Society	\$25,100
Freshwater SLSC	\$12,550
Miracle Babies Foundation	\$15,713
Queenscliff Surf Life Saving	\$11,000
Raise Foundation	\$5,000
Community Action Services Aust	\$27,250
Foster Care	\$9,500
Life Education NSW	\$14,400
Mind Blank	\$10,000
NSW Vietnamese Elderly Friendship	\$27,400
Ted Noffs Foundation	\$466,014
The Humour Foundation	\$12,680
Youth Off The Streets	\$21,000
Asian Women At Work	\$5,000
Cabramatta West Public School	\$6,305
Camp Quality Sydney	\$15,000
Child Abuse Prevention Society	\$15,950
Delta Society	\$10,000
Lansvale Public School	\$4,000
Stewart House	\$6,044
Aust Chinese Youth	\$43,367
CareFlight	\$100,000
RSL Day Club	\$16,624
National Australian Xiangqi Federation	\$4,000
Men of League Foundation	\$2,298
Combined Countries Aboriginal Sporting Club	\$4,000
St Vincent De Paul Society	\$1,250
Let It Pour	\$2,825



# DONATIONS SPONSORSHIPS & COMMUNITY SERVICES

In addition to the ClubGRANTS program, Mounties Group provides support to the community through other means including donations, sponsorship and community partnerships. Our Board of Directors enjoy being able to give to worthy causes and there were more than enough applicants this year.

The Board approved for the investment of more than \$2,344,655 on donations, sponsorship and community services in addition to funds already committed for Community ClubGrants. The purpose of these donations are to offer support to our members and our local communities.

Funds were invested to maintain council owned local fields, run community events such as ANZAC services on the Northern Beaches as well as delivery of special seniors concerts. Funds were also allocated to support local sporting teams such as the Manly Marlins and of course our own sub club groups. But most importantly, the Board continues to commit as much as possible through general donations to worthy causes and groups. In the last year, Mounties Group also provided great support to the township of Bellata following the horrific fires and droughts experienced in late 2019. Further information on this wonderful appeal is detailed later in the report.

## \$2,344,655

The Board approved for the investment on donations, sponsorship and community services in addition to funds already committed for Community ClubGrants.

## DONATIONS SPONSORSHIPS & COMMUNITY SERVICES

continued



### COMMUNITY CARE TAKES FLIGHT

The positive impact Mounties has on the local community is no more visible than in its sponsorship of CareFlight, which helps save thousands of lives each year.

Operating since 1986, the helicopter rescue service has grown over the past 25 years since Mounties first became a regular supporter.

Starting with just one helicopter, CareFlight carried out 500 missions in its first year – that figure now stands at 7,000 with a fleet of 15 aircraft.

For the past eight years Mounties has been the major sponsor of CareFlight, donating almost \$1 million to this vital community organisation.

Based at Westmead Hospital, CareFlight activates within three minutes of receiving a Triple Zero call, attending at least one accident or emergency a day.

“This is where our main supporter base is, but we now operate the length and breadth of Australia saving lives, and we can only do that through community support,” CareFlight’s Trent Osborn says.

“We receive grants from about 20 clubs but the relationship with Mounties is very, very important because it enables us

to operate our rapid response rescue helicopter which saves over 300 lives each year in Sydney alone.”

The partnership also allows CareFlight to train first responders in remote and regional areas for free, where organisations like the Rural Fire Service are often first on the scene.

“The training we provide means they are able to help look after the patient before the rescue helicopter or road ambulance arrives,” Osborn adds.

“We want to expand the emergency first responder program across New South Wales so there is a lot more we can do in that space. We also want to upgrade our current rescue helicopter and provide a back-up aircraft so we can operate 24 hours a day.”

“I think one of the reasons Mounties is such a valued partner of CareFlight is that we’re both here for the community and share a lot of values. We don’t exist for ourselves but rather we’re here to enrich the lives of those around us.”

Helping more than 8,500 families across greater Sydney each year, for Osborn, the support of Mounties is vital for the local community to take flight. #MyMounties

## MOUNTIES GROUP CELEBRATES CHRISTMAS IN STYLE ANNUAL CHRISTMAS CARNIVAL

Every year, Mounties Group hosts a raft of free Christmas events for our members, their families and the local community. The Christmas Carnival held at Mounties on Saturday, 14 December and Sunday, 15 December offered free rides, activities and fun for thousands of local children of our members.

We had an incredible turn out from residents, staff and families from the community, enjoying the delicious food trucks, live entertainment from local bands to all the fun rides, show bags, petting zoos and carnival games.

This year saw also saw a fantastic line up of the Christmas Eats & Beats edition between Thursday, 12 to Monday, 16 December with Knafeh, Black Bear BBQ, Retro Birdie Ice Cream, Splitea Bubble Tea and Happy as Larry. Knafeh brought along their

great energy by shaking and baking through the weekend and all through the night, entertaining guests and tantalising everyone with their desserts.

Finally, Mounties Group hosted the Christmas Carols at Mounties Oval on Monday, 16 December that was another free event open to the community that saw special guest and headliner The Potbelleez entertain the large crowd before Santa came to end the night.

Another eventful Mounties Christmas week and what a way to wrap up the year with fun festivities, great entertainment and a beautiful sense of community!

## KEEPING CULTURE ALIVE AND WELL AT MEKONG

It's 6.30pm on a Thursday night and a small back room at the Mekong Club is filled with excited youngsters from across the greater Fairfield area, eager and ready to train.

Trung Han Qun has been based at the John Street venue for the past 15 years teaching martial arts, as well as lion and dragon dancing.

Its kid's class, with children as young as four, has just finished and the more advance students, aged over 12, are about to begin a serious but fun two-hour session.

For head teacher Maggie Tran, the Mekong based club has come a long way in the past 15 years, she has fond memories of her dad teaching Maggie and her brother and sister in a nearby temple carpark.

Now, with 200 members, and somewhere between 40 and 50 students training three to four times a week, THQ regularly perform at various community events and local family celebrations.

"I think my dad would be very proud of what he has achieved in our community," Maggie says. "The principle we live by is family, so it doesn't matter what background you come from, you always have a place here."

Part of the Sydney Chinese Youth Sports Federation, THQ trains its students to understand the discipline of Trung Han Qun, a mixture of Korean taekwondo and Chinese martial arts.

Helping to improve a historically troubled area, the club teaches its students control, teamwork and culture while they support multiple generations and create a family of choice.

"A lot of the local parents say their kids need more discipline or someone else to believe in them," Maggie says. "And that is what motivates me, to see them change, grow up and dedicate themselves to something more. We don't just do martial arts and lion dancing; it's about training them with the skills for life."

"The kids are much more motivated because we're a family they have chosen to be a part of, it drives them to continuously train with their brothers and sisters"

This sense of family and community pride shared by the THQ students spills over into all areas of the Mekong Club.



# A YEAR OF EXTREMES

It is fair to say, the past 12 months have been a year like no other and one that will not be long-forgotten.

From drought support and recovery, to the most significant bushfire season to hit Australia in recent memory, including on our backyard of Sussex Inlet, and navigating our way through the devastating effects of the COVID-19 pandemic, 2019/2020 threw everything at us and tested us all along the way.

By virtue of the enterprise that Mounties Group are, we were able to deliver a number of initiatives to assist those in the best manner we could during this time.



## FIRE & DROUGHT RELIEF

A relief team of Mounties Group staff delivered more than \$140,000 in funds, services and products to the drought and bushfire-affected town of Bellata, bringing much-needed aid to those struggling in rural and remote areas of the state.

Bellata was identified as an area in need late last year, with the entire Narrabri council region suffering through severe drought. The area had recorded less than 200 millimetres of rain in the previous 12 months, before watching over 18,000 hectares of land burnt after lightning strikes in October, and prior to the summer fires.

“The Bellata region used to boast a population of 600, however due to the effects of drought and fire the township is now home to just 186 residents,” Mounties Group CEO Dale Hunt explained. “Our plans were three-fold – we wanted to bring much-needed supplies to the town, support local businesses and host an event for the community where we organised entertainment, food and drinks, so the venue could put on a great afternoon. “It was important to us that we didn’t just pledge a donation – we wanted to be on the ground in the township and personally deliver the donations and be a part of the special event. We needed to let the community know they are not forgotten.

Far from content with simply writing a cheque, the Mounties Group relief team spent the Australia Day long weekend in the north-west of NSW, spending part of the money in the region in an effort to boost the local economy.

Mounties Group’s relief team also brought books, toys, non-perishable supplies and water donated by members and partnered with CareFlight to ensure medical professionals would be on hand to provide timely and important medical advice.

Mounties Group President, Kevin Ingram said the Group has always felt very strongly about issues like this. “Mounties Group has a long history of supporting worthwhile causes – our hearts go out to the farmers in regional NSW and beyond” said Kevin

Following the successful event, more than \$60,000 will be further injected into the local economy as Mounties Group purchased a \$1,000 gift card for every household to be used within the community through the ‘Why Leave Town’ program – an initiative which encourages local spending.



## A YEAR OF EXTREMES

*continued*



### BUSHFIRE APPEALS

Keeping with our strong, established community culture, Mounties Group threw its support behind the 'Comedy for Bushfire Relief' tour in which travelled down the south coast between 26 February and 1 March and held at Mounties, in response to the bushfire crisis on the NSW south coast.

Hosted by comedian, Peter Rowsthorn, known most fondly for his role as Brett in the iconic Australian sitcom, Kath & Kim, the comedy tour began at Bomaderry Bowling Club before

visiting venues in Ulladulla, Batemans Bay, Narooma and Merimbula, with each stop raising money for relief appeals assisting families, businesses and the wider community to rebuild and recover.

"Since the first Mounties club was incorporated more than half a decade ago, and indeed during the years that led up to its creation, our values have always had the community at heart," said Mounties Group President, Kevin Ingram.

### MOUNTIES GROUP RACE DAY

The annual Mounties Group Race Day at Hawkesbury Race Club is an event renowned by our industry suppliers as a wonderful day to cheer on the horses, back a winner and dig deep for suitable benefactors. We were advised that this years event, overcome by strong nearby bushfire smoke, had the horse racing cancelled and threatening some of our teams members' local houses.

But in true Mounties fashion, this didn't stop us from realising the significance of this moment, and adapting to help those in need.

So the Mounties Group Race Day continued, albeit with no horses on track and no bets being taken, and saw our team successfully host the largest fundraising day ever conducted at Hawkesbury to successfully raise over \$135,000 for those affected, due to the wonderful support of our suppliers.

## MOUNTIES GROUP INITIATIVES DURING COVID-19

Nothing has ever hit us like the COVID-19 pandemic. But thanks to the foresight of a diversification strategy, strong success in past and the guidance and leadership of the Board and Management, Mounties Group was able to ride the storm during uncertainty and dramatic change.

Despite closing our doors overnight following government direction, Mounties Group quickly rallied. Navigating support of staff, suppliers and members initially, some of the initiatives soon to follow included:



## LOOKING AFTER OUR STAFF

Despite having to make the heart-breaking call to stand-down over 600 of our valued staff directly as a result of our shutdown, our group made a commitment to be honest, transparent and keep in contact with our staff each and every step along the way. Before the government agreed to commence paying the JobKeeper payment, our club already started payments through our own accord.



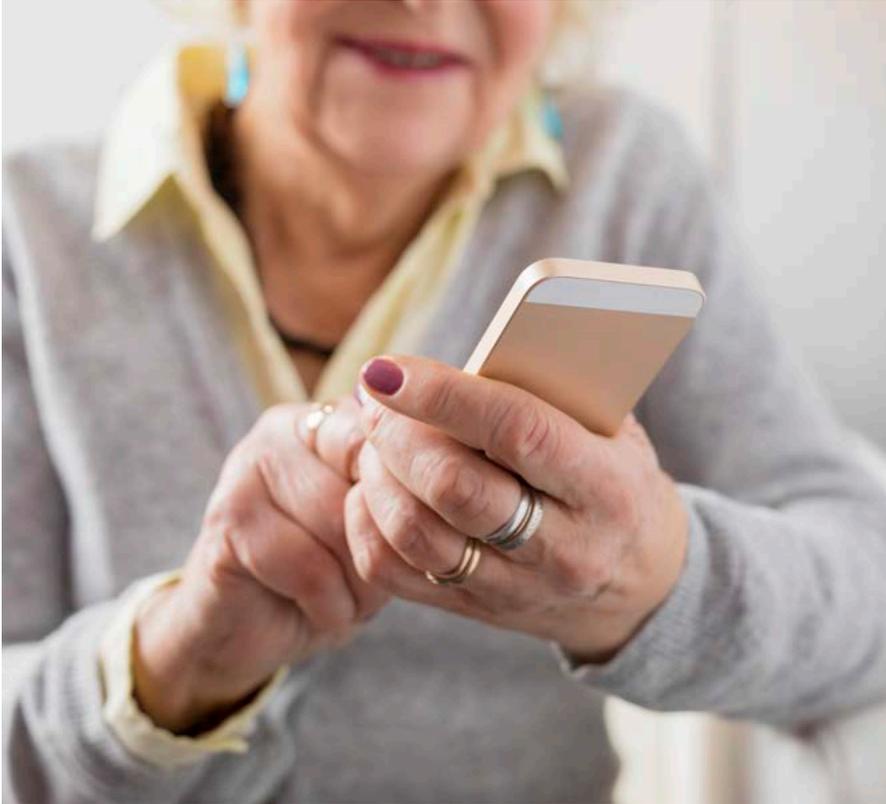
## CARE PACKAGES PROVIDED FOR STAFF & COMMUNITY

We offered and delivered free food, hygiene and essential care packages for our valued staff and community.



## A YEAR OF EXTREMES

*continued*



### MOUNTIES CARE – FREE CORONAVIRUS HOTLINE & WELFARE CALLS

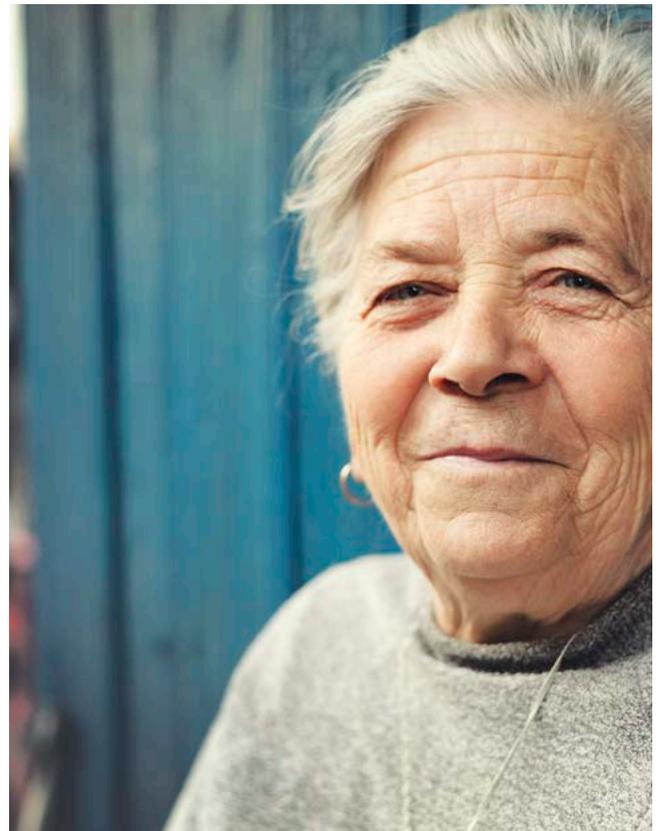
Established in the week following closure to provide members with access to registered nurses that provided free advice on health questions and concerns surrounding COVID-19 and for other medical related needs.

Not to stop there, our team also called members most susceptible during this time to check on their welfare and let them know we were thinking of them.



### KEEPING MEMBERS FIT & ACTIVE

At Home Equipment Hire and the rollout of daily Virtual Health & Fitness classes and workouts across Ignite and GFitness Freshwater quickly ensured, as did the provision of Telehealth Services to keep our members motivated during this uncertain time.



### AMENDING SERVICE MODELS FOR MEMBERS

From health, beauty and restaurants, our operations quickly adapted to providing in-home, online or delivery services for our valued members.

### MOUNTIES DELIVERS

We launched Mounties Delivers – a online ordering platform for essential products such as meat, grocery packs and coffee supplies delivered from our suppliers direct to your door. This service quickly evolved to include takeaway meals from our much-loved restaurants.



### ANZAC DAY

With no commemorative services held on site and no 2UP festivities across our venues, ANZAC Day was all about Lighting Up The Dawn, with our team and residents at Watermark Freshwater paying tribute at Harbord Diggers this year.

In the leadup to ANZAC Day, our staff also volunteered their time to deliver ANZAC Biscuits to local valued members around the Northern Beaches and Western Suburbs.



### LIVE & LOCAL

When we returned to trade, we made it one of our goals to help our local live musicians, who were one of the most affected groups during this time.

Having a long history of supporting live entertainment, it was apt that when we reopened our doors to members, our clubs hosted Live & Local performances each and every week.

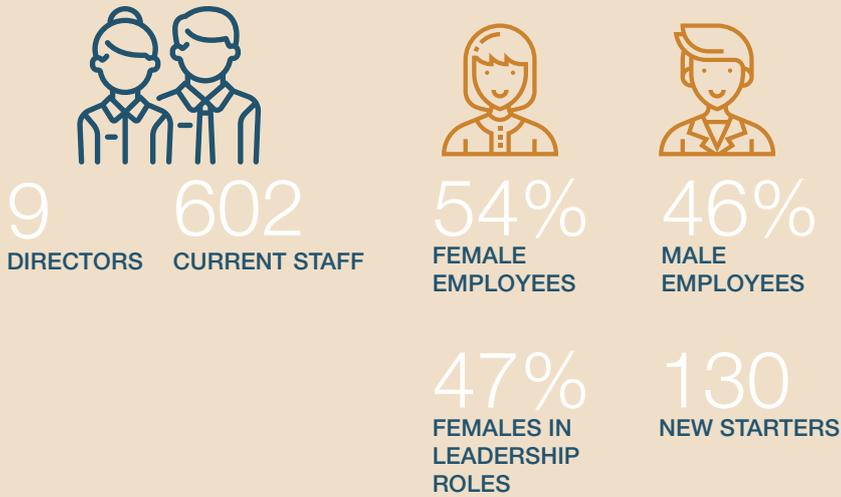


# OUR PEOPLE *OUR ASSETS*

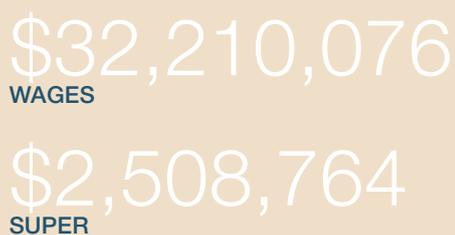
Our board, management and our staff represent Our People, who strive to improve the lives of our members.

Whilst we have over \$620 million in physical assets, we consider Our People to be the most important asset. Our strength in guiding, managing and delivering venues, the products and the service our members deserve.

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



30% FULL TIME | 36% PART TIME | 34% CASUAL



# Q&A



## KEVIN INGRAM OAM

Congratulations to our President, Kevin Ingram, who this year was recognised with an Order of Australia (OAM) medal. In Australia, the Order of Australia is the pre-eminent way that Australians recognise the amazing achievements and service of a person. It is high praise for Kevin's years of sacrifice for our community and all that he has done particularly for local children in sport.

Kevin was particularly recognised for his contribution to Rugby League for having committed more than 30 years of his life to help young local children be able to play and enjoy their chosen sport through administration, coaching and management of junior teams.

Thousands and thousands of children have grown and been able to take the field because of Kevin's commitment. Leading behind the scenes, many may not have seen all the years of hard work and effort he has contributed to, but many have benefitted. It is typical of a man that has given his entire adult life to helping children through teaching them to swim for 40 years, being a member of the Mounties Group Board for more than 40 years and giving of so much of himself in sport and Rugby League. A man that prefers to hide his light due to humility, but others see the true impact he has made.

Congratulations Kevin, we are very proud to call you our friend and our President but more importantly, THANK YOU.

### 1. HOW DID IT FEEL TO BE AWARDED AN OAM?

Being awarded an OAM was a wonderfully proud moment. It was a mixture of feeling honoured and excited.

### 2. DID IT COME AS A SHOCK?

Being awarded an OAM did actually come as a shock. I first heard about it in April and they requested I keep it discreet. It was then in May that I received the formal letter to advise that my nomination had been accepted. I had to retain that excitement until early June when the official announcement was made.

### 3. WHEN/WHY DID YOU GET INVOLVED IN RUGBY LEAGUE?

I initially became involved in Rugby League as a young man. For me, it was steeped in my history and was a great way to spend time with my mates and keep active. I am a lover of the game and everything that it represents in terms of mateship, camaraderie and team spirit.

### 4. WHY HAVE YOU CONTINUED TO BE INVOLVED FOR SO LONG?

I can't help but feel that it is because it keeps me alive. It's a personal passion and a joy. I have committed my later years to volunteering and giving back as much as I can. I guess you could say I just cannot help myself!

### 5. WHAT IS THE BEST PART ABOUT RUGBY LEAGUE?

I would say that the best part about rugby league from my perspective is the game itself. Another important part is the mateship and relationships built that last a lifetime.

I played at school in the top grade, until I received an offer at 18 from Randwick Rugby. At the same time, there was an offer from South Sydney Rugby League. I chose Randwick because I lived close by and a few mates were already within the club.

### 6. DO YOU HAVE A HIGHLIGHT OF YOUR TIME INVOLVED?

There are certainly many highlights of my time along the way. I was the secretary of Liverpool City Junior Rugby League Club. I played first grade with Randwick when they had 6 current internationals and 8 former internationals and then there was me. I was the odd one out but kept my place in the team until I was injured. It was a pleasure and privilege playing with the Randwick guys and being amongst some of the best.

My mentor was Sir Nicholas Shehadie AC, OBE, the NSW Governor (at the time) Dame Marie Bashir's husband. He was a few years older and an international rugby player. He always sorted out any trouble for me on the field when we played and was a huge inspiration to me as a player. He was a monster of a man!

OUR PEOPLE OUR ASSETS

# BOARD OF DIRECTORS

Representing the interest of all members and the community equally.

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



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

Back row L-R: Tom Murphy, Janette McNevin, Leon Hansen, Lorraine Dean, Trevor Forman  
Front row: L-R: John Dean, Kevin Ingram OAM, Steve Fitzpatrick, Stephen Edwards



**KEVIN INGRAM OAM**  
PRESIDENT

A lifetime of service to our local community has culminated in Kevin Ingram being the President of Mounties Group. From his career teaching local children how to swim, to dedicating over 30 years mentoring local children to play Rugby League, and now with 40 years on the Board of Mounties Group, Kevin is passionate about making our local community a better place for people to live and grow.

Under Kevin's leadership, Mounties has grown from a simple Club of just over 12,000 members to become Australia's largest profit for purpose Registered Club. A Group of clubs that donates millions of dollars annually to the community and creates a community hub for many people to enjoy each year including its 145,000 members.

As a life member of Mounties, Parramatta Junior Rugby League, Parramatta District Rugby League as well as Mounties Lawn Bowls, Kevin continues to serve as our delegate to the Leagues Club Association, Clubs NSW and RSL Services Clubs Association, as well as a member of all sub committees. He has held the position of President of Mounties since 2003 and acts as the mentor to our Board and CEO to ensure we always remember why our Club was founded, why it exists and the importance it plays in the lives of our members.

**“Leading a Club is not about being able to write a cheque, it is about being able to touch someone’s life in a positive way. Our job at Mounties Group is to make a positive difference in the lives of our members and ensure that we are able to continue to do so for decades ahead.”**

## BOARD OF DIRECTORS

*continued*



**JOHN DEAN**  
VICE PRESIDENT & TREASURER

It is John Dean's passion and commitment to ensure Mounties Group is able to support its members through creating a better life and a better community in which we operate that drives him to continue to volunteer his time, even after almost 25 years, on the Board of Mounties Group.

John's career in engineering management has seen him bring a level of detail and expectation for correct process. This experience assists both the Board and our Audit & Risk Committee to ensure Mounties Group is leading the way in terms of corporate governance. As a life member of Mounties and of Mounties Soccer Club, John is committed to creating a better community for our members and ensure a strong future for generations of local people to come.

However above all, it's the commitment to members that defines a Club and for this reason John continues to push for a better, stronger and more relevant group of venues that meet the needs of our people.

**"We need to work for a cause and not for applause and realise that one determined person can make a difference. A small group of determined people can change the course of history and a Club like Mounties Group with over 145,000 members can change the area to be a better place for all."**



**STEVE FITZPATRICK**  
VICE PRESIDENT

Making sure that those less fortunate than ourselves are cared for is the cornerstone of Steve Fitzpatrick's service to our local community through his role as a Vice President and Director of Mounties Group. His position as Chairman of the Community Grants Committee for the past 10 years has ensured Steve has impacted the lives of thousands of local people and community groups that work to make our local area a better place for our members to enjoy.

Serving on the Mounties Board since 1993 and with 25 years as Vice President, Steve has also served as a committee member of our Snooker Club for 34 years and is a life member of the Quinlan Shield and the Snooker Club. In addition, he is a life member of Mounties and represents the Club on the Federation of Workers Clubs.

**"It is more difficult to give money away intelligently than it is to earn it, but you haven't lived until you have done something for someone that can never repay you."**



**STEPHEN EDWARDS**  
DIRECTOR

A lifelong connection to Mounties through family and sport has seen Stephen Edwards grow up as part of the Mounties Group family. From playing Rugby League as a Mounties junior, through to serving on committees and support as an adult, Stephen joined the Board in 2003 to take that support even further.

As the son of a former President, Stephen has seen Mounties Group grow as he did within the Club and is determined that others will enjoy all the benefits that he has from having Mounties as part of his daily life. A highlight in his life was when he was presented with life membership of Mounties for his service to members over many years.

For Stephen, sport is a central part of giving our young people an opportunity to grow, learn and feel included in our community. His commitment to making sure sport is available to all children is a key part of his commitment to Mounties Group.

**"Whether or not kids are athletes, playing casual games or even observing sporting events can help them learn the importance of being poised in victory and gracious in defeat. Sportsmanship is an important value and one that will help kids throughout their adult lives. Kids who learn sportsmanship won't all grow up to be Olympians, but they will grow up to experience both achievement and failure. I see the value in them learning to ride those waves well."**



### LORRAINE DEAN DIRECTOR

Whether it is being protective of our children as they walk to school or ensuring they enjoy a safe and friendly game of sport on the weekend, Lorraine Dean has been central to making sure local children get to enjoy life in safety and joy. A quiet achiever that leaves positive marks on many lives without being noticed, is a role Lorraine has taken on well since 1998 when she was President of the local Netball Club.

Having now served on the Mounties Group Board since 2008, that level of service has continued to grow across all ages of our membership and her active support has seen her become a life member of the Netball Club and a Life Member of Mounties Group.

As our Minute Secretary, a member of our Sports Committee and a Director of the Club, Lorraine continues to prove her value and commitment to our members and the community.

**“If our hope is to build a better and safer world is to become more than wishful thinking, we will need the engagement of volunteers more than ever. We do however, need to always remember that our volunteers do not necessarily have the time, they just have the heart to give.”**



### TREVOR FORMAN DIRECTOR

A local business owner and local dad, Trevor Forman is passionate about the benefits that Mounties Group brings to its members and the wider community. His belief that every member should have a choice of activities in which to be involved is the cornerstone of Mounties philosophy of self inclusion for our members of all ages.

As a life member of Mounties Rugby League, his continuing service to sport for local people sees Trevor build relationships and friendships that have lasted generations and he believes that all people should have the same opportunity to make lifelong friends.

His career in the building industry serves the Club through an understanding of building processes and his work serving for 28 years on sub-club sporting committees, gives him an appreciation of the volunteers involved.

**“Sport and sub-clubs bring an equality where everyone from any race, creed or colour is equal and all are welcome. These clubs provide an escape from the daily grind where you can meet with like-minded people and enjoy shared enjoyment that as a result brings our community closer together and better for all.”**



### LEON HANSEN DIRECTOR

Leon Hansen has been a member of the Mounties Group Board for the past ten years and he also serves as the Chairman of our Harbord Advisory Committee, is the delegate to the RSL Services Association and representative for the northern region of ClubsNSW for Mounties. Leon takes seriously the importance of our child clubs maintaining their own identity and individual personalities in order to remain appealing within their local communities. A Club is for members and each community has different needs which need to be met through different services and facilities. Leon plays an important role in making sure that Mounties delivers this across our Group.

As a retired Roads and Pavement Supervisor for local council, Leon played an integral role in bringing Harbord Diggers into the Mounties family in 2006 and enjoys growing and evolving this venue and others to meet the needs of our members today and into the future.

**“Our members are of all ages and from all walks of life bringing with them different needs and expectations. Our role as a Club is for Mounties Group to improve the lives of our members holistically, by delivering to these diverse needs now and in the future.”**



**JEANETTE McNEVIN**  
DIRECTOR

With a true passion for people and improving lives, Jeanette McNevin has been an active part of the Mounties Board since 2014. As Chair of our Sports Committee her commitment also involves ensuring as many people as possible have the opportunity to engage with others and benefit from friendships, social activities and fun inclusion. Her commitment means thousands of people each week get out of their homes and become involved in their local community.

Jeanette is a person committed to social inclusion – a pillar of Mounties Group. Her belief that every individual has an active role to play in our community is pivotal to ensuring Mounties Group makes this possible. It is about community, connection with others and providing the best opportunities to enjoy life.

**“We are all different, which is great because we are all unique. Without diversity, life would be very boring. It takes a lot of different flowers to make a bouquet and it is an important part of Mounties Group’s purpose to grow a beautiful garden that reflects the diversity of our members.”**



**THOMAS MURPHY**  
DIRECTOR

From the very beginning Tom Murphy has been there. Since the idea to create Mounties back in the 1960s, he has been there for every step of the journey. As a Founding Member of Mounties Group, as well as a life member with decades of service, Tom has served the Club in many roles including President of our Indoor Bowls for the past 31 years.

It was Tom’s father that put up his own land as security for the Club to start and his involvement in ensuring that the original idea of a developing a hub for the entire community to enjoy, has been a driving force for Tom’s dedication to the Group for more than 50 years.

Serving the Club in many roles including catering, beverage, sports, entertainment and Club Captain, Tom has provided decades of membership and service.

**“We were created with no political, cultural or other restrictions to be a place for all in our community to gather as one, be treated equally, enjoy each other’s company and celebrate our differences. It was on this premise that Mounties was formed – knowing that individually we could change little, but as a whole we could achieve amazing things for our community. When the Government or others had no resources to give us, we created and built our own destiny to a level where we are now helping others do the same.”**

**Each director brings a different thought process, ideas and experience.**

**Qualifications and special responsibilities, can be found on pages 63–66.**

## OUR PEOPLE OUR ASSETS

# OUR LEADERS



### DALE HUNT GROUP CHIEF EXECUTIVE OFFICER

Dale Hunt passionately leads the pursuit of the company's purpose – 'Improving the lives of our members'.

As only the fourth Chief Executive Officer in Mounties Group 56-year history, Dale has taken on his role with humility and enthusiasm. Dale is passionate about serving all of our members and is energised by the opportunity to execute a vision that will position Mounties Group to continue to engage, delight and inspire members through trusted offerings that bring joy.

Under his leadership over the past year, Mounties Group has strengthened its position as the leading registered Club in NSW, while expanding its role to meet more of our members needs throughout all of their life stages.

**Hire the best people in their field, then leave them to get on with it. Look for people who will aim for brilliance and not settle for the mediocre.**

Prior to being named CEO, Dale spent nine years with Mounties Group and held leadership roles on the Northern Sites including leading the full demolition and redevelopment of Harbord Diggers, the biggest project undertaken in NSW Club history. He then moved on to be the Group CEO at Blacktown Workers Group for one year before returning home to Mounties Group last year to lead us into the future.

A strategic executive with more than 30 years of experience in hospitality, health and corporate sectors, Dale started as a doorman in Western Sydney growing to become an industry leader. He is well recognised for recognising underperforming businesses and taking them to their optimal performance based on customer service, staff engagement and a commitment to excellence.

**"I am proud to have been part of the leadership team at Mounties Group during a period of extraordinary growth. We have taken bold steps to reposition our Club to deliver on our purpose and vision. I am even more gratified that as we grow, we have retained a commitment to the member-focused culture that has defined the Club."**



### DARREN MARINO CHIEF OPERATING OFFICER

Darren Marino is a veteran hospitality executive with extensive experience in managing end-to-end business operations across food, beverage, gaming and member services. Darren is a passionate leader who has a proven track record of delivering sustained growth that positively impacts all those connected to the businesses he oversees.

Through his 30 years of experience, Darren has delivered significant growth in Club business, including managing profit responsibility for the largest club beverage and gaming operations in Australia. In his current role, Darren has operational oversight of the seven Mounties Group venues ensuring that we meet our members needs and exceed their expectations in day to day operations.

In his 14 years with Mounties, Darren has been integral in the strategic growth of the Club seeing Mounties Group grow in membership, venues and services offered.

Darren holds qualifications in management, hospitality and human resources as well bringing a practical experience across most operational departments.

**"I've never seen a strategy that didn't look great on paper. What distinguishes great companies is the ability to translate those strategies into clear, actionable operational plans and then execute them flawlessly."**



### ANNEKE LEMMERMAN CHIEF COMMERCIAL OFFICER

A senior executive with experience in business development, Anneke Lemmerman is motivated by the opportunity to tackle complex business challenges and deliver strategic solutions.

The growth of Mounties Group can be attributed to many strategic decisions among them is the Club's evaluation of member needs and opportunities to further adapt and adjust its services, which is imperative to our future success.

In her current role, Anneke is redefining the company's vision for long-term growth and assessing how Mounties can best deliver on its purpose of improving the lives of our members. This includes constant evaluation of external opportunities and strategic partnerships, as well as leading the growth of the Club's fitness, health and leisure departments.

Anneke has over 10 years' experience being part of the Mounties Group family starting in our People and Culture department and working her way to a senior executive level. In addition, Anneke has formal qualifications in human resources, property, management and real estate.

**"In this time of tremendous change, companies need to move quickly but with thoughtful and consistent consideration of their primary objectives. At Mounties Group, we have never wavered from a dedication to delight members with relevant products. This commitment to the member has provided us with unique opportunities for strategic growth and will continue to inspire us moving forward."**



### RALPH WEARNE CHIEF TREASURY OFFICER

Ralph Wearne is a seasoned executive with more than 30 years of experience in accounting, finance, investments and strategic equity and is the Mounties Group Chief Treasury Officer. In this role, Ralph is charged with supporting the company's strategic growth plan, while ensuring the business maintains financial discipline and a focus on member value creation throughout engagement with external financial stakeholders such as banks, auditors, insurance companies and Government.

During his tenure at Mounties Group, Ralph has established a leadership role in the finance department, with responsibility for accounting and financial reporting, internal audit and compliance, financial planning, analysis and investor relations.

Ralph works closely with executive leadership on long-term strategic planning, including multiple amalgamation and acquisition transactions. He is focused on using innovative and agile approaches to enhance the finance function, with an emphasis on building relationships that facilitate value-creation opportunities and improve accountability across Mounties Group.

Ralph joined Mounties in 2001, following careers in resorts, tourism and international hotels.

**"I am privileged to play a pivotal role in the company's leadership and guide decisions in support of our strategic priorities to accelerate growth and profitability. Underpinning this responsibility is ensuring the company operates with integrity and transparency, along with the support of our best-in-class, highly-energised team of finance professionals and external stakeholders."**



### MIRO RESMAN CHIEF FINANCIAL OFFICER

Miro Resman was appointed as Chief Financial Officer of Mounties Group in 2020 and has served in our finance team from 2001, holding increasing levels of responsibility. Succession planning is critical to how Mounties Group operates and allows for the training and development of staff within the business to achieve senior roles rather than go outside the business. Miro has spent the past decade being mentored and guided by Ralph Wearne and now takes on this important role in the Club.

In his current role as CFO, Miro is charged with ensuring the business maintains strong and transparent financial discipline and provides practical and useable financial reporting that gives relevant information for making sound business decisions and reviewing performance.

Joining Mounties from a finance career in manufacturing and logistics, Miro brings a wide range of experience to the role before learning the finance expectations of the Club industry from the ground up.

Miro is committed to supporting Mounties Group through balanced and sustainable growth backed by a strong financial foundation, whilst always focusing on the importance of supporting our members. Ensuring this strong financial foundation is critical to Mounties ability to continue to support its strategic objectives and in turn, deliver profitability. He is committed to ensuring the Club has the resources necessary to realise its core goals and obligations to all stakeholders.

**"I love Mounties and the people I've had the privilege to work with. As I look back on my career, I am extremely proud of the work we have done to transform Mounties Group to be the industry leader of all clubs and position the Club to deliver long-term value to members."**

## OUR LEADERS

*continued*



### DAVE CALLAN EXECUTIVE MANAGER MARKETING

Dave Callan is a transformational business leader with extensive experience and a proven track record of driving top and bottom-line growth. Dave is passionate about harnessing teams and organisations to deliver incredible brand experiences throughout every touch point of the Club funnel.

Dave defines his mission as championing, nurturing and enabling every element of the brand journey. To him, achieving this starts and ends with unleashing the passion, capabilities, agility and creativity of employees and strategic partners to deliver an experience that wows members.

Dave believes that growth in this market requires being 100 percent member-centric. It starts with a deep understanding of member needs and extends to offering products and services that delight, marketing that excites and experiences that make a lasting impression.

In today's landscape, Dave understands that delivering a world class experience is not a challenge easily overcome. He believes it is imperative that companies be willing to step outside of comfort zones, embrace new technology and process, test unique executions and then be ready to quickly learn and optimise.

Prior to taking on his current role, Dave has led a dramatic transformation in businesses working for organisations including Holland America Cruise Line, Disney and Star Entertainment Group.

**“Today, it is not enough to be a trusted brand. Clubs must create meaningful connections with members and deliver a world class experience across every touch point, including product, marketing and service. This work is challenging but unimaginably energising as well.”**



### NICOLE MESIC EXECUTIVE MANAGER PEOPLE & CULTURE

An executive with extensive leadership experience in culture, human resources and communications, Nicole Mesic is passionate about nurturing and evolving the culture that makes Mounties unique. Her previous careers in recruitment, injury management and human resources brings a specialist knowledge to the Group putting our people at the forefront of decision making.

Nicole has eight years of experience with Mounties Group. During that time, she has held roles of escalating responsibility in human resources and in her current role, Nicole champions the Mounties Group culture. She is motivated by the opportunity to lead organisations and develop leaders who embody the brand, culture and values in order to inspire others.

**“I think as a company, if you have a clear direction on what you are trying to do and you bring together great people who can execute it – then you can do well. Everyone on the team plays an equal role and my role is to create the wave and everyone on our team keeps the wave going.”**



### PETER YOUNG EXECUTIVE MANAGER CORPORATE SERVICES

An experienced executive with international management experience across hotels, restaurants, pubs and mixed-use developments, Peter Young is the Executive Manager of Corporate Services. With a background in leading multiple site hospitality businesses, Peter joined Mounties in 2017 after establishing the chain of Costa Coffee shops throughout South East Asia and following senior management experience with TGIF in the UK and overseeing supply chain, logistics, purchasing, supplier and contract management across multiple countries.

Peter holds an Executive Master of Business Administration and speaks two languages. In his current role, Peter assumes responsibility for the support departments of procurement, information technology and facilities with the mandate to deliver the support required to meet Mounties Group's core vision and business goals.

**“Most of the reasons for failure are deficiencies in the systems and process rather than the employee. Every breakthrough begins with solving a common problem. The bigger the problem, the bigger the opportunity. The role of management is to change the process rather than badgering individuals to do better.”**



**JASON WOODS**  
GENERAL MANAGER  
HOSPITALITY

With over 30 years' experience in the Club industry, Jason Woods is the General Manager of Hospitality with the responsibility for delivering the ultimate front of house experience to our members through the best and most relevant products and services across all seven registered club venues.

Jason joined Mounties Group in 2015 following a career of club management and experience across Clubs in Western Sydney after working his way from his start in club bars in regional and country NSW.

His skill for operating clubs with efficiency and practicality, aligns with his passion for ensuring Mounties Group uses its members money for the best uses at all times. Jason's experience of operating multiple sites at one time ensures he is able to identify and promote the need for individual personalities within the same company.

**"The truth is that our customers have choices, they honour us with their business so it is our responsibility to do what we do so well that our members will want to experience it again and again. Our members are not only the most important person on our premises, but our entire business is dependent on them. They are not an interruption to our work, they are the reason we are able to work and we are not doing them a favour by serving them, they are doing us a favour by giving us an opportunity to do so."**



**FRANK FENG**  
EXECUTIVE MANAGER  
GAMING

With over 20 years of experience in the field of gaming and acknowledged as an industry leader in his field, Frank Feng is accountable for the operations of our gaming, keno and TAB services at Mounties Group.

Frank has spent his entire career in hospitality working in venues from Star Entertainment Group through to clubs in the Western suburbs and culminating in operating the largest gaming machine fleet of any Club in NSW.

With qualifications in economics, information technology and mathematics, his passion is to ensure our customers receive a level of product and service above any other in the industry, and to deliver the best possible entertainment experience to members in this area of expertise.

**"I want people to understand, gambling is not a bad thing if you do it within the framework of what it's meant to be – which is fun and entertaining and we offer a safer venue to do so than any others."**



**KAREN SHIPLEY**  
EXECUTIVE MANAGER  
STRATEGIC PROJECTS

Mounties made a commitment in 2020 to adapt to get back to why it was originally created and that is to improve the lives of our members. This resulted in a number of new initiatives being introduced but at the same time, the Group did not want to lose focus on its core existing business or existing customer needs.

The newly created Strategic Projects department brings new ideas to life and is run by veteran Executive Manager Karen Shipley.

Karen has been part the Harbord Diggers family for over 22 years and with Mounties Group since the Harbord amalgamation in 2006. She has led departments to success and now focuses on creating new opportunities for our members to benefit from our growth into areas that serve their needs.

As Strategic Projects Manager, Karen's role is to take a new idea and build the processes and procedures that allow the idea to become a practical reality. With these ideas, her experience enables her to ensure that these projects have the opportunity for commercial success while remaining member focused and deliverable.

**"It's easy to come up with new ideas; the hard part is letting go of what worked for you two years ago, but will soon be out of date and putting into place the ability to deliver the new idea in a formalised and fluent way."**

## OUR PEOPLE OUR ASSETS

# STAFF Q&A



**I am very grateful to have had the support of Mounties Group and the senior management during some of the most difficult times we have all had to face this year.**

### **KATE BERGSENG**

**VENUE:** HARBORD DIGGERS & MANLY BOWLING CLUB

**POSITION:** MARKETING EXECUTIVE

#### **Why do you like working at Harbord Diggers?**

The location is beautiful and it's a pleasure to come to work every day. I am part of a creative, collaborative team who support and encourage me and I have an interesting, varied job where every day is different.

#### **How would you describe Mounties Group as an employer?**

Mounties Group is an industry leader. They provide a safe, secure, stable environment and if you work hard, there are many opportunities for career advancement. In the last few months, I have been very grateful for the support that Mounties Group has given me. They have proven they care about their staff and patrons as well as the community.

#### **What motivates you to want to come to work?**

The people I work with are a big factor in why I enjoy coming to work, but I am also motivated by our members. Mounties Group makes all its members feel welcome and I enjoy being part of that family. I love people and my job affords me the opportunity to create experiences and happy memories for patrons to enjoy.

#### **How have you helped the community this year?**

From the 1 June, when we were able to progressively reopen our Club venues and I was responsible for ensuring a COVID-safe environment for members to enjoy. This involved making sure we had social distancing signage around the Club to keep our members and community safe.

In addition, Mounties Group focused on supporting Live & Local entertainment since reopening. Given the dramatic impact that the COVID-19 closures had on the arts and entertainment industry, I was involved in supporting our beloved local live performers for Harbord Diggers with filling our weekends with live performances.

#### **How has Mounties Group helped you during this year?**

I am very grateful to have had the support of Mounties Group and the senior management during some of the most difficult times we have all had to face this year. The communication from senior management made me feel secure and hopeful for my future in very uncertain times.

Mounties Group also allowed administration staff to work from home which made me feel safe and provided great work flexibility. I have been treated with care and respect and I feel privileged to work for such a wonderful organisation.



### DANIEL POURRASHIDI

**VENUE:** TRIGLAV & MEKONG – WSCC

**POSITION:** CUSTOMER SERVICE ATTENDANT

#### How long have you worked at Mouties?

I've been part of the Mouties Group family now for just over one year.

#### Why do you enjoy working at Mouties?

I enjoy working at Mouties, because when I come to work, it rarely ever feels like 'work'. It's always a fun environment to be in!

#### How would you describe Mouties Group as an employer?

Mouties Group is a great employer as they promote equality between all staff, a fair wage and have a great understanding of the value of communication between site and administration staff.

#### What motivates you to want to come to work each day?

I'm motivated to come to work every day to experience a variety of workplace departments. I am constantly learning more about the hospitality and gaming industries and am enjoying experiencing all of this with Mouties as my workplace.

#### How have you helped the community by working at Mouties this year?

I feel this year, after all that has happened in 2020, I have helped the community of Cabramatta by coming back to Mekong with a smile every day and a helping hand.

#### How has Mouties helped you during this year?

This year, Mouties has helped me by giving me hope that I would not lose my job after the initial closure of our clubs back in March. Since reopening our doors, I have been more determined to be a better person and a better worker.



### ANNA SIMONE

**VENUE:** IGNITE HEALTH & FITNESS CENTRE – MOUNTIES

**POSITION:** IGNITE ATTENDANT

#### How long have you worked at Mouties?

I've been working for Mouties Group for almost 5 years.

#### Why do you enjoy working at Mouties?

It's a great team environment. I love how friendly all our members and staff are.

#### How would you describe Mouties Group as an employer?

Mouties Group is a great supportive employer. They are flexible and family orientated.

#### What motivates you to want to come to work each day?

What motivates me to come to work each day is the team I work with at Ignite. The staff at the gym and learn to swim are awesome to work with and keep me young.

#### How have you helped the community by working at Mouties this year?

This year, both management and staff of both Ignite and learn to swim have been supportive with Ignite members during COVID-19, extending memberships and understanding how hard it has been through this period. We want to keep them all happy as we want them all to return.

#### How has Mouties helped you during this year?

Mouties Group and the Ignite team have been extremely supportive this year providing flexibility for me with my mum who had major surgery a few months ago. It was so good for me to be able to be there for my Mum when she needed me. It was also a scary time during lockdown yet Mouties were fantastic and took care of all their staff.

# OUR FUTURE IS BRIGHT

When Mounties was created in 1964, our founders had a plan to build a business that delivered to its members needs. A plan where the club produced a profit that could then be used to improve the lives of our members. Over the past year, we have gone back to that key purpose of why we exist and re-planned our business to make sure that Mounties Group today and into the future is about improving lives of those in our community.

We will always be a Club and at our heart we will always be about social inclusion and a community meeting place, but we also know we can do more for our members. We are now in a growth stage that sees this level of assistance reach newer and greater heights than ever before.





We will always be a Club and at our heart we will always be about social inclusion and a community meeting place, but we also know we can do more for our members.

## OUR FUTURE IS BRIGHT

*continued*



### 1. WITHIN OUR CLUBS

#### WHY

We have a commitment to continuous improvement of our club venues to provide the best possible levels of facilities and service for our members. In the coming year, we will introduce a number of new and exciting initiatives designed to bring joy to our members lives through entertainment, food and fun for all ages.

#### New and Exciting Food Offerings

With a plan for a new Italian restaurant at Mt Pritchard, a new Vietnamese restaurant at Harbord Diggers and new food offerings across the Group, Mounties Group venues in 2021 will become a place where our members love to bring their family and friends for a great affordable meal.

For too long, we have not delivered a food offering that our members deserve at Mounties so this year, our concentration will be on exceeding expectations and delivering a great food offer for members to enjoy.

#### Child Play

Our members survey gave the strongest feedback to say we needed to offer entertainment and activities for children so that families could enjoy a Mounties Group venue no matter what their age. This year we are introducing two of the most amazing child play centres to our venues, designed to thrill the kids and give parents a break but strategically be located within our venues so they minimise any disturbance to other members of our Clubs.

#### Support for Sub-Clubs and Sporting Groups

Our sporting and sub-clubs are about getting people from all walks of life engaged and having fun. This year we aim to give our sub-clubs more support and assistance than we have in the past.

It is part of our plan to get back to our roots to understand why we exist and therefore our sporting and sub-clubs are an integral part of our fabric.

#### Auditorium to return

Mounties Group is synonymous with entertainment so our plan for 2021 is to return the auditorium for our members to enjoy and increase our entertainment levels once COVID-19 is behind us.

### 2. OUR MEMBERS HEALTH

#### WHY

When we first opened the doors in 1964, our members needed a place to raise some money for locals, to meet as a community and to have a good time. The average member was aged in their twenties and the needs were very different to today. Our average member is now in their fifties and is looking to have a better life through improved health. With this they also face challenges they never knew when they were younger, so as our members needs change, so should the way we serve and cater to them.

This year will see Mounties Group invest in the health and wellbeing of our members to give members of Mounties the best we can in the areas of health and medical care.

#### Mounties Care

Whether it be as simple as a free phone line to call for medical advice or to offer a service for a hospital bed set up in your own home with 24 hour care, Mounties Care is about supporting our members. Services will also include assistance with navigating aged care, helping to mow the lawn or someone to do your shopping. Mounties Care is about remembering that just because a member isn't in our club, it doesn't mean we can't improve their life.

We want our members to receive the very best of care, but we also want them to receive it in the best possible comfort, so these services will even deliver home care options that will get you out of hospital faster.

Mounties Group is proud to be the only Club in Australia to offer such a service and it is a new breakthrough in showing what a club caring about its members is all about.

Mounties Care is now open and available for members of Mounties Group so pick up a brochure today or learn more on our website.

#### Specialist Services Medical Group

There's no denying that Australia has an ageing population and as a result, one of the biggest demands in our local community has become access to high quality medical care from specialists.

This year, Mounties Group is investing in Specialist Services Medical Group, a team of more than 100 doctors across 18 properties that look after the health needs of the local community. There is a time when you use your money for good and this investment is not only a strong opportunity to grow our business in a low risk way by providing property for the doctors to deliver their service, but to do so we are investing in an ethical and caring business that will make a positive difference in people's lives.



### 3. AMALGAMATIONS

#### WHY

Whilst being the largest Club Group is wonderful, the truth is that it through growth we are able to offer more advantages for our members and their future. The larger we are, the more purchasing we do and the better prices we can achieve to pass those savings on to our members.

Furthermore, the fact that we have multiple venues reduces risk to Mounties Group if something like COVID-19 hits in the future. In other words, we can spread ourselves over multiple areas and are able to secure land and future investment opportunities at a pivotal time to ensure a secure future.

COVID-19 has devastated the NSW Club industry, but for those of us fortunate enough to have the insight to diversify and grow, it has also provided exciting opportunities. This year, Mounties Group hopes to welcome new clubs to the family that Mounties Group members can enjoy.



#### Club Wyong RSL

Located in the heart of Wyong on the Central Coast and just 200m from the train line between Newcastle and Sydney, Club Wyong RSL encompasses a club, separate bowling greens and residential house.



#### Halekulani Bowling Club

Nestled between two lakes in the seaside suburb of Budgewoi on the Central Coast, Hali Bowling Club is a great place for our members to escape and enjoy a break in a family friendly club close to nature walks, beach and playgrounds.



#### West Pennant Hills Sports Club

A newly renovated Sports Club located on over five acres of land in North West Sydney, WPH Sports Club provides some great services to members and includes tennis courts, bowling greens with the friendliest service in the Hills District.

# GOVERNANCE & 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 & RISK

*continued*

## DOING BUSINESS BETTER

Over the past years, the Board and management have continued reviewing and adapting our business practices to ensure they remain optimal as our business continues to adapt and grow. 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>2020 Achievements</b>	100% of our staff received training	We maintained ocean friendly status at Harbord Diggers	Highest level of membership in Club history
	144,511 people chose to be a member of Mounties Group	We continue to reduce single use plastic across all our venues	Highest level of non-gaming revenue in club history
	A female staff ratio of 54%	We have continued to support Club Grants despite the impact of COVID and several club closures	
	We increased the number of women in Senior management positions	Extended our 2020 Club Grants into 2021 for recipients that could not deliver their program due to COVID	
		We opened Australia's first Intergenerational Lifestyle club improving social engagement, social inclusion and producing better health outcomes	

	People	Community	Prosperity
<b>2021 Goals</b>	We will have no salary gap between male and female employees in equivalent 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 maintain a workplace that safeguards the health and wellbeing of our people, members and visitors	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 increase staff engagement and staff satisfaction	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 improve member 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 deliver new facilities and services relevant and wanted by our members	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

## 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.



## GOVERNANCE & RISK

*continued*

### 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.
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 Audit and Risk Gaming Remuneration 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.

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.

# MOUNT PRITCHARD & DISTRICT COMMUNITY

ABN 98 000 458 622

## General Purpose (RDR) Financial Report for the year ended 30 June 2020

### CONTENTS

Directors' report	63
Auditor's independence declaration	69
Consolidated statement of profit or loss and other comprehensive income	70
Consolidated statement of financial position	71
Consolidated statement of changes in equity	72
Consolidated statement of cash flows	73
Notes to the consolidated financial statements	74
Directors' declaration	100
Independent auditor's report	101

## DIRECTORS' REPORT

Your directors submit their report on Mount 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 2020.

### 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 O.A.M	John Joseph Dean	Lorraine Dean
Stephen Edwards	Steve Fitzpatrick	Trevor Forman
Leon Hansen	Jeanette McNevin	Thomas Murphy

### PARTICULARS OF DIRECTORS

Name of Director	Qualifications and Special Responsibilities	Declared Interest in Contracts
Kevin Ingram O.A.M	Club Member 1972 – current Club Life Member Club Director 1980 – current 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 & Patron Mounties Lawn Bowls Sub Club Retired Pool Manager  <b>Industry Specific Training Completed</b> Directors Foundation and Management Collaboration 2011 Finance for Clubs Boards 2013	New Diggers Service Co. Pty Ltd Director Mekong Lease Co. Pty Ltd Director
John Joseph Dean	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 & Governance Committee Member 2009, 2011-2014, 2017 – current Gaming Committee Chair 2013 – 2016, 2019 – current Gaming Committee Member 2009 – 2016, 2019 – current Assistant Club Captain 1995 Club Captain 1996 and 1997 Life member Mounties Soccer Club Quinlan Shield Delegate 1996 – 2010 Engineering Manager (retired)  <b>Industry Specific Training Completed</b> Directors Foundation and Management Collaboration 2011 Finance for Clubs Boards 2013  <b>Current Committee Membership</b> Audit Risk & Compliance Committee Gaming Committee (Chair)	New Diggers Land Co Pty Ltd Director

## DIRECTORS' REPORT

continued

Name of Director	Qualifications and Special Responsibilities	Declared Interest in Contracts
Lorraine Dean	<p>Club Member 1988 – current            Club Director 2008 – current            Club Life Member            Sports Director 2012 – 2018            Minute Secretary 2011 – current            Sports Committee 2006 – 2009, 2012 – current            RSL and Service Clubs Association Delegate 2011 – 2014            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 2011            Finance for Clubs Boards 2013</p> <p><b>Current Committee Membership</b>            Community Grants Committee            Sports Committee</p>	Nil
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, 2019 – current            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 2011            Finance for Clubs Boards 2013</p> <p><b>Current Committee Membership</b>            Gaming Committee</p>	Nil

Name of Director	Qualifications and Special Responsibilities	Declared Interest in Contracts
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  Gaming Committee 2019 – current  Audit Risk and Governance Committee 2017 – current  Sports Director – 3 separate terms  Director &amp; Delegate to Federation of Workers Clubs  Snooker Club and Committee member 30 years  Life member Snooker Club  Quinlan Shield Life member  Quinlan Shield Secretary/Recorder/Delegate/Mounties Team Captain  Retired Customs Classifier (48 years)</p> <p><b>Industry Specific Training Completed</b>  Directors Foundation and Management Collaboration 2011  Finance for Clubs Boards 2013</p> <p><b>Current Committee Membership</b>  Audit and Governance Committee  Community Grants Committee (Chair)  Gaming Committee</p>	Nil
Trevor Forman	<p>Club Member 1994 – current  Club Director 2012 – current  Leagues Clubs Association – Delegate  Life member Junior Rugby League Manufacturing Manager  Building Defects Committee 2012 – 2016  Building Defects Committee Chair 2014 – 2016  Gaming Committee 2019 – current  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 2013  Directors Foundation and Management Collaboration 2011</p> <p><b>Current Committee Membership</b>  Community Grants Committee  Gaming 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  ClubsNSW Northern Region Delegate 2010 – current  Gaming Committee 2010 – 2012  Sports Committee 2010 – current  Retired Roads and Pavement Supervisor Local Council – 45 years</p> <p><b>Industry Specific Training Completed</b>  Directors Foundation and Management Collaboration 2011  Finance for Clubs Boards 2013</p> <p><b>Current Committee Membership</b>  Harbord Advisory Committee Chair  Sports Committee</p>	New Diggers Car Park Co. Pty Ltd Director

## DIRECTORS' REPORT

continued

Name of Director	Qualifications and Special Responsibilities	Declared Interest in Contracts
Jeanette McNevin	<p>Club Member 1996 – current            Club Director 2014 – current            Sports Director 2018 – current            Entertainment Director 2018 – 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            Assistant Club Captain 2007 – 2008 (Retired)</p> <p><b>Industry Specific Training Completed</b>            Directors Foundation and Management Collaboration 2011            Finance for Clubs Boards 2013</p> <p><b>Current Committee Membership</b>            Sports Committee            Community Grants Committee</p>	Nil
Thomas Murphy	<p>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            Delegate ClubsNSW 1995 – 2003, 2005 – 2007, 2009 – current            Catering Director 2003 – 2005            President Indoor Bowls 1989 – current            Life Member Indoor Bowls (Retired)</p> <p><b>Industry Specific Training Completed</b>            Directors Foundation and Management Collaboration 2011            Finance for Clubs Boards 2013</p> <p><b>Current Committee Membership</b>            Sports Committee</p>	Nil

## PRINCIPAL ACTIVITIES

The principal activity of Mount 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).

There were no significant changes in the nature of these activities during the year.

The number of members at the year-end was 144,511 (2019: 136,200).

## 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

The net profit of the Group for the financial year ended 30 June 2020 after providing for income tax was \$7,566,971 (2019: \$40,599,529).

## REVIEW OF OPERATIONS

The COVID-19 outbreak was declared a pandemic by the World Health Organization in March 2020. The response of governments in dealing with the pandemic is impacting the general activity levels within the community, the economy and the operations of the Group. The Club was closed from mid-March to 31 May, with only ancillary services operating, as a result of the pandemic. The Club continues to operate albeit at a reduced capacity due to social distancing requirements. Restrictions remain in place around guests as well as minimum health and safety standards. It remains uncertain for how long these restrictions will remain in place; however, they will have an impact on our earnings, cash flow and financial condition.

It is not possible to estimate the impact of the outbreak's near-term and longer effects or Governments' varying efforts to combat the outbreak and support businesses. This being the case, we do not consider it practicable to provide a quantitative or qualitative estimate of the potential impact of this outbreak on the Group at this time.

The net profit of the Group for the financial year ended 30 June 2020 after providing for income tax was \$7,566,971 (2019: \$40,599,529). The result was a substantial change from last year mainly because of bringing to account the fair value gain on the Harbord Retirement Village Stage 2 resulting in a contribution of \$20,774,543 (2019: Stage 1 resulting in a contribution of \$50,075,291).

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 Deferred Management Fee (DMF) at \$4,108,713 (2019: \$3,525,088).

Whilst the Group's operations remain strong against industry standard, growth in FY2020 was subdued due to the impacts of the COVID-19 pandemic.

Our assessment below, consistent with board reporting, is on the non-GAAP financial measure of EBITDARD. EBITDARD for the Group this year was \$45,188,986 (2019: \$75,871,347).

	2020 \$	2019 \$
Profit attributable to members of the parent	7,566,971	40,599,529
<i>Add:</i>		
Interest	957,270	1,644,186
Tax expense	4,486,399	11,537,126
Donations expenses	1,546,717	1,991,839
Depreciation expenses	17,650,241	17,014,091
Disposal of property, plant and equipment	12,511,515	2,411,309
Impairment expense	383,732	–
Rent	86,141	673,267
<b>EBITDARD Group</b>	<b>45,188,986</b>	<b>75,871,347</b>
Fair value gain – Harbord Retirement Village	(20,774,543)	(50,075,291)
<b>EBITDARD Clubs</b>	<b>24,414,443</b>	<b>25,796,056</b>

EBITDARD generated by the Club of \$24.4 million (2019: \$25.8 million) has been complemented by positive results from Mekong \$4.3 million (2019: \$5.7 million), Triglav \$2.6 million (2019: \$3.3 million) and Harbord \$3.3 million (2019: \$1.7 million).

The Manly Club had an EBITDARD loss of \$0.20 million (2019: \$0.10 million). Down on last year through catering.

Mounties Bowling EBITDARD loss \$0.60 million (2019: \$0.38 million) and Club Italia EBITDARD loss \$0.40 million (2019: \$0.42 million). Whilst requiring some support, these Clubs succeeded in meeting out obligations to our members.

Community Contributions of \$4,559,606 (2019: \$6,593,702) confirms the Group's continuing support. This represents 37.6% of the Club profit for the year.

## DIRECTORS' REPORT

*continued*

### 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 outside of the impacts of the COVID-19 pandemic as outlined in the review of operations above.

### 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 \$289,022 (2019: \$272,400).

### 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 (Australia), 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 (Australia) 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 Mount 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 O.A.M**

Director



**John Joseph Dean**

Director

Sydney

22 September 2020

# AUDITOR'S INDEPENDENCE DECLARATION



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

Tel: +61 2 9248 5555  
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 the financial report of Mt Pritchard & District Community Club Ltd for the financial year ended 30 June 2020, 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.

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  
22 September 2020

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

For the year ended 30 June 2020

	Notes	2020 \$	2019 \$
Revenue from contracts with customers	5.1	111,171,188	137,124,726
Costs attributable	5.3	(62,716,677)	(77,524,079)
<b>Gross profit</b>		<b>48,454,511</b>	<b>59,600,647</b>
Other income	5.2	29,034,664	51,987,596
Community support expenses	5.3	(4,559,606)	(6,187,552)
General and administration expenses	5.3	(59,918,929)	(51,749,673)
Finance costs	5.4	(957,270)	(1,644,186)
Finance income	5.5	–	129,823
<b>Profit before income tax</b>		<b>12,053,370</b>	52,136,655
Income tax expense	6	(4,486,399)	(11,537,126)
<b>Profit after income tax</b>		<b>7,566,971</b>	40,599,529
Profit for the year		<b>7,566,971</b>	40,599,529
<b>Other comprehensive income/(loss)</b>			
<i>Other comprehensive income/(loss) that may be reclassified to profit or loss in subsequent periods (net of tax):</i>			
Gain/(loss) taken to equity	22	875,591	(110,354)
<b>Other comprehensive income/(loss) for the year, net of tax</b>		<b>875,591</b>	<b>(110,354)</b>
<b>Total comprehensive income for the year, net of tax</b>		<b>8,442,562</b>	<b>40,489,175</b>

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 2020

	Notes	2020 \$	2019 \$
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	7	22,076,080	14,249,617
Other receivables	8	846,041	4,277,963
Inventories	9	498,958	504,431
Other financial assets	10	541,478	581,045
Government grant income receivable		1,860,250	–
<b>Total current assets</b>		<b>25,822,807</b>	19,613,056
<b>Non-current assets</b>			
Property, plant and equipment	11	290,685,803	327,294,742
Investment properties	12	250,775,000	195,170,000
Intangible assets	13	53,719,962	53,719,962
Investments		200,000	100,000
Right-of-use assets	14	1,158,422	–
<b>Total non-current assets</b>		<b>596,539,187</b>	576,284,704
<b>Total assets</b>		<b>622,361,994</b>	<b>595,897,760</b>
<b>Liabilities and equity</b>			
<b>Current liabilities</b>			
Trade and other payables	15	24,946,107	10,497,678
Deferred revenue	16	6,389,441	5,295,220
Provisions	17	124,316	8,576,720
Employee benefit liabilities	18	5,639,407	5,827,982
Resident loans	20	231,168,000	187,363,200
Interest-bearing loans and borrowings	21	8,717,914	68,697,111
Lease liabilities	14	398,173	–
<b>Total current liabilities</b>		<b>277,383,358</b>	286,257,911
<b>Non-current liabilities</b>			
Deferred tax liabilities	6	18,215,007	13,728,608
Deferred revenue	16	1,534,675	1,423,496
Provisions	17	1,149,337	757,774
Employee benefit liabilities	18	593,744	609,181
Derivative financial liabilities	19	–	875,591
Interest-bearing loans and borrowings	21	22,029,761	–
Lease liabilities	14	768,351	–
<b>Total non-current liabilities</b>		<b>44,290,875</b>	<b>17,394,650</b>
<b>Total liabilities</b>		<b>321,674,233</b>	<b>303,652,561</b>
<b>Members' equity</b>			
Retained earnings		285,046,242	277,479,271
Revaluation reserve	22	12,896,229	12,896,229
Amalgamation reserve	22	2,745,290	2,745,290
Hedging reserve	22	–	(875,591)
<b>Total members' equity</b>		<b>300,687,761</b>	<b>292,245,199</b>
<b>Total liabilities and equity</b>		<b>622,361,994</b>	<b>595,897,760</b>

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 2020

	Retained earnings \$	Revaluation reserve (Note 22) \$	Amalgamation reserve (Note 22) \$	Hedging reserve (Note 22) \$	Total equity \$
<b>At 1 July 2019</b>	<b>277,479,271</b>	<b>12,896,229</b>	<b>2,745,290</b>	<b>(875,591)</b>	<b>292,245,199</b>
Profit for the year	7,566,971	–	–	–	7,566,971
Other comprehensive income	–	–	–	875,591	875,591
Total comprehensive income for the year	7,566,971	–	–	875,591	8,442,562
<b>At 30 June 2020</b>	<b>285,046,242</b>	<b>12,896,229</b>	<b>2,745,290</b>	<b>–</b>	<b>300,687,761</b>
<b>At 1 July 2018</b>	<b>236,879,742</b>	<b>12,896,229</b>	<b>2,745,290</b>	<b>(765,237)</b>	<b>251,756,024</b>
Profit for the year	40,599,529	–	–	–	40,599,529
Other comprehensive loss	–	–	–	(110,354)	(110,354)
Total comprehensive income/(loss) for the year	40,599,529	–	–	(110,354)	40,489,175
<b>At 30 June 2019</b>	<b>277,479,271</b>	<b>12,896,229</b>	<b>2,745,290</b>	<b>(875,591)</b>	<b>292,245,199</b>

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 2020

	Notes	2020 \$	2019 \$
<b>Operating activities</b>			
Receipts from customers		122,750,897	140,110,303
Payments to suppliers and employees		(79,888,818)	(130,695,873)
Receipts from retirement village residents	20	21,074,137	72,365,166
Receipt of government grants		2,850,000	–
Interest received		–	129,823
Interest paid		(957,270)	(2,392,061)
<b>Net cash flows from operating activities</b>		<b>65,828,946</b>	<b>79,517,358</b>
<b>Investing activities</b>			
Proceeds from sale of property, plant and equipment		3,374,164	345,996
Purchase of property, plant and equipment		(14,049,500)	(72,479,916)
<b>Net cash flows used in investing activities</b>		<b>(10,675,336)</b>	<b>(72,133,920)</b>
<b>Financing activities</b>			
Payment of principal portion lease liabilities		(412,206)	–
Proceeds from borrowings		5,896,222	56,388,420
Repayment of borrowings		(43,845,658)	(68,051,082)
<b>Net cash flows used in financing activities</b>		<b>(38,361,642)</b>	<b>(11,662,662)</b>
Net increase/(decrease) in cash and cash equivalents		16,791,968	(4,279,224)
Cash and cash equivalents at 1 July		5,284,112	9,563,336
<b>Cash and cash equivalents at 30 June</b>	7	<b>22,076,080</b>	<b>5,284,112</b>

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 2020

## 1. CORPORATE INFORMATION

The consolidated financial report for Mount 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 2020 was authorised for issue in accordance with a resolution of the Directors on 22 September 2020.

Mount 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 Mount Pritchard & District Community Club Ltd is located at 101 Meadows Road, Mt Pritchard, NSW 2170.

The Group employed 597 employees as at 30 June 2020 (2019: 673).

Further information on the nature of the operations and principal activities of the Club are described in the directors’ report. Information on the Club’s structure is provided in note 4. Information on other related party relationships of the Club is provided in note 24.

## 2. SIGNIFICANT ACCOUNTING POLICIES

### 2.1 SUMMARY OF 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 15 *Revenue from contracts with Customers*, AASB 1058 *Income of Not-For Profit Entities* and AASB 16 *Leases* for the first time. The nature and effect of the changes as a result of adoption of these new accounting standards are described below.

Several other amendments and interpretations apply for the first time in 2020, but do not have an impact on the consolidated financial statements of the Group.

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

AASB 15 supersedes AASB 18 *Revenue* and related Interpretations and it applies, with limited exceptions, to all revenue arising from contracts with its customers. AASB 15 establishes a five-step model to account for revenue arising from contracts with customers and requires that revenue be recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer.

AASB 15 requires entities to exercise judgement, taking into consideration all of the relevant facts and circumstances when applying each step of the model to contracts with their customers. The standard also specifies the accounting for the incremental costs of obtaining a contract and the costs directly related to fulfilling a contract. In addition, the standard requires extensive disclosures.

The Group adopted AASB 15 using the modified retrospective method of adoption. There was no significant impact on recognition or measurement in the consolidated financial statements as a result of the adoptions but there has been a change in the required disclosures to reflect the requirements of the new accounting standard.

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

AASB 1058 will defer income recognition in some circumstances for not-for-profit entities, particularly where there is a performance obligation or any other liability. In addition, certain components in an arrangement, such as donations, may be separated from other types of income and recognised immediately. The standard also expands the circumstances in which not-for-profit entities are required to recognise income for goods and services received for consideration that is significantly less than the fair value of the asset principally to enable the entity to further its objectives (discounted goods and services).

The Group has adopted AASB 1058 using the modified retrospective method of adoption. The classification and measurement requirements of AASB 1058 did not have a material impact in the Group, but there have been some changes in the disclosures and presentation resulting from the adoption of the accounting standard.

### AASB 16 Leases

AASB 16 supersedes and replaces AASB 117 *Leases*, AASB Interpretation 4 *Determining whether an Arrangement contains a Lease*, AASB Interpretation 115 *Operating Leases-Incentives* and AASB Interpretation 127 *Evaluating the Substance of Transactions Involving the Legal Form of a Lease*. The standard sets out the principles for the recognition, measurement, presentation and disclosure of leases and requires lessees to recognise most leases on the consolidated statement of financial position.

Lessor accounting under AASB 16 is substantially unchanged from AASB 117. Lessors will continue to classify leases as either operating or finance leases using similar principles as in AASB 117. Therefore, AASB 16 does not have an impact for leases where the Group is the lessor.

The Group adopted AASB 16 using the modified retrospective method of adoption, with the date of initial application of 1 July 2019. Under this method, the standard is applied retrospectively with the cumulative effect on initially applying the standard recognised at the date of initial application. The Group elected to use the transition practical expedient to not reassess whether a contract is, or contains, a lease at 1 July 2019. Instead, the Group applied the standard only to contracts that were previously identified as leases applying AASB 17 and AASB Interpretation 4 *Determining whether an Arrangement contains a Lease* at the date of initial application.

The Group has lease contracts for various items of plant, vehicles and other equipment. Before the adoption of AASB 16, the Group classified each of its leases (as lessee) at the inception date as either a finance lease or an operating lease.

Upon adoption of AASB 16, the Group applied a single recognition and measurement approach for all leases except for short-term leases and leases of low-value assets. The standard provides specific transition requirements and practical expedients, which have been applied by the Group.

#### • Leases previously accounted for as operating leases

The Group recognised right-of-use assets and lease liabilities for those leases previously classified as operating leases, except for short-term leases and leases of low-value assets. The right-of-use assets for most leases were recognised based on the carrying amount as if the standard had always been applied, apart from the use of incremental borrowing rate at the date of initial application. In some leases, the right-of-use assets were recognised based on the amount equal to the lease liabilities, adjusted for any related prepaid and accrued lease payments previously recognised. Lease liabilities were recognised based on the present value of the remaining lease payments, discounted using the incremental borrowing rate at the date of initial application.

The Group also applied the available practical expedients wherein it:

- Used a single discount rate to a portfolio of leases with reasonably similar characteristics
- Relied on its assessment of whether leases are onerous immediately before the date of initial application
- Applied the short-term leases exemptions to leases with lease term that ends within 12 months of the date of initial application
- Excluded the initial direct costs from the measurement of the right-of-use asset at the date of initial application
- Used hindsight in determining the lease term where the contract contained options to extend or terminate the lease
- Based on the above, as at 1 July 2019:
- Right-of-use assets of \$1,578,730 were recognised and presented separately in the consolidated statement of financial position.
- Additional lease liabilities of \$1,578,730 were recognised.

The lease liabilities as at 1 July 2019 can be reconciled to the operating lease commitments as at 30 June 2019, as follows:

	\$
Operating lease commitments as at 30 June 2019	<b>2,143,500</b>
Weighted average incremental borrowing rate as at 1 July 2019	2.1%
Discounted operating lease commitments as at 1 July 2019	<b>2,056,790</b>
Less:	
Commitments relating to short-term leases	(150,446)
Commitments relating to leases of low-value assets	(327,614)
<b>Lease liabilities as at 1 July 2019</b>	<b>1,578,730</b>

### 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. The directors have not early adopted any of these new or amended standards or interpretations.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

*continued*

### C) GOING CONCERN

The financial report has been approved by the directors on a going concern basis. In determining the appropriateness of the basis of preparation, the directors have considered the impact of the COVID-19 pandemic on the position of the Group at 30 June 2020 and its operations in future periods.

As at 30 June 2020 the Group has net current asset deficiency of \$251,560,551 (2019: \$266,644,855).

The COVID-19 outbreak was declared a pandemic by the World Health Organization in March 2020. The response of governments in dealing with the pandemic is impacting the general activity levels within the community, the economy and the operations of the Group. The Club was closed from mid-March to 1 June, with only ancillary services operating, as a result of the pandemic. The Club continues to operate albeit at a reduced capacity due to social distancing requirements. Restrictions remain in place around guests as well as minimum health and safety standards. It remains uncertain for how long these restrictions will remain in place; however, they will have an impact on our earnings, cash flow and financial condition.

It is not possible to estimate the impact of the outbreak's near-term and longer effects or Governments' varying efforts to combat the outbreak and support businesses. This being the case, we do not consider it practicable to provide a quantitative or qualitative estimate of the potential impact of this outbreak on the Group at this time.

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 \$63.9 million (2019: \$79.5 million). The net current liability position includes \$231.2 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 (\$29.7 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 2020. 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.

## 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;
- Held primarily for the purpose of trading;
- 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). 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 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.

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.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

*continued*

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.

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.

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 properties	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) 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.

## L) 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.

## M) 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.

## N) 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.

## O) LEASES

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

### *Group as a lessee*

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

*continued*

### (i) Right-of-use assets

The Group recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets, as follows:

Plant and machinery	3 to 20 years
Motor vehicles and other equipment	3 to 20 years

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment. Refer to the accounting policies in note 2.1(l) Impairment of non-financial assets.

### (ii) Lease liabilities

At the commencement date of the lease, the Group recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in-substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the Group exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

### (iii) Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases of office equipment that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

## 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.

## 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 FROM CONTRACTS WITH CUSTOMERS**

*For the year ended 30 June 2020*

Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Group expects to be entitled in exchange for those goods or services. The Group has generally concluded that it is the principal in its revenue arrangements, because it typically controls the goods and services before transferring them to the customer.

### **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.

### **Loyalty points programme**

The Group has a loyalty points programme which allows customers to accumulate points that can be redeemed for free products. The loyalty points give rise to a separate performance obligation as they provide a material right to the customer. A portion of the transaction price is allocated to the loyalty points awarded to customers based on relative stand-alone selling price and recognised as a contract liability until the points are redeemed. Revenue is recognised upon redemption of products by the customer.

When estimating the stand-alone selling price of the loyalty points, the Group considers the likelihood that the customer will redeem the points. The Group updates its estimates of the points that will be redeemed on a quarterly basis and any adjustments to the contract liability balance are charged against revenue.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

*continued*

### **Contract balances**

#### **Contract liabilities**

A contract liability is recognised if a payment is received or a payment is due (whichever is earlier) from a customer before the Group transfers the related goods or services. Contract liabilities are recognised as revenue when the Group performs under the contract (i.e., transfers control of the related goods or services to the customer).

*For the year ended 30 June 2019*

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Club 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.

#### **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.

## 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) GOVERNMENT GRANTS

Government grants are recognised where there is reasonable assurance that the grant will be received and all attached conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, it is recognised as income in equal amounts over the expected useful life of the related asset.

When the Group receives grants of non-monetary assets, the asset and the grant are recorded at nominal amounts and released to profit or loss over the expected useful life of the asset, based on the pattern of consumption of the benefits of the underlying asset by equal annual instalments.

## U) 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.
- 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.

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.

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

### **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 consolidated 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 consolidated 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.

## **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 2.1(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.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

*continued*

### 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 consolidated 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 2020.

#### 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.

#### 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.

## DETERMINING THE LEASE TERM OF CONTRACTS WITH RENEWAL AND TERMINATION OPTIONS – GROUP AS LESSEE

The Group determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

The Group has several lease contracts that include extension and termination options. The Group applies judgement in evaluating whether it is reasonably certain whether or not to exercise the option to renew or terminate the lease. That is, it considers all relevant factors that create an economic incentive for it to exercise either the renewal or termination. After the commencement date, the Group reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate (e.g., construction of significant leasehold improvements or significant customisation to the leased asset).

Where the Group is reasonably certain to exercise an option to renew on a lease agreement, the renewal period has been included as part of the lease term when calculating the right of use asset and lease liability under AASB 16.

## LEASES – ESTIMATING THE INCREMENTAL BORROWING RATE (IBR)

The Group cannot readily determine the interest rate implicit in the lease, therefore, it uses its incremental borrowing rate (IBR) to measure lease liabilities. The IBR is the rate of interest that the Group would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the Group 'would have to pay', which requires estimation when no observable rates are available (such as for subsidiaries that do not enter into financing transactions) or when they need to be adjusted to reflect the terms and conditions of the lease (for example, when leases are not in the subsidiary's functional currency). The Group estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific estimates (such as the subsidiary's stand-alone credit rating).

## 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	
			2020	2019
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

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

continued

### 5. REVENUE AND EXPENSES

#### 5.1 DISAGGREGATED REVENUE INFORMATION

Set out below is the disaggregation of the Group's revenue from contracts with customers:

	2020 \$	2019 \$
<b>Type of goods or service</b>		
Poker machines	86,785,722	107,677,914
Bars	7,357,423	10,145,862
Membership	433,037	922,468
Admissions and raffles	514,235	586,015
Internet café and kids amusements	65,219	84,426
Club Keno and tab commissions	386,523	447,949
Catering commissions and booking fees	6,253,915	7,588,546
Holiday cottages, lodges and apartments	843,061	699,276
Member gift shop	557,867	682,824
Fitness centres	3,865,473	4,764,358
Deferred management fee	4,108,713	3,525,088
<b>Total revenue from contracts with customers</b>	<b>111,171,188</b>	<b>137,124,726</b>
<b>Geographical markets</b>		
Australia	111,171,188	
<b>Total revenue from contracts with customers</b>	<b>111,171,188</b>	
<b>Timing of revenue recognition</b>		
Services transferred at a point in time	102,763,965	
Services transferred over time	8,407,223	
<b>Total revenue from contracts with customers</b>	<b>111,171,188</b>	

#### 5.2 OTHER INCOME

	2020 \$	2019 \$
Fair value gain on investment property	20,774,543	50,075,291
Government grant income	4,710,250	–
Other income	3,549,871	1,912,305
	<b>29,034,664</b>	<b>51,987,596</b>

## 5.3 EXPENSES

	2020 \$	2019 \$
<b>Cost attributable</b>		
Poker machines	38,237,875	44,969,569
Bars	10,185,868	11,378,859
Fitness centres	3,225,058	3,122,780
Membership	1,427,803	967,099
Admissions and raffles	2,117,412	2,338,029
Club Keno and Tab commissions	358,926	645,661
Catering commissions and booking fees	6,884,608	7,593,872
Resort expenses	6,504	7,671
Member gift shop	272,623	6,500,539
	<b>62,716,677</b>	<b>77,524,079</b>
<b>Included in costs attributable and general and administration expense</b>		
Depreciation and amortisation of non-current assets	17,229,933	17,014,091
Depreciation of right-of-use assets	420,308	–
Impairment of property, plant and equipment	383,732	–
<b>Total depreciation and amortisation of non-current assets</b>	<b>18,033,973</b>	<b>17,014,091</b>
	2020 \$	2019 \$
<b>Community support expenses</b>		
Sports ground expense	829,819	1,020,328
Sub clubs expense and grants	1,133,181	1,883,002
Bowling club green service and repairs	–	6,408
Donations	1,546,717	1,991,839
Children's Christmas party	132,034	115,341
Senior citizens Christmas party	55,446	61,558
Carols by candlelight	43,787	41,848
Sports	818,622	1,067,228
	<b>4,559,606</b>	<b>6,187,552</b>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

continued

### 5.3 EXPENSES continued

	2020 \$	2019 \$
<b>General and administration expenses</b>		
Club services	9,176,018	9,526,738
Advertising and promotions	3,452,380	3,826,609
Administration expenses	12,845,093	12,701,737
Staff on-costs	1,942,464	2,051,199
Development projects	1,299,072	1,482,005
Repairs and maintenance	5,937,474	6,331,884
Property costs	12,668,094	13,412,566
Loss on disposal of property, plant and equipment	12,511,515	2,411,309
Short-term lease expense	86,141	–
Other	678	5,626
	<b>59,918,929</b>	<b>51,749,673</b>

### 5.4 FINANCE COSTS

	2020 \$	2019 \$
Interest expense	932,793	1,644,186
Interest on lease liabilities (note 14)	24,477	–
	<b>957,270</b>	<b>1,644,186</b>

### 5.5 FINANCE INCOME

	2020 \$	2019 \$
Interest income	–	129,823

## 6. INCOME TAX

The major components of income tax expense are for the years ended 30 June 2020 and 2019 are:

	2020 \$	2019 \$
<b>Consolidated statement of profit or loss and other comprehensive income</b>		
<i>Deferred tax:</i>		
Deferred income tax	4,486,399	11,537,126
<b>Income tax expense reported in the consolidated statement of profit or loss and other comprehensive income</b>	<b>4,486,399</b>	<b>11,537,126</b>

Reconciliation of tax expense and the accounting profit multiplied by Australia's domestic tax rate for 2020 and 2019:

	2020 \$	2019 \$
<b>Accounting profit before income tax</b>	<b>12,053,370</b>	<b>52,136,655</b>

A reconciliation between tax expense and the product of accounting profit before income tax multiplied by the Club's statutory tax rate 30% (2019: 30%) is as follows:

Income tax expense prima facie	3,616,011	15,640,997
Recognition of current year tax losses	-	(965,546)
Prior year tax loss	(1,234,407)	-
Members only income	(1,749,605)	-
Members only expenses	4,991,751	-
Effect of mutuality	(356,277)	-
Non-assessable income	(1,175,879)	-
Amount exempted from tax	1,084,790	(5,135,751)
Other items (net)	(689,985)	1,997,426
<b>Income tax expense reported in the consolidated statement of profit or loss and other comprehensive income</b>	<b>4,486,399</b>	<b>11,537,126</b>

### DEFERRED TAX

Deferred tax relates to the following:

	2020 \$	2019 \$
<b>Deferred tax assets</b>		
Employee entitlements	89,383	181,405
Rectification provision	-	2,550,000
Recognised carry forward and current year tax losses	4,424,232	1,949,160
Deferred tax asset	<b>4,513,615</b>	<b>4,680,565</b>
<b>Deferred tax liabilities</b>		
Valuation of investment property	22,170,548	18,409,173
JobKeeper accrued Income	558,075	-
Deferred tax liabilities	<b>22,728,623</b>	<b>18,409,173</b>
Opening balance	(13,728,608)	(2,191,482)
Income tax expense recognised in the consolidated statement of profit or loss	(4,486,398)	(11,537,126)
Net deferred tax liabilities at the end of the year	<b>(18,215,006)</b>	<b>(13,728,608)</b>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

continued

### 7. CASH AND CASH EQUIVALENTS

	2020 \$	2019 \$
Cash at bank and on hand	22,076,080	14,249,617

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

	2020 \$	2019 \$
Cash at banks and on hand	22,076,080	14,249,617
Bank overdrafts	–	(8,965,505)
<b>Cash and cash equivalents</b>	<b>22,076,080</b>	<b>5,284,112</b>

### 8. OTHER RECEIVABLES

	2020 \$	2019 \$
<b>Current</b>		
Other debtors and prepayments	846,041	4,277,963

### 9. INVENTORIES

	2020 \$	2019 \$
Catering and bar		
At cost	403,288	429,541
Merchandise		
At cost	95,670	74,890
<b>Total inventory at cost</b>	<b>498,958</b>	<b>504,431</b>

### 10. OTHER FINANCIAL ASSETS

	2020 \$	2019 \$
<b>Current</b>		
Held for trading investments	541,478	581,045

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

## 11. 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 2019	43,626,411	231,869,107	6,867,463	119,896,386	8,712,530	60,642,744	471,614,641
Additions	–	2,099,189	–	–	–	7,470,141	9,569,330
Transfer	84,809	37,167,363	–	7,190,750	17,731	(44,460,653)	–
Disposals	–	(47,556,677)	(993,856)	(50,651,533)	(17,297)	–	(99,219,363)
Impairment	–	–	–	–	–	(383,732)	(383,732)
Reclassification into investment property (note 12)	–	–	–	–	–	(10,704,422)	(10,704,422)
At 30 June 2020	<b>43,711,220</b>	<b>223,578,982</b>	<b>5,873,607</b>	<b>76,435,603</b>	<b>8,712,964</b>	<b>12,564,078</b>	<b>370,876,454</b>
<b>Depreciation</b>							
At 1 July 2019	–	67,422,220	2,059,320	71,363,950	3,474,409	–	144,319,899
Depreciation charge for the year	–	7,627,035	190,765	9,151,455	260,678	–	17,229,933
Disposals	–	(33,345,057)	(306,295)	(47,698,294)	(9,535)	–	(81,359,181)
At 30 June 2020	–	<b>41,704,198</b>	<b>1,943,790</b>	<b>32,817,111</b>	<b>3,725,552</b>	–	<b>80,190,651</b>
<b>Net book value</b>							
At 30 June 2020	<b>43,711,220</b>	<b>181,874,784</b>	<b>3,929,817</b>	<b>43,618,492</b>	<b>4,987,412</b>	<b>12,564,078</b>	<b>290,685,803</b>
At 30 June 2019	<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>

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

continued

### 12. INVESTMENT PROPERTIES

	2020 \$	2019 \$
Opening balance	195,170,000	89,332,000
Capitalised expenditure (note 11)	10,704,422	22,289,875
Change in fair value of investment property	53,786,104	83,548,125
Release of unutilised provision	(8,885,526)	–
<b>Closing balance at 30 June</b>	<b>250,775,000</b>	195,170,000

An external valuation by CBRE was carried out as at 30 June 2020. 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 2020. The valuer has reported their valuation on the basis of significant valuation uncertainty due to COVID-19.

As at 30 June 2020, there was significant valuation uncertainty relating to the investment property fair value. COVID-19 and the response has impacted our operations as well as the market. This uncertainty affects our ability to reliably determine the key judgements and assumptions used in the property valuations. Two property valuation approaches are generally used: the Income Capitalisation approach and the Discounted Cash Flow approach to arrive at a range of valuation outcomes, from which a best estimate of fair value is derived at a point in time. The Group has followed the Discounted Cash Flow approach (“DCF”) and the key assumptions and estimates used in these valuation approaches which have been impacted by COVID-19 include:

- DCF model incorporates actuarial tables and probability analysis to estimate when residents are likely to terminate their resident agreements.
- The market value of the Independent Living Units within the village with the possible volatility in unit prices.
- The discount rate derived from recent comparable market transactions adjusted for COVID-19 to reflect the uncertainty in the amount and timing of cash flows.

Due to the valuation uncertainty the investment property values may change significantly and unexpectedly over a relatively short period of time. The property valuations have been prepared based on the information that is available at 30 June 2020.

### 13. INTANGIBLE ASSETS

	2020 \$
<i>Electronic gaming machine entitlement</i>	
At 1 July	
At cost	39,909,613
At 30 June	39,909,613
<i>Goodwill</i>	
At 1 July	
At cost	13,810,349
At 30 June	13,810,349
<i>Total intangible assets</i>	
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 notes 2.1(m) and 2.1(n).

## 14. LEASES

### GROUP AS A LESSEE

The Group has lease contracts for various items of plant and other equipment used in its operations. Leases of plant and machinery generally have lease terms between 3 to 5 years. The Group's obligations under its leases are secured by the lessor's title to the leased assets.

The Group also has certain leases of equipment with lease terms of 12 months or less and leases of equipment with low value. The Group applies the 'short-term lease' and 'lease of low-value assets' recognition exemptions for these leases.

Set out below are the carrying amounts of right-of-use assets recognised and the movements during the year:

	<b>Plant and machinery \$</b>
<b>As at 1 July 2019 (On the adoption of AASB 16)</b>	<b>1,578,730</b>
Depreciation expense	(420,308)
<b>As at 30 June 2020</b>	<b>1,158,422</b>

Set out below are the carrying amounts of lease liabilities and the movements during the year:

	<b>2020 \$</b>
<b>As at 1 July 2019 (On the adoption of AASB 16)</b>	<b>1,578,730</b>
Accretion of interest	<b>24,477</b>
Payments	<b>(436,683)</b>
<b>At 30 June</b>	<b>1,166,524</b>
Current	<b>398,173</b>
Non-current	<b>768,351</b>

The following are the amounts recognised in profit or loss:

	<b>2020 \$</b>
Depreciation expense of right-of-use assets	<b>420,308</b>
Interest expense on lease liabilities	<b>24,477</b>
Expense relating to short-term leases	<b>86,141</b>
<b>At 30 June</b>	<b>530,926</b>

The Group had total cash outflows for leases of \$522,824 in 2020.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

continued

### GROUP AS A LESSOR

The Group has entered into operating leases on its investment property portfolio. These leases have terms of between one and five years. Rental income recognised by the Group during the year is \$2,068,615.

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

	2020 \$	2019 \$
Within one year	1,832,371	2,068,615
After one year but not more than five years	9,951,030	9,185,141
More than five years	2,070,338	4,668,597
	<b>13,853,739</b>	15,922,353

### 15. TRADE AND OTHER PAYABLES

	2020 \$	2019 \$
<b>Current</b>		
Trade payables	24,946,107	10,497,678
	<b>24,946,107</b>	<b>10,497,678</b>

### 16. DEFERRED REVENUE

	2020 \$	2019 \$
<b>Current</b>		
Deferred revenue	866,154	1,013,508
Deferred management fee – deferred portion	5,523,287	4,281,712
	<b>6,389,441</b>	<b>5,295,220</b>
<b>Non-current</b>		
Deferred revenue	1,534,675	1,423,496

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.

## 17. PROVISIONS

	2020 \$	2019 \$
<b>Current</b>		
Mortality payments	43,500	40,000
Other provisions	80,816	36,720
Defects provision	–	8,500,000
	<b>124,316</b>	<b>8,576,720</b>
<b>Non-current</b>		
Mortality payments	1,149,337	757,774

	Mortality	Other provisions	Defects provision	Total
<b>Movement in provision</b>				
At 1 July 2018 (current and non-current)	722,373	36,720	8,500,000	9,259,093
Utilised/paid	(36,000)	–	–	(36,000)
Other adjustments	111,401	–	–	111,401
<b>At 30 June 2019 (current and non-current)</b>	<b>797,774</b>	<b>36,720</b>	<b>8,500,000</b>	<b>9,334,494</b>
Arising during the year	40,000	44,096	–	84,096
Utilised/paid	(40,000)	–	(8,500,000)	(8,540,000)
Other adjustments	395,063	–	–	395,063
<b>At 30 June 2020 (current and non-current)</b>	<b>1,192,837</b>	<b>80,816</b>	<b>–</b>	<b>1,273,653</b>

## 18. EMPLOYEE BENEFIT LIABILITIES

	2020 \$	2019 \$
<b>Current</b>		
Employee benefits	5,639,407	5,827,982
<b>Non-current</b>		
Employee benefits	593,744	609,181

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% (2019: 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 interest rate swap closed on 1 October 2019 and no further liability existed any time after that date or at reporting date being the 30 June 2020.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

continued

### 20. RESIDENT LOANS

	2020 \$	2019 \$
<b>Current</b>		
Resident loans	231,168,000	187,363,200
<b>Resident loans</b>		
Opening balance	187,363,200	89,332,000
Deferred management fee (note 5.1)	(4,108,713)	(3,525,088)
Net cash receipts on resident departures and arrivals	21,074,137	72,365,166
Change in fair value of resident loans	32,362,663	33,472,834
Remaining contractual deferred management fee (note 16)	(5,523,287)	(4,281,712)
<b>Closing balance at 30 June</b>	<b>231,168,000</b>	<b>187,363,200</b>

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.

### 21. INTEREST-BEARING LOANS AND BORROWINGS

	Interest rate %	Maturity	2020 \$	2019 \$
<b>Current</b>				
Bank overdrafts	2.76	On demand	-	8,965,505
Loan from Westpac	2.25	31 December 2020	8,717,914	59,731,606
			<b>8,717,914</b>	68,697,111
<b>Non-current</b>				
Loan from Westpac	2.35	1 June 2022	22,029,761	-

The total facility available to the Group is \$60,400,000, with \$40,700,000 due to expire on 1 June 2022, \$9,500,000 due to expire on 31 December 2021, and \$10,200,000 of revolving credit repayable on demand from the lender.

## 22. MEMBERS' EQUITY

	2020 \$	2019 \$
<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	(875,591)	(765,237)
Hedging reserve movement	875,591	(110,354)
Balance at the end of the year	-	(875,591)

### 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

	2020	2019\$
Estimated capital expenditure contracted for at reporting date but not provided for:		
Payable not later than one year	349,107	7,691,474

### LEASE COMMITMENTS

The Group has various lease contracts that have not yet commenced as at 30 June 2020. The future lease payments for these non-cancellable lease contracts are \$403,228 within one year and \$768,351 within five years.

## 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.

## NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

*continued*

### 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 Mount Pritchard & District Community Club Ltd during the financial year are set out below:

	2020	2019
Total remuneration	1,958,253	2,243,994

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.

#### 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;
- 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.

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 MOUNT PRITCHARD & DISTRICT COMMUNITY CLUB LTD (THE PARENT)

	2020	2019
Current assets	<b>21,050,255</b>	19,713,056
Total assets	<b>616,614,614</b>	582,813,762
Current liabilities	<b>278,158,121</b>	193,379,761
Total liabilities	<b>323,236,028</b>	270,434,771
Retained earnings	<b>283,161,179</b>	297,591,443
Revaluation reserve	<b>12,896,229</b>	12,896,229
Amalgamation reserve	<b>2,745,290</b>	2,745,290
Hedging reserve	–	(853,971)
Profit for the year	<b>6,142,838</b>	60,711,701
Total comprehensive income of the Parent	<b>6,043,601</b>	60,622,967

### COMMITMENTS

As at 30 June 2020, the Parent had estimated capital expenditure commitments of \$349,107 (2019: \$7,691,474).

### CONTINGENCIES

The Parent did not have any contingencies as at 30 June 2020 (2019: none).

## DIRECTORS' DECLARATION

In accordance with a resolution of the directors of Mount 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 2020 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 2020 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 O.A.M**  
Director



**John Joseph Dean**  
Director

Sydney  
22 September 2020

# INDEPENDENT AUDITOR'S REPORT



**EY**

**Building a better  
working world**

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

Tel: +61 2 9248 5555  
Fax: +61 2 9248 5959  
ey.com/au

## 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 2020, 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 2020 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 (including Independence Standards)* (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.

### Emphasis of Matter: Investment Property Fair Value

We draw attention to Note 12 of the financial report which describes the impact of the COVID-19 pandemic on the determination of fair value of investment properties and how this has been considered by the Directors in the preparation of the financial report. Due to the heightened degree of valuation uncertainty, property values may change significantly and unexpectedly over a relatively short period of time. Our opinion is not modified in respect of this matter.

### 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 director's report but does not include the financial report and our auditor's report thereon.

# INDEPENDENT AUDITOR'S REPORT

continued



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.

## 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.



**Building a better  
working world**

- 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.
- 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.

Ernst & Young

Daniel Cunningham  
Partner  
Sydney  
22 September 2020

# APPENDICES

## Actual Year to Date – Full year ending 30 June 2020

Income	Mt Pritchard \$	Mekong \$	Harbord \$	Triglav \$	Manly \$	Fairfield \$	Italia \$	Mounties Group \$
<b>Facilities Profit/(Loss)</b>								
Profit/(Loss) Poker machines	40,625,769	6,325,766	2,379,832	4,119,744	104,316	53,652	(6,025)	53,603,055
Profit/(Loss) Keno	30,014	12,851	11,671	36,127	14,358	4,213	1,977	111,211
Profit/(Loss) T.A.B.	(96,796)	6,550	16,925	15,990	(17,779)	4,070	–	(71,040)
Profit/(Loss) Bingo & Raffles	(92,524)	–	(64,304)	(48,371)	(35,811)	(31,100)	(920)	(273,030)
Profit/(Loss) Giftshop	63	932	4,629	7,073	–	–	–	12,697
Profit/(Loss) Tiered Loyalty	(3,932,453)	(354,293)	(648,986)	(320,577)	(50,831)	(10,345)	(9,968)	(5,327,453)
Profit/(Loss) Bars	(2,773,696)	(453,669)	855,014	3,609	192,758	(71,813)	(130,773)	(2,378,571)
Profit/(Loss) Common Areas / Leases	(71,988)	–	916,535	–	–	–	–	844,547
Profit/(Loss) Resort Facilities	–	–	–	–	–	–	–	(260,271)
Profit/(Loss) Contracted Car Wash	–	–	–	–	–	–	–	–
Profit/(Loss) Catering	(531,189)	2,707	114,313	(30,253)	11,106	(27,093)	(21,811)	(482,221)
Profit/(Loss) Fitness Centre	(1,012,757)	–	–	–	–	–	–	(1,012,757)
Profit/(Loss) Functions & Entertainment	(643,318)	(186,695)	(176,353)	(102,039)	(1,918)	(5,691)	18,853	(1,097,161)
Profit/(Loss) Memberships	(685,294)	–	(292,494)	–	–	–	–	(977,788)
Profit/(Loss) Property Portfolio	–	–	3,897,530	–	–	–	–	3,897,530
<b>Sundry Income</b>								
Interest Received	(37,907)	–	8,328	–	–	–	–	(29,579)
Sports Activities	15,838	–	–	–	–	78,064	–	93,903
Commissions	65,730	3,394	14,447	7,524	3,960	423	208	95,686
Other	829,905	190,211	61,032	30,178	9,528	3,915	325	1,125,094
<b>Total Club Income</b>	<b>31,689,397</b>	<b>5,547,755</b>	<b>7,098,121</b>	<b>3,719,004</b>	<b>229,686</b>	<b>(1,705)</b>	<b>(148,134)</b>	<b>47,873,853</b>

Actual Year to Date – Full year ending 30 June 2020								
Expenses	Mt Pritchard \$	Mekong \$	Harbord \$	Triglav \$	Manly \$	Fairfield \$	Italia \$	Mounties Group \$
<b>Member and Club Services</b>								
Operations, Transport & Security	3,950,374	725,384	953,037	666,877	158,560	112,966	71,803	6,639,001
Booking Office	346,064	167,307	(48)	97,300	69,339	–	–	679,963
Child Care	280,088	–	–	–	–	–	–	280,088
Advertising & Promotions	1,780,195	427,051	523,158	28,993	58,826	7,091	7,268	3,451,771
Gardening, Landscaping	114,070	–	65,527	23,579	–	2,088	6,151	211,415
Repairs & Maintenance	3,780,988	256,958	1,036,958	155,336	92,914	77,644	81,248	5,482,047
<b>Total</b>	<b>10,251,778</b>	<b>1,576,700</b>	<b>2,578,632</b>	<b>972,086</b>	<b>379,640</b>	<b>199,788</b>	<b>166,471</b>	<b>16,744,284</b>
<b>Community Expenses</b>								
Sports Area Expenses	216,281	–	–	–	–	532	–	216,813
Childrens Christmas Party	132,034	–	–	–	–	–	–	132,034
Senior Citizens Christmas Party	55,446	–	–	–	–	–	–	55,446
Carols by Candlelight	43,787	–	–	–	–	–	–	43,787
Community Services	(2,603,487)	–	(27,634)	–	–	–	–	(2,631,122)
Community Donations	289,854	278,211	185,718	133,528	–	–	2,800	890,111
Sporting Sub Club Expenses	2,599,955	76,122	144,331	53,241	–	–	59,901	2,933,551
Sporting Sub Club Grants	–	–	–	–	–	–	–	–
<b>Total</b>	<b>733,870</b>	<b>354,333</b>	<b>302,414</b>	<b>186,770</b>	<b>–</b>	<b>532</b>	<b>62,701</b>	<b>1,640,620</b>
<b>Administration, Finance Etc</b>								
Management – Administration	5,859,546	931,961	1,042,153	177,555	30,673	34,204	17,930	14,932,971
Depreciation Building & General	21,270,041	230,333	3,339,047	357,272	175,688	430,211	199,135	26,001,727
Human Resources	2,952	5,000	162,564	4,230	–	–	–	1,138,460
Information Technology	327,088	14,424	44,253	7,762	751	2,813	800	2,042,316
Utilities	454,892	59,228	709,796	50,930	46,171	34,045	25,696	1,380,758
Salaries & Wages On – Costs	147,830	53,515	178,004	38,410	10,310	4,821	2,729	(2,799,711)
<b>Total</b>	<b>28,062,348</b>	<b>1,294,460</b>	<b>5,475,817</b>	<b>636,159</b>	<b>263,593</b>	<b>506,095</b>	<b>246,290</b>	<b>42,696,520</b>
<b>Total Expenses</b>	<b>39,047,996</b>	<b>3,225,493</b>	<b>8,356,864</b>	<b>1,795,014</b>	<b>643,233</b>	<b>706,415</b>	<b>475,462</b>	<b>61,081,424</b>
<b>Fair Value Gain – HBD Retire Vill</b>								<b>20,774,543</b>
<b>Net Profit for the Period</b>	<b>(7,358,599)</b>	<b>2,322,262</b>	<b>(1,258,743)</b>	<b>1,923,990</b>	<b>(413,547)</b>	<b>(708,120)</b>	<b>(623,596)</b>	<b>7,566,971</b>
<b>Interest/Rental Expenses</b>	<b>5,431</b>	<b>678,009</b>	<b>58,793</b>	<b>–</b>	<b>8,000</b>	<b>18,828</b>	<b>–</b>	<b>1,720,900</b>
<b>Tax and X Ord Items Expense</b>	<b>4,486,399</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>4,486,399</b>
<b>Donations Expenses</b>	<b>718,031</b>	<b>354,333</b>	<b>302,414</b>	<b>186,770</b>	<b>–</b>	<b>(77,532)</b>	<b>62,701</b>	<b>1,546,717</b>
<b>Depreciation Expense</b>	<b>11,158,139</b>	<b>925,823</b>	<b>4,226,543</b>	<b>503,984</b>	<b>238,892</b>	<b>168,842</b>	<b>167,340</b>	<b>17,650,241</b>
<b>E.B.I.T.D.A.R.D.</b>	<b>9,009,402</b>	<b>4,280,427</b>	<b>3,329,007</b>	<b>2,614,744</b>	<b>(166,655)</b>	<b>(597,982)</b>	<b>(393,555)</b>	<b>32,971,228</b>

## APPENDICES

*continued*

### 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

## 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

## APPENDICES

*continued*

### 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/T-ball  
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

For more information about our Sub Clubs visit [www.mountiesgroup.com.au/community/subclubs](http://www.mountiesgroup.com.au/community/subclubs)

### 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

## MOUNTIES GROUP

101 Meadows Road, Mount Pritchard NSW 2170  
 Locked Bag 1, Wetherill Park NSW 2164  
 (02) 9822 3555  
[info@mountiesgroup.com.au](mailto:info@mountiesgroup.com.au)  
[mountiesgroup.com.au](http://mountiesgroup.com.au)

## MOUNTIES

101 Meadows Road, Mt Pritchard NSW 2170  
 (02) 9822 3555  
[info@mountiesgroup.com.au](mailto:info@mountiesgroup.com.au)  
[mounties.com.au](http://mounties.com.au)

## MOUNTIES BOWLING CLUB

Cnr Ulverstone and Lawson Street,  
 Fairfield NSW 2165  
 (02) 9726 9692  
[info@mountiesgroup.com.au](mailto:info@mountiesgroup.com.au)  
[mountiesbowlingclub.com.au](http://mountiesbowlingclub.com.au)

## HARBORD DIGGERS

88 Evans Street, Freshwater NSW 2096  
 (02) 9938 1444  
[harbordinfo@mountiesgroup.com.au](mailto:harbordinfo@mountiesgroup.com.au)  
[harborddiggers.com.au](http://harborddiggers.com.au)

## MANLY BOWLING CLUB

59 Raglan Street, Manly NSW 2095  
 (02) 9938 7657  
[harbordinfo@mountiesgroup.com.au](mailto:harbordinfo@mountiesgroup.com.au)  
[manlybowlingclub.com.au](http://manlybowlingclub.com.au)

## CLUB ITALIA

Cnr of Hollywood Drive and Wharf Road,  
 Lansvale NSW 2166  
 (02) 9726 4511  
[clubitaliamounties.com.au](http://clubitaliamounties.com.au)

## TRIGLAV

80-84 Brisbane Road, St Johns Park NSW 2176  
 (02) 9426 1000  
[triglav@mountiesgroup.com.au](mailto:triglav@mountiesgroup.com.au)  
[triglav.com.au](http://triglav.com.au)

## MEKONG

1st Floor, 117 John Street, Cabramatta NSW 2166  
 (02) 9725 8500  
[mekonginfo@mountiesgroup.com.au](mailto:mekonginfo@mountiesgroup.com.au)  
[mekongmounties.com.au](http://mekongmounties.com.au)

