



ANNUAL REPORT

MITTAGONG RSL CLUB LTD

ABN 69 001 069 674

MITTAGONG RSL CLUB LTD

ABN 69 001 069 674

**Old Hume Highway
Mittagong 2575**

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think globally.

act locally.

help inc





dividually.

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What makes **Mittagong RSL Club** different?

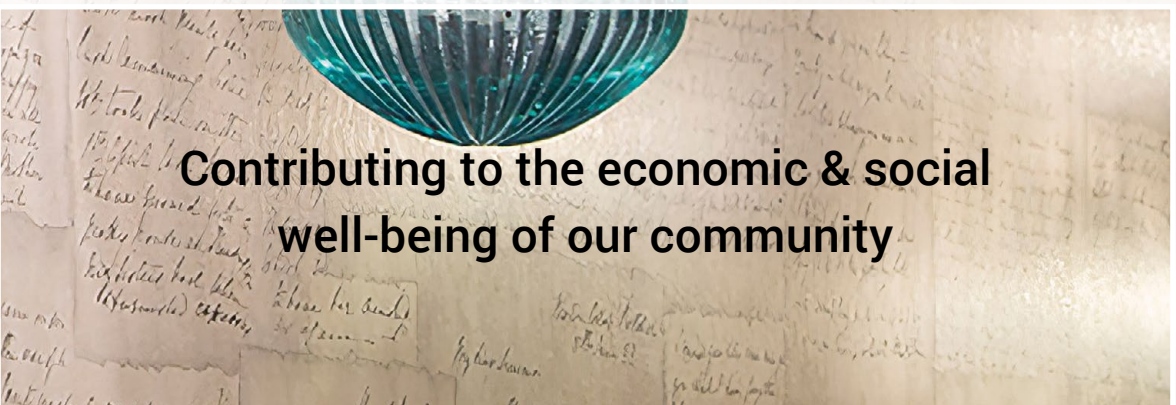
Mittagong RSL Club, strives be acknowledged and respected by our members, our community and our industry for:



**Excellence in service,
facilities & member benefits**



**Professional corporate
management & governance**



**Contributing to the economic & social
well-being of our community**

We strive to achieve this acknowledgment and respect through:

VALUES

The Club will continue to embrace and reflect its founding values and constitution. The Club will maintain its commitment to satisfying member needs and expectations and such needs and expectations will be foremost in the decision making process.

COMMUNITY RECOGNITION

The Club will continually monitor community values and expectations and Club strategies and policies will reflect those values and expectations. The Club will develop a “Community Awareness” program, which will promote and reinforce the value of Clubs within the Community.

GROWTH & PROSPERITY

The Club will acknowledge, respect and embrace change and adjust strategies and policies to reflect change. The Club will maximise operational efficiencies and financial security by professional financial management.

PROFESSIONALISM & INTEGRITY

The governance of the Club will at all times be of the highest ethical and moral integrity. Transparency and accountability is crucial to the Club’s integrity. Education will be critical to the Club’s continuing professionalism.

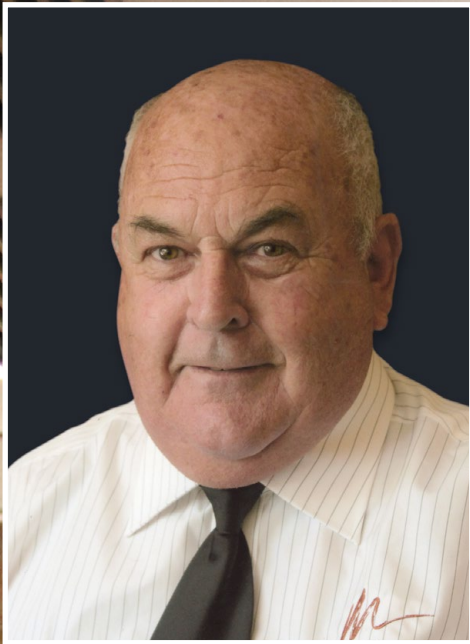
STAFF DEVELOPMENT

The Club will create a workplace, which attracts, develops and retains the highest calibre of personnel, supporting teamwork, honesty and respect with our workforce.

CUSTOMER FOCUS

The Club is committed to the primary purpose of serving our members with respect and consistency, engaging them through the provision of facilities, services and products that are beyond expectation.

President's Report



I would like to begin my report by saying a huge thank you to all those that have been involved dealing with the horrendous bushfires and express my deep sadness to people in our community that have lost Loved ones and properties. It has been a difficult time. Throughout the bushfire emergency our fantastic staff and in some cases their families have volunteered their time and enthusiasm to assist with the provision of over 7000 meals to the Rural Fire Service. They have also assisted when the Club has been called upon to act as an evacuation centre, cleaning the Ironstone area and food preparation plus much more. To the Directors and their wives that have helped during the last couple of months, you are certainly a great bunch of people and are a proud asset to the Mittagong RSL Club. Thank you very much.

After well over 12 months, the Club's DA for the building of the Tabatinga Children's Activity Centre was approved by Council. Costs for the project have risen by quite a bit on what we had planned due to a whole raft of new BCA regulations, which includes fire protection system upgrades that require an 80,000L concrete holding tank and pump to be installed for the sprinkler system to provide 4 hours coverage in case of fire. The kitchen upstairs requires to be brought up to standard as does part of the electrical supply system which will add around \$1.7M to a job costing that was originally going to cost \$6M.

After much discussion at our January 2020 Board meeting it has been decided to delay the building of Tabatinga for at least 12 months. It is felt that completing the total project now, with the BCA upgrades included, would push the Club's level of finance required to an amount that the Directors would not be comfortable with. The delay in construction of the main Tabatinga component will allow the business to build some cash reserves, whilst completing the BCA compliance work initially, will ensure building safety for our members. We have selected a builder, Meridian Constructions, who did such a good job with our last renovation. Meridian will complete the BCA upgrades, fire services and kitchen upgrade in 2020 and then move towards the Tabatinga project in 2021.

On December 19th 2019 a book entitled 'Pride, Spirit and Enthusiasm' was launched at a lunch held at the Club. The book covers the 100 year History/Anniversary of the Mittagong RSL Sub Branch, Women's Auxiliary and more recently 65 years of the Mittagong RSL Club. It is an outstanding publication. It can be purchased for \$30 and it is a tremendous book on how three groups have developed over the years. The book came to fruition by the concept and hard work of Steve Spence. He is to be congratulated on a brilliant history of the Club.

It appears that a combination of the tightening of discretionary expenditure, the drought and the bushfires have impacted on our bottom line this year, but we have been able to invest in capital improvements such as new carpet in the main lounge, a new roof on the Old Motel and purchase 22 Henderson Ave as an investment property. The profit for the year was \$731,365, but we had budgeted for a far stronger result than that.

Catering sales has topped the \$7M mark and is a high performing department recording 36.6% of total revenue and contributing up to expectation to the bottom line. Although Gaming revenue for the year was down by 6.7% it was still responsible for 46.2% of total revenues and is a key contributor to the profitability of the Club.

A big thank you to my fellow directors who have kept an eye on their job and have provided input into our Board Meetings. Our newest Director, Charmaine Cooper has settled well into her role with the Club and has brought new energy to the Board meetings. Again, various Directors attended courses and conferences to keep up with our ever changing industry.

At our January 2020 Board meeting it was decided to nominate the Clubs Catering Manager Alan Cunynghame for Life Membership which was unanimously agreed to.

Alan has been with the Club for 39 years, rising from first year apprentice to Catering Manager, currently managing a department with \$7M in turnover and over 90 staff.

Whenever there is an event that showcases the Club, Alan is there, be it behind the scenes or out front picking up plates. Alan spends a significant amount of his personal time here to ensure all is running smoothly with his department. An example of his commitment to the Club is that during the recent bushfire crisis he was meant to be on holidays. With hundreds of RFS meals to be cooked and packaged each day, Alan came to work to ensure that this was being done with a minimum of fuss, especially while the Club operated as an evacuation centre.

At the end of November one of our longest serving employees retired after 37 years' service. Enjoy your retirement Mrs B you have earned it and thank you for your friendship, hard work and loyalty during that time, it means a lot to me.

To Craig, Daniel, Alan and their teams the Club and the Board are very grateful for your work standards and your professionalism, you all do the Club proud. Thank you.

To our members, thank you for your patronage and continue to enjoy our facilities that have been provided.

Graham Millbank

PRESIDENT

Mittagong RSL Club Limited

Sub-Branch President's Report



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I would like to start my report by paying our respects and farewells to those members and their families who have left the parade ground for the last time... John Jeffery, Ruddy Pinnow, Frank Sinclair & Sidney Wire. The passing of each of these members leaves a void within our organisation that only time can fill, however their time with us certainly built on our legacy of service to our veterans.

Members of the Sub-Branch also conducted and attended several funeral services for other Veterans within the area. To all those families who have experienced the loss of a loved one during the year we extend our deepest sympathy.

I would like to thank the Board and staff of the Mittagong RSL Club Ltd. for the tremendous support they have and continue to provide to the Sub-Branch. The continual support through use of the Club's facilities, the financial considerations they extend to us, the wonderful attitude and assistance given unreservedly by all staff ensures we continue to maintain a healthy and viable Sub-Branch, which in turn allows us to provide the necessary quality of service and support to our members and the wider veteran community in our area.

To the relief of all Sub-Branch members 2019 saw us once again being able to fund raise. Despite the process being completely new and bringing with it many teething problems our efforts were well supported by the general public and I would like to pass on my thanks to the various local businesses that supported our organisation. Once again, we were able to meet all of our budgeted financial commitments.

This year also saw the new Constitution finally voted in at our annual State Congress held in Albury in October. Along with the new constitution came the replacement of all previous By Laws with the adoption of Standard Operating Procedures, a process that was long overdue and will make life much easier for all concerned.

One of our music scholarship recipients, Ms. Alida Hamlen, reached the end of her association with the Sub-Branch and on behalf of all of our members I would like to thank Alida for her excellent contribution to all of our functions that she attended. Alida is a testament to the success of the decision to offer the scholarship, with her final performance being an invitation to sound The Last Post and Reveille at the 11:00 am service at the Hyde Park Memorial in Sydney. Further testament to the scholarships is the fact that Alida's place has already been filled by another young talent Chkye Tracz, who will commence with us in 2020.

The work within the Mittagong Memorial Park, situated on the Old Hume Highway opposite the Mittagong caravan park office, is finally nearing completion. The park grounds were donated to the Mittagong Sub-Branch and the Mittagong Council many years ago by the Tooth family who owned the brewery across the other side of the railway line. Despite many frustrating delays there are only 2 tasks left and these are due for completion before the end of February 2020.

Our membership has maintained a steady footing with new membership keeping pace with those that we have lost, and Affiliate membership is also enjoying a steady increase.

The Anzac Day Dawn and Main Services were both very well attended by veterans and the community. Our music scholarship recipients, Emily Wanczura played at the Dawn Service and Alida Hamlen played at the Main Service and once again proved the value of our scholarships, sounding both the Last Post and Reveille, to a very high standard. Adding significantly to the Main Service was the formation fly past by aircraft from the Berrima District Aero Club and their execution of the missing man formation, which pays tribute to all those members of the Australian Defence Forces, who have fallen in the defence of Australia.

Ray Kuschert and I attended the Kangaloon School Anzac Day Service and the Anzac Day Service at Mittagong Primary School. Both of these schools, along with Frensham, figure prominently within the Sub-Branch calendar, with representation from all three schools attending our Anzac Day, VP Day and Remembrance Day Services and giving impressive presentations regarding the importance of each commemoration.

Flag Marshals for each of these days were provided from the Southern Highlands Squadron of the Air League. I would also like to thank our Parade Marshal Roger Cole, who is always on hand to ensure the smooth running of our Services.

A special mention has to go to the Southern Highlands Pipes and Drums and in particular to Chris and Karen who support every one of our Commemoration Services, and also our Christmas BBQ, This wonderful group of musicians with their unique sound and tradition with everything military, is very much appreciated by our members.

In December this year our Sub-Branch reached a very significant milestone, celebrating a centenary of service to the veteran community. Mittagong received their charter on the 19th December 1919 and at a luncheon held on the 19th December 2019, were presented with a certificate in recognition of 100 years of service by Mr. Brian Slattery, board member from RSL NSW State Branch. I am sure our founding

members would be delighted to know that the current members continue to embrace and build on their legacy.

To add to the significance of the occasion we also launched the book, Pride, Spirit and Enthusiasm -which is the written history of our Sub-Branch. This was the culmination of a decision taken several years ago, requiring countless hours of research, searching out photographs and old minute books as well as checking lists of members. To all those who contributed their time and especially to the author and historian, Mrs. Linda Emery, on behalf of the Sub-Branch thank you for your efforts. I am sure you will agree that the book is a wonderful record of our history and relates the story of not only our branch, but that of the Mittagong Women's Auxiliary's 75 years of service and support, as well as documenting the journey of the Mittagong RSL Club Ltd. both of which have always been an integral part of the Sub-Branch.

The work of Pension Officer Lyn Kuschert, and Welfare Officer Ray Kuschert, is greatly appreciated by all members, as is the time spent by Ken Sparrow visiting veterans in hospital.

To the Secretary Megan Kain, Treasurer Tony Holbrook, Vice Presidents Ray Kuschert and Craig Larkin and the Editor of the Lion Review Ken Phillips thank you all for the time and effort you have put into the Sub-Branch during the year, without you the Sub-Branch would not function.

To all the Sub-Branch members, thank you for your support during the year, to the many ladies who previously were members of the Women's Auxiliary thank you for your continued support, and finally I wish you all a happy and healthy 2020.

Stephen Spence

PRESIDENT
Mittagong RSL Sub-Branch



General Manager's Report



From an operating perspective 2019 has been a year of challenges with revenue streams from our various trading departments flattening out over the course of the year. Gaming revenues recorded a decline on the previous year, with this being an indicator that there is pressure at play on individuals' discretionary expenditure.

Factors that were in play during the year included elections at State & Federal levels in the first 5 months of the year, which created a degree of business uncertainty, with this then culminating in the terrible fires both locally and state wide at the end of the year. The bottom line profit of \$731,365 was considered a pass mark but fell well short of the expectations that we held at the beginning of the 2019 financial year, which was for a budgeted profit of \$1.36M.

Departmentally, trading revenues in the various areas were flat and inconsistent, with:

- Beverage sales decreasing by 0.5%
- Catering Sales increasing by 2.7%
- Gaming Revenues decreasing by 6.7%
- Keno Commission remaining static
- Total Revenues decreasing by 2.7%

In relation to expenditure, the big-ticket items were Wages and Taxation. Wages topped the \$6.1M mark during 2019, which was an increase of 1.7% over the previous year. Staff numbers have remained static at 155 during the reporting period.

Gaming machine taxation decreased in line with the decreased revenue streams from that area, but is still a significant operating expense. When you then add the collection of GST, Payroll Tax and Council Rates into the equation, we end up collecting or paying over \$4M in taxation to the Federal, State and Local Governments. It is also worth noting that Club Promotions, which includes member's pricing and member's draws, again topped \$1.4M for the year, a continued investment in recognising our members for using the facilities of their Club. Overall, operational expenditure was in line with expectation through the various trading departments.

Even though 2019 provided some trading challenges, we were able to continue to maintain and improve our Club facilities and asset base through:

- The purchase of 22 Henderson Ave, Mittagong as an investment property.
- Installing a new roof on the Old Motel Building located behind the club.
- Perform a soft furnishing and makeover of the main lounge area that has lifted and lightened the area significantly.
- Invest in the acquisition of a number of new gaming machines in the last quarter of the year.
- Install a major Audio Visual upgrade into the Carrington Room.

As we move into the 2020 Financial Year we will do so with a degree of caution due to the impact of the bushfires and drought in NSW and the effect it has on people's confidence in financial decision making. We are expecting

business to be patchy in the short term to midterm and it will take people a period of adjustment to regain their confidence under the current economic conditions.

As members would be aware, the Directors and Management have finalised plans with our Architects for the development of a Children's Activity Centre on the unbuilt section of the first floor of the Club.

The final development application for the proposed Children's Activity Centre was determined by Wingecarribee Shire Council on 30th September 2019. This consent contained conditions of approval that require the club to carry out a number of building compliance upgrades. This has added significant cost to the construction of the Children's Activity Centre.

In line with my cautionary comments above, it is now the Board's strategy to complete the building project in at least two stages over a period of time, commencing with the building compliance upgrades. These will be done during 2020. It is envisaged that building work on the Children's Activity Centre will commence in 2021.

Along with the building compliance upgrades and Children's Activity Centre the Board and Management have developed a masterplan for the site that includes in no particular order:

- Demolition of the old house on the Bessemer Street Corner.
- Construction of on grade carpark extension at the Bessemer Street Corner.
- Construction of a new Memorial Area on the Club grounds for Sub Branch Services.
- Ground floor footprint extension to house alternative food offerings to Ironstone
- Development of a decked car park area for additional parking requirements.

These are long term projects and strategies, but they provided a course of direction for future Boards and Management to consider as the Club and area continue to grow into the future.

During the course of the year, the Club contributed \$392,136 to Community Sponsorships, Donations and Support either through cash donations, goods in kind or complimentary facility rental. Organisations supported were from a diverse spectrum of community and included Sporting Teams, Food Support Services, Community Welfare Groups, Veterans Services, Emergency Services and Community Educational Programs. Mittagong RSL Club is proud to be a leader in our community to assist in supporting many worthwhile essential causes and organisations.

During December 2019 and January 2020 the Club provided emergency evacuation facilities for the Southern Highlands area and its residents during the bushfire crisis. On a number of occasions, the Club was the central evacuation hub where services such as Red Cross Australia, Family & Community Services and the Salvation Army assisted with the processing of people who did not feel safe staying at their homes at the peak danger times of the fires.

On one evening in particular the Club took in 800 evacuees well after midnight and assisted with the care and processing of these people. I would like to comment that I could not be prouder of the effort of our staff during this period and it is a privilege to be involved with such a committed group of people. As well as assisting with our local residents, the Club also prepared, cooked and packed over 7000 meals for the Rural Fire Service during this period of time. These meals were cooked and prepped on a set budget with a largely volunteer crew lead by Alan Cunynghame, a number of staff members

and ably assisted by our Directors who had packing duties. While we have had these responsibilities in the past, the length of time we have had to provide this service for the RFS far surpassed anything we have done previously.

On 30th November 2019, Club stalwart Lynn Boyd decided to retire after 37 years' employment with Mittagong RSL Club. There is a staff profile of Lynn Boyd contained within the Annual Report to members, which outlines her time here at the Club. I encourage you to read it. I would like to congratulate Lynn on her employment here and recognise the contribution that she made as an employee as well as a mentor to many fellow staff members. It goes without saying that Lynn's presence here at the Club will be missed and we wish her the very best in retirement. I would like to recognise and support Alan Cunyngham's nomination as a Life Member of the Club by the Board of Directors. Alan has worked here for 39 years and counting. During the time I have known him he has personally contributed far more than could be expected from an employee. His commitment to the Mittagong RSL Club and the continued enhancement of its reputation by his deeds, which are silently executed, are without peer. I trust the members of the Club see fit to endorse the Board nomination for Life Membership.

When reflecting on the past year we have had, my thoughts continually go back to the people at the Club. We are a people business and it is our responsibility to ensure that we provide first class goods and service to our members and visitors. This cannot be done without an effective team of staff at the Club and I must say I think we have a brilliant team. We consistently receive correspondence at the Club congratulating us on the quality of our products and service from our people. I would like to thank each and every one of our

staff members for your commitment to the Club and our members, as you are all a prime reason as to why this Club is so successful.

I would like to pass on my thanks to the management and supervisory team of Alan, Dan, Ross and Cynthia for the past year as their commitment and input to the Club has been invaluable. Equally, I would also like to recognise the commitment and efforts of the front of house management and supervisory team of Ray, Donna, Di, Stuart, Erin, Leanne, Donna and Sarah and who all do a fantastic job of organising and leading our staff on the floor in the food, function, gaming and bar areas. Well done everyone.

I would like to commend to the members the contribution of our Board of Directors over the last 12 months. They have again contributed significantly to the operations of the Club with solid policy direction and fulfil the role of key decision makers with the best interests of the members in mind. As General Manager of the Club, they have shown faith in my ability to carry out Board policy to manage the Club and I thank them for being entrusted with that responsibility.

The continued success of the Club is always dependent upon the support of our wonderful members. Total members topped the 20,000 mark for the first time in the Club's history. Our member's dedication to the Club is our inspiration for us to offer you the best possible service, products and facilities that we can. We would like to extend a thank you to all of our members for contributing to the amenity of Mittagong RSL and trust that we can catch up with you here at the Club in the very near future.

Craig Madsen

GENERAL MANAGER
Mittagong RSL Club Limited

Life Members & Patrons

We take this opportunity to acknowledge the Life Members & Patrons of the Mittagong RSL Club.

The Mittagong RSL Club affords Life Membership as an honour to a member of the Club who has given outstanding service to the Club for a period of time. The members of the Club at an Annual General Meeting must vote upon life Membership. Life membership is generally determined by a member

nominating another member for life membership, with this nomination being seconded by another member.

This nomination for life membership is then considered by the Board of Directors to determine if it should be referred to the next General Meeting of the Club for final approval of the members.

Membership

2017
18,648
MEMBERS

2018
19,490
MEMBERS

2019
20,231
MEMBERS



LIFE MEMBERS
& PATRONS:



J. P. Cupitt



B. F. Smith

LIFE MEMBERS:

A R JONES

A E LIPS

R W TOMLIN

V NOLAN

K R JOHNSTON

B G LONG

H S MCNAUGHTON

H C PRITCHARD

E C BISIKER

R J WEBECK

V W ORFORD

V.R. COWLEY

J. P CUPITT

A I PIKE

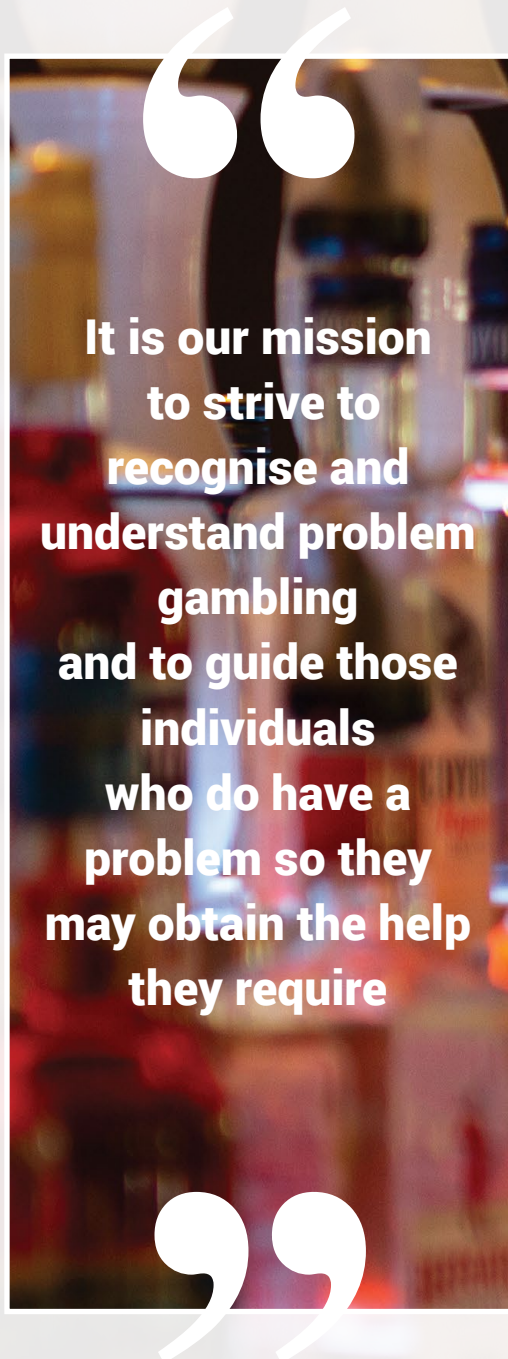
G J MILLBANK

R F COLE

R M CARTER

B F SMITH





Responsible Conduct of Gaming

The Mittagong RSL Club offers gambling and gaming services to our members and as such, we have an obligation to provide a healthy and safe gaming environment. The majority of players enjoy gaming machines as a recreational activity in our setting, which is conducive to harm minimisation legislation and practices.

For those individuals that do have issues it is our mission to strive to recognise and understand problem gambling and to guide those individuals who do have a problem so that they may obtain the help they require.

The Club has adopted the "ClubSafe Code of Practice and Guidelines" acknowledging our commitment to provide members with a safe and responsible gambling environment.

It is a requirement that all staff who work in the gaming area are trained and certified in the Responsible Conduct of Gaming to enable them to recognise risk factors that exist in relation to the provision of gaming services. The Club offers Multi Venue Self Exclusion to patrons that have indicated that they have an issue with their gaming practices.

2019



Mittagong RSL Club Ltd
ABN 69 001 069 674

Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2019



Mittagong RSL Club Ltd
ABN 69 001 069 674

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Notice of Annual General Meeting

Notice is hereby given that the 48th Annual General Meeting of Members of the Mittagong RSL Club Limited will be held in the Clubhouse on Sunday 26th July 2020 at 10.00 am.

BUSINESS

1. Apologies.
2. A minutes silence to acknowledge all members that have passed away during the year.
3. To confirm the Minutes of the previous General Meeting on Sunday 24th March 2019.
4. To receive consider and adopt the report of the President & General Manager
5. To receive consider and adopt the Financial Statement of the Company for the year ended 31st December 2019 together with the Reports therein of the Directors and Auditors.
6. Notice of Ordinary Resolutions.
7. Appointment of Patron or Patrons.
8. Deal with any business of which due notice has been given.
9. General Business: to transact any other business that may be lawfully brought forward.

BY THE ORDER OF THE BOARD

Dated this 24th June 2020



CRAIG MADSEN
General Manager



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FOR THE YEAR ENDED 31 DECEMBER 2019

Financial Statements

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Declaration of **Core** and **Non-Core** Property FOR THE YEAR ENDED 31 DECEMBER 2019

Pursuant to Section 41J(2) of the Registered Clubs Act for the financial year ended 31 December, 2019:

- (a) The following properties are core property of the Club;
 - (i) The land upon which the Club's licensed premises are located;
 - (ii) The land upon which the Club's car parking areas are located other than the 10 car parking spaces adjacent to the northern wall of the Springs Resorts Mittagong RSL Motel.

- (b) The following properties are non-core property of the Club;
 - (i) The land upon which the Mineral Springs Motel behind the Club's licensed premises are located;
 - (ii) The land in lot 3 DP 365917 on Old Hume Highway containing the residential property on the corner of the Old Hume Highway and Bessemer Street Mittagong;
 - (iii) The land in Lot 1 DP 1086496 upon which the Springs Resorts Mittagong RSL Motel is located including the ten car parking spaces which are adjacent to the northern wall of the motel; and
 - (iv) The land in Lot 1 DP 237330 on Henderson Avenue containing the residential property situated at 26 Henderson Avenue, Mittagong.
 - (v) The land in Lot 3 DP 237330 on Henderson Avenue containing the residential property situated at 22 Henderson Avenue, Mittagong.

Declaration of **Core** and **Non-Core** Property

FOR THE YEAR ENDED 31 DECEMBER 2019

Notes to Members

1. Section 41J(2) of the registered Clubs Act requires the annual report to specify the core and non-core property of the Club as at the end of the financial year to which the report relates.
2. Core property is any real property owned or occupied by the Club that comprises:
 - (a) The defined premises of the Club; or
 - (b) Any facility provided by the Club for use of its members and their guests; or
 - (c) Any other property declared by a resolution passed by a majority of the members present at a general meeting of Ordinary members of the Club to be core property of the Club.
3. Non-core property is any other property other than that referred to above as core property and any property which is declared by the members at a general meeting of Ordinary members of the Club not to be core property.
4. The significance of the distinction between core property and non-core property is that the Club cannot dispose of any core property unless:
 - (a) The property has been valued by a registered valuer within the meaning of the Valuers Act 2003; and
 - (b) The disposal has been approved at a general meeting of the Ordinary members of the Club at which the majority of votes cast support the approval; and
 - (c) Any sale is by way of public auction or open tender conducted by an independent real estate agent or auctioneer.
5. These disposal provisions and what constitutes a disposal for the purposes of section 41J are to some extent modified by regulations made under the Registered Clubs Act and by Section 41J itself. For example, the requirements in paragraph 4 above do not apply to:
 - Core property that is being leased or licensed for a period not exceeding 10 years on terms that have been subject of a valuation by a registered valuer;
 - Core property that is leased or licensed to a telecommunications provider for the purposes of a telecommunications tower.

Ordinary Resolutions

“That pursuant to the Registered Clubs Act, the members hereby approve and agree to the members of the Board during the twelve (12) months preceding the 2021 Annual General Meeting receiving the following benefits, and the members further acknowledge that the benefits outlined in the sub paragraphs (1) to (10) are not available to members generally but only to those members who are elected Directors of the Club”.

1. A reasonable meal if required and refreshments to be associated with each Board meeting of the Club.
2. Provision for seven car parking spaces to be reserved for the exclusive use of Directors.
3. The reasonable cost of Directors, and their spouses, attending the Registered Clubs Association Annual General Meeting.
4. The reasonable cost of Directors and their spouses attending seminars, lectures, trade displays and other similar events as may be determined by the Board from time to time.
5. The reasonable cost of Directors and their spouses attending other registered clubs for the purpose of viewing and assessing their facilities and the method of such operation provided that such attendances are approved by the Board as being necessary for the benefit of the Club.
6. The provision of blazers and associated apparel for the use of Club Directors when representing the Club.
7. The reasonable cost of an annual dinner for Directors and their spouses.
8. The reasonable cost of refreshments whilst a Director is on duty at the Club.
9. The reasonable cost of welcoming and entertaining industry representatives, VIPs and other invited guests.
10. The reasonable cost of membership of Clubs NSW Directors Institute and related training seminars and workshops.

Ordinary Resolutions

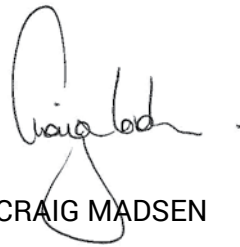
For the Members To Approve Life Membership of Alan Cunynghame Member No 4359

At the meeting of the Board of Directors on 29th January 2020 it was proposed by Graham Millbank (Member No 3) and seconded by Roger Cole (Member No 5) that Alan Cunynghame (Member No 4359) be endorsed by the Board of Directors to receive Life Membership of the Club at the Annual General Meeting to be held at the Club on 29th March 2020. The proposal was supported and approved by the Board of Directors unanimously and will be submitted before the Members for their approval at the AGM

Alan Cunynghame is employed as Catering Manager at the Club having started here as our first apprentice chef in 1980 and was offered the position of head chef at the age of 21. Alan's hard work and vision for the Club's catering department has been essential to the growth and success of the Club. Significantly Alan contributes far more than could normally be expected of an employee. His personal commitment to the Mittagong RSL Club and the continued enhancement of its reputation by his deeds, which are silently executed are without peer. Alan is considered to be an outstanding candidate for consideration of Life Membership by the members of the Mittagong RSL Club.

BY THE ORDER OF THE BOARD

Dated this 5th February 2020



CRAIG MADSEN

General Manager

Directors' Report

31 DECEMBER 2019

The directors present their report on Mittagong RSL Club Ltd for the financial year ended 31 December 2019.

1. General information

Directors

The names of the directors in office at any time during, or since the end of, the year are:

| Names | Position | |
|------------------|----------------|---------------------|
| Graham Millbank | President | |
| Roger Cole | Vice President | |
| Ross Cowley | Vice President | |
| Phillip Moscatt | Director | |
| Brian Smith | Director | Retired 24/3/2019 |
| Stephen Spence | Director | |
| Peter Tomlin | Director | |
| Charmaine Cooper | Director | Appointed 24/3/2019 |

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Information on directors

The names of each person who has been a director during the year and to the date of this report are:

Graham Millbank

| | |
|----------------|---------------|
| Qualifications | Self Employed |
| Experience | 38 years |

Roger Cole

| | |
|----------------|------------------------|
| Qualifications | Retired School Teacher |
| Experience | 35 years |

Ross Cowley

| | |
|----------------|----------------------|
| Qualifications | Bachelor of Business |
| Experience | 15 years |

Phillip Moscatt

| | |
|----------------|-------------------------------------|
| Qualifications | Retired Sales and Marketing Manager |
| Experience | 11 years |

Brian Smith

| | |
|----------------|---------------------------|
| Qualifications | Company Director |
| Experience | 21 years (non-continuous) |

Stephen Spence

| | |
|----------------|---------------------------------------|
| Qualifications | Retired Manager - Electrical Industry |
| Experience | 7 years |

Peter Tomlin

| | |
|----------------|------------------|
| Qualifications | Bachelor of Arts |
| Experience | 4 years |

Directors' Report

31 DECEMBER 2019

1. General information

Information on directors

Charmaine Cooper

Qualifications

Community Engagement Co-ordinator

Experience

1 Year

Company secretary

The following person held the position of Company secretary at the end of the financial year:

Mr Craig Madsen has been the company secretary since 5 March 2005. Mr Craig Madsen has worked for Mittagong RSL Club Limited for the past fourteen years, performing management roles.

Principal activities

The principal activity of Mittagong RSL Club Ltd during the financial year was that of a registered club.

No significant changes in the nature of the Company's activity occurred during the financial year.

Short term objectives

In the short term the Company objectives are to grow revenues through existing revenue streams and look at potential diversification of income. We will continue to promote, develop and expand the Club's offerings. We will continue to provide quality entertainment and social activities for members to support our principal activities whilst maintaining state of the art facilities and amenities that serve our members.

Long term objectives

In the long term, the Company's primary objective is to investigate and implement successful alternate revenue streams that complement the Club's core business whilst still maintaining the principle activities of the Company.

Strategy for achieving the objectives

The company will strive to continue to be a market leader in the Licensed Club Industry in the current offerings provided to members while undertaking due diligence, extensive research and looking at market demands to determine the viability of any potential alternate revenue streams.

The primary strategies to achieve the Club's objectives is through sound financial management and the use of financial ratios and key performance indicators (KPIs) to ensure that organisational business plans, budgets and cash flows are current, accurate and relevant.

Directors' Report

31 DECEMBER 2019

Performance measures

The Company measures its success in the following areas:

- Satisfaction of its members, guests and employees
- Success of marketing and promotional events, entertainment and major calendar events
- Financial performance through review of:
 - Earnings before interest, tax, depreciation and amortisation
 - Revenue
 - Wages cost as a percentage of revenues
 - Profitability
 - Targeted budgets being met
 - Business Plan targets achieved
 - Financial ratios and KPIs
 - Patron visitations

Review of operations

The profit of the Company after providing for income tax amounted to \$ 731,365.

The Club's main sources of revenue came from food, beverage, gaming and gambling operations which serviced the social requirements of our members and visitors. All revenue lines traded to expectation, with the exception of gaming, which recorded a 6.7% reduction in gross income. Expenditures through the various departments are considered to be within expectation.

Staff development has continued and the Board of Directors has undertaken the necessary training to maintain compliance with the legislation that covers our business activities.

The maintenance of profitability of the Club in our core business activities has enabled us to maintain our contributions to the local community and junior sports organisations to a greater degree than our responsibilities under the Community Development Support Expenditure Scheme.

The Board has adopted the revaluation model for core land and building with the fair value assessed annually and independent valuations obtained every three years. At each balance date the land and buildings are considered for impairment, and if there is any significant decline in value an impairment loss would be recognised; resulting in a write down of land and buildings.

The current policy is to depreciate the building over forty years. The depreciation expense is based on the tri-annually revalued building amount. This has the impact of recognising a book entry for building depreciation in the vicinity of \$770,000 annually.

Valuations obtained by the club have historically resulted in fair value increases, requiring the building to be revalued upwards. The amount of depreciation expense recognised is then effectively recouped in the higher revaluation increments. This then inflates the magnitude of the movement in carrying value of land and building between one year to the next.

Therefore, the Board has decided not to depreciate the building to better reflect the realistic market value of land and buildings, making it easier to compare land and building values from one year to the next. Had the board continued with the policy the current profit for the year would have been closer to a small loss or breakeven position. As the Club is essentially a not-for-profit The Board believe this presentation provides more useful information to members by reflecting the true value of The Clubs largest asset.

Directors' Report

31 DECEMBER 2019

Significant changes in state of affairs

No significant changes in the Company's state of affairs occurred during the financial year.

2. Other items

Likely developments

The provision and improvements of services for our Members is the prime objective of the Club in all of its activities. It is the intention of the Board to continue to maintain the profitability of the business through the growth in its service and social activities as well as the development of its asset base for the Members.

The Directors and Management are continuously planning the strategic development of the business to ensure its future viability for the members. The Directors and Management have finalised plans with our Architects for the development of a Children's Activity Centre on the unbuilt section of the first floor of the Club.

The development application for the proposed Children's Activity Centre was determined by Wingecarribee Shire Council on 30th September 2019. This consent contained conditions of approval that require the club to carry out a number of building compliance upgrades. This has added significant cost to the construction of the Children's Activity Centre. It is now the Board's strategy to complete the building project in at least two stages over a period of time, commencing with the building compliance upgrades. This will be done during 2020. It is envisaged that building work on the Children's Activity Centre will commence sometime in 2021.

We believe that this future development along with our current strategies in place will continue to ensure that business maintains the relevance it currently has with its members, local community and visiting client base.



Indemnification and insurance of officers and auditors

No indemnities have been given or insurance premium paid, during or since the end of the financial year, for any person who is or has been an officers or auditor of Mittagong RSL Club Limited, with the expectation of a directors and officers company reimbursement insurance policy.

Meetings of directors

During the financial year, 14 meetings of directors were held. Attendances by each director during the year were as follows:

| | Directors' Meetings | | Audit Committee | |
|------------------|---------------------------|-----------------|---------------------------|-----------------|
| | Number eligible to attend | Number attended | Number eligible to attend | Number attended |
| Graham Millbank | 14 | 14 | - | - |
| Roger Cole | 14 | 14 | 2 | 2 |
| Ross Cowley | 14 | 13 | 2 | 2 |
| Phillip Moscott | 14 | 12 | - | - |
| Brian Smith | 3 | 3 | 1 | 1 |
| Stephen Spence | 14 | 14 | - | - |
| Peter Tomlin | 14 | 13 | 1 | 1 |
| Charmaine Cooper | 11 | 11 | - | - |

Directors' Report

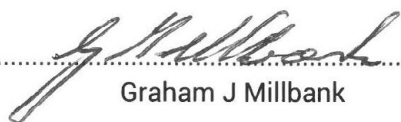
31 DECEMBER 2019

Auditor's independence declaration

The lead auditor's independence declaration in accordance with section 307C of the *Corporations Act 2001*, for the year ended 31 December 2019 has been received and can be found on page 6 of the financial report.

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

Director


Graham J Millbank

Director


Roger F Cole

Dated this 5th day of February 2020.

Mittagong RSL Club Ltd

**Auditor's Independence Declaration under Section 307C of the Corporations Act 2001
to the Directors of Mittagong RSL Club Ltd**

I declare that, to the best of my knowledge and belief, during the year ended 31 December 2019, there have been:

- (i) no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

Kelly Partners (South West Sydney) Partnership



Registered Auditor Number 335565
Campbelltown

Dated this 5th day of February 2020.

Statement of Profit or Loss & Other Comprehensive Income FOR THE YEAR ENDED 31 DECEMBER 2019

| | Note | 2019 \$ | 2018 \$ |
|--|------|------------------|------------------|
| Sales revenue | | 9,794,205 | 9,616,087 |
| Cost of sales | | (3,133,752) | (3,065,439) |
| Gross profit | | 6,660,453 | 6,550,648 |
| Gaming machine revenue | | 9,005,551 | 9,655,037 |
| Other income | 3 | 709,859 | 741,394 |
| Profit/(loss) on sale of non-current assets | 3 | 17,250 | 63,344 |
| Marketing expenses | | (105,180) | (100,847) |
| Occupancy costs | | (253,218) | (207,691) |
| Administrative expenses | | (4,617,459) | (4,682,669) |
| Bar expenses | | (1,257,146) | (1,126,142) |
| Catering expenses | | (4,037,146) | (3,786,959) |
| Gaming machine expenses | | (2,582,022) | (2,827,630) |
| Promotions expenses | | (1,456,310) | (1,425,425) |
| Finance costs | | (163,897) | (228,487) |
| Other expenses | | (242,064) | (309,706) |
| Profit before depreciation & income tax | | 1,678,671 | 2,314,867 |
| Income tax expense | | - | - |
| Depreciation | | (947,306) | (1,703,212) |
| Profit from continuing operations | | 731,365 | 611,655 |
| Profit for the year | | 731,365 | 611,655 |
| Other comprehensive income, net of income tax | | | |
| Revaluation changes for property, plant and equipment | | - | 4,683,208 |
| Other comprehensive income for the year, net of tax | | - | 4,683,208 |
| Total comprehensive income for the year | | 731,365 | 5,294,863 |

Statement of Financial Position

FOR THE YEAR ENDED 31 DECEMBER 2019

| | Note | 2019 \$ | 2018 \$ |
|--------------------------------------|------|-------------------|-------------------|
| ASSETS | | | |
| CURRENT ASSETS | | | |
| Cash and cash equivalents | 6 | 1,088,743 | 1,441,457 |
| Trade and other receivables | 7 | 118,716 | 99,856 |
| Inventories | 8 | 216,869 | 184,823 |
| Other assets | 9 | 62,047 | 127,520 |
| TOTAL CURRENT ASSETS | | 1,486,375 | 1,853,656 |
| NON-CURRENT ASSETS | | | |
| Other financial assets | 10 | 760 | 760 |
| Property, plant and equipment | 11 | 37,873,488 | 37,933,001 |
| Investment properties | 12 | 939,273 | 303,896 |
| Intangible assets | | 833,588 | 833,588 |
| Other assets | | 547,307 | 260,112 |
| TOTAL NON-CURRENT ASSETS | | 40,194,416 | 39,331,357 |
| TOTAL ASSETS | | 41,680,791 | 41,185,013 |
| LIABILITIES | | | |
| CURRENT LIABILITIES | | | |
| Trade and other payables | 14 | 1,696,646 | 1,418,240 |
| Borrowings | | 151,696 | 4,834,442 |
| Short-term provisions | 17 | 630,899 | 591,168 |
| Other liabilities | 15 | 131,607 | 99,593 |
| TOTAL CURRENT LIABILITIES | | 2,610,848 | 6,943,443 |
| NON-CURRENT LIABILITIES | | | |
| Borrowings | 16 | 4,139,400 | 61,642 |
| Long-term provisions | 17 | 621,025 | 601,775 |
| TOTAL NON-CURRENT LIABILITIES | | 4,760,425 | 663,417 |
| TOTAL LIABILITIES | | 7,371,273 | 7,606,860 |
| NET ASSETS | | 34,309,518 | 33,578,153 |
| EQUITY | | | |
| Reserves | | 16,187,987 | 16,187,987 |
| Retained earnings | | 18,121,531 | 17,390,166 |
| TOTAL EQUITY | | 34,309,518 | 33,578,153 |

Statement of Changes in Equity

FOR THE YEAR ENDED 31 DECEMBER 2019

2019

Balance at 1 January 2019

Profit attributable to members

Balance at 31 December 2019

| Retained Earnings | Asset Revaluation Surplus | Total |
|-------------------|---------------------------|------------|
| \$ | \$ | \$ |
| 17,390,166 | 16,187,987 | 33,578,153 |
| 731,365 | - | 731,365 |
| 18,121,531 | 16,187,987 | 34,309,518 |

2018

Balance at 1 January 2018

Profit attributable to members

Revaluation increment (decrement)

Balance at 31 December 2018

| Retained Earnings | Asset Revaluation Surplus | Total |
|-------------------|---------------------------|------------|
| \$ | \$ | \$ |
| 16,778,511 | 11,504,779 | 28,283,290 |
| 611,655 | - | 611,655 |
| - | 4,683,208 | 4,683,208 |
| 17,390,166 | 16,187,987 | 33,578,153 |

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Statement of Cash Flows

FOR THE YEAR ENDED 31 DECEMBER 2019

| Note | 2019 \$ | 2018 \$ |
|---|----------------------------|--------------------|
| CASH FLOWS FROM OPERATING ACTIVITIES: | | |
| Receipts from customers | 21,423,854 | 21,943,571 |
| Payments to suppliers and employees | (19,970,765) | (19,271,355) |
| Interest received | 16,238 | 19,936 |
| Interest paid | (163,897) | (228,487) |
| Net cash provided by/(used in) operating activities | <u>1,305,430</u> | <u>2,463,665</u> |
| CASH FLOWS FROM INVESTING ACTIVITIES: | | |
| Proceeds from sale of plant and equipment | 750 | 63,344 |
| Purchase of property, plant and equipment | (1,053,905) | (989,875) |
| Net cash provided by/(used in) investing activities | <u>(1,053,155)</u> | <u>(926,531)</u> |
| CASH FLOWS FROM FINANCING ACTIVITIES: | | |
| Proceeds/(repayments) from borrowings | (369,145) | (850,000) |
| Net hire purchase proceeds/(repayments) | (235,844) | (212,700) |
| Net cash provided by/(used in) financing activities | <u>(604,989)</u> | <u>(1,062,700)</u> |
| Net increase/(decrease) in cash and cash equivalents held | (352,714) | 474,434 |
| Cash and cash equivalents at beginning of year | <u>1,441,457</u> | <u>967,023</u> |
| Cash and cash equivalents at end of financial year | <u>21</u> <u>1,088,743</u> | <u>1,441,457</u> |

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Notes to the Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2019

The financial report covers Mittagong RSL Club Ltd as an individual entity. Mittagong RSL Club Ltd is a not-for-profit Company limited by guarantee, incorporated and domiciled in Australia.

The functional and presentation currency of Mittagong RSL Club Ltd is Australian dollars.

Comparatives are consistent with prior years, unless otherwise stated.

1 Basis of Preparation

The financial statements are general purpose financial statements that have been prepared in accordance with the Australian Accounting Standards - Reduced Disclosure Requirements and the *Corporations Act 2001*.

2 Summary of Significant Accounting Policies

(a) Income Tax

The principle of mutuality has been applied in calculating the taxable income of the company. Subscriptions and other amounts received from members are excluded from the assessable income of the company. The company is assessed for income tax purposes on income from non-members (including other investment income such as interest and rent.) Operating expenses are apportioned between member and non-member income. Accordingly, taxable income is not directly related to the operating result and can vary substantially from year to year.

(b) Leases

Leases of fixed assets where substantially all the risks and benefits incidental to the ownership of the asset, but not the legal ownership that are transferred to the Company are classified as finance leases.

Finance leases are capitalised by recording an asset and a liability at the lower of the amounts equal to the fair value of the leased property or the present value of the minimum lease payments, including any guaranteed residual values. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Lease payments for operating leases, where substantially all of the risks and benefits remain with the lessor, are charged as expenses on a straight-line basis over the life of the lease term.

Lease incentives under operating leases are recognised as a liability and amortised on a straight-line basis over the life of the lease term.

(c) Revenue and other income

Revenue is recognised when the amount of the revenue can be measured reliably, it is probable that economic benefits associated with the transaction will flow to the Company and specific criteria relating to the type of revenue as noted below, has been satisfied.

Revenue is measured at the fair value of the consideration received or receivable and is presented net of returns, discounts and rebates.

Sale of goods

Revenue is recognised on transfer of goods to the customer as this is deemed to be the point in time when risks and rewards are transferred and there is no longer any ownership or effective control over the goods.

Notes to the Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2019

2 Summary of Significant Accounting Policies

(c) Revenue and other income

Interest revenue

Interest is recognised using the effective interest method.

Rendering of services

Revenue in relation to rendering of services is recognised depending on whether the outcome of the services can be estimated reliably. If the outcome can be estimated reliably then the stage of completion of the services is used to determine the appropriate level of revenue to be recognised in the period.

If the outcome cannot be reliably estimated then revenue is recognised to the extent of expenses recognised that are recoverable.

Rental income

Investment property revenue is recognised on a straight-line basis over a period of the lease term so as to reflect a constant periodic rate of return on the net investment.

Subscriptions

Revenue from the provision of membership subscriptions is recognised on a straight-line basis over the financial year.

Other income

Other income is recognised on an accruals basis when the Company is entitled to it.

(d) Goods and services tax (GST)

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payable are stated inclusive of GST.

The net amount of GST recoverable from, or payable to, the ATO is included as part of receivables or payables in the statement of financial position.

Cash flows in the statement of cash flows are included 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 operating cash flows.

(e) Inventories

Inventories are measured at the lower of cost and net realisable value. Cost of inventory is determined using the first-in-first-out basis and is net of any rebates and discounts received. Net realisable value is estimated using the most reliable evidence available at the reporting date and inventory is written down through an obsolescence provision if necessary.

Notes to the Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2019

2 Summary of Significant Accounting Policies

(f) Property, plant and equipment

Where the cost model is used, the asset is carried at its cost less any accumulated depreciation and any impairment losses. Costs include purchase price, other directly attributable costs and the initial estimate of the costs of dismantling and restoring the asset, where applicable.

Assets measured using the revaluation model are carried at fair value at the revaluation date less any subsequent accumulated depreciation and impairment losses. Revaluations are performed whenever there is a material movement in the value of an asset under the revaluation model.

Items of property, plant and equipment acquired for nil or nominal consideration have been recorded at the acquisition date fair value.

Each class of property, plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment.

Land and buildings

Land and buildings are measured using the revaluation model.

Plant and equipment

Plant and equipment are measured using the cost model.

Depreciation

Property, plant and equipment, excluding freehold land and building, is depreciated on a straight-line basis over the assets useful life to the Company, commencing when the asset is ready for use.

Leased assets and leasehold improvements are amortised over the shorter of either the unexpired period of the lease or their estimated useful life.

The depreciation rates used for each class of depreciable asset are shown below:

| | |
|---------------------|---------------|
| Plant and Equipment | 13 - 33.33% |
| Motor Vehicles | 18.75 - 22.5% |
| Gaming machines | 25 - 50% |

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

(g) Investment property

Investment property is held at cost which includes expenditure that is directly attributable to the acquisition of the investment property. The investment properties are depreciated on a straight-line basis.

(h) Impairment of non-financial assets

At the end of each reporting period the Company determines whether there is an evidence of an impairment indicator for non-financial assets.

Notes to the Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2019

2 Summary of Significant Accounting Policies

(h) Impairment of non-financial assets

Where an indicator exists and regardless for indefinite life intangible assets and intangible assets not yet available for use, the recoverable amount of the asset is estimated.

Where assets do not operate independently of other assets, the recoverable amount of the relevant cash-generating unit (CGU) is estimated.

The recoverable amount of an asset or CGU is the higher of the fair value less costs of disposal and the value in use. Value in use is the present value of the future cash flows expected to be derived from an asset or cash-generating unit.

Where the recoverable amount is less than the carrying amount, an impairment loss is recognised in profit or loss.

Reversal indicators are considered in subsequent periods for all assets which have suffered an impairment loss.

(i) Intangibles

Poker Machine Entitlements

Poker machine entitlements are considered as intangible assets as per AASB 138 and have been brought to account at cost. They are considered to have an indefinite life and as such are not amortised.

Social impact assessment study costs incurred in order to obtain additional entitlements have been accounted for as prepayments until the entitlements are acquired. The prepayment is then capitalised together with the cost of the entitlements.

(j) Cash and cash equivalents

Cash and cash equivalents comprises cash on hand, demand deposits and short-term investments which are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

Bank overdrafts also form part of cash equivalents for the purpose of the statement of cash flows and are presented within current liabilities on the statement of financial position.

(k) Employee benefits

Provision is made for the Company's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Employee benefits expected to be settled more than one year after the end of the reporting period have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may satisfy vesting requirements. Cashflows are discounted using market yields on high quality corporate bond rates incorporating bonds rated AAA or AA by credit agencies, with terms to maturity that match the expected timing of cashflows. Changes in the measurement of the liability are recognised in profit or loss.

Notes to the Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2019

2 Summary of Significant Accounting Policies

(I) Provisions

Provisions are recognised when the Company has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured.

Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of the reporting period.

3 Revenue and Other Income

Revenue from continuing operations

| | 2019 | 2018 |
|--------------------------|--------------------------|--------------------------|
| | \$ | \$ |
| Sales revenue | | |
| - Beverage sales | 2,654,138 | 2,668,866 |
| - Catering sales | 7,140,067 | 6,947,221 |
| | <u>9,794,205</u> | <u>9,616,087</u> |
| - Gaming machine revenue | 9,005,551 | 9,655,037 |
| Total Revenue | <u>18,799,756</u> | <u>19,271,124</u> |

Other Revenue

| | | |
|--|--------------------------|--------------------------|
| - Interest received | 16,238 | 19,936 |
| - Commission | 255,618 | 270,456 |
| - Lease receipts | 228,322 | 214,470 |
| - Membership subscription | 131,929 | 158,628 |
| - Sundry revenue | 727 | 8,410 |
| - Sports and recreation | 25,030 | 24,571 |
| - Utilities reimbursements - Springs Motel | 24,574 | 24,253 |
| - Rent received | 27,420 | 20,670 |
| | <u>709,858</u> | <u>741,394</u> |
| - Other Income | 17,250 | 63,344 |
| - Profit/ (loss) on sale of non-current assets | 19,526,864 | 20,075,862 |
| Total Revenue and Other Income | <u>19,526,864</u> | <u>20,075,862</u> |

Notes to the Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2019

4 Result for the Year

The result for the year was derived after charging / (crediting) the following items:

| | 2019 | 2018 |
|---|-------------------|-------------------|
| | \$ | \$ |
| - Advertising | 105,180 | 100,847 |
| - Amortisation of borrowing charges | 74,624 | 77,476 |
| - Cleaning material & waste disposal | 384,068 | 130,551 |
| - Club promotions | 1,422,210 | 1,405,077 |
| - Club promotions - bush bounty | 74,538 | 146,169 |
| - Community sponsorships, donations & support | 392,136 | 403,841 |
| - Cost of sales | 3,133,752 | 3,065,439 |
| - Depreciation | 794,584 | 1,703,212 |
| - Electricity & gas | 446,616 | 416,176 |
| - Gaming tax | 1,875,246 | 2,045,262 |
| - Insurance | 225,413 | 258,855 |
| - Interest paid | 163,897 | 228,487 |
| - Max Gaming fees | 158,310 | 161,734 |
| - Other employee-related expenses | 678,413 | 780,923 |
| - Payroll tax | 350,340 | 343,405 |
| - Rates & taxes | 150,587 | 99,952 |
| - Repairs & maintenance | 514,152 | 513,590 |
| - Requisites | 146,930 | 117,797 |
| - Salaries & wages | 6,107,757 | 6,006,868 |
| - Security | 102,631 | 107,739 |
| - Superannuation | 611,729 | 589,741 |
| - Other expenses | 882,386 | 761,066 |
| - Total Expenses | 18,795,499 | 19,464,207 |

Notes to the Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2019

5 Income Tax Expense

Reconciliation of income tax to accounting profit:

| | 2019 | 2018 |
|---|------------------|------------------|
| | \$ | \$ |
| Profit from ordinary activities before income tax | 731,365 | 611,655 |
| Adjustments due to the mutuality principle: | | |
| Exempt income from members | (208,403) | (363,334) |
| Wholly assessable income | (623,731) | (642,268) |
| Exempt expenditure | 445,275 | 747,066 |
| Wholly deductible expenditure | 1,666,887 | 922,011 |
| | 2,011,392 | 1,275,130 |
| Portion applicable to non-member 2.7489% | 55,294 | 37,628 |
| Prima facie income tax expense 27.5 % | 15,205 | 10,348 |
| Increase in income tax expense due to wholly assessable income: | | |
| - Interest | 4,465 | 5,482 |
| - Rent | 70,329 | 64,664 |
| - Commission | 70,295 | 74,375 |
| - Utilities reimbursements - Mineral Springs | 6,758 | 6,670 |
| - GST rebate | 4,725 | 4,725 |
| - volume rebates | 13,803 | 17,582 |
| - Other income | 1,151 | 3,127 |
| | 171,526 | 176,625 |
| Decrease in income tax expense due to wholly deductible expenditure: | | |
| - Other expenses | (3459) | (4,825) |
| - Depreciation | (182,415) | - |
| - Superannuation | (165,844) | (161,394) |
| - Rates and taxes | (41,411) | (27,487) |
| - Commission expenditure | (59,892) | (57,238) |
| | (453,021) | 250,944 |
| Income tax expense | (266,290) | (63,971) |
| Amount transferred (from)/to future income tax benefit not brought to account | 266,290 | 63,971 |
| Tax losses carried forward | 4,933,528 | 3,965,199 |

Notes to the Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2019

6 Cash and Cash Equivalents

| | 2019 | 2018 |
|---------------|------------------|------------------|
| | \$ | \$ |
| Cash on hand | 243,351 | 253,351 |
| Bank balances | 845,392 | 1,188,106 |
| | <u>1,088,743</u> | <u>1,441,457</u> |

7 Trade and Other Receivables

| | | |
|-------------------|---------|--------|
| CURRENT | | |
| Trade receivables | 118,716 | 99,856 |

8 Inventories

| | | |
|-------------|---------|---------|
| CURRENT | | |
| At cost: | | |
| Inventories | 216,869 | 184,823 |

9 Other Assets

| | | |
|-----------------|---------------|----------------|
| CURRENT | | |
| Prepayments | 52,435 | 119,560 |
| Other assets | 9,480 | 4,488 |
| Borrowing costs | 132 | 3,472 |
| | <u>62,047</u> | <u>127,520</u> |
| NON-CURRENT | | |
| Master plan | 547,307 | 260,112 |

10 Other Financial Assets

Available-for-sale financial assets

| | | |
|------------------------------|-----|-----|
| NON-CURRENT | | |
| Shares in other corporations | 760 | 760 |

Notes to the Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2019

11 Property, plant and equipment

| | 2019 \$ | 2018 \$ |
|--|--------------------|-------------|
| LAND AND BUILDINGS | | |
| Freehold land - at independent valuation | 9,625,000 | 9,625,000 |
| Total Land | 9,625,000 | 9,625,000 |
| Buildings - at independent valuation | | |
| At independent valuation | 25,500,000 | 25,500,000 |
| Total buildings | 25,500,000 | 25,500,000 |
| Total land and buildings | 35,125,000 | 35,125,000 |
| PLANT AND EQUIPMENT | | |
| At cost | 242,308 | 6,985 |
| Accumulated depreciation | - | - |
| Total capital works in progress | 242,308 | 6,985 |
| Plant and equipment - at cost | 3,884,975 | 3,919,691 |
| Accumulated depreciation | (3,179,524) | (2,971,835) |
| Total plant and equipment | 705,451 | 947,856 |
| Motor vehicles - at cost | 60,597 | 60,597 |
| Accumulated depreciation | (44,301) | (38,877) |
| Total motor vehicles | 16,296 | 21,720 |
| Gaming machines - at cost | 6,737,258 | 6,652,155 |
| Accumulated depreciation | (4,952,825) | (4,820,715) |
| Total Gaming machines | 1,784,433 | 1,831,440 |
| Total plant and equipment | 2,748,488 | 2,808,001 |
| Total property, plant and equipment | 37,873,488 | 37,933,001 |

The fair value of freehold land and buildings is determined at least every three years based on valuations by an independent valuer. Generally, at each intervening period, the directors review the independent valuation and, where appropriate, update the fair value measurement to reflect current market conditions using a range of valuation techniques, including recent observable market data and discounted cash flow methodologies. Where necessary, the use of independent valuers are used to assist in this process. The Company's land and buildings were revalued at 31 December 2018 by independent valuers. Valuations were made using the price that would be received to sell the asset in an orderly transaction between market participants at the measurement date.

Notes to the Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2019

11 Property, plant and equipment

(a) Movements in Carrying Amounts

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

| | Capital Works in Progress | Land | Buildings | Plant and Equipment | Motor Vehicles | Gaming machines | Total |
|---|------------------------------|------------------|-------------------|------------------------|----------------|--------------------|-------------------|
| | \$ | \$ | \$ | \$ | \$ | \$ | \$ |
| Year ended 31 December 2019 | | | | | | | |
| Balance at the beginning of year | 6,985 | 9,625,000 | 25,500,000 | 947,856 | 21,720 | 1,831,440 | 37,933,001 |
| Additions | | | | | | | |
| Additions | 235,323 | - | - | 114,957 | - | 553,520 | 903,800 |
| Disposals | - | - | - | - | - | (20,000) | (20,000) |
| Depreciation expense | - | - | - | (357,362) | (5,424) | (580,527) | (943,313) |
| Balance at the end of the year | 242,308 | 9,625,000 | 25,500,000 | 705,451 | 16,296 | 1,784,433 | 37,873,488 |

12 Investment Properties

| | 2019 \$ | 2018 \$ |
|------------------------------------|----------------|----------------|
| Balance at beginning of the period | 327,431 | 327,431 |
| Additions | 637,752 | - |
| Accumulated Depreciation | (25,910) | (23,535) |
| Balance at end of year | 939,273 | 303,896 |

An independent valuation of 26 Henderson Ave obtained at 31 December 2018 indicated that the fair value of the property is \$525,000. To be consistent with the accounting policies adopted by The Club, investment property is continued to be carried at amortised cost. On the 3 February 2019 The Club acquired the new investment property located at 22 Henderson Ave Mittagong with a market value \$610,000, being the purchase price less transaction costs.

13 Intangible Assets

| | | |
|---|----------------|----------------|
| Gaming machine licences - cost | 833,588 | 833,588 |
| Accumulated amortisation and impairment | - | - |
| Total Intangibles | 833,588 | 833,588 |

14 Trade and Other Payables

| | | |
|------------------|------------------|------------------|
| CURRENT | | |
| Trade payables | 584,130 | 675,052 |
| GST payable | 238,450 | 240,413 |
| Accrued expense | 720,075 | 314,287 |
| American express | 35,476 | 40,968 |
| Other payables | 118,517 | 147,520 |
| | 1,696,646 | 1,418,240 |

Notes to the Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2019

15 Other Liabilities

| | 2019 | 2018 |
|-------------------------|---------|--------|
| | \$ | \$ |
| CURRENT | | |
| Subscription in advance | 131,607 | 99,593 |

16 Borrowings

| | | |
|--|------------------|------------------|
| CURRENT | | |
| Unsecured liabilities: | | |
| Hire purchase liability | 151,696 | 334,442 |
| Secured liabilities: | | |
| Bills of exchange and promissory notes - secured | - | 4,500,000 |
| Total current borrowings | 151,696 | 4,834,442 |
| NON-CURRENT | | |
| Unsecured liabilities: | | |
| Hire purchase liability | 8,545 | 61,642 |
| Secured liabilities: | | |
| Market Rate Bank loans | 3,650,000 | - |
| Bank Loans | 480,855 | - |
| | 4,130,855 | - |
| Total borrowings | 4,291,096 | 4,896,084 |

(a) Securities pledged

The credit facilities are secured by:

- a first registered mortgage over non-residential property located at Cnr Bessemer Street and Old Hume Highway Mittagong NSW 2575.
- a first registered mortgage over residential real property located at 26 Henderson Avenue Mittagong NSW 2575.
- a first registered equitable mortgage over the whole of its assets and undertakings of the company.
- a first registered mortgage over residential real property located at 22 Henderson Avenue Mittagong NSW 2575.

(b) Loans and market rate facilities

The Company has a Market Rate Loan expiring on 24 November 2024, with the following components:

- \$5,163,000 facility resetting every 3 months with principal repayments of \$87,500
- Currently there is an undrawn amount of \$1,513,000 on the Market Rate Loan, which is available for use if required.

The Company entered into a variable rate loan on 1 October 2019 for \$488,330.90 for the purchase of 22 Henderson Ave Mittagong. Loan reduction is via monthly principal and interest repayments.

Notes to the Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2019

(c) Financing facilities

| | 2019 \$ | 2018 \$ |
|---|------------|------------|
| The company has access to the following lines of credit: | | |
| Total facilities available: | | |
| Corporate credit card - CBA | 50,000 | 50,000 |
| Market Rate Loan | 5,163,000 | 5,500,000 |
| Facilities used at balance date: | | |
| Corporate credit card - CBA | - | - |
| Market Rate Loan | 3,650,000 | 4,500,000 |
| Facilities not utilised at balance date: | | |
| Corporate credit card - CBA | 50,000 | 50,000 |
| Market Rate Loan | 1,513,000 | 1,000,000 |

17 Provisions

| | | |
|-----------------------|---------|---------|
| CURRENT | | |
| Employee entitlements | 630,899 | 591,168 |
| NON-CURRENT | | |
| Employee entitlements | 621,025 | 601,775 |

| | Employee entitlements \$ | Total \$ |
|------------------------------------|--------------------------------|------------------|
| Current | | |
| Opening balance at 1 January 2019 | 1,192,943 | 1,192,943 |
| Additional provisions | 365,378 | 365,378 |
| Provisions used | (306,397) | (306,397) |
| Balance at 31 December 2019 | 1,251,924 | 1,251,924 |

18 Reserves

Asset revaluation reserve

The asset revaluation reserve records fair value movements on property, plant and equipment held under the revaluation model.

Notes to the Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2019

19 Director's Remuneration

| | 2019 | 2018 |
|--|--------|-------|
| | \$ | \$ |
| The number of directors of the company whose income falls within the following bands: | | |
| 0 - \$9,999 | 8 | 7 |
| Total benefits received or due and receivable by all directors of the company: | | |
| Payment to directors | - | - |
| Benefits to directors in kind in attending seminars, functions, club business and the like | 13,756 | 8,449 |

Key Management Personnel Disclosures

Directors:

| | |
|---------------------------|----------|
| G Millbank (President) | B Smith |
| R Cole (Vice President) | S Spence |
| R Cowley (Vice President) | P Tomlin |
| P Moscat | C Cooper |

Other Key Management Personnel:

| | |
|--------------|----------------------|
| C Madsen | (General Manager) |
| A Cunynghame | (Catering Manager) |
| D Marmont | (Operations Manager) |

The totals of remuneration paid to the key management personnel of Mittagong RSL Club Ltd during the year are as follows:

| | | |
|------------------------------|----------------|----------------|
| Short-term employee benefits | 589,292 | 573,623 |
| Post-employment benefits | 17,466 | 29,279 |
| Total | 606,758 | 602,902 |

20 Leasing Commitments

Finance leases

Minimum lease payments:

| | | |
|-----------------------------------|---------|---------|
| - not later than one year | 151,696 | 334,442 |
| - between one year and five years | 11,802 | 69,783 |

Minimum lease payments

| | | |
|------------------------|---------|---------|
| - less finance charges | 163,498 | 404,225 |
| | (3,257) | (8,141) |

| | | |
|---|---------|---------|
| Present value of minimum lease payments | 160,241 | 396,084 |
|---|---------|---------|

21 Cash Flow Information

Reconciliation of cash

Cash at the end of the financial year as shown in the statement of cash flows is reconciled to items in the statement of financial position as follows:

| | | |
|---------------------------|-----------|-----------|
| Cash and cash equivalents | 1,088,743 | 1,441,457 |
|---------------------------|-----------|-----------|

Notes to the Financial Statements

FOR THE YEAR ENDED 31 DECEMBER 2019

22 Change in Accounting Estimate

The Club reviews its core land & buildings on an annual basis to test that the carrying value does not exceed its fair value. If any impairment to the core land & building is determined an impairment loss is recognised and the asset is written down to this fair value in the financial statements. As a result of the Club's annual assessment it is noted the fair value has not declined. Therefore, the building portion is no longer depreciated over forty years which provides more accurate value of The Clubs land & building.

23 Events after the end of the Reporting Period

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Company, the results of those operations or the state of affairs of the Company in future financial years.

24 Related Parties

Transactions with related parties

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other parties unless otherwise stated.

There were no related party transactions during the course of the financial year. The company did not trade with any of its directors or director related entities.

25 Bank Guarantee

At the request of the company, the company's bank is holding bank guarantees in favour of the Totalisator Agency Board of NSW to the value of \$5,000.

26 Members' Guarantee

The Company is incorporated under the *Corporations Act 2001* and is a Company limited by guarantee. If the Company is wound up, the constitution states that each member is required to contribute a maximum of \$ \$1 each towards meeting any outstandings and obligations of the Company. At 31 December 2019 the number of members was 20,231 (2018: 19,490).

27 Statutory Information

The registered office and principal place of business of the company is:

Mittagong RSL Club Ltd
Corner Hume Highway and Bessemer Street
Mittagong NSW 2575

Directors' Declaration

The directors of the Company declare that:

1. The financial statements and notes are in accordance with the *Corporations Act 2001* and:
 - a. comply with Australian Accounting Standards - Reduced Disclosure Requirements; and
 - b. give a true and fair view of the financial position as at 31 December 2019 and of the performance for the year ended on that date of the Company.
2. In the directors' opinion, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

Director
Graham J Millbank

Director
Roger F Cole

Dated this 5th day of February 2020

Mittagong RSL Club Ltd

Independent Audit Report to the members of Mittagong RSL Club Ltd

Opinion

We have audited the financial report of Mittagong RSL Club Ltd (the Company), which comprises the statement of financial position as at 31 December 2019, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and 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 Company is in accordance with the *Corporations Act 2001*, including:

- (i) giving a true and fair view of the Company's financial position as at 31 December 2019 and of its financial performance for the year ended; and
- (ii) 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 Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the *Corporations Act 2001*, which has been given to the directors of the Company, would be in the same terms if given to the directors as at the time of this auditor's report.

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

Other Information

The directors are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 31 December 2019, but does not include the financial report and our auditors report thereon. Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of 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 Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company 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 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 the financial report.

As part of an audit in accordance with the Australian Auditing Standards, we exercise professional judgement 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 Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company'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 Company 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.

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.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Kelly Partners (South West Sydney) Partnership



Registered Auditor Number 335565

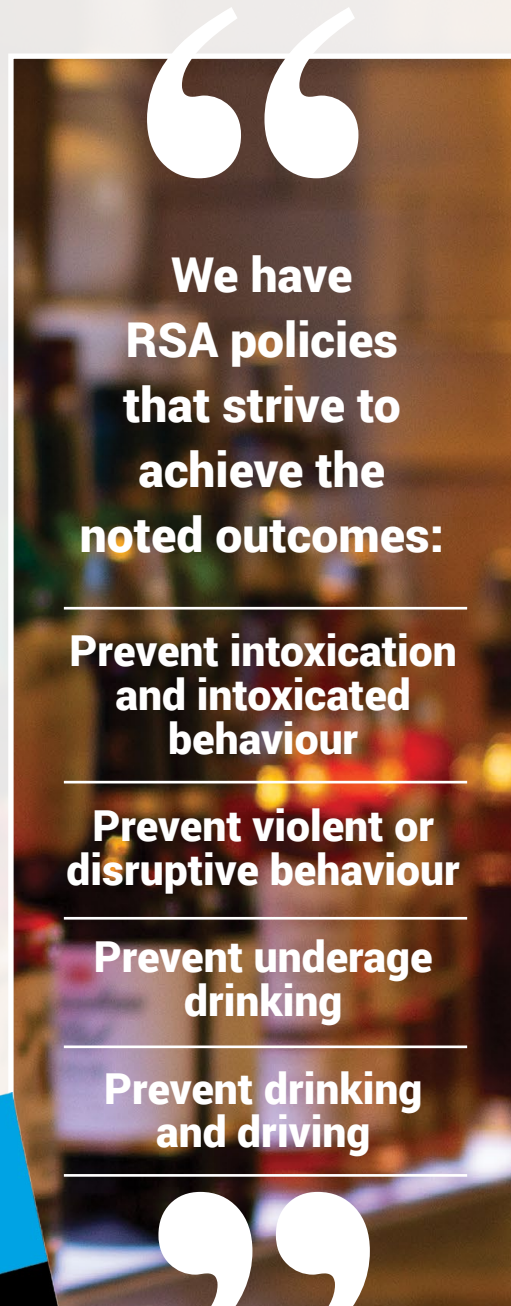
Campbelltown

Dated this 5th day of February 2020

Responsible Service of Alcohol

Mittagong RSL Club is in the business of serving alcoholic beverages to our patrons for their consumption. We have a legal requirement to ensure that the service and consumption of these products is done in a responsible manner to minimise the risk to patrons, staff and the general public. It is a requirement that all staff who serve or work around beverage sales and consumption are trained and certified in the Responsible Service of Alcohol to enable them to recognise risk factors that may be affecting our patrons.

Our policy at the Club is very clear. We want all guests to enjoy themselves. For many people alcohol consumption is a pleasurable part of their daily life and we respect that. We are here to serve people with beverages professionally, responsibly and in a friendly manner. What we do not want to allow is people to drink to excess and place themselves, other patrons, our staff and the community at risk.







We have a responsibility to ensure we are serving our customers the best possible product at optimum conditions.

Food Safety & Handling Procedures

The Club has one of the largest food businesses in the Southern Highlands, serving thousands of meals per week.

With this trade comes the responsibility to ensure we are serving our customers the best possible product at optimum conditions. To do this we have procedures in place that ensures we only use approved reputable suppliers, that we monitor the temperature of our food from delivery, storage and preparation through to our display cabinets, we monitor the temperatures of our refrigerators and freezers and we have an alarms system to alert our staff if any of these are above temperature. We have a cleaning and sanitising program and have the Club inspected every 6 weeks for insects and pests.

We have accredited Food Safety Supervisors rostered each day and our food business is registered with the Food Authority. We are randomly inspected by health officers who have rated us as excellent with 5 stars, this being the highest level that can be achieved.

Bushfire Evacuation Centre

The recent bushfires devastated our region. The Southern Highlands was literally in the line of fire on a number of occasions. Many homes were lost, many lives were impacted and our emergency services were stretched to the max.

At a time of great anxiety and fear, many locals sought shelter at the Club. We managed to come away from that experience with a funny story of two about the beloved animals of the evacuees.

We'd like to share three with you.



People would be aware that Local Land Services (the former Dept of Primary Industries) played a key role in assisting people during the fires, housing animals from properties under threat. The Moss Vale Showground was for the larger animals and we assisted with the smaller animals here at the Club.

The guys from LLS took a call from a lady out Canyonleigh way who was concerned

about her animals and asking could she bring them in to the showground for care? The reply was "Sure. How are you going to get the animals in to Moss Vale?" Without hesitation the lady replied that she would bring them all into the Showground in her Toyota Prius.

A couple of hours passed with no more thought about it until a Prius drives into the showground. It pulls up where LLS can assist and out jumps

a spritely lady with two cats and two dogs. She says "I won't be long, I just have to get the sheep out". She flips the front passenger seat forward and tucked in the back, with their seat belts neatly on, are two fully grown sheep.

The guys from Local Land Service commented that it may have been one of the strangest things they have seen ... but people do love their animals!!!

During the Green Wattle Creek Fire that played havoc at Balmoral, the Club hosted many people and their animals. The weather at the time was stifling hot and the decision was made to bring all of them inside and care for them in the air conditioned comfort of the Carrington Room on the first floor of the Club.

It was a veritable menagerie with all manner of dogs from mini fox terriers to massive great danes. There were felines galore, kept away from the dogs of course and a few birds as well.

One lady arrived with a heap of chickens, who actually laid four eggs during their stay with us!. These delicious fresh eggs were duly scrambled for breakfast.

Probably the most unusual animals we had on site were a blind possum, who was quite tame, and a monstrous yellow python that we were quite happy to see safely on its way home the next day. It was fantastic being able to help people out, particularly when they were so concerned with the well being of their animal friends.

As we had so many animals in the Carrington Room at one stage, to assist the tired and emotional people with their furry friends, we'd often take them for walks outside to answer the call of nature.

There was one particular little dog (let's call him Ralph) who left his mark on two of our senior managers.

Dan Marmont spotted Ralph getting a little restless in his crate so he decided to take him out for a walk. Now Ralph being a small fella, felt a little intimidated when big Dan opened the crate, so he submissively rolled over to show Dan he knew his place.

Unfortunately Ralph was busting at the seams, so the effort of rolling released the pressure on his bladder and dog pee arched over his head and all over Dan's trousers. To say Dan was not amused is an understatement.

Some six hours later Craig Madsen decided to take Ralph for a walk, unaware of

the 'stranger anxiety meets full bladder' issue.

You guessed it! Out of the crate; on his back; piddle over the shoulder; one drenched General Manager!!!!



Our amazing Staff

You will often hear people refer to work colleagues as friends or even family, and at the Mittagong RSL Club, that's exactly how we think of each other.

Some staff members-of-our-family have been with us for decades and we just couldn't function without their dedication, loyalty and expertise.

It is with great pride that we feature some of our amazing people on the next few pages. We're pretty confident you'll recognise quite a few...

22



Employee of the Year Roland Nestler



**Lynn
Boyd**

After 37 years of putting her heart and soul into her work Lynn 'Mrs B' Boyd made the decision last year to retire. In the months following her retirement, she has never been more than a phone call away to offer advice, fill in the blanks on a recipe or two, or to volunteer her time when the preparation of the RFS meals put pressure on staffing.

A pillar of strength, a champion for the staff, and a great chef, Mrs B has played a role in the success of the catering department that cannot be understated. Having witnessed, embraced and wholeheartedly committed herself throughout enormous growth and ever changing roles and responsibilities, the consistency and professionalism Mrs B has offered the kitchen has played a crucial role in the success of the catering department.

Roland has been a member of the team for 22 years now, and has held the position of Executive Chef since 2000.

Roland was awarded the 2019 Employee of the Year for the service and dedication he continuously offers to the Club. Catering Manager Alan Cunynghame recognises that the experience, knowledge and demeanor Roland brings has largely influenced the work environment and daily operation of our kitchen. His ability to complete every task efficiently and to a high standard have become pillars of the catering department, along with his strong work ethic Roland truly leads by example.

Having owned his own restaurant previously, Roland's ability to understand the demands

of the catering department from a business perspective as well as his passion for producing high quality food has provided the catering department with a wealth of valuable knowledge and experience.

With so many significant changes taking place in the time Roland has worked here, his contribution to the club has been invaluable over a long period of time. When it comes to his leadership style, Roland firmly believes that you get the most out of the staff by keeping spirits high. While there is a significant burden of responsibility that comes with Roland's role, his demeanour throughout the kitchen is always cool, calm, and collected.

We'd like to congratulate Roland on this well deserved reward, and thank him for his dedication to our Club.



Mrs B has been a mentor to many in our Club, and one lesson that she has emphasised to us all is that if you give yourself to this Club, this Club will give back to you. No stranger to hardship, over the years Mrs B learned to lean on the Club for support, and in doing so formed relationships with the board, management and her co-workers that far extends that of a working relationship. Of the many successes experienced in her time here, it is these relationships, the ones born and nourished at work with staff and customers alike that made it so difficult to walk away. But, after enduring so much with the people she worked alongside day in day out, being a part of their lives well beyond work, if there's one thing you can count on, it's that it will take much more than retirement for the place that Mrs B holds in our kitchen, and in our Club, to diminish even slightly.





Alan Cunynghame

In 1980, at age 17 Alan began working at Mittagong RSL as our first ever apprentice chef. He has gone on to become the Club's longest serving employee, and the driving force behind one of the biggest catering operations between Sydney and Canberra.

Alan was offered the position of Head Chef at 21, and in the years since has led the Club's catering department through exponential growth and huge success. The well-oiled machine that we operate today did not happen overnight, and definitely not by accident. Our catering department has gone through many evolutions since Alan took the reins, and leapt from strength to strength each time. It is Alan's relentless drive, and the inspiration and support provided by our Board of Directors and General Managers Rod Desborough & Craig Madsen that facilitated and supported the future of the catering department to be crafted with foresight and strategic planning.

Alan's ability to give so much of himself and dedicate so much time to his job is only possible with the unwavering support of his wife Cindy and two children Alex and Liam. Over the years Cindy, an accomplished chef in her own right, has been a pillar of strength, understanding and patience. She has stepped in as a chef on numerous occasions in times where staff have been hard to come by, volunteered her own time to assist with cooking meals for the RFS, and has been a sounding board and staunch supporter, not only of Alan, but the Club as a whole.

Alan's hard work and vision for the Club's catering department have not only been essential to the growth of the Club, but also tremendously beneficial in terms of the opportunities we have been able to provide to our staff members. The systems Alan has put in place have bought so much value to the business, and the leadership, determination and vision of Alan's time here will leave a long lasting and valuable legacy for this Club.



Mitchell Meuleman

Mitchell was 16 years old and fresh out of high school when he started at the Club. Initially a member of our dishwasher team, he remained in that role for 10 months before submitting his successful application to become an apprentice chef.

Mitchell, now an essential member in our team of pastry chefs, is a glowing example of someone who needed just a bit of extra help, was courageous enough to ask for it and now reaps the rewards. As Mitchell, a visual learner by nature, made his way through TAFE he excelled in the practical elements of the course, but when it came to the theory, he did encounter some difficulties. Mitchell was up-front and honest about his struggles with the Catering Manager, Alan Cunynghame, who was able to organise a support person to sit in with him during his classes to ensure Mitchell was able to learn to the best of his abilities.

In the initial stages of his employment, Alan was able to recognise that Mitchell held all of the essential qualities of a great employee and understood that by keeping Mitchell, the Club was gaining a real asset. In order for Mitchell to maximise his opportunities to be successful, a decision was made between Mitchell and Alan to transition from our downstairs main kitchen to the pastry kitchen upstairs in a less hectic environment, where he was able to work one on one with our pastry chef, Duncan.

Today, Mitchell is a talented, responsible and significant member of our catering team. He finds satisfaction in being able to pass on his knowledge and understanding to our new pastry apprentices, and takes pride in the fact he can confidently perform his role at a high standard. Mitchell now uses his experiences to stress the fact that anybody who needs a bit of extra help, just needs to ask for it. Watching Mitchell thrive in the opportunity he was given is a great story of perseverance and success.



Jarrad Ingram

With a clear spirit for community and genuine desire to go the extra mile to help people, Jarrad has become a very popular member of our Club with staff and customers alike since beginning work here in 2018.

In 2006, Jarrad was involved in a devastating car accident that left him fighting for his life. Following months in hospital, Jarrad had to complete extensive rehabilitation in order to re-learn how to perform almost all aspects of his life. In 2012 Jarrad became an ambassador for Ian Luff Motivation Australia, particularly involved in the Drive To Survive program which allows him to visit schools and teach young people how important it is to make the right decisions behind the wheel.

Despite having lived, and indeed thrived through an experience many of us could never dream of, Jarrad has a remarkably positive attitude, and a natural gift for connecting with people - traits that pair perfectly with the position he holds as a doorman at our Club. Jarrad was drawn to this role from the moment his case worker from Nova Employment told him about it, and found a great sense of pride when offered the position. Since Jarrad has come to the Club, he has used his position to represent everything and more you could want our Club to be known for. Despite some fierce competition on the podium from the beloved Phil Walsh, Jarrad has certainly made his own mark in the role, all the while using the responsibilities of the job as an opportunity to perform his own rehab; challenging himself to remember the names of our regular patrons, practicing his speech, and using the quiet moments to perform his balance exercises.

Motivated not by a desire to be the best, but to be better than he was yesterday, Jarrad has used his accident as an opportunity to teach, motivate and inspire people through his remarkable story of perseverance. We are so lucky to be a part of Jarrad's journey, and look forward to witnessing the many more amazing things that he'll accomplish.



Donna Hailes

Donna, originally from Mount Prichard, settled in the Southern Highlands in 1989 and began working at our Club in the same year. From her beginnings in the change box, Donna's role has evolved a number of times, and eventually led to the role she's held for the last 15 years as one of our Duty Managers.

In a role where you are the one turned to in times of pressure, our Duty Managers are required to wear a number of hats. The measure and professionalism Donna portrays on a day to day basis are indicative of her as a Duty Manager, and as a person. From the operation of the TAB - a job that Donna has a great passion for, to administering lifesaving CPR, Donna's ability to stay level headed and find a resolution are all crucial in her role and exemplify the extraordinary standard Donna works at every day.

As one of our longest serving employees, Donna acknowledges that while the consistent growth of our Club keeps her role refreshing and engaging, it is the relationships that Donna shares with current and former employees that has kept her passion for this job alive. The quality of relationships that Donna holds with other staff members is yet another testament to her wonderful character, Donna is a manager you can turn to for guidance and leadership in the tough moments, that you can share a laugh with, and that you can't help but respect. Donna's dedication to her job, willingness to evolve, and skillful management of every situation make her value to our Club indescribable. We are so lucky to have Donna as part of our team and thank her for the many years of dedicated service she has given to our Club.



**Ashley
Agazzi**

Ashley first came to the Club in 2009 fulfilling work experience requirements for her Hospitality class at Bowral High. With a love for cooking that was born through watching her Mum cook, Ashley's thirst for knowledge was evident from the moment she stepped into the kitchen.

2019 was a big year for Ashley - our Club entered a strategic partnership with Highlands Golf Club Mittagong that would see us operate the Golf Club's catering requirements, an opportunity which Ashley jumped at, and allowed her to display her leadership and accountability. In the later part of the year Ashley was deservedly promoted to Meals Of the Day supervisor. Ashley describes the first few months in her new role as challenging, but rewarding - particularly with the added responsibilities surrounding the preparation of RFS meals which she recognises as one of the most fulfilling things she's done in a long time.

One of the most valuable lessons that Ashley has learned in her time here came from Mrs B who taught her to understand that to work here is to be part of a family, and you should never lose the family in the hustle and bustle of this huge operation. This is something Ashley can relate to a little more than most, having met her now wife, Sarah - a valued member of our front of house team - here 8 years ago. You only have to speak to Ashley to understand just how passionate she is about the opportunity she has to teach our current apprentices in the same way that Mrs B taught her.

In the last 10 years Ashley has evolved from a shy 16 year old to an outstanding chef with an unrelenting belief in herself and this Club. Ashley has so much to be proud of about her time here at the Club, her growth has been inspiring to watch and we look forward to celebrating many more achievements alongside her.



**Michael
Coppard**

Michael 'Mick' Coppard started with us here at the Club in September of 2000. After 2 years solely in dishwash, Michael transitioned to a kitchen hand role, where he gained valuable experience across many roles in the kitchen.

One of these duties was to assist Ken, the storeman at the time, a few hours each week. In late 2003, the position of the storeman became available. With a decent understanding of the role, Michael jumped at the opportunity offered to him by our Catering Manager, Alan Cunynghame, to become the full time storeman. While Mick had a basic understanding of the storeman position, he didn't have extensive experience in the field, and acknowledges that Alan went out on a limb to offer him such a high stakes position.

Mick has held the position of storeman for over 15 years now, a feat to be proud of considering the responsibility and personal accountability that comes with his level of control in the most cost intensive department of the Club. In this time, Mick has seen great changes, when we evolved from the Homestead Bistro to Ironstone Dining, it required staff from every department in the Club to adapt, but the transition for Mick was particularly stressful, however Mick was able to navigate through this time with steadiness and reliability.

A quiet achiever, Mick works diligently to ensure all aspects of his job are under control. While every job plays a valuable role in the daily operation of our Club, Mick's jobs is one of the most significant parts in the success of our catering department, and because of his professionalism, one that often goes unnoticed. We'd like to congratulate Mick on the outstanding growth he has experienced at the Club, and thank him for his many years of service.

Mittagong RSL

Community Support & Club Grants

During 2019, the Mittagong RSL Club supported 119 community groups in our local area with a total value of \$392,136 distributed through either cash donation, goods in kind or complimentary facility rental.

Organisations supported were from a diverse spectrum of the community and included Sporting Teams, Food Support Services, Community Welfare Groups, Veterans Services, Emergency Services and Community Educational Programs. We are proud to be a leader in our community to assist in supporting many worthwhile essential causes and organisations.



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just a sampling

Connecting Yerrinbool | \$4,700

This program funding is to assist in providing opportunities for older residents living in Yerrinbool to connect with each other and reduce social isolation, build friendships, connections and knowledge across the age groups.

Our project involves: Booking and hiring the hall and paying the insurance costs to run a pop-up cafe and activity program. There is no coffee facility in the village for people to meet and mingle. The hall has to be hired at a commercial rate in order to be accessed by community members. Engaging Senior residents as living library participants to prepare an oral history of the village to enable sharing of knowledge across all age groups. We will enable sharing of stories through audio and text options. When completed these will be exhibited locally and at other suitable venues. Producing a quarterly newsletter telling residents of workshops, recipe and plant swaps, goods for sale, and local events. A Yerrinbool yarn used to be produced in the 70-90's which was popular. We would like to revive this as many elders are not active on social media. Organise activities and events for Carers week, International Women's day, Seniors Week, Anzac Day, Xmas in July, Melbourne Cup Day.

Wingecarribee Community Services Outreach \$4,700

This project is a community services sector collaboration to provide information, referrals and support to community members in outlying rural townships in the Wingecarribee Shire. It will also create an opportunity to build social connections for more isolated members of the community, and to become involved in a volunteering capacity.

On a monthly basis, a group of representatives from local community organisations will travel to one or more townships and engage directly with community members at the local hall or other suitable community venue. As well as providing access to information and referral pathways, we will provide a social activity that focuses on well-being and building connections. We will engage local volunteers to be involved with organisation, promotion and provision of morning tea. Some of the services that have committed to this project include: FACS, Wingecarribee Shire Council, Vinnies, Community Links Wellbeing, YWCA, Anglicare, NDIS LACs, NSW Police and Sector Connect.



CoffeeChange – Interchange Australia | \$10,000

The CoffeeChange project will provide both training and employment opportunities for people with a disability in the Wingecarribee Shire. The project will require the purchase of a fitted out coffee van that will travel to locations throughout the area to serve coffee, cold drinks and snacks. The service will operate from 9am to 3pm each weekday and will cover the peak times of the home to work commute, lunchtime and afternoon tea. The opportunity would be available for up to five local people with a disability who will be rostered to go out on the coffee run throughout the week accompanied by one of our support workers. All CoffeeChange volunteers and Interchange Australia staff will be trained in operating the equipment and in food handling. Volunteers who are not on the daily coffee run will assist with administrative duties including the ordering of stock, canvassing for new business or to prepare the food items that will be sold with the coffee such as cakes and sandwiches.

Wingecarribee Food Services Dietician and Uniform Project \$4,201

This project aims to utilise the expertise of a dietitian to work with us on our meals. Having a dietitian will ensure that our meals are healthy and produced in the highest standard and will guarantee that we are achieving our core value of providing nutritious meals to the fragile and elderly consumers of the Wingecarribee Shire. This is also in response to a joint project of NSW Meals on Wheels and Wollongong University that created the National Meals Guidelines. Locally here at Southern Highlands Meals on Wheels we are aiming to have all our meals meet these guidelines. New uniforms will encourage our volunteers and enhance the pride they have in the work they do for Meals on Wheels. New uniforms will also help to promote our brand positively. We find that issuing uniforms helps our valuable volunteers feel part of the team and helps to acknowledge the amazing contribution they bring to our service.

Mittagong RSL

Community Support & Club Grants



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Men's Health Matters – Wingecarribee Health Association for Men | \$3,500

The Project will enable the digital video recording of local men who have been part of the pilot project 'Tackling the Challenge - Talking local Men's Health' a partnership between WHAM Inc and the South Western Sydney Local Health District. This partnership has developed protocols of participation and the recording of audio stories of local men telling their journey of recovery/resilience through difficult and challenging times/events. This Project seeks to promote, encourage and model help seeking behaviour in men. The Project will enable the digital video recording of these stories that will be shown locally (eg: Bowral Empire Cinema before feature films) and on relevant Websites. Mental Health Month (October 2020) would be a very timely Project Launch month. Although the general population will benefit from the Project - Men who have poorer health outcomes than women and who require different health promotion strategies to women will primarily benefit by the Project. However - when men improve their well being - many in the general community of women and children share in this benefit.

Learner Driver Mentor Program – Volunteering Wingecarribee | \$3,420

In late 2018 Volunteering Wingecarribee launched a Learner Driver Mentor Program, which is a grass roots community based program to support vulnerable young drivers, aged between 16 and 24 years to become licenced by allowing them the use of a vehicle for on road practice while a volunteer mentors them. We insist that our mentor drivers have a full NSW drivers licence, a good driving record, a police check and a working with children check and a willingness to work with people from a wide range of community and cultural groups. We have a target of 15 students per year and we already have two graduates who have achieved their red Ps. To launch the Learner Driver Mentor Program, we created a partnership with Highlands Drive Safe who provide the initial 10 hours of log book driving teaching learners prior to handing them over to our mentors. We also partnered with St Vincent De Paul Society in Bowral who pay for the initial 10 hours of driving for each student, we also partnered with Moss Vale Motor Group who donated a Mitsubishi ASX with signage promoting the program and its sponsors.

Mittagong RSL

Community Support & Club Grants

Full list of Recipients...

AEU NSW Teachers Union
 Associated Birdkeepers
 Australian Kookaburra Kids
 BDCU Childrens Foundation
 Berrima District Sports Awards
 Berrima Public School
 Bowral Bowling Club
 Bowral Butterflies Netball Club
 Bowral Classic Cycling Event
 Bowral Folk Club
 Bowral Garden Club
 Bowral Girl Guides
 Bowral High School
 Bowral Little Athletics
 Bowral Primary School
 C Company 2RAR
 C Company 6RAR
 Can Assist Southern Highlands
 Cancer Council NSW
 Chalker/Charker Society
 Club EDU
 Community Links Well Being
 Dept of Veterans Affairs
 Dignity Ltd
 Exit International
 Fellowship of First Fleeters
 Fire & Rescue NSW
 Free Trade Day
 Friends of Wingecarribee
 Animal Shelter
 Golden Oldies
 Highlands Community Centres
 Highlands District Cricket
 Association
 Highlands Football Referees
 Association
 Highlands Golf Club
 Highlands Tenpin
 Highlands Vintage Machinery
 Hilltop Cricket Club
 Hilltop Public School
 Hilltop Soccer Club
 Illawarra ITEC
 Inner Wheel Southern Highlands
 Interchange Australia
 Kangaloon Public School

Kollege of Knowledge
 Kommittee for Kids
 Koori Kids
 Ladies Linedancing
 Legacy Southern Highlands
 Lifeline Macarthur
 Lions Club Bowral
 Lions Club of Mooss Vale
 Low Carbon Living Southern
 Highlands
 Mittagong & District Darts
 Association
 Mittagong Carpet Bowls
 Mittagong Cricket Club
 Mittagong Darts Association
 Mittagong Hockey Club
 Mittagong Junior Rugby League
 Mittagong Netball Club
 Mittagong Public School
 Mittagong RSL Club Sub Branch
 Mittagong Rugby League
 Football Club
 Mittagong Soccer Club
 Mittagong Swimming Club
 Moss Vale Rotary - U Turn the
 Wheel Program
 National Servicemens
 Association Southern Highlands
 NSW Border Collies
 NSW Farmers Association
 NSW Floral Art Society
 Ozzy Youth Choir
 Paws Pet Therapy
 PCYC Southern Highlands
 Probus Club of Mittagong
 Probus Club of Moss Vale
 Probus Club of Nattai
 Rangers Linedancing
 Reaching for Korina
 Red Cross
 Relay for Life Cancer Council
 NSW
 Rose Society of NSW
 Royal Society Southern
 Highlands
 Scrabble NSW
 Society of Australian Teachers
 of Dance

Southern Highands Tourism
 Southern Highland Apiarists
 Southern Highlands Book Club
 Southern Highlands Cycling Club
 Southern Highlands
 Dahlia Society
 Southern Highlands Evening CWA
 Southern Highlands Gamers
 Southern Highlands Hockey
 Association
 Southern Highlands Hospice
 Southern Highlands JP
 Association
 Southern Highlands Kennel Club
 Southern Highlands Legacy
 Southern Highlands Mah Jong
 Southern Highlands Netball
 Association
 Southern Highlands Parkinsons
 Support Group
 Southern Highlands Quilters Guild
 Southern Highlands Soccer
 Association
 Southern Highlands Tai Chi Life
 Southern Highlands
 Toastmasters
 Southern Highlands University
 of the 3rd Age
 Southern Highlands
 Veteran Golfers
 Southern Highlands Vietnam
 Veterans
 Southern Highlands Water Polo
 Club
 St Judes Anglican Church
 Team Rubicon
 The Highlands Pipes & Drums
 Ulysses Club
 Volunteering Wingecarribee
 Wingecarribee Blue Light Disco
 Wingecarribee Food Services
 Wingecarribee PSSA
 Wingecarribee Shire Council
 Wires Wingecarribee
 Workplace Learning
 Yarnspinners
 Yerrinbool Village Group Inc
 Zumba Southern Highlands

Your Club



DESIGN
PRINT

Maverick Creative
maverickcreative.com.au

Custom Print
cusprint.com.au





mittagongrsl.com.au