



DOOLEYS

ANNUAL REPORT

2012  
2013



*Bringing people together*



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We bring people together each year at DOOLEYS Christmas Fair where families and friends enjoy multicultural activities and entertainment. This annual event raises much needed funds for The Children's Hospital at Westmead.

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# Chairman's Report

JOHN MUNCE



## Looking back

On behalf of the Board of Directors I submit for your approval and adoption the Annual Report for the year ending 30 June 2013. I am pleased to report on another successful year for the DOOLEYS Group underpinned by a strong financial performance and great support from our loyal members.

The Club's focus is to always manage its finances responsibly in order that the promotion and continuance of the Club is secured well into the future.

The Board's commitment to the development of our Club sites continued throughout the financial year with further improvements to member facilities at Regents Park Sports Club to complement the previous refurbishment and minor works carried out at Waterview.

Our Stage 1 redevelopment of Lidcombe is well under way with both the ground floor administration offices and the Health + Fitness Centre located above in the refurbished Ukrainian Youth Club building nearing completion by the end of this financial year. The new administration offices will be a welcome relief for staff who have been located in cramped and isolated office spaces scattered elsewhere in the main Club area. Importantly the move will allow an increase in internal floor space for member facilities within the main Club.

The refurbishment of the main Lidcombe Club building has been in progress during this financial year. However with renovations being undertaken on the first floor, some inconvenience to members has inevitably been experienced, due to the relocation of sporting club activities and functions to either Regents Park or Waterview. We have appreciated our members' patience and understanding during this time and as we continue with improvements to our premises during the second half of 2013.

## Our increased community focus

Our commitment to our local community and beyond continued throughout the last financial year. Our total donations which include ClubGRANTS, donations and sponsorships amounted to over \$2.5 million for the financial year, up from \$1.9 million in 2011-2012.

In early 2013 DOOLEYS implemented its revised Community Engagement Plan alongside a broader commitment to Corporate Social Responsibility (CSR) initiatives which by 2017 will see up to 5% of total club revenue spent on CSR projects and initiatives. This commitment is of course subject to the club's overall financial capability.

The Community Engagement Plan has been developed to complement DOOLEYS Strategic Plan, Corporate Social Responsibility objectives, as well as local Council priorities and the broader NSW State Plan. This ensures the Club is directly contributing to initiatives and projects that fit the recognised priorities of our local area. DOOLEYS will seek out partnerships and support community programs which have a direct link to the following key priority areas:

- Social Inclusion and Cohesion
- Community Health and Active Lifestyles
- Education and Employment
- Supporting Families
- Community Safety
- Aged Care and Disability Support

DOOLEYS is an active contributor and leading member of the local community through the development of meaningful, long term community partnerships and targeted community sponsorships, focusing on areas of identified need.

I am proud to say that the club received one of the club industry's most prestigious honours, being named the Community Spirit Ambassador of the Year for the Western Metropolitan Region. DOOLEYS was recognised for the Cooking Up a Storm project which saw two DOOLEYS chefs volunteer their time to teach local primary school students about nutrition and cooking. DOOLEYS assisted in funding the project and gave three students the opportunity to spend a day at the club experiencing a "Day in the Life" of a chef. The project was possible due to DOOLEYS continued role in working with all schools in the area to support local youth. Congratulations to our chefs Wayne Nolland and Stephanie Azar for an outstanding achievement.

### The way ahead

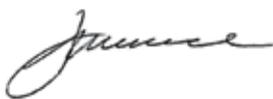
During the year the Board held three strategic planning meetings to review our current progress and develop a pathway forward. Further meetings are planned for the coming year based around the Board's decision to diversify our business. While electronic gaming machines will always be a popular entertainment activity for our members, it would be prudent to insulate our business against any future Federal or State regulations on gaming machines. The opening of DOOLEYS Health + Fitness Centre is a key component in the Club's diversification plan, and with a business as large as ours, the Board will be monitoring the situation to ensure that we have the optimum business model to secure the Club's future.

### Finally

I must thank our CEO David Mantle and his Senior Management Team for an outstanding effort during the last financial year in delivering the Board's strategic objectives and to our staff for their commitment in delivering the excellent services that our members deserve.

To my Board colleagues I thank you for your outstanding contribution and commitment in the decision making process and for the many hours that you contribute in governing the business. To our members I thank you for your loyal support especially during this period of redevelopment, your patience and understanding will be rewarded with an even better club that you will be proud of.

Yours Sincerely



**John Munce**  
Chairman

# Chief Executive Officer's Report

DAVID MANTLE



Members,

It is with pleasure that I provide an overview and commentary on the DOOLEYS performance for the 2012/2013 financial year.

Further to this, I will update you on a number of projects that are planned or underway in the 2013/14 financial year.

## Finance

The 2012/2013 financial year continued the trend of growth and success of previous years. A snapshot of the key financial indicators are noted below.

Indication	Total	Increase
Community Support & Corporate Social Responsibility	2,956,537	50.0%
Revenue	66,833,782	8.8%
Profit	8,917,260	(0.1)%
Cashflow	13,367,320	3.0%
Total Assets	105,432,892	6.5%
Net Assets	98,006,368	10.0%
Membership	63,059	8.1%
Marketing & Member Services	4,862,725	8.0%

DOOLEYS has had another sound year financially achieving a profit similar to 2011/12 however a pleasing aspect has been the improved performance at Regents Park and Waterview which has continued into the new financial year. Both are also now cashflow positive.

Regents Park has seen all aspects of business and revenue show continued rates of growth after major renovations last financial year.

Waterview has seen a significant increase in Food & Beverage revenue throughout the year, predominantly on the back of an improved service model, new menus and an increase in function business.

Lidcombe's result and profit contribution is lower than 2011/12, due to a number of different circumstances. Revenue growth at Lidcombe has slowed, in part due to renovations and building disruption, relocating/ ceasing club activities due to building works and also the fact that the Club is currently at close to 100 percent occupancy from Friday to Sunday and not far off this occupancy level at other times. Your Board is addressing this through current and future building and expansion projects.

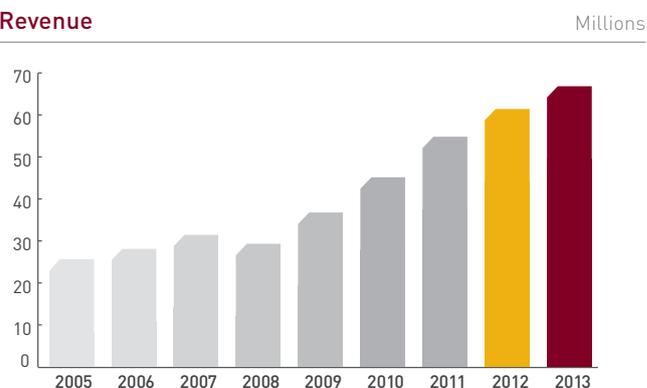
2012/13 has been a year of looking inward to review the capability of the business to undertake the next stages of growth into new areas of business. This has entailed a review of the Club's structure, systems and processes and has resulted in the development of a 2017 Strategic Plan, a Risk Management Plan and an IT Plan, all aimed at building increased capability, capacity, integrity and governance for how we operate as a team and a business. These significant reviews and plans were undertaken in conjunction with KPMG Advisory who specialise in this field and some of the resultant changes have included:

- A number of key specialised roles created or expanded to provide greater resources to existing departments and in readiness for our new diversified offerings. These roles have spanned the areas of finance, security, compliance, community, communication and health & fitness.
- A business transformation team was developed to prepare for and implement new IT systems and procedures into the Clubs and assist in relocation of administration and opening of the gym.
- The Club has also internalised certain functions that had been either fully or partly contracted, namely IT, security and cleaning. The objective has been to expand, improve or provide greater flexibility in delivering these functions.

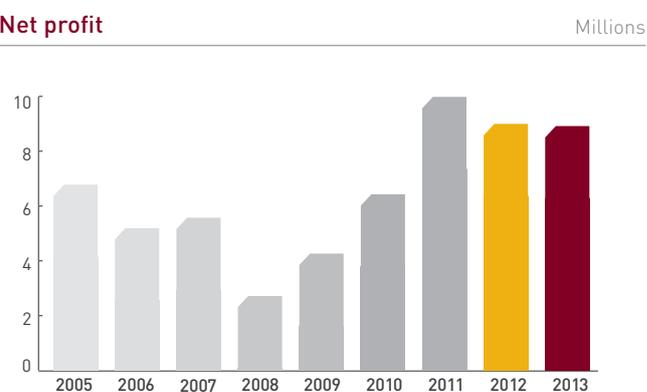
The outcome of this review has been to increase our internal capability to allow for structured and managed growth. This has allowed for identifying and managing key areas of risk within more clearly defined governance structures and processes.

The graphs shown here highlight the success and achievements of DOOLEYS over the last nine years.

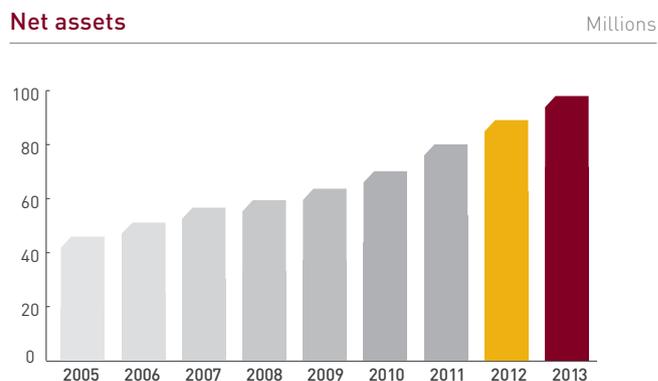
### Revenue



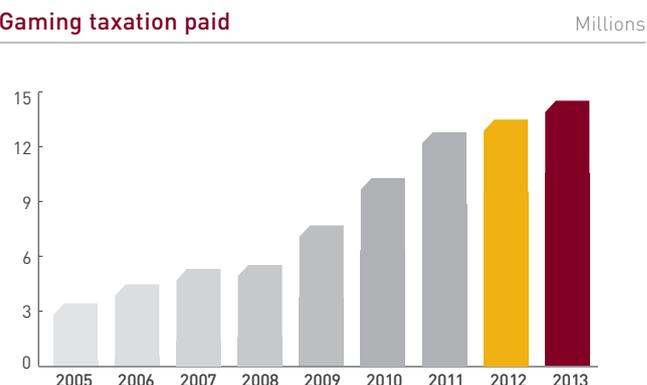
### Net profit



### Net assets

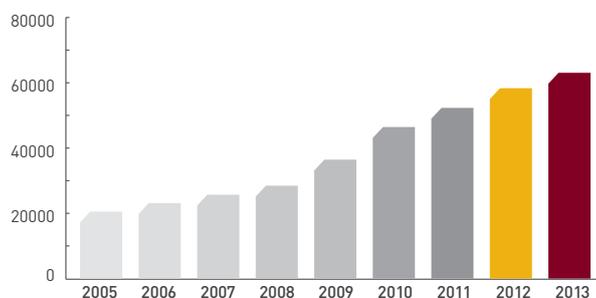


### Gaming taxation paid

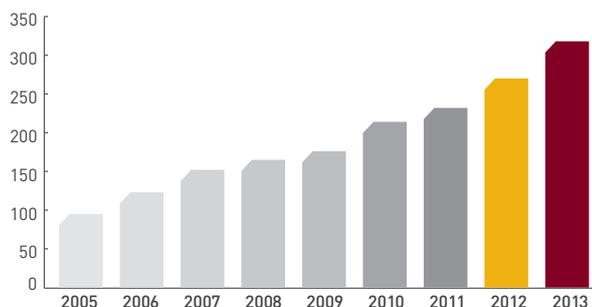


# CHIEF EXECUTIVE OFFICER'S REPORT

## Membership numbers



## Staff numbers



## Strategic planning

The Club made a significant undertaking during the year to review its planning objectives. From this, the 2017 strategic plan was developed and enacted throughout the year.

### Key strategic objectives:

- **Build internal competencies** – review and upgrade the capability and capacity of our people, systems and processes in readiness for continued future growth, diversification of business and improved governance.
- **People strategy** – review and improve on the employment cycle to recruit, retain and develop the highest calibre of people to deliver outstanding service and relationships.
- **Core profitability** – ensure the core businesses maintain profitability to maintain viability and ensure the Club can deliver its strategic objectives.
- **Diversification** – to reduce reliance on gaming and deliver new business streams to reduce risk, broaden the suite of profitable new services and facilities to members and community across all Club sites.
- **Corporate Social Responsibility** – develop a program that delivers superior engagement and support to our members, community and other stakeholders.

## Club development

### Lidcombe

Lidcombe major works began in late 2012 and will continue to April 2014. The specific works and delivery dates are covered elsewhere in this document. The Club has experienced disruption to trade and temporary downturn in visitation. We thank members for their patience and understanding and believe the end result will more than justify the temporary disruption.

Planning for Stage 2 building works and beyond are currently underway. Critical services infrastructure is required before the next phase of development can begin, specifically car parking, docking and associated back of house services and facilities. The Club is working to establish how these can be delivered with minimal impact to current services and capacity. As such it has been determined that the proposed pizza and pasta restaurant will be delayed temporarily in anticipation of future work in the section of the building earmarked for its development.

During the year, changes to the Auburn Council Local Environment Plan (LEP) were recommended to allow greater building height and mass in Church Street bordering Olympic Drive for up to 60 metres of height (approximately 18 levels) to be built on the existing open carpark site. This potential change to the planning provision has led to the Club revisiting its previous development plans and opportunities for the site. The recommended changes are subject to approval by the Department of Planning.

### Regents Park

The Club continued to improve in visitation levels, revenue and trading results during this financial year. Member feedback on the Regents Park experience has been outstanding with many Lidcombe patrons also becoming regulars at Regents Park.

### Waterview

This was a year of consolidation for Waterview with a strong growth in Food & Beverage assisted by greater engagement and support from the Silverwater and Olympic Park business community. Positive changes were made to the service model and menus aimed at providing a higher standard of overall experience for Members and guests.

## Community partnerships and corporate social responsibility

With the continued success of the DOOLEYS Group, the Club has been able to further expand its support within the community.

A few of the notable achievements through the year were:

- **The Children's Hospital at Westmead** contributions in excess of \$164,000.
- **Charitable Works Fund** – \$75,000 donation to the Sydney Archdiocese.
- **Catholic Primary Schools** – \$140,000 in donations for infrastructure projects.
- **Australian Catholic University** – \$30,000 in bursaries.
- **MaxPotential** – Youth Leadership program with Trinity Catholic College.
- **Catholic Care** – development of the GAINS program, a Clubs partnership with Catholic Care to develop a program to reduce addictive behaviours, within the region. DOOLEYS Lidcombe Catholic Club, Liverpool Catholic Club, Campbelltown Catholic Club and Club Central have pledged \$1 million to develop and roll this joint venture out over five years.
- **ClubSafe Platinum** – DOOLEYS is engaged in a problem gambling program through ClubsNSW that delivers a statewide database, exclusion and awareness program.

The Club contributed \$2,956,537 to community services, projects, amenities, in kind support, harm minimisation, environmental and corporate social responsibility initiatives during the financial year. This is well over double the requirement through the ClubGrants scheme.

I would like to thank all our Community Partners for their ongoing support of DOOLEYS.

## Amalgamations

During the year DOOLEYS had the opportunity to consider dozens of amalgamation opportunities, however none of those met the robust assessment criteria set by the Board. Amalgamations both in and out of the area will be considered in the upcoming year as they become available, subject to satisfying of the criteria.

## Board of Directors and corporate governance

The Club has long been fortunate to have such a professional and committed Board, led by Chairman John Munce. This is a critical factor for any Club or business.

Having said this, the Board do not rest on their achievements and are constantly striving to improve how they govern the Club. To this end there has been ongoing education for Directors through Australian Institute of Company Directors (AICD) and Club Director Institute (CDI). DOOLEYS is looking to further embed these standards and commitments through a Resolution at the 2013 Annual General Meeting (AGM). The Resolution sets minimum educational standards to ensure the Directors fully understand the requirements of a company director and how they can best add value and fulfil their obligations on the Board.

With the continued growth and expansion of the Club, the commitment, workload and risk to directors increase disproportionately and such education keeps the Board abreast of best practice requirements.

On a personal note, I thank Chairman John Munce and members of the Board individually and collectively for the guidance, support, counsel and experience provided to and imparted upon myself and the Executive Management.

## Staff

Members are aware of the wonderful and talented group of staff that we employ. Without their ongoing support and commitment, the Club's financial, cultural and community goals could not have been achieved and I am extremely proud and grateful to the staff for this.

Throughout the year a number of long serving and senior personnel either retired or left the Club. The Clubs focus on succession planning and internal development allowed these personnel changes to be seamless whilst at the same time providing opportunities for internal talent to progress. The challenge as always is to continually improve our customer service and the relationships between staff and members. This has underpinned our success historically and will continue to do so as the Clubs continue to grow.

Thank you for your support of your Clubs.

Yours sincerely,



## David Mantle

Chief Executive Officer

NOTE: Members with any questions relating to the Annual Report are asked to direct them in writing to the CEO, at least 14 days before the AGM.



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Back row, left to right: Bill Belkovskis,  
Michael Renshaw, Keith Gomes,  
Christopher Cassidy, Tony Khoury.  
Front row, left to right: Peter Kennedy,  
John Munce (Chairman), Kevin Morgan  
(Vice Chairman), Terry Kenny

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# Board of Directors

## John Munce Chairman

**Qualifications:** B.Ed, B,Tch, Adv Dip. E.E J.P

A life member of DOOLEYS, John joined the club in 1970 and has been a board member since October 1998. Elected President and Chair of the Board in November 2009, (now titled Chairperson) he is also a member of the Audit, Finance and Remuneration Committee, Chair of both the Disciplinary Committee, and Nominations Committee, and Patron of the Dancesport and Lawn Bowls Clubs.

John is a member of the Club Directors Institute, and a member of the Australian Institute of Company Directors, and has completed the Company Directors Course. John is also constantly undertaking professional development to enhance his skills as a board member. John is committed for the board to have a strong ongoing strategic plan in place to secure the Club's future. He has had a lifelong association with the Electrical Industry in Engineering and Consultancy and is currently employed by TAFE NSW as a Teacher of Electrical Technology.

## Kevin Morgan Vice Chairman

Kevin has held a position on the DOOLEYS Board for eight years, four of which as Vice Chairman. He is Patron of the DOOLEYS Mixed Indoor Bowls, a member of the Club Directors Institute, the Australian Institute of Company Directors and a DOOLEYS Life Member.

Kevin finds it extremely satisfying to be involved in the decisions which benefit members, churches, schools, sporting groups and the community in general. Kevin's father is an ex DOOLEYS President so he values a unique opportunity to continue the mix of tradition and progress achieved by his father and his colleagues since the founding of the club.

Kevin grew up in Lidcombe and has 36 years of DOOLEYS membership. His wife and four sons are also members and enjoy the facilities. As a Westfield Site Manager constructing Shopping Centres throughout Australia, Kevin's construction experience is an asset during the continuing upgrade and expansion of DOOLEYS' three Clubs.

## Terry Kenny

Terry was honoured with Life Membership of DOOLEYS in 1986 and has been a serving Board member for 15 years. Terry is a member of the Audit, Finance and Remuneration Committee. He was appointed Chairman of the Sports Council in 1999 and is responsible for the 14 Intra Club groups currently operating within DOOLEYS. Terry has been passionate about the future of the Club and the welfare of its members for almost 50 years. He is a regular contributor to the Sports Report in the Club Magazine, YOURS. Terry has been the Treasurer of DOOLEYS Social Golf Club since 1969 and is presently the Patron of the Travel Club. He has also been a coach for the Max Potential Program guiding students for future leadership roles. Terry attended the AICD seminar in 2013 and has intentions to undertake the Company Directors Course.

## BOARD OF DIRECTORS

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Since joining the Club in 1966, Terry has been a tireless worker in all facets of Club life. In recent years Terry has been highly involved with the Presentation Evening, Golf Club/Sports Council Annual Dinner, DOOLEYS Christmas Fair, Mini Olympics, Melbourne Cup and Friday Night raffles. He also attends numerous meetings and seminars for the benefit of members, the Club and the Board.

Terry has retired from the Department of Defence where for over 30 years, he utilised his vast experience as an Internal Auditor, Material Manager and Overseas Purchasing Officer.

### **Michael Renshaw** GAICD

Michael Renshaw is originally from Lidcombe and has had a long and continuing family association with the Club. He has been a member for 36 years and is a keen member of the Euchre Club. As the son of a past President, Michael was proud to have been made a Life Member in 2010 for his continued service to the Club and work on the Board. He has served on the Board since 2003 and is a Member of the Audit, Finance and Remuneration Committees and is strongly committed to the Club and its future development.

Michael is a graduate of the Australian Institute of Company Directors and a Fellow of the Institute of Public Accountants. Last year Michael was elected as a Certificated Member of Chartered Secretaries Australia and as part of his commitment to continuing education has in 2013 successfully completed the exam requirements for the "Certificate in Governance and Risk Management" and the "Certificate in Governance for not-for-profits" with Chartered Secretaries Australia. Michael is also a member of the Australian Institute of Management.

Michael's career in the accounting and finance industry provides the Board with a valuable insight into the changing and challenging environment of the finance industry. Michael currently holds the position of Chief Financial Officer for an entity listed on the Australian Securities Exchange. Michael is also a Governor of the Catholic Cemeteries Board and Chairman of the Audit Committee. As a Director, Michael takes pride in his contribution to the growth, development, prosperity and future direction of DOOLEYS Lidcombe Catholic Club.

### **Peter Kennedy**

Peter has been a member of DOOLEYS for 33 years and has been on the Board of Directors for 15 years. He is a Life Member of the Club. Peter is currently Vice-Chair of the Sports Council and is a member of the Disciplinary Committee. He is Patron of both the Fishing and Snooker Clubs.

Peter's background in the printing Industry led to him assuming the responsibility for purchasing, production and quality control of Point of Sale advertising, sponsorship and promotional materials for a large consumer goods company, a position he held for 24 years.

Despite a busy and demanding work schedule, Peter has found time to pursue a desire to assist others, who, through no fault of their own, are doing it tough. He has been a member of the St Vincent De Paul Society for in excess of 40 years and estimates that he would have visited approximately 6,000 families during this period. He was also a member of Sydney Archdiocesan Council for 10 of these years.

### **Christopher Cassidy**

Christopher was appointed to the Board in 2002 and has served on the Board continuously since then. During that time he had the privilege of serving two terms as President, an honour that he sincerely treasures. He has been a Member of DOOLEYS for around 18 years and has lived in the Auburn LGA for over 30 years. He is a Solicitor by profession and continues to practice in that capacity.

Christopher has also served sixteen years as an elected Councillor on Auburn City Council and was fortunate to have served two terms as Mayor. During that time he also served as a Director of WSROC (Western Sydney Regional Organisation of Councils) the peak body for Western Sydney Councils. After ceasing to be a full time Councillor he has continued to maintain his community involvement on a voluntary capacity with the Auburn RSL Youth Club (recently disbanded), as well as Council Committees dealing with the environment and matters affecting the disabled and elderly.

He is a Patron of both the DOOLEYS Camera Club and the Walking Club, and values the contribution that the Intra Clubs make to the continued success of DOOLEYS. In 2010 Christopher was honoured with Life Membership for Services to the Club and the Board of Directors.

### Keith Gomes

Keith was invited to join the Board in 2004 and is a Life Member of DOOLEYS. He is a company director and business adviser with extensive expertise in a diverse range of dynamic and highly regulated sectors. Keith's experience spans, education, information technology, hospitality, professional services, telecommunications and ICT research. Keith is recognised for his ability to identify and address the trends, opportunities and challenges facing business.

Keith is a key contributor to the development and execution of DOOLEYS' strategy whilst encouraging new and better practices in leadership and management. Diversifying into new income streams and a greater focus on social inclusion as a result of our diverse and rich multicultural membership are big opportunities for DOOLEYS to play a leadership role in our community.

Keith's passion for director education to build capability in the boardroom in the club industry, has resulted in a growing number of club directors signing up to up skill themselves. Keith has completed the Australian Institute of Company Directors (AICD) course.

Keith is currently a Director at Oracle Corporation with an Asia Pacific responsibility, which includes China, Hong Kong, India, Korea, Singapore, Malaysia, Thailand, Indonesia and Vietnam. He has had executive roles in multinational companies including, KPMG, Optus, Singapore Telecom and IBM.

Keith serves on the Board and is a member of the Audit and Risk Committee at the Telecommunications Universal Service Management Agency (TUSMA), Chairman of the Institute Advisory Council of the Northern Sydney Institute of TAFE NSW, board director of ClubsNSW (the peak industry body for clubs in NSW), board director of Club Directors Institute, board director of ClubKENO Holdings, member of the electoral college of National ICT Australia (NICTA), member of the Institute of Public Affairs (IPAA), member of the Australian Information Industry Association (AIIA) and past NSW Chairman of the AIIA.

### Bill Belkovskis KSG, FCA

Bill joined the Club 42 years ago in 1971 and has been on the Board for 17 years. He was honoured with Life Membership in 2000. Bill is currently Chairman of the Audit, Finance and Remuneration Committee and Patron of the Golf Club.

Bill is a retired Fellow of the Institute of Chartered Accountants Australia and has been in public practice for over 50 years. He is currently a Director on the Boards of various corporate entities. He brings to the Club his experience in the areas of audit, management and financial accounting. He is also a member of the Australian Institute of Company Directors.

Bill has been a Trustee and Governor of the Necropolis Catholic Cemeteries Trust and the Catholic Cemeteries Board since 1978. He was the Chairman of the Audit and Corporate Governance Committee and also a member of the Finance and Investment Committee of the Trust.

### Tony Khoury

Tony was appointed to fill a casual vacancy on the DOOLEYS Board of Directors in March 2013. A DOOLEYS Member since 2003, Tony grew up in the Lidcombe area, is a former high school student of Benedict College, Auburn (now Trinity College) and is a regular Euchre player at DOOLEYS Lidcombe.

Throughout the 1980s, Tony worked for a large international manufacturing and marketing organisation based in South Granville. Here, Tony held positions which included senior financial and business planning responsibilities for business units in the Asia/Pacific region. During this time Tony also lived and worked in Papua New Guinea and Fiji.

Over the last 23 years, Tony has held general management, operational management, business development and financial roles across many parts of the waste and recycling industry. He is currently the Executive Director of the Waste Contractors & Recyclers Association of NSW with responsibility for addressing the many industry, regulatory and business issues involved with the proper, efficient and lawful transport, transfer, processing and disposal of waste and recyclables. Tony is also the Managing Director of Transector Pty Ltd which is contracted by TAFE Sydney Institute to deliver training to the waste and recycling industry.

Tony is a CPA, a Registered Tax Agent and is a Fellow Member of the Institute of Chartered Secretaries. He holds a Bachelor of Business Degree from Charles Sturt University, a Diploma in Corporate Management from the Australian Graduate School of Management and a Certificate IV in Training & Assessment.

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**DOOLEYS employees contribute directly to our local community through the DOOLEYS Community Volunteering Program. This program enables employees to volunteer their time to assist with local community events and projects.**

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# Our Corporate Social Responsibility

DOOLEYS continues to focus on its commitment to corporate social responsibility and ensuring the Club has a positive impact on its environment and the local community. Our focus and commitment lies in five key areas:

1. Community engagement
2. Harm minimisation
3. Environmental sustainability
4. Workplace health and safety
5. Sound corporate governance

**\$2.96 million**  
in community funding

**50%**  
increase in community support

## Community engagement

DOOLEYS actively contributes to the economic and social development of our local community and is dedicated to improving the quality of life for our workforce, members, local community and society at large.

DOOLEYS actively seeks out community partnerships and supports programs which have a direct link to the following key priorities:

1. Social inclusion and cohesion
2. Community health and active lifestyles
3. Education and employment
4. Supporting families
5. Community safety
6. Aged care and disability support

It is the aim of our Board of Directors, management and staff to ensure DOOLEYS continues to have a positive impact on the local community, strategically investing in its continued growth and diversity.

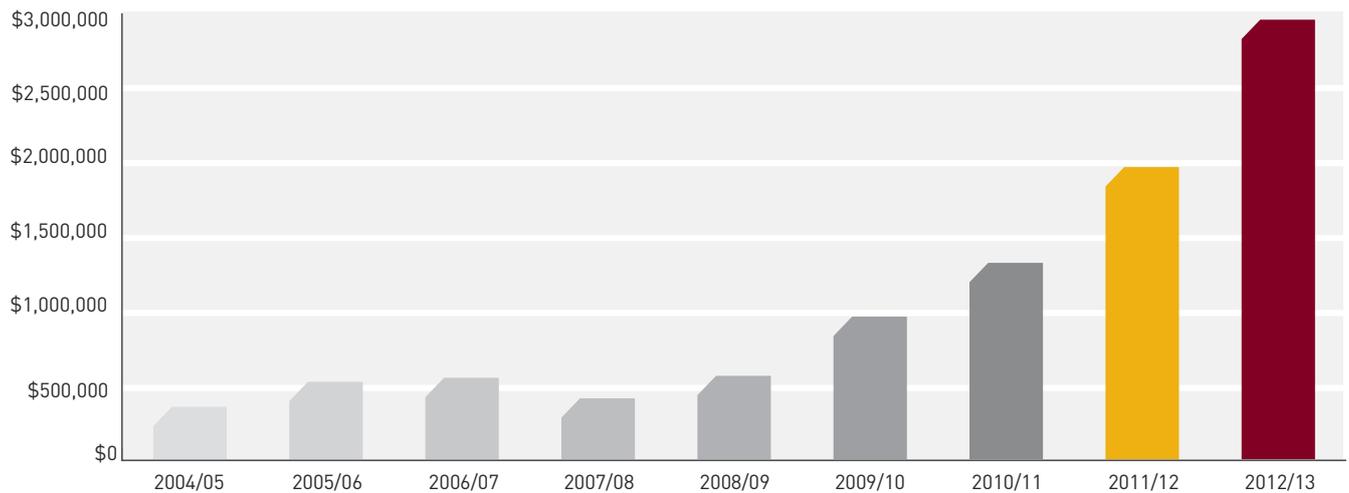
During 2012/13, DOOLEYS contributed just under \$3 million to the local community through ClubGRANTS funding, local projects, charity support as well as environmental and harm minimisation initiatives. The Club's community support has increased annually and is directly linked back to the Club's overall profitability.

## COMMUNITY ENGAGEMENT

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### Total Corporate Social Responsibility contribution

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### ClubGRANTS Scheme

DOOLEYS supports a wide range of local community groups, charities, schools and sporting organisations through the ClubsNSW ClubGRANTS Scheme.

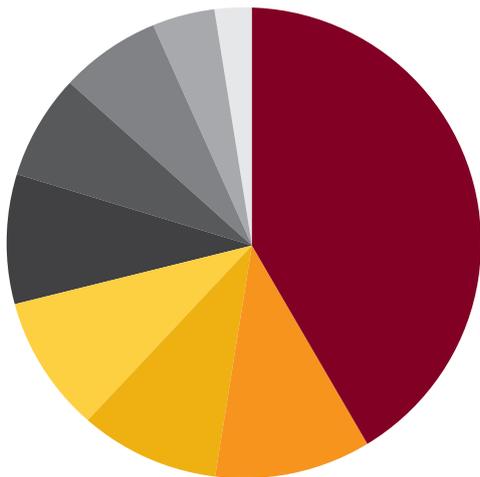
The ClubGRANTS Scheme is designed to ensure that registered clubs in NSW contribute to the provision of front-line services needed in their local communities. In the last year, DOOLEYS supported over 60 local community organisations through this Scheme.

DOOLEYS provides ClubGRANTS funding well over and above what is required of the Club through the Gaming Machine Tax Act 2001.

63,059  
members as at 30 June 2013

800  
IntraClub members

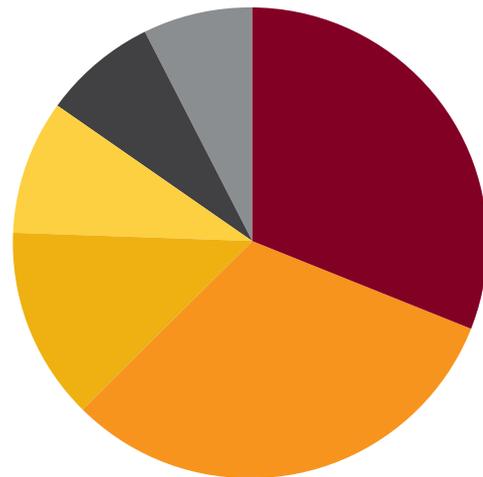
## Corporate Social Responsibility contribution breakdown



ClubGRANTS	<b>42.9%</b>
Donations	<b>11.4%</b>
Environmental	<b>9.6%</b>
Community expenditure	<b>9.4%</b>
In-kind support*	<b>8.9%</b>
Corporate governance	<b>7.1%</b>
Sponsorships	<b>6.8%</b>
Harm minimisation	<b>4.5%</b>
Workplace health & safety	<b>2.3%</b>

\* Encompasses Intra-Clubs, complimentary room hire and fundraising vouchers

## ClubGRANTS spend breakdown



Community health & active lifestyles	<b>31.3%</b>
Education and employment	<b>31.1%</b>
Aged care & disability support	<b>13.1%</b>
Community safety	<b>9.2%</b>
Supporting families	<b>7.7%</b>
Social inclusion & cohesion	<b>7.5%</b>

## COMMUNITY ENGAGEMENT

### Key Community Partners

The Children's Hospital at Westmead  
 Auburn City Council  
 Netball NSW  
 Lidcombe Auburn Cycle Club  
 Auburn District Cricket Club  
 Charitable Works Fund

Australian Catholic University  
 CatholicCare  
 MS Australia  
 Max Potential  
 Lidcombe RSL Sub-Branch

### CLUBGRANTS CATEGORY 1

Alzheimers Australia NSW	\$12,750
Asian Women at Work	\$14,350
Auburn City Council	\$27,500
Australian Council of Women's Affairs	\$36,950
Australia Turkish & Kurdish Community Services Co-op Ltd	\$12,618
Autism Spectrum Australia (Aspect)	\$3,300
Barnardos Australia	\$20,000
Berala Public School	\$10,400
BetSafe	\$39,690
Camp Quality	\$5,000
Careflight	\$9,763
Cerebral Palsy Alliance	\$7,005
Child Abuse Prevention Service (Sydney) Inc.	\$5,120
Early Education	\$6,500
Epilepsy Action Australia	\$2,400
Freedom Across Australia	\$18,480
Horn of Africa Relief & Development Agency	\$9,350
Jobsupport	\$17,200
Lara Jean Association	\$5,000
Lidcombe Public School	\$20,000
Learning Links	\$6,578
Multiple Sclerosis Limited	\$34,636

### CLUBGRANTS CATEGORY 1

Northcott Disability Services	\$2,000
Riverlink Interchange Inc	\$10,000
Royal Life Saving Society NSW	\$4,000
Scouts NSW 1st Granville Scout Group	\$1,000
SHINE for Kids Cooperative	\$7,884
Somali Welfare & Cultural Association	\$7,000
St Joseph's Hospital	\$53,600
Sunny Corner Toy Library	\$2,000
Tamil Civic Centre	\$3,130
The Association of Bhanin El-Minieh	\$56,685
The Children's Hospital at Westmead	\$20,912
The Ephpheta Centre	\$29,400
The Exodus Foundation	\$7,000
Westpac Lifesaver Helicopter	\$7,000
YMCA of Sydney	\$7,760
Youth off the Streets	\$15,000
<b>CATEGORY 1 TOTAL</b>	<b>\$558,961</b>

**CLUBGRANTS CATEGORY 2**

The John Berne School	\$6,800
Immaculate Heart of Mary Sefton Primary School	\$30,000
St Joseph the Worker Catholic Primary School	\$30,000
St Joachim's Catholic Primary School	\$30,000
St Peter Chanel Catholic Primary School	\$31,000
St John's Catholic Primary School	\$30,000
Newington Public School	\$12,035
St Patrick's Rugby Club	\$5,000
Auburn Public School	\$10,000
Lara Jean Association	\$800
Auburn Lidcombe RSL Gumbuya Club	\$1,500
Regents Park Community Church	\$5,300
Hoops for Health	\$5,000
The Ephpheta Centre	\$500
Auburn City Council	\$1,000
Heartbeat Community Care	\$10,000
Kids on Bikes	\$5,000
Regents Park Pumas JRLFC	\$3,000
Parramatta Auburn Netball Association	\$10,000
Auburn Basketball Centre	\$5,000
Regents Park Football Club	\$500
Berala Bears JRLFC	\$2,000
Matthew Talbot House	\$2,000
Transplant NSW	\$12,000
Catholic Education Foundation	\$34,000
Newington Neighbourhood Association	\$6,000
St Joseph the Worker Catholic Church	\$2,500
Auburn District Cricket Club	\$12,000
Max Potential	\$26,698
Netball NSW	\$35,000

**CLUBGRANTS CATEGORY 2**

Lidcombe Auburn Cycle Club	\$10,500
The Children's Hospital at Westmead	\$125,000
<b>CATEGORY 2 TOTAL</b>	<b>\$500,633</b>

**CLUBGRANTS CATEGORY 3**

<b>CATEGORY 3 TOTAL*</b>	<b>\$209,132</b>
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**TOTAL CORPORATE SOCIAL RESPONSIBILITY (CSR) EXPENDITURE**

ClubGRANTS contributions	\$1,268,726
Environmental Initiatives	\$286,168
Harm Minimisation	\$134,698
Workplace Health & Safety	\$69,389
Corporate Governance	\$211,949
Complimentary Room Hire	\$101,248
Community Expenditure	\$280,375
Fundraising Vouchers	\$13,000
Sports Clubs Facilities	\$51,971
Sponsorships	\$202,723
Donations	\$336,290
<b>TOTAL CSR EXPENDITURE</b>	<b>\$2,956,537</b>

\* The Category 3 ClubGRANTS Fund has been established by the NSW Government as a State-wide funding pool for large scale projects associated with sport, health and community infrastructure.

800

netball players in DOOLEYS  
State League

## COMMUNITY ENGAGEMENT



### Proud Benefactor of The Children's Hospital at Westmead



Since 2003, DOOLEYS has enjoyed a strong partnership with The Children's Hospital at Westmead. In particular, our support has been directed to the Hospital's Oncology Department to support children living with cancer.

To date, DOOLEYS has contributed in excess of \$250,000 through a variety of fundraising events, sponsored programs and grant funding. These contributions have seen DOOLEYS named as a Benefactor of the Hospital in 2013.

"We were honoured to attend an official presentation ceremony on 12 May, to be recognised as a Benefactor of the Hospital", said Simon Graham, DOOLEYS Group Marketing & Business Development Manager.

"We highly value our ongoing relationship with The Children's Hospital at Westmead and are proud to have them as a key community partner in DOOLEYS ongoing community engagement strategy."



### DOOLEYS wins Western Sydney Award for Business Excellence



In October 2012, DOOLEYS was very proud to be announced as the winner of the Excellence in Hospitality Award at the Western Sydney Awards for Business Excellence.

"DOOLEYS was extremely excited to win this Award", said DOOLEYS Chairman John Munce. "It recognises DOOLEYS as an outstanding business in the Western Sydney region and I would like to thank all of our dedicated and professional staff who make DOOLEYS such an enjoyable place to visit."

This award was presented at a ceremony held at Waterview Convention Centre, Sydney Olympic Park, Homebush.



### DOOLEYS assists with ground breaking research

DOOLEYS ongoing support of The Children's Hospital at Westmead has resulted in some ground breaking research with the Children's Cancer Research Unit.

In 2012, DOOLEYS committed to a five year funding program with the Research Unit, providing \$500,000 over this period to assist with vital research in the treatment and cause of different types of childhood cancer.

In the last year, this funding was used to support one of the Unit's researchers, Sarah Frost. Coincidentally, Sarah is a local girl, her parents being Members of DOOLEYS. Sarah attended Immaculate Heart of Mary School Sefton and Trinity Catholic College, and went on to study a Bachelor of Advanced Science (Honours) and a Bachelor of Arts at the University of Sydney.

Sarah was awarded the University Medal in 2008, in recognition of her outstanding marks. After returning to work in the Children's Cancer Research unit, Sarah decided to undertake her PhD in the Unit.

Her PhD research will provide new insights into the genetic changes which occur in childhood cancer, with the hope that this will allow for improved treatment outcomes in cancer patients.



### Community Spirit through partnerships



DOOLEYS is honoured to have been named as the ClubsNSW 2013 Community Spirit Ambassador for Western Sydney. This Ambassadorship is testament to the strong community partnerships we have developed in the local community.

"DOOLEYS strongly believes in the importance of community engagement", said DOOLEYS Chairman Mr John Munce. "There are so many organisations doing amazing work in our local community and we are privileged to be able to work with so many of them."

The ClubsNSW Clubs and Community Awards recognise those clubs who have a special connection to and involvement in their local community. DOOLEYS was recognised for its involvement in the 'Cooking Up a Storm' project with Immaculate Heart of Mary Primary School Sefton.

We must thank the wonderful teachers and Principal of Immaculate Heart of Mary for their passion to provide unique learning experiences for their students and allowing us to be part of this journey.



## COMMUNITY ENGAGEMENT

### Embracing workplace diversity

In 2013, DOOLEYS was proud to welcome a new team member – Raja Nallathambi (pictured left).

Raja has been employed through Jobsupport – the primary organisation in Sydney specialising in placing, training and supporting people with an intellectual disability in open employment.

Jobsupport places individuals into jobs in the regular workforce, provides the initial training the individual requires to master the job and then provides ongoing support to ensure the person's continued success in their chosen role.

"Raja is a welcome addition to the DOOLEYS team", said DOOLEYS Group People & Learning Manager Naomi Myers. "His positive attitude and beaming smile make him an ideal fit to DOOLEYS service culture."

"We are so pleased to be able to have Raja as part of our team. He is an enthusiastic employee who undertakes a number of tasks that are vital to the successful every day workings of our Club."

DOOLEYS is a proud Equal Opportunity Employer and congratulates Raja on his success in his role so far.

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"We are so pleased to be able to have Raja as part of our team. He is an enthusiastic employee who undertakes a number of tasks that are vital to the successful every day workings of our Club."

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### Proudly Supporting the Lidcombe RSL Sub-Branch



The Returned & Services League of Australia (RSL) aims to promote and support the well-being, compensation and commemoration of serving and ex-service Defence Force members and their families.

The Lidcombe RSL Sub-Branch provides welfare, advocacy and assistance to all veterans and ex-service personnel. DOOLEYS is a proud member of the RSL & Services Clubs Association and actively supports the valuable work of the Lidcombe RSL Sub-Branch.

For further information, please contact the Lidcombe RSL Sub-Branch on 9649 2831.



### Remembering George Petersen

In 2013, we said goodbye to a very special member of the Lidcombe RSL Sub-Branch – Mr George Petersen (pictured above, second from right).

George was a Life Member of the Sub-Branch and held many positions over the years including Secretary and, most passionately, Welfare and Pensions Officer.

George had a dedicated and memorable career in the Royal Australian Navy, joining the Navy Volunteer Reserve in 1944 when he was just 17. Through the years George served with honour in many different conflicts including Japan, Korea and Malay Indonesia.

George joined the RSL Association in 1950 in Shoalhaven before transferring to Auburn in 1970 and then Lidcombe in 1997.

George was committed to ensuring the ongoing welfare and recognition of returned servicemen and women and worked tirelessly for Lidcombe RSL Sub-Branch right up until his passing.

George was a great asset to the Lidcombe RSL Sub-Branch and he will be sorely missed by his family, friends and colleagues.

## COMMUNITY ENGAGEMENT



### Sensory Garden for Children with Special Needs



This past year, DOOLEYS was proud to partner with Lidcombe Public School to undertake a very special project for very special local children.

Lidcombe Public School has 550 students including 30 students with mild to moderate intellectual disabilities. Over the past three years, the school has undertaken a staged project to develop a safe and attractive play area that can be used as a stimulus for communication skills development and improved gross motor coordination for children with special needs.

“This year, with the help of DOOLEYS, we were able to complete the third phase of the project”, said Lidcombe Public School Principal Matthew Lewis. “This included the installation of synthetic grass, garden beds, outdoor furniture and play equipment.”

“It is wonderful to see the students using this space in both a fun and educational way. We cannot thank DOOLEYS enough for their ongoing support of our school.”



### Skills for life – computer training for local Sudanese mums

When DOOLEYS was approached to volunteer at the local St Joachim’s Catholic Primary School, we jumped at the chance to help out.

Sr. Johanna Conway was looking for volunteers to provide some training for a group of Sudanese mothers from their school. These mums were keen to learn basic computer skills to enable them to be more involved with their children’s school work and leisure time.

Many of these mothers did not have the opportunity to attend school themselves in Southern Sudan and so had never even sat at a computer and turned it on.

Five DOOLEYS staff volunteered on a weekly basis over one school term to provide basic computer training for these local mums.

“I never expected such a big commitment from DOOLEYS and we are most grateful,” said Sr. Johanna.

“You have set our mothers off on a good start, even if it is only a small beginning. Thank you so much for sharing your time and talents with our Sudanese mums.”



### Art Bikes – promoting public art with kids

DOOLEYS works closely with Auburn City Council throughout the year, supporting a number of important community initiatives. This includes sponsorship of key community events such as the Auburn Festival, Auburn Business Awards and Auburn Sports Awards as well as new community project initiatives. One such initiative this year was the Art Bikes Project.

DOOLEYS has joined Council in this exciting new local project which promotes creative expression, encourages physical activity and provides usable public spaces for our community.

The Art Bikes project aims to involve young children in the development of new public artworks. The twist is these artworks will also be functional bicycle racks!

A competition was held with all local schools encouraging students to design a work of art that could also be used as a place to park your bike! Entries were judged on their connection to the local community and of course their functionality as a bike rack.

Four winners of the Art Bikes competition from Auburn North Public School with their new bikes, as presented by Auburn Mayor, Ned Attie (centre) and pictured with one of their teachers, together with Louise O'Connor from DOOLEYS and representatives from Trek and Park Bikes

“This is a unique project and one that DOOLEYS was keen to be involved in”, said DOOLEYS Chief Executive Officer David Mantle. “To encourage local children to take an active role in public art is a fantastic initiative and gives these children and real sense of ownership of their local area.”

Each student with a winning design was presented with a brand new bike, kindly donated by Park Bikes at Sydney Olympic Park.

Winning designs will be manufactured and installed in local parks and public spaces throughout the Auburn local government area for the enjoyment of all local residents.



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Employees at DOOLEYS receive training across a range of harm minimisation initiatives.

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### Harm minimisation

DOOLEYS has continued its commitment to a broad range of harm minimisation measures aiming to provide responsible and transparent gaming and alcohol service programs across all Club sites.

DOOLEYS provides a safe and friendly environment in which patrons can enjoy a wide range of leisure activities. As an organisation, we are always looking for new ways to provide a superior level of service and support to any of our patrons in need. During the past year, this has included:

- Our continuing partnership with CatholicCare through the GAINS program (Gambling Awareness, Intervention and Support) which has seen a range of training programs provided to key employees across the business
- Continued support of the local problem gambling service of Auburn Asian Welfare Centre, providing assistance to local Asian residents
- Targeted drink driving awareness campaigns through the Flemington Liquor Accord
- Active involvement in a review of the Flemington Liquor Accord's Business Plan, setting a new action plan for the coming year
- Involvement in Responsible Gambling Awareness Week in May which saw a number of key local services provide information and assistance to patrons at DOOLEYS Lidcombe

DOOLEYS ongoing involvement with BetSAFE and ClubSAFE ensures our efficient and effective response to any gaming related queries, regulation and problem gambling issues. DOOLEYS extensive range of partners provides a full range of service options to patrons and guests as needed.



### Environmental sustainability

In 2012/13, DOOLEYS has been steadily building momentum in the Club's sustainability journey.

Construction on DOOLEYS Stage 1 refurbishment commenced the week before Christmas 2012 with the building of the new Health & Fitness Centre and Administration offices.

From the outset, this building was designed with energy and water efficiency principles in mind. That has resulted in an administration area where low energy LED and fluorescent lamps are used, controlled by an innovative system which allows the ability to dim light levels on days where the sun is shining brighter. In the common areas, it is also occupancy-based – which means it will turn itself off when it detects no movement.

A solar hot water system was installed on the roof of the Health & Fitness Centre. During the day, the buildings hot water needs will be met by the collectors on the roof which harness the sun's energy to heat the water up. Should there be not enough energy to bring the temperature up to the required level, the system is boosted by gas – a less carbon-intensive energy source than electricity.



A sub-metering system has also been installed to track the energy trends of the building as a whole. This gives us information on how behaviour affects energy use in the building and allows us to make changes to suit those behaviours.

DOOLEYS has also been busy continuing to improve the energy efficiency of the main building at Lidcombe.

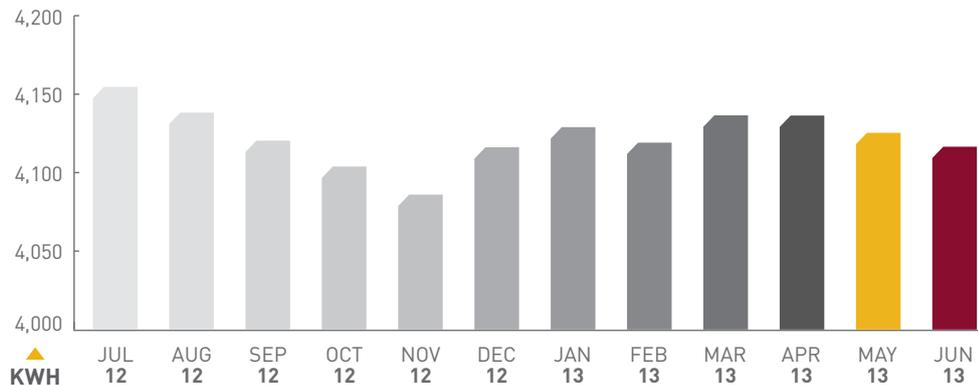
After last financial year's focus on the small-scale sustainable building upgrades at Regents Park Sports Club, the Club has now expanded the scope and applied it on a larger scale to the Lidcombe site.

Both the underground car park at Board Street and the multi-storey car park have now undergone an upgrade to more energy efficient fluorescent lighting which use around 30% less energy. In addition, an underground car park carbon monoxide monitoring control has been installed. This system monitors the carbon monoxide levels in the car park and adjusts the fan speeds as necessary.

Due to the significant construction work in the Lidcombe Club, there has been only a small reduction of 1.5% in energy use this financial year, compared to the 7% drop last year.

## ENVIRONMENTAL SUSTAINABILITY

### DOOLEYS Lidcombe electricity consumption: moving annual total



**Figure 1.** In this chart of moving annual totals of electricity consumption, each column shows the energy use for the 12 months to that month. By showing energy use this way, it removes any seasonal effect between summer and winter energy use.

DOOLEYS next challenge will be looking at waste and recycling. Big Switch Projects has devised a Waste Management Strategy for Lidcombe after undertaking a comprehensive waste review. In a waste audit conducted in 2005, DOOLEYS Lidcombe recorded a recycling rate of 19% by mass. In 2012, that figure was 58%. DOOLEYS aim is to achieve a recycling rate of 70% across all three Club sites.

A lot took place at DOOLEYS in the past financial year, and there is more to come in the next. The environmental projects group has been renamed the DOOLEYS Green Team, with an expanded focus on energy efficiency, carbon emissions, water savings and better waste management across all three Club sites.

A large-scale solar project is in planning, and energy efficiency improvements are planned for all three clubs. With Big Switch Projects now also tracking gas, water and waste in addition to electricity, DOOLEYS will be able to report on the full spectrum of sustainability metrics next financial year.

DOOLEYS commitment to environmental initiatives and sustainability continues to gain momentum and we look forward to reporting further savings and innovative projects next year.

### Workplace health and safety

DOOLEYS has a strong focus on and commitment to providing a safe and friendly environment for all our members, guests and employees.

The Club's Workplace Health & Safety Committee continues to be proactive in the areas of safety, maintenance and compliance across all three Club sites. Committee representatives conduct regular workplace inspections to ensure potential hazards are eliminated or minimised before any issues arise.

This past year, DOOLEYS has focused on enhancing effective communication channels with both employees and patrons. This has been of particular importance during the Club's Stage 1 development phase to ensure staff and patrons are well informed of required changes to Club facilities and access during the various building stages.

DOOLEYS will continue its commitment to managing change and implementing effective communications as it enjoys further growth and development. Maintaining a safe

environment will always be of paramount importance to DOOLEYS Directors and Senior Management Team.

Effective workplace health and safety is a responsibility shared by everyone including Club management, Directors, employees and patrons. Everyone has a role to play in maintaining a safe workplace and proactively being involved in DOOLEYS journey of continuous improvement.

### **Corporate responsibility**

DOOLEYS Lidcombe Catholic Club is committed to a professional level of corporate responsibility throughout the business and across a range of key areas. Sound corporate governance means that DOOLEYS maintains high standards of ethical, environmental and social performance. We conduct our business in a responsible and sustainable way and operate by a framework of regulations, relationships, systems and processes.

As part of our corporate responsibility we have created detailed approaches to corporate governance, regulation and adherence to legislation. We operate with a clear set of procedures and guidelines within a compliance framework throughout the business. Our robust internal audit processes ensure compliance with all regulatory requirements.

### **Role of the Board**

Establishing and overseeing a sound corporate governance framework is a primary responsibility of the Board. The Board sets the strategic direction for DOOLEYS Lidcombe Catholic Club Limited ("DOOLEYS") and its senior management guides the development of Company operations. The Board ensures DOOLEYS meets its accountability obligations

to its members by submitting Annual Reports, ensuring compliance with Government policies and overseeing the development and implementation of a robust risk management framework.

The Board comprises nine Directors elected by the members. The current Board provides a mix of skills and experience essential to guide DOOLEYS towards successful delivery of the services to members and to a meaningful contribution to the community.

### **Audit Committee**

The Audit Committee has oversight over DOOLEYS' compliance with its financial and accounting obligations under the Corporations Act and provides a forum for communication between the Directors, senior managers and internal and external auditors of DOOLEYS. The Committee consists of four members of the Board.

The Chief Executive Officer (CEO), Chief Financial & Information Officer (CFIO) and other Directors may attend Committee meetings in an ex-officio capacity but are not entitled to vote on Committee resolutions.

The Audit Committee supervises and reviews the effective management of financial risks, the establishment and maintenance of effective and efficient internal and external audit processes and management's establishment and operation of an enterprise-wide risk management framework.

## DOOLEYS MASTERPLAN



Artist's impression of 8 Dragons restaurant

**DOOLEYS Lidcombe has been transitioning through Phase 1 of renovations and building works during 2012/13.**



### **Expanded food and beverage outlets**

With an increase in membership and higher demand for food and beverage services at the Club, our offer increased with the opening of John St Café in November 2012. With a great selection of coffees, teas, cold beverages, hot and cold food including cakes, gourmet wraps and sandwiches, quiches and pies, sushi and salads as well as gelato, the café has proven very popular with patrons.

Our new Asian restaurant, 8 Dragons, has been under construction during the year, with opening due later in 2013. This restaurant will offer a new and distinct menu, with a range of dumplings being made on the premises, along with other traditional Chinese and Asian dishes to cater for all tastes in an authentic street style setting.



Artist's impression of new function rooms

### Improved member facilities

Our extended alfresco entertainment area is due for completion once 8 Dragons restaurant is open, with building works having commenced in the latter half of the 2012/13 financial year. This under cover area will feature beautiful ponds, water features and artworks, which will give this outdoor space a feeling of tranquility and serenity.

The renovation and refurbishment of our upstairs function rooms has commenced, with the aim of providing Members and guests with more modern spaces for those special events. Improvements to lighting and sound will also be a feature, bringing the rooms to a higher standard of excellence for patrons to enjoy. Renovations are due for completion by late October, when other upstairs facilities, including new snooker rooms and a TAB will also be available.



### DOOLEYS Health + Fitness

Our health and fitness centre has been under construction since December 2012, with completion set for August 2013. Demolition and new fitout of the Ukrainian building has been a major part of the first phase of the Masterplan, with only minor disruption to carparking and access to the Club during construction. Management and staff have worked closely with the team of architects, builders and contractors to see DOOLEYS Health + Fitness take shape in an environmentally sustainable building project that we can all be proud of.

### Future works

Further renovations and expansion of DOOLEYS Lidcombe Catholic Club are continuing, with ongoing upgrades planned until March 2014. These include the refurbishment of Church St Reception and addition of a Porte Cochere, creating an undercover drop off point for patrons. The new foyer will be even brighter and more spacious, reflecting the premium facilities and services offered by the Club.

## OUR PEOPLE

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07



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09



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**Introducing some of the people who manage your Clubs across the DOOLEYS Group.**

**01.** Drew Brown, Health + Fitness Manager; Nathan Titmuss, Chief Operating Officer and Colin Eisenhuth, Group Building & Services Manager

**02.** Simon Graham, Group Marketing & Business Development Manager and Louise O'Connor, Group Communications & Brand Manager

**03.** David Mantle, Chief Executive Officer and Helen Yiangou, Executive Assistant to the CEO & Board

**04.** Peter Lytwyn, Duty Manager; Michael Nguyen, Duty Manager; Rosie Vranic, Group Gaming Manager and Tim Gebran, Duty Manager

**05.** Wayne Nolland, Group Food & Beverage Manager

**06.** Sue White, Duty Manager; Tomasz Pytraczyk, Customer Service Manager; Mark Walker, Duty Manager and Quang Ta, Duty Manager

**07.** Steve Rodrigues, General Manager DOOLEYS Regents Park Sports Club and Shane Clark, Group Maintenance Manager

**08.** Justin Corcoran, Group Security Manager and Peter Denmead, Group Risk & Compliance Manager

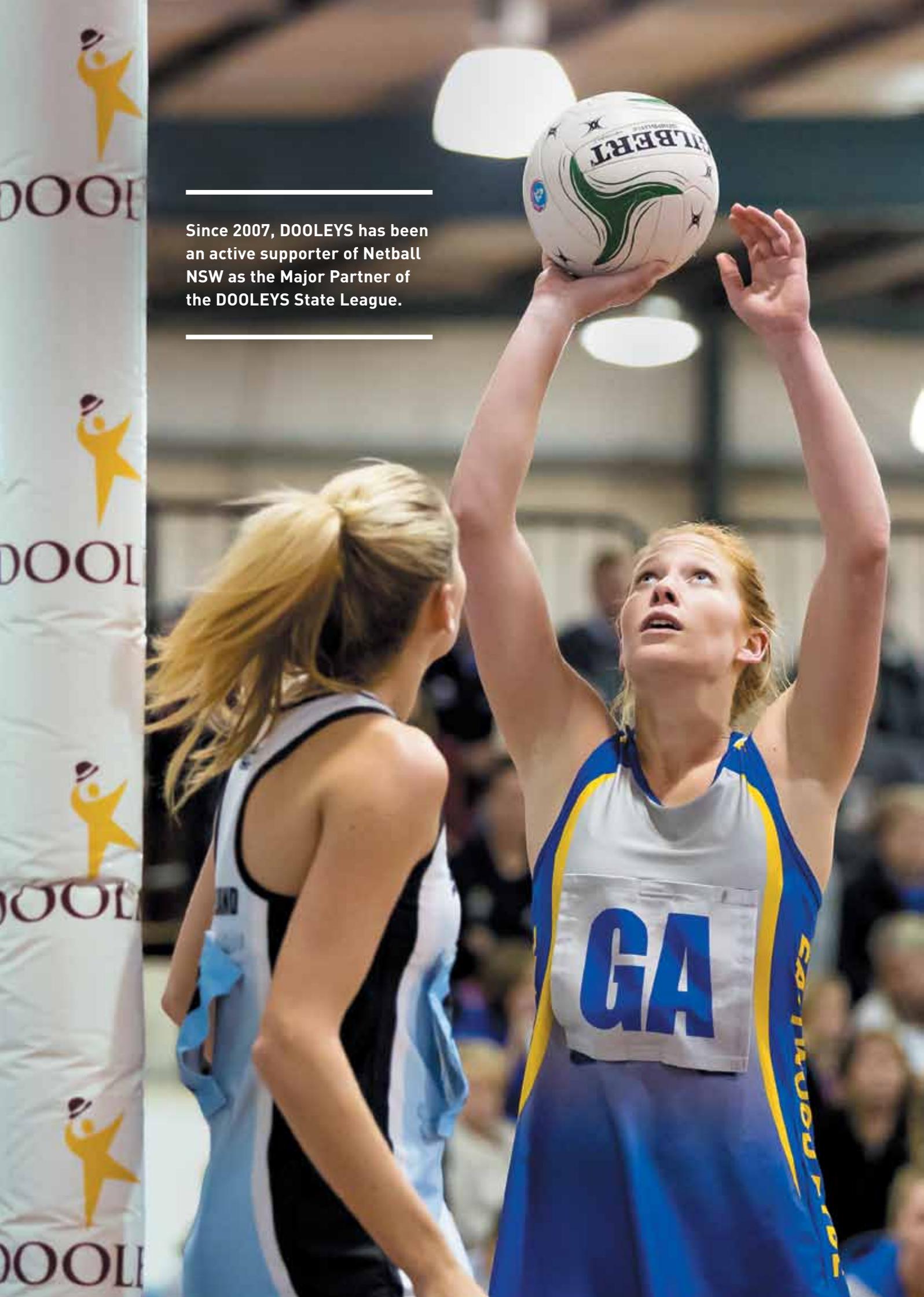
**09.** Julie Milsom, Community Relations Manager and Naomi Myers, Group People & Learning Manager

**10.** Mark McRae, Chief Finance & Information Officer and Sanjay Kadwadkar, Group Finance Manager

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Since 2007, DOOLEYS has been an active supporter of Netball NSW as the Major Partner of the DOOLEYS State League.

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# Financial Statements

## DIRECTORS' REPORT

Your Directors submit their report for the year ended 30 June 2013.

### Directors

The names and details of the Club's directors in office during the financial year and until the date of this report are as follows.

Name	Occupation	Years On Board
John Munce	TAFE Teacher	15 years
Kevin Morgan	Site Manager	8 years
William Belkovskis	Retired Chartered Accountant	17 years
Christopher Cassidy	Solicitor	11 years
Keith Gomes	Management Consultant	9 years
Peter Kennedy	Packaging Manager	15 years
Colleen Kenny (Resigned: 7/1/13)	Retired	13 years
Terry Kenny	Retired Public Servant	15 years
Michael Renshaw	Accountant	10 years
Tony Khoury (Appointed: 19/3/13)	Executive Director	Since March 2013

### Company Secretary

David Mantle was appointed to the position of Company secretary on 28 May 2007.

### Dividends

The Club is a non-profit organisation and is prevented by its constitution from paying dividends.

### Corporate information

DOOLEYS Lidcombe Catholic Club Ltd is a company limited by guarantee that is incorporated and domiciled in Australia.

The registered office and principal place of business of the Club is 24 John Street, Lidcombe NSW 2141.

### Principal activities

The principal activities of the Club during the course of the financial year were the promotion of moral, intellectual, social and material welfare of the members and to create and foster a spirit of cooperation.

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

### Measurement of success

The Club measures success by focussing on four key areas:

- The financial performance of the Club, measured through:
  - Earnings before interest, tax, depreciation, amortisation, rent and donations (EBITDARD)
  - Revenue
  - Wages cost
  - Profitability
  - Patron visitations
  - Return on Capital employed;
- The level of engagement and satisfaction achieved amongst it's employees;
- To make a contribution to the community.

## FINANCIAL STATEMENTS

The Club's main achievement during the financial year was an outstanding net profit, but in addition to this there was the:

- (i) Development of the 2017 Strategic Plan;
- (ii) Club expansion commenced; and
- (iii) ClubsNSW Community Spirit Ambassador (Western Sydney) was awarded to DOOLEYS.

### Operating and financial review

#### Operating results for the year

The total comprehensive income of the Club for the year ended 30 June 2013 was \$8,917,260 (2012: \$8,996,426).

	2013	2012
Lidcombe	9,148,679	9,682,031
Waterview	(30,224)	(190,739)
Regents Park	(201,195)	(494,866)
<b>Total</b>	<b>8,917,260</b>	<b>8,996,426</b>

The net result achieved this year derives from an increase in gaming revenue and improved trading performance in our catering department.

#### Significant changes in the state of affairs

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

#### Significant events after the balance date

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

#### Likely developments and expected results

The Club is currently undergoing expansion and refurbishment which will allow for additional members facilities to meet current and future demand. Funding would come from existing bank facilities and trading cash flows.

### Environmental regulation

The Club's operations are subject to various environmental regulations under both Commonwealth and State legislation. The Board believes that the Club has adequate systems in place for the management of its environmental requirements and is not aware of any breach of those environmental requirements as they apply to the Club.

### Indemnification and insurance of directors and officers

During or since the financial year, the Club has paid premiums in respect of a contract insuring all the directors of DOOLEYS Lidcombe Catholic Club Ltd in a manner permissible under the Corporations Act 2011. The amount of the cover cannot be disclosed due to policy conditions.

### Membership

The Club is a company limited by guarantee and without a share capital. The number of members as at 30 June 2013 and the comparison with last year is as follows:

	2013	2012
Life	20	20
Ordinary	63,039	58,307
<b>Total</b>	<b>63,059</b>	<b>58,327</b>

In accordance with the Constitution of the Club, every member of the Club undertakes to contribute an amount limited to \$4 per member in the event of the winding up of the Club during the time that he or she is a member or within one year thereafter.

## Directors' meetings

The number of meetings of directors held during the year and the number of meetings attended by each director were as follows:

### Board Meetings

Director	Number of Board Meetings Held	Number of Board Meetings attended
John Munce	16	15
Kevin Morgan	16	13
Bill Belkovskis	16	14
Christopher Cassidy	16	16
Keith Gomes	16	12*
Peter Kennedy	16	15
Colleen Kenny (Resigned: 7/1/2013)	8	5
Terry Kenny	16	15
Michael Renshaw	16	16
Tony Khoury (Appointed: 19/3/2013)	4	3**

\* Keith Gomes could not attend one Board Meeting because he was attending the Australian Institute of Company Directors Course.

\*\* Tony Khoury was absent for his first eligible meeting due to business commitments made prior to his appointment to the DOOLEYS Board.

### Strategic Planning Days

Director	Number of Strategy days held	Number of Strategy days attended
John Munce	5	5
Kevin Morgan	5	5
Bill Belkovskis	5	3
Christopher Cassidy	5	5
Keith Gomes	5	5
Peter Kennedy	5	5
Colleen Kenny (Resigned: 7/1/2013)	1	-
Terry Kenny	5	3
Michael Renshaw	5	5
Tony Khoury (Appointed: 19/3/2013)	1	1

## Committee Meetings

Director	Eligible	Attended
John Munce	19	15
Kevin Morgan	5	5
Bill Belkovskis	5	5
Christopher Cassidy	3	3
Keith Gomes	-	-
Peter Kennedy	12	10
Colleen Kenny (Resigned: 7/1/2013)	6	3
Terry Kenny	8	7
Michael Renshaw	17	16
Tony Khoury (Appointed: 19/3/2013)	-	-

## Auditor independence

The directors received an independence declaration from the auditor, Ernst & Young. A copy has been included on page 40 of the report.

Signed in accordance with a resolution of the directors.



**John Munce**  
Director and Chairman  
Sydney, 26 August 2013



**Kevin Morgan**  
Director and Vice-Chairman  
Sydney, 26 August 2013



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

Tel: +61 2 9248 5555  
Fax: +61 2 9248 5959  
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## Independent auditor's report to the members of DOOLEYS Lidcombe Catholic Club Ltd

### Report on the financial report

We have audited the accompanying financial report of DOOLEYS Lidcombe Catholic Club Ltd, which comprises the statement of financial position as at 30 June 2013, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the directors' declaration.

#### *Directors' responsibility 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 controls as the directors determine are necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

#### *Auditor's responsibility*

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal controls relevant to the entity's preparation of the financial report that gives a true and fair view 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 entity's internal controls. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

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

#### *Independence*

In conducting our audit we have complied with the independence requirements of the *Corporations Act 2001*. We have given to the directors of the company a written Auditor's Independence Declaration, a copy of which is included in the financial report.



### **Opinion**

In our opinion the financial report of DOOLEYS Lidcombe Catholic Club Ltd is in accordance with the *Corporations Act 2001*, including:

- (a) giving a true and fair view of the financial position of DOOLEYS Lidcombe Catholic Club Ltd at 30 June 2013 and of its performance for the year ended on that date; and
- (b) complying with Australian Accounting Standards - Reduced Disclosure Requirements and the *Corporations Regulations 2001*.

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

Ernst & Young

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

Daniel Cunningham  
Partner  
Sydney  
26<sup>th</sup> August 2013

## Auditor's Independence Declaration to the Directors of DOOLEYS Lidcombe Catholic Club Ltd



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### Auditor's Independence Declaration to the Directors of DOOLEYS Lidcombe Catholic Club Ltd

In relation to our audit of the financial report of DOOLEYS Lidcombe Catholic Club Ltd for the financial year ended 30 June 2013, to the best of my knowledge and belief, there have been no contraventions of the auditor independence requirements of the *Corporations Act 2001* or any applicable code of professional conduct.

Ernst & Young

Daniel Cunningham  
Partner  
Sydney  
26 August 2013

## Statement of comprehensive income

For the year ended 30 June 2013	Note	2013 \$	2012 \$
Sale of goods and services	4(a)	65,844,058	60,184,414
Other revenue	4(b)	989,724	1,227,271
<b>Revenue</b>		<b>66,833,782</b>	61,411,685
Other income	4(c)	235,313	209,359
Cost of sales		(3,516,204)	(3,268,898)
Employee benefits expense	4(d)	(17,526,148)	(14,690,301)
Gaming machine taxes		(14,516,832)	(13,487,398)
Entertainment, marketing and promotions		(4,862,725)	(4,499,286)
Cleaning expenses		(975,418)	(924,720)
Community services		(1,782,533)	(1,567,212)
Depreciation and amortisation expense	4(e)	(3,846,846)	(3,853,085)
Rent and rates		(294,949)	(326,989)
Repairs and maintenance		(1,040,713)	(1,107,842)
Printing and stationery		(374,518)	(423,375)
Security expenses		(1,685,894)	(1,384,992)
Insurance expense		(197,617)	(166,428)
Electricity rates		(935,130)	(750,931)
Statewide link contributions		(14,299)	(157,535)
Finance costs	4(f)	(159,995)	(273,772)
Other expenses		(5,479,738)	(4,951,779)
<b>Profit before income tax</b>		<b>9,859,536</b>	9,786,501
Income tax expense	5	(942,276)	(790,075)
<b>Profit for the year</b>		<b>8,917,260</b>	8,996,426
Other comprehensive income		-	-
Other comprehensive income		-	-
Other comprehensive income for the year, net of tax		-	-
<b>Total comprehensive income for the year</b>		<b>8,917,260</b>	8,996,426

The above statement of comprehensive income should be read in conjunction with the accompanying notes.

## FINANCIAL STATEMENTS

### Statement of financial position

As at 30 June 2013	Note	2013 \$	2012 \$
<b>ASSETS</b>			
Current assets			
Cash and cash equivalents	6	<b>9,068,538</b>	7,651,709
Trade and other receivables	7	<b>100,063</b>	152,086
Inventories	8	<b>303,766</b>	265,396
Other assets	9	<b>5,195,533</b>	4,998,285
<b>Total current assets</b>		<b>14,667,900</b>	13,067,476
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	10	<b>87,824,855</b>	83,096,233
Intangible assets	11	<b>2,940,137</b>	2,815,483
<b>Total non-current assets</b>		<b>90,764,992</b>	85,911,716
<b>Total assets</b>		<b>105,432,892</b>	98,979,192
<b>LIABILITIES</b>			
Current liabilities			
Trade and other payables	12	<b>4,570,994</b>	4,482,954
Income tax payable		<b>186,827</b>	217,882
Provisions	13	<b>1,904,663</b>	1,564,043
Interest-bearing loans and borrowings	14	<b>177,261</b>	2,052,784
Other liabilities	15	<b>130,182</b>	126,416
<b>Total current liabilities</b>		<b>6,969,927</b>	8,444,079
<b>NON-CURRENT LIABILITIES</b>			
Provisions	13	<b>275,323</b>	289,672
Interest-bearing loans and borrowings	14	-	1,000,000
Other liabilities	15	<b>181,274</b>	156,333
<b>Total non-current liabilities</b>		<b>456,597</b>	1,446,005
<b>Total liabilities</b>		<b>7,426,524</b>	9,890,084
<b>NET ASSETS</b>		<b>98,006,368</b>	89,089,108
<b>EQUITY</b>			
Retained earnings	16	<b>94,129,624</b>	85,212,364
Amalgamation reserve	16	<b>3,876,744</b>	3,876,744
<b>Total equity</b>		<b>98,006,368</b>	89,089,108

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

## Statement of changes in equity

For the year ended 30 June 2013	Retained earnings \$	Amalgamation reserve (note 16) \$	Total equity \$
<b>Current year</b>			
<b>At 1 July 2012</b>	85,212,364	3,876,744	<b>89,089,108</b>
Profit for the year	8,917,260	-	<b>8,917,260</b>
Other comprehensive income	-	-	-
Total comprehensive income for the year	8,917,260	-	<b>8,917,260</b>
<b>At 30 June 2013</b>	94,129,624	3,876,744	<b>98,006,368</b>
<b>Prior year</b>			
<b>At 1 July 2011</b>	76,215,938	3,876,744	<b>80,092,682</b>
Profit for the year	8,996,426	-	<b>8,996,426</b>
Other comprehensive income	-	-	-
Total comprehensive income for the year	8,996,426	-	<b>8,996,426</b>
<b>At 30 June 2012</b>	85,212,364	3,876,744	<b>89,089,108</b>

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

## FINANCIAL STATEMENTS

### Statement of cash flows

For the year ended 30 June 2013	Note	2013 \$	2012 \$
<b>Operating activities</b>			
Receipts from customers		<b>73,258,434</b>	67,341,553
Payments to suppliers and employees		<b>(59,092,743)</b>	(53,232,357)
Interest received		<b>454,704</b>	362,845
Interest paid		<b>(159,995)</b>	(273,772)
Income tax paid		<b>(1,093,080)</b>	(1,224,477)
Net cash flows from operating activities		<b>13,367,320</b>	12,973,792
<b>Investing activities</b>			
Proceeds from sale of property, plant and equipment		<b>235,408</b>	3,503,073
Purchase of property, plant and equipment		<b>(9,185,722)</b>	(9,964,348)
Purchase of intangible assets	11	<b>(124,654)</b>	(495,949)
Net cash flows used in investing activities		<b>(9,074,968)</b>	(6,957,224)
<b>Financing activities</b>			
Repayments of borrowings – other		<b>(2,926,825)</b>	(2,532,880)
Net cash flows used in financing activities		<b>(2,926,825)</b>	(2,532,880)
Net increase in cash and cash equivalents		<b>1,365,527</b>	3,483,688
Cash and cash equivalents at 1 July		<b>7,525,750</b>	4,042,062
Cash and cash equivalents at 30 June	6	<b>8,891,277</b>	7,525,750

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

## NOTES TO THE FINANCIAL STATEMENTS

For the year ended 30 June 2013

### 1. Corporate information

The financial report of DOOLEYS Lidcombe Catholic Club Ltd (the "Club") for the year ended 30 June 2013 was authorised for issue in accordance with a resolution of the directors on 26 August 2013.

The Club is incorporated and domiciled in Australia as a Club limited by guarantee. In accordance with the Constitution of the Club, every member of the Club undertakes to contribute an amount limited to \$4 per member in the event of the winding up of the Club during the time that he or she is a member or within one year thereafter.

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

### 2. Summary of significant accounting policies

#### (a) Basis of preparation

The financial report is a general-purpose financial report, which has been prepared in accordance with the requirements of the Corporations Act 2001, Australian Accounting Standards - Reduced Disclosure Requirements and other authoritative pronouncements of the Australian Accounting Standards Board. The financial report has been prepared on a historical cost basis.

The financial report is presented in Australian dollars.

#### (b) Statement of compliance

The financial statements of the Club comply with Australian Accounting Standards - Reduced Disclosure Requirements as issued by the Australian Accounting Standards Board (AASB).

The financial report also complies with Australian Accounting Standards specific to not-for-profit entities, including standards AASB 116 Property, Plant and Equipment, AASB 136 Impairment of Assets and AASB 1004 Contributions.

#### (c) New accounting standards and interpretations

Certain Australian Accounting Standards and Interpretations have recently been issued or amended but are not yet effective and have not been adopted by the Club for the annual reporting period ended 30 June 2013. The directors have not early adopted any of these new or amended standards or interpretations. The directors have not yet fully assessed the impact of these new or amended standards (to the extent relevant to the Club) and interpretations.

#### (d) Cash and cash equivalents

Cash and cash equivalents in the statement of financial position comprise cash at bank and in hand and short-term deposits with an original maturity of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

#### (e) Trade and other receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, less an allowance for impairment.

Collectability of trade receivables is reviewed on an ongoing basis. Individual debts that are known to be uncollectible are written off when identified. An impairment provision is recognised when there is objective evidence that the Club will not be able to collect the receivable.

#### (f) Inventories

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

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

The cost of inventories is based on the first-in first-out principle, and includes expenditure incurred in acquiring the inventories and bringing them to their existing location and condition.

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

## NOTES TO THE FINANCIAL STATEMENTS

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### 2. Summary of significant accounting policies (continued)

#### (g) Property, plant and equipment

Plant and equipment is stated at historical cost less accumulated depreciation and any accumulated impairment losses. Such cost includes the cost of replacing parts that are eligible for capitalisation when the cost of replacing the parts is incurred. Similarly, when each major inspection is performed, its cost is recognised in the carrying amount of the plant and equipment as a replacement only if it is eligible for capitalisation. All other repairs and maintenance are recognised in the statement of comprehensive income as incurred.

Land and buildings are measured at cost less accumulated depreciation on buildings and less any impairment losses recognised.

Depreciation is calculated on a declining basis over the estimated useful life of the specific assets as follows:

- Land – not depreciated
- Buildings – over 40 years
- Plant and equipment – over 3 to 13 years
- Leased equipment – over the shorter between the estimated useful life of the assets and the lease term
- Fixtures and fittings – 40 years

#### Derecognition

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

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

#### (h) Leases

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

#### Club as a lessee

Finance leases, which transfer to the Club substantially all the risks and benefits incidental to ownership of the leased item, are capitalised at the inception of the lease at the fair value of the leased asset or, if lower, at the present value of the minimum lease payments. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are recognised in finance costs in profit or loss.

Capitalised leased assets are depreciated over the shorter of the estimated useful life of the asset and the lease term if there is no reasonable certainty that the Club will obtain ownership by the end of the lease term.

Operating lease payments are recognised as an operating expense in the statement of comprehensive income on a straight-line basis over the lease term. Operating lease incentives are recognised as a liability when received and subsequently reduced by allocating lease payments between rental expense and reduction of the liability.

#### Club as a lessor

Leases in which the Club retains substantially all the risks and benefits of ownership of the leased asset are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised as an expense over the lease term on the same basis as rental income.

#### (i) Impairment of non-financial assets

Intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. Recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows that are largely independent of the cash inflows from other assets or groups of assets (cash-generating units). Non-financial assets that suffered an impairment are tested for possible reversal of the impairment whenever events or changes in circumstances indicate that the impairment may have reversed.

#### **(j) Intangible assets**

Intangible assets acquired are initially measured at cost. Following initial recognition, intangible assets are carried at cost less any accumulated impairment losses. Intangible assets with indefinite useful lives are tested for impairment annually either individually or at the cash-generating unit level. Such intangibles are not amortised. The useful life of an intangible asset with an indefinite life is reviewed each reporting period to determine whether indefinite life assessment continues to be supportable. If not, the change in the useful life assessment from indefinite to finite is accounted for as a change in an accounting estimate and is thus accounted for on a prospective basis.

Effective from 1 July 2009, gaming machine entitlements are no longer amortised and previous amortisation has been reversed. Gaming machine entitlements are deemed to have an indefinite useful life and are tested for impairment annually.

Gains or losses arising from derecognition of an intangible asset are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in profit or loss when the asset is derecognised.

#### **(k) Trade and other payables**

Trade and other payables are carried at amortised cost. They represent liabilities for goods and services provided to the Club prior to the end of the financial year that are unpaid and arise when the Club becomes obliged to make future payments in respect of the purchase of these goods and services.

#### **(l) Interest-bearing loans and borrowings**

All loans and borrowings are initially recognised at the fair value of the consideration received less directly attributable transaction costs.

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the effective interest method.

Borrowings are classified as current liabilities unless the Club has an unconditional right to defer settlement of the liability for a least 12 months after the reporting date.

#### **(m) Borrowing costs**

Borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset (i.e. an asset that necessarily takes a substantial period of time to get ready for its intended use or sale) are capitalised as part of the cost of that asset. All other borrowing costs are expensed in the period they occur. Borrowing costs consist of interest and other costs that an entity incurs in connection with the borrowing of funds. The Club does not currently hold qualifying assets but, if it did, the borrowing costs directly associated with this asset would be capitalised (including any other associated costs directly attributable to the borrowing and temporary investment income earned on the borrowing).

#### **(n) Provisions**

##### **General**

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

## NOTES TO THE FINANCIAL STATEMENTS

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### 2. Summary of significant accounting policies (continued)

#### Wages, salaries, annual leave and sick leave

Liabilities for wages and salaries, including non-monetary benefits and annual leave expected to be settled within 12 months of the reporting date are recognised in respect of employees' services up to the reporting date. They are measured at the amounts expected to be paid when the liabilities are settled. Liabilities for non-accumulating sick leave are recognised when the leave is taken and are measured at the rates paid or payable.

#### Long service leave

The liability for long service leave is recognised and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures, and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currencies that match, as closely as possible, the estimated future cash outflows.

#### (o) Revenue recognition

Revenue is recognised and measured at the fair value of the consideration received or receivable to the extent it is probable that the economic benefits will flow to the Club and the revenue can be reliably measured. The following specific recognition criteria must also be met before revenue is recognised:

##### (i) Sale of goods

Revenue from the sale of goods comprises revenue earned from the provisions of beverage, catering and other goods sold. This is measured at the fair value of the consideration received or receivable, net of member discounts and subsidies. Revenue is recognised when the significant risks and rewards of ownership have been transferred to the buyer, recovery of the consideration is probable, the associated costs and possible return of goods can be estimated reliably, and there is no continuing management involvement with the goods. Transfers of risks and rewards vary depending on the individual terms of the sale.

##### (ii) Rendering of services

Revenue from services rendered is recognised in profit or loss in proportion to the stage of completion of the transaction at the reporting date. The stage of completion is assessed by reference to surveys of work performed. Gaming machine revenue is recognised at the time of receipt.

##### (iii) Interest income

Revenue is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

##### (iv) Rental revenue

Rental income from investment properties is accounted for on a straight-line basis over the lease term. Contingent rental income is recognised as income in the periods in which it is earned. Lease incentives granted are recognised as an integral part of the total rental income.

##### (v) Revenue received in advance

Members can pay their subscription on an annual or 4 year basis. Members' subscriptions paid on a 4 years basis are amortised over the period of subscription.

##### (p) Income tax

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

**(q) Other taxes**

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

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

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

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

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the taxation authority.

**(r) Members' mortality benefits**

Upon the death of an Ordinary member who was admitted as a member before 31 October 2008, a benefit of up to \$200 is payable. The Club's policy is to recognise the benefits as an expense in the statement of comprehensive income as they are paid out.

**3. Significant accounting judgements, estimates and assumptions**

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

**Judgements**

In the process of applying the Club's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognised in the financial statements:

**Operating lease commitments – Club as lessor**

The Club has entered into property leases on its property portfolio. The Club has determined, based on an evaluation of the terms and conditions of the arrangements, such as the lease term not constituting a substantial portion of the economic life of the commercial property, that it retains all the significant risks and rewards of ownership of these properties and accounts for the contracts as operating leases.

**Estimates and assumptions**

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

**Impairment of non-financial assets**

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

## NOTES TO THE FINANCIAL STATEMENTS

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### **Taxes**

The Club's accounting policy for taxation requires management's judgement as to the types of arrangements considered to be a tax on income in contrast to an operating cost. Judgement is also required in assessing whether deferred tax assets and certain deferred tax liabilities are recognised on the statement of financial position. Deferred tax assets, including those arising from temporary differences and tax losses are recognised only where it is considered more likely than not that they will be recovered, which is dependent on the generation of sufficient future taxable profits.

Assumptions about the generation of future taxable profits depend on management's estimates of future cash flows. These depend on estimates of future business expectations, operating costs capital expenditure and other capital management transactions. Judgements are also required about the application of income tax legislation. These judgements and assumptions are subject to risk and uncertainty, hence there is a possibility that changes in circumstances will alter expectations, which may impact the amount of deferred tax assets and deferred tax liabilities recognised on the statement of financial position and the amount of other tax losses and temporary differences not yet recognised. In such circumstances, some or all of the carrying amounts of recognised deferred tax assets and liabilities may require adjustment, resulting in a corresponding credit or charge to the statement of comprehensive income.

**4. Revenue and expenses**

	2013 \$	2012 \$
<b>(a) Sale of goods and services</b>		
Bars	3,009,966	2,927,695
Gaming machines	54,790,384	50,228,197
Bistro	5,465,456	5,099,724
Cafe	904,319	774,167
Functions	759,934	511,568
Subscriptions and joining fees	164,722	140,534
Keno commissions	225,294	202,255
Gift shop	97,489	-
Other	426,494	300,274
Total sale of goods and services	65,844,058	60,184,414
<b>(b) Other revenue</b>		
Rental	189,112	242,471
Subsidy	345,908	621,955
Interest received	454,704	362,845
Total other revenue	989,724	1,227,271
<b>(c) Other income</b>		
Gains on disposal of property, plant and equipment	45,888	-
Other	189,425	209,359
Total other income	235,313	209,359
<b>(d) Employee benefits expense</b>		
Wages and salaries	13,851,847	11,789,768
Workers' compensation costs	275,116	212,926
Defined contribution superannuation expense	1,209,339	994,770
Payroll tax	667,210	525,685
Other employee benefit expense	1,522,636	1,167,152
Total employee benefits expense	17,526,148	14,690,301
<b>(e) Depreciation and amortisation expense</b>		
Total depreciation and amortisation expense	3,846,846	3,853,085
<b>(f) Finance costs</b>		
Bank loans	60,253	273,772
Interest - other	99,742	-
Total finance costs	159,995	273,772

## NOTES TO THE FINANCIAL STATEMENTS

4. Revenue and expenses	2013 \$	2012 \$
<b>(g) Expenses included in the statement of comprehensive income</b>		
Impairment of property, plant and equipment	420,734	-
Loss on disposal of property, plant and equipment	-	187,877
<b>5. Income tax</b>	<b>2013 \$</b>	<b>2012 \$</b>
<b>(a) Income tax expense</b>		
The major components of income tax expense are:		
Statement of comprehensive income		
Current income tax		
Current income tax charge	825,000	719,646
Adjustments in respect of current income tax of previous years	117,276	70,429
Income tax expense reported in the statement of comprehensive income	942,276	790,075
<b>(b) Numerical reconciliation between aggregate tax expense recognised in the statement of comprehensive income and tax expense calculated per the statutory income tax rate</b>		
The Income Tax Assessment Act, 1997 (amended) provides that under the concept of mutuality clubs are only liable for income tax on income derived from non-members and from outside entities.		
A reconciliation between tax expense and the product of accounting profit before gain and expense arising from fraud and income tax multiplied by the Club's applicable income tax rate is as follows:		
Accounting profit before income tax	9,859,536	9,786,501
At the Club's statutory income tax rate of 30% (2012: 30%)	2,957,861	2,935,950
Non-temporary differences	84,671	118,121
Member only income	(49,416)	(42,160)
Member only expenses	987,588	824,001
Effect of mutuality	(3,689,009)	(3,373,502)
Other items (net)	533,305	257,236
Under provision of previous year	117,276	70,429
Aggregate income tax expense	942,276	790,075

<b>6. Cash and cash equivalents</b>	2013 \$	2012 \$
Cash at bank and in hand	<b>6,988,084</b>	3,938,334
Short term deposits	<b>2,080,454</b>	3,713,375
	<b>9,068,538</b>	7,651,709
<p>Cash at bank earns interest at floating rates based on daily bank deposit rates. The carrying amounts of cash and cash equivalents represents fair value.</p> <p>Short-term deposits are made for varying periods of between one day and three months, depending on the immediate cash requirements of the Club, and earn interest at the respective short-term deposit rates.</p>		
<b>Reconciliation to statement of cash flows</b>		
For the purposes of the statement of cash flows, cash and cash equivalents comprise of the above.		
Cash at bank and in hand	<b>6,988,084</b>	3,938,334
Short term deposits	<b>2,080,454</b>	3,713,375
Bank overdrafts (Note 14)	<b>(177,261)</b>	(125,959)
	<b>8,891,277</b>	7,525,750
<b>7. Trade and other receivables (current)</b>	2013 \$	2012 \$
Trade receivables	<b>25,650</b>	29,539
Allowance for impairment loss	-	-
	<b>25,650</b>	29,539
Other receivables	<b>74,413</b>	122,547
Carrying amount of trade and other receivables	<b>100,063</b>	152,086
<b>8. Inventories (current)</b>	2013 \$	2012 \$
At cost	<b>303,766</b>	265,396
Total inventory at the lower of cost and net realisable value	<b>303,766</b>	265,396

## NOTES TO THE FINANCIAL STATEMENTS

### 9. Other assets (current)

	2013 \$	2012 \$
Prepayments	153,114	134,093
Term deposits	5,042,419	4,864,192
	<b>5,195,533</b>	<b>4,998,285</b>

### 10. Property, plant and equipment

	Land and buildings \$	Fixtures and fittings \$	Plant and equipment \$	Work in progress \$	Total \$
<b>Current year AT 30 JUNE 2013</b>					
Cost	81,734,754	72,736	23,363,849	6,455,973	<b>111,627,312</b>
Accumulated depreciation and impairment	(9,300,296)	(407)	(14,501,754)	-	<b>(23,802,457)</b>
Net carrying amount	72,434,458	72,329	8,862,095	6,455,973	<b>87,824,855</b>
<b>Prior year AT 30 JUNE 2012</b>					
Cost	82,146,088	-	20,887,030	997,636	<b>104,030,754</b>
Accumulated depreciation and impairment	(8,006,156)	-	(12,928,365)	-	<b>(20,934,521)</b>
Net carrying amount	74,139,932	-	7,958,665	997,636	<b>83,096,233</b>

#### (a) Reconciliation of carrying amounts at the beginning and end of the year

	Land and buildings \$	Fixtures and fittings \$	Plant and equipment \$	Work in progress \$	Total \$
<b>YEAR ENDED 30 JUNE 2013</b>					
At 1 July 2012 net of accumulated depreciation	74,139,932	-	7,958,665	997,636	<b>83,096,233</b>
Additions	9,400	72,736	3,645,249	5,458,337	<b>9,185,722</b>
Disposals	-	-	(189,520)	-	<b>(189,520)</b>
Impairment	(420,734)	-	-	-	<b>(420,734)</b>
Depreciation charge for the year	(1,294,140)	(407)	(2,552,299)	-	<b>(3,846,846)</b>
At 30 June 2013 net of accumulated depreciation	72,434,458	72,329	8,862,095	6,455,973	<b>87,824,855</b>

## 10. Property, plant and equipment (continued)

### (b) Core and non-core land

With reference to section 41J of the Registered Clubs Act, the properties owned or occupied by the DOOLEYS Lidcombe Catholic Club Ltd, as at 30 June 2013, are as follows:

#### Non-core properties

---

6 John Street, Lidcombe

---

8 John Street, Lidcombe

---

12 John Street, Lidcombe

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14 John Street, Lidcombe

---

32A/B John Street, Lidcombe

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32C John Street, Lidcombe

---

34A John Street, Lidcombe

---

34B John Street, Lidcombe

---

#### Core properties

---

20-30 John Street, Lidcombe (DOOLEYS Lidcombe Catholic Club licensed premises)

---

1 Church St, Lidcombe

---

1A Church St, Lidcombe

---

3 Church St, Lidcombe

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3A Church St, Lidcombe

---

5-5A Church St, Lidcombe

---

7-9 Church St, Lidcombe

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11-15 Church St, Lidcombe

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13 Board St, Lidcombe

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15 Board St, Lidcombe

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17 Board St, Lidcombe

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19 Board St, Lidcombe

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21 Board St, Lidcombe

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23 Board St, Lidcombe

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25 Board St, Lidcombe

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1 Clyde Street, Silverwater (DOOLEYS Waterview Club at Silverwater licensed premises)

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96 Kingsland Rd, Regents Park (DOOLEYS Regents Park Sports Club at Regents Park licensed premises)

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18 John Street, Lidcombe

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## NOTES TO THE FINANCIAL STATEMENTS

<b>11. Intangible assets</b>	2013 \$	2012 \$
Gaming machine entitlements at cost		
Cost (gross carrying amount)	<b>2,940,137</b>	2,815,483
Net carrying amount	<b>2,940,137</b>	2,815,483
<b>(a) Reconciliation of carrying amount at beginning and end of the year</b>		
Gaming machine entitlements at cost		
Balance at the beginning of the year		
Cost (gross carrying amount)	2,815,483	
Carrying amount - opening	2,815,483	
Additions	124,654	
Carrying amount - closing	2,940,137	

**(b) Description of the Club's intangible assets**

Gaming machine entitlements

Gaming machine entitlements are carried at cost less accumulated impairment losses and have been determined to have indefinite useful lives. Gaming machine entitlements are subject to impairment testing on an annual basis or whenever there is an indication of impairment.

<b>12. Trade and other payables (current)</b>	2013 \$	2012 \$
Trade payables	<b>1,318,723</b>	1,317,060
Gaming machine tax	<b>1,189,141</b>	1,204,872
Community service	<b>949,813</b>	931,312
Other payables and accrued expenses	<b>1,113,317</b>	1,029,710
	<b>4,570,994</b>	4,482,954

**(a) Fair value**

Due to the short term nature of these payables, their carrying value is assumed to approximate their fair value.

**(b) Trade payables**

Trade payables are non-interest bearing and are normally settled within 30 days from recognition.

**(c) Other payables**

Other payables are non-trade payables, are non-interest bearing and have an average term of 6 months.

<b>13. Provisions</b>	2013 \$	2012 \$
<b>CURRENT</b>		
Employee entitlements	<b>1,904,663</b>	1,564,043
	<b>1,904,663</b>	1,564,043
<b>NON-CURRENT</b>		
Long service leave	<b>275,323</b>	289,672
	<b>275,323</b>	289,672

<b>14. Interest-bearing loans and borrowings</b>	2013 \$	2012 \$
<b>CURRENT</b>		
Finance leases - Hire purchase contracts (Note 17)	-	26,825
Bank overdrafts	<b>177,261</b>	125,959
Loan from Westpac	-	1,900,000
	<b>177,261</b>	2,052,784
<b>NON-CURRENT</b>		
Loan from Westpac	-	1,000,000
	-	1,000,000

**DEFAULTS AND BREACHES**

During the current and prior years, there were no defaults or breaches on any of the borrowings.

<b>15. Other liabilities</b>	2013 \$	2012 \$
<b>CURRENT</b>		
Revenue received in advance	<b>130,182</b>	126,416
	<b>130,182</b>	126,416
<b>NON-CURRENT</b>		
Revenue received in advance	<b>181,274</b>	156,333
	<b>181,274</b>	156,333

Members can pay their subscription on an annual or 4 year basis. Members' subscriptions paid on a 4 years basis are amortised over the period of subscription.

## NOTES TO THE FINANCIAL STATEMENTS

<b>16. Retained earnings and reserve</b>	<b>2013</b> \$	<b>2012</b> \$
<b>(a) Retained earnings</b>		
Balance at 1 July	<b>85,212,364</b>	76,215,938
Profit for the year	<b>8,917,260</b>	8,996,426
Balance at 30 June	<b>94,129,624</b>	85,212,364
<b>(b) Reserve</b>	<b>Amalgamation reserve</b> \$	
At 1 July 2011	3,876,744	
At 30 June 2012	3,876,744	
At 30 June 2013	3,876,744	

### **Nature and purpose of reserve**

#### **Amalgamation reserve**

The amalgamation reserve is used to record differences between the fair value of net assets acquired through amalgamations and the consideration paid.

## 17. Commitments and contingencies

### (a) Commitments

#### Leasing commitments

Operating lease commitments receivable – Club as lessor

The Club leases out portions of the main club and its land and buildings to third parties under operating leases. Future minimum rentals receivable under non-cancellable operating leases as at 30 June are as follows:

	2013 \$	2012 \$
Within one year	-	34,358
Total minimum lease payments receivable	-	34,358

During the year ended 30 June 2013, rental income of \$189,112 was recognised in the statement of comprehensive income (2012: \$242,471) and rental property related expenses of \$79,685 was recognised as an expense in the statement of comprehensive income relating to these properties (2012: \$141,209).

Finance lease and hire purchase commitments – Club as lessee

The Club has no finance leases for various items of plant and equipment (2012: \$26,825).

Future minimum lease payments under finance leases and hire purchase contract together with the present value of the net minimum lease payments are as follows:

	2013 \$	2012 \$
Within one year	-	28,625
Total minimum lease payments	-	28,625

	2013 \$	2012 \$
Included in the financial statements as:		
Current interest-bearing loans and borrowings (note 14)	-	26,825
Total included in interest-bearing loans and borrowings	-	26,825

### (b) Contingencies

There were no contingent liabilities as at 30 June 2013 (2012: \$nil).

## NOTES TO THE FINANCIAL STATEMENTS

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### 18. Related party disclosures

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#### Key management personnel

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

#### (a) Compensation of key management personnel

Other than the Chairman, the Directors receive no honorarium. The Chairman's honorarium is capped at the amounts approved each year by the members at the Annual General Meeting, (2013: \$32,000; 2012: \$24,000). During the year, the Club paid a total of \$32,000 (2012: \$24,000) to the Chairman for his role in the Club.

The key management personnel compensation included in employee benefits expense are as follows:

	2013 \$	2012 \$
	<b>1,253,267</b>	940,368

#### (b) Other transactions with key management personnel

In the course of attending the Club and/or representing the Club in an official capacity, key management personnel were provided with meals, beverages and travel on a complimentary basis totalling \$110,255 (2012: \$31,888).

From time to time, directors of the Club may purchase goods from the Club or participate in other Club activities. These purchases and participations are on the same terms and conditions as those entered into by other Club members and are trivial or domestic in nature.

Apart from the details disclosed above in this note, no other director or its related parties has entered into a material contract with the Club during the year or since the end of the previous financial year and there were no material contracts involving other directors' interests existing at year-end.

### 19. Events after balance date

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

## Directors' Declaration

In accordance with a resolution of the directors of DOOLEYS Lidcombe Catholic Club Ltd, we state that:

### In the opinion of the directors:

- (a) the financial statements and notes of the Club for the financial year ended 30 June 2013 are in accordance with the **Corporations Act 2001**, including:
  - (i) giving a true and fair view of the Club's financial position as at 30 June 2013 and of its performance
  - (ii) complying with Australian Accounting Standards - Reduced Disclosure requirements and **Corporations Regulations 2001**;
- (b) there are reasonable grounds to believe that the Club will be able to pay its debts as and when they become due and payable.

### On behalf of the Board



**John Munce**

Director and Chairman



**Kevin Morgan**

Director and Vice-Chairman

Sydney, 26 August 2013

# DOOLEYS Values

DOOLEYS values are the essence of the business and are followed by Directors, management and staff alike. Our five key values are the foundation of who we are, what we do and underpin and contribute to our successes.



01

## Integrity

Consistently taking responsibility for your own actions.

02

## Honesty

Being transparent and maintaining high ethical standards.

03

## Respect

Valuing others and each other's differences.

04

## Humility

Being genuine and down to earth in all interactions.

05

## Professionalism

Maintaining the highest service standards.



