



# Annual Report

For the year ended 30 June 2014

DOOLEYS LIDCOMBE CATHOLIC CLUB LTD



## Promoting active lifestyles

DOOLEYS supports many local sporting organisations, such as the Lidcombe Auburn Cycle Club, promoting healthy and active lifestyles.



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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 2014. It is pleasing to report another successful year, and strong financial performance by your Club, the details are provided in the CEO's Report and in the Financial Statements.

Your Board continues to focus on responsible financial management in order to secure the Club's long term future, and with great support from our loyal Members this has been achieved during the last financial year.

Stage 1 of our Master Plan came to fruition on 24 June 2014 when we celebrated the opening of the new renovations and extensions to our Lidcombe site. After 18 months of disruption, Members can enjoy a premium club experience which includes additional alfresco gaming, new games room, TAB, Fitness Centre, 8 Dragons Restaurant, refurbished first floor and outdoor dining area.

## Corporate Social Responsibility

Our commitment to our local community and beyond continued throughout the last financial year. Our total donations which include ClubGRANTS, donations, sponsorships, harm minimisation initiatives, community expenditure, sport club facilities and much more amounted to \$3,036,767 up from \$2,956,537 in 2012-2013.

This is an outstanding effort, as DOOLEYS is an active contributor and leading member of the local community. We are pleased and proud to be able to support meaningful long term partnerships and targeted community sponsorships focusing on areas of identified need.

## Sustainability

I am proud to say that at the recent Sustainable Cities Awards Ceremony, DOOLEYS was named the winner of the Sustainable Business Category. DOOLEYS was recognised for its environmental initiatives through DOOLEYS Green Team which monitors the energy use and environmental projects throughout our three club sites. DOOLEYS won the award from a large field of nominated businesses across Sydney.



I congratulate our CEO David Mantle and his team for an outstanding result in achieving the outcomes in sustainability which have a positive impact on our local community.

### Director training

During the last financial year your Directors attended Briefings, Conferences, and Courses conducted by the Australian Institute of Company Directors, Governance Institute of Australia, and the Club Directors Institute to fulfil their obligations as Directors. DOOLEYS Board takes director training seriously as the changing environment in business requires Directors to be compliant and carry out professional development on a regular basis.

### The way ahead

During the year the Board held three strategy planning meetings to review our current progress and develop a pathway forward to develop our Lidcombe site after completion of Stage 1 of our Master Plan. Further meetings are planned in the coming year based around the Board's decision to diversify our business, while still keeping a close eye on our core business. Our Club and particularly our Members are our key assets and will not be forgotten in any development going forward.

With the purchase of property in Board St, the expansion of our Club is assured, however there is much planning and consultation with regulators ahead to ensure the optimum outcome.

### Bill Belkovskis KSG

The 7 August 2014 is not a date of any significance, but to the Board of DOOLEYS it is, as on that day, long serving Director and Life Member Bill Belkovskis resigned from the Board due to health reasons.

Bill joined the Board in 1992 and served a total of nineteen years with a break of two and a half years from the end of 1999 to the middle of 2002 to concentrate on his business.

Bill's contribution to the Board was immense and his wise counsel to Board Members and particularly to me has been greatly appreciated. Bill, a Chartered Accountant,

was in public practice for well over 50 years and was chair of the Board's Audit & Risk Committee, and a Member of the Remuneration Committee. His knowledge of Audit, Management, and Financial Accounting was a valuable asset where he generously gave the Board sound financial and management advice over many years. His "steady as you go" calm and professional approach to difficult decisions gave Board Members the confidence to make the correct judgement. Bill always put the Club's interest ahead of his own and was a proud Member of DOOLEYS Board.

Bill was also a member and then Chair of the Catholic Cemeteries Board for many years, and was made a Papal Knight in 2011 for dedicated service to the Board. We wish Bill and wife Lesley all the best for the future, and look forward to seeing them around the Club.

### Finally

To our CEO David Mantle and his Senior Management Team, thank you for another successful year in bringing home the Board's strategic objectives in a trying and often frustrating environment. To our staff, thank you for your commitment in delivering the excellent services that our Members deserve and appreciate.

To my Board colleagues I thank you for your support, commitment, and diligence in governing the business and for the many hours that you contribute to ensure the success of our Club. To our loyal Members, thank you for support throughout the year, your patience has been rewarded with a beautiful club for your enjoyment as we move forward in this exciting period of growth.

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 2013/2014 financial year.

Further to this, I will advise of a number of projects that are planned or underway in the 2014/2015 financial year.

## Finance

The 2013/2014 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
Revenue	71,611,032	6.7%
Profit	9,030,706	1.3%
Cashflow from Operations	15,021,283	12.4%
Total Assets	124,191,113	17.9%
Net Assets	107,037,074	9.2%
Membership	67,128	6.4%
Marketing & Member Services	4,954,649	7.5%
Community Support & Corporate Social Responsibility	3,036,768	2.7%

The Clubs have had another sound year financially achieving a profit similar to 2012/2013 however a pleasing aspect has been the improved performance at Regents Park and Waterview.

Regents Park has seen all aspects of business and revenue continue to grow and while it posted a loss of (\$66,738) it was a substantial improvement on the previous year's loss (\$201,195).

Waterview has seen a steady increase in Food & Beverage revenue throughout the year, and has posted its first profit in 10 years of \$9,338 versus a loss of (\$30,224) in the previous year. This is a significant milestone.

Lidcombe posted a profit of \$9,088,106, down on last year's \$9,148,679 which is understandable given the Club was a building site for the whole year plus the inclusion of an extra

\$963,000 in depreciation, \$382,000 in Masterplanning costs, \$99,000 in building transitional costs as well as the start up costs incurred with the opening of the DOOLEYS Health + Fitness Centre and 8 Dragons Restaurant.

The graphs to the right highlight the success and achievements of DOOLEYS over the last nine years.

### Strategic planning

The Club undertook a significant planning exercise last year, developing the 2017 Strategic Plan which continued to be enacted throughout the 2013/2014 year.

#### Key strategic objectives:

- **High quality facilities** – to plan and deliver to our Members a range of facilities and services that are of the highest standards and to continuously improve these
- **Building internal competencies** – review and upgrade the capability and capacity of our people, systems and processes in readiness of continued growth, diversification of the business and improved governance
- **Core profitability** – ensure the core businesses maintain viability profitability, and ensure the Club can deliver its strategic objectives
- **Diversification** – to reduce reliance on gaming and deliver profitable new business streams to reduce risk, broaden the suite of profitable new services and facilities to Members and the community across all Club sites
- **Corporate Social Responsibility** – develop a program that delivers superior engagement and support to our Members, community and stakeholders

### Club development

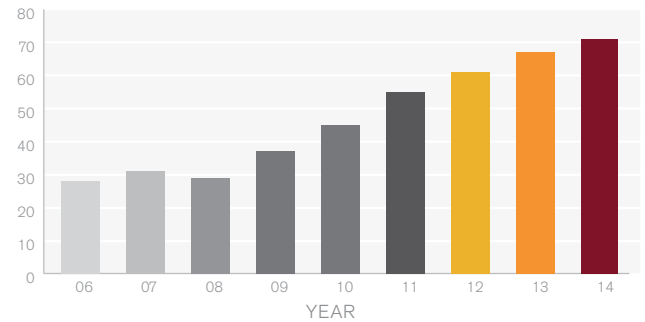
#### Lidcombe

Stage 1 of the Clubs Masterplan is now completed and we thank Members for your loyal support during the construction period. The results are outstanding and have been well received by Members.

Planning for Stage 2 is well underway however the need to provide additional critical infrastructure before future expansion has slowed this process. The Club must provide a significant amount of additional parking as well as a permanent solution to its docking, cellar, refrigeration,

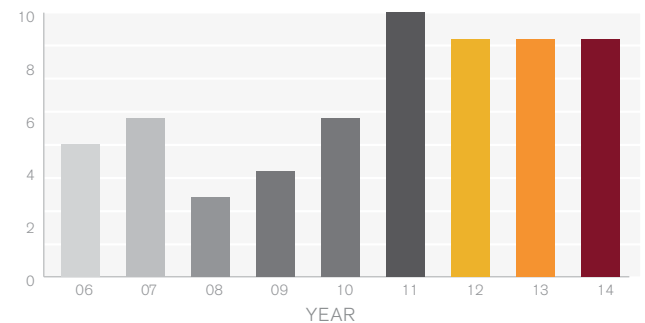
#### Revenue

Revenue in millions of dollars



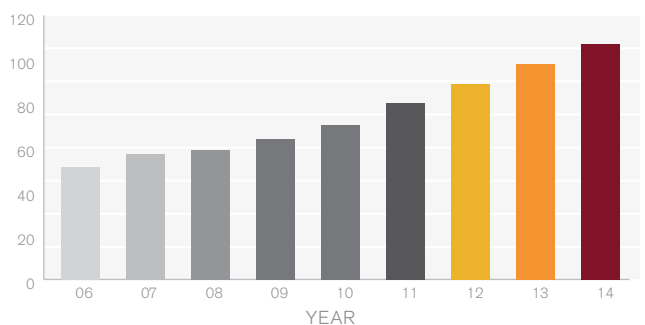
#### Net Profit

Net Profit in millions of dollars



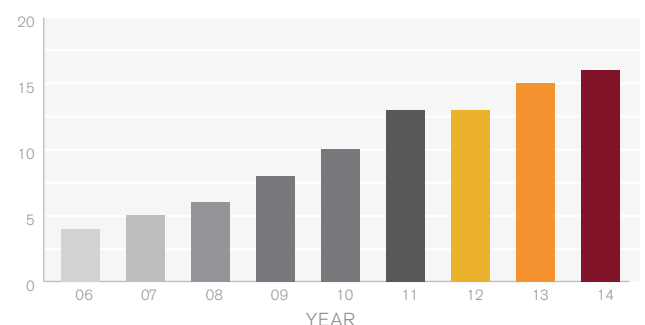
#### Net Assets

Net Assets in millions of dollars

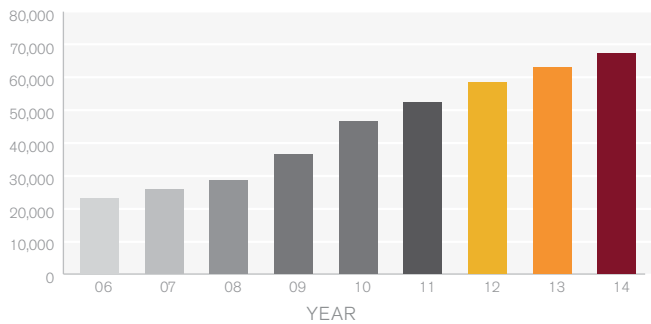


#### Gaming Tax Paid

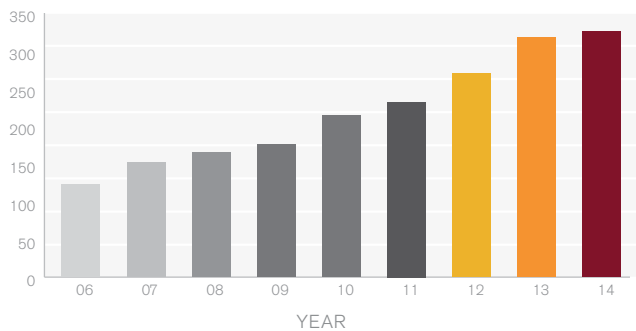
Gaming Tax paid in millions of dollars



### Membership Numbers



### Staff Numbers



cool room, dry stores and other back of house services infrastructure before any further expansion can be considered. It is not considered an option to simply build on the existing on grade car park and lose 200+ carspaces for the duration of building. As such other options have been assessed.

To this end the Club has acquired additional properties in Board & Anne Streets and is assessing how these could be integrated for future use and staging.

The Club's site is now so vast any future expansion is being viewed as a major new development, potentially building a new northern Lidcombe town centre.

I am hoping to be in a position to provide a property update to Members at the AGM, however this is subject to a number of variables.

### Regents Park

It was a year of consolidation at Regents Park. The Club is considering options to enhance amenities and utilise the outdoor areas to a greater extent in an income producing way.

Members will be aware the Club and Christian School have long discussed a land swap, being part of the lower Club carpark for a block in Kingsland Road adjoining the unused bowling green. This will normalise the land shape for the Club and school. Members approved this swap at a previous AGM.

The DA for the subdivision of the Club car park to facilitate the swap is currently under consideration by council.

### Waterview

During the year another meeting/board room was constructed near the foyer and this is assisting the Club's function trade, particularly with local business. It also provides greater flexibility and usage of the other rooms by not locking up larger rooms with small events.

This site is now 10 years young and will have minor works to "freshen" the décor over the next year.

### Amalgamations

During the year DOOLEYS had the opportunity to consider dozens of other amalgamation opportunities however those did not meet the robust assessment criteria set by the Board. Amalgamations both in and out of the area will be considered as they become available and subject to satisfying the criteria.

### Community partnerships and Corporate Social Responsibility

With the continued success of the DOOLEYS Group, the Clubs have been able to further expand their support within the community.

A few of the notable achievements through the year are:

- **The Children's Hospital at Westmead** – contributions in excess of \$150,000
- **Charitable Works Fund** – \$75,000 donation to the Sydney Archdiocese
- **Local schools** – \$364,498 in funding towards vital educational programs and resources



- **Australian Catholic University** – \$30,000 in bursaries
- **MaxPotential** – Youth Leadership program with Trinity Catholic College, Auburn Girls High School and Regents Park Christian School
- **Catholic Care** – ongoing 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 \$1M 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 State wide data base, exclusion and awareness program
- **Catholic Education Foundation** – \$68,000 for scholarships for Catholic Primary and secondary schools
- **Council Community Bus** – \$75,000

The Club contributed \$3,036,767 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, its strategic objectives and partnerships.

### Board of Directors and corporate governance

I take this opportunity to thank the Board for their tireless commitment to the Club, Member's interests and our community.

As the Club membership, business and community engagement increases, the Boards workload and commitment increases even more so.

Throughout the year the Board has continued to expand and develop its governance role through its Committees. Over and above normal Board meetings, the Club has an:

- Audit & Risk Committee
- Nomination Committee
- Building Committee
- Remuneration Committee
- Disciplinary Committee

Your Board constantly strives to expand its learning in these critical areas and to that end is committed to ongoing education through AICD (Australian Institute of Company Directors), Governance Institute and CDI (Club Director's Institute).

An overview of the Clubs governance documentation is provided in the Corporate area of the Clubs new website at [www.dooleys.com](http://www.dooleys.com)

On a personal note, I thank Chairman John Munce, the Board individually and collectively for the guidance and support provided not only to myself but to our Executive Management Team.

### Staff

I am regularly humbled by Members who advise of how outstanding our staff are and how staff go above and beyond the call of duty.

This has long been one of our key points of differentiation and an entrenched part of DOOLEYS culture.

We recruit wonderful people and develop them into outstanding employees. We employ people people, those who are happy to serve and please our Members. Manager's roles are to develop, provide the environment and enable outstanding service and relationships.

This is a business philosophy that underpins the success of our Clubs, people genuinely caring for and gladly serving other people.

I thank all staff for their wonderful support throughout the year and in ensuring that even when inconvenienced by the recent building works that Members interests were always our first priority.

Thank you for your support of you 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.



## Celebrating cultural diversity

DOOLEYS actively promotes and celebrates the cultural diversity of our local area, supporting many community cultural events such as the Tet Festival (Vietnamese New Year)

# Board of Directors



## John Munce Chairman GAICD

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 Chairman) he is also a Member of the Audit and Risk Committee, Remuneration Committee and Building Committee, Chair of both the Disciplinary Committee and Nomination Committee, and patron of Dancesport and Lawn Bowls Intra Clubs.

John is a member of the Club Directors Institute, and a graduate of the Australian Institute of Company Directors, and is 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 a lifelong association with the Electrical Industry in Engineering and Consultancy and lectures part time in Electrical Technology at TAFE NSW.



## Kevin Morgan Vice Chairman GAICD

Kevin has been a DOOLEYS Director for nine years, five of which as Vice Chairman of the Board and also holds the position of Chairman of the Building Committee, Graduate of the Australian Institute of Company Directors, a member of the Club Directors Institute, Patron of DOOLEYS Mixed Indoor Bowls, 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 Chairman 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 37 years of DOOLEYS Membership. His wife and 4 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.





### **Terry Kenny**

Terry was honoured with Life Membership of DOOLEYS in 1986 and has been a serving Board Member for 16 years. Terry is a Member of the Audit and Risk 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 the 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 later that year he completed

the Company Directors Course. This year he has undertaken a course in Strengthening Financial Governance.

Since joining the Club in 1965, Terry has been a tireless worker in all facets of Club life. For many 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 gained vast experience as an Internal Auditor, Material Manager and Overseas Purchasing Officer.



### **Michael Renshaw FAICD, FIPA, GIA (Cert)**

Michael Renshaw is originally from Lidcombe and has had a long and continuing family association with the Club. He has been a Member for 39 years and a keen member of the Euchre Club. Michael was asked to join the Board in 2003. 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.

Michael is the Chairman of the Remuneration Committee and serves on the Audit & Risk, Nominations and Building Committees.

Michael is a Fellow of the Australian Institute of Company Directors and a Fellow of the Institute of Public Accountants. In 2012 Michael was elected as a Certificated Member of the Governance Institute of Australia Ltd

(formerly Chartered Secretaries Australia). Michael is also a member of the Australian Institute of Management and a Governor of the Catholic Cemeteries Board and Chairman of its Audit Committee.

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. At an executive level for the last six years, Michael was Chief Financial Officer for an entity listed on the Australian Securities Exchange.

As a Director, Michael is strongly committed to the Club and takes pride in his contribution to the growth, development, prosperity and future direction of DOOLEYS.





### Peter Kennedy

Peter has been a Member of DOOLEYS Board for 16 years. He is a Life Member of the Club. Peter is currently Vice Chairman of the Sports Council and is a member of the Disciplinary Committee. He is Patron of both the Snooker Club and the Fishing Club.

Peter is a committed community volunteer. His membership of the St. Vincent De Paul Society has spanned in excess of 40 years and he has visited and assisted

thousands of needy families during this period. He was President of the Society's Liberty Plains Regional Council for around 10 years and spent a similar period as a member of the Sydney Archdiocesan Council. He remains active as a member of his Parish Conference at Moorebank.

Peter is a member of the Club Directors Institute and is also a member of the Australian Institute of Company Directors (MAICD).



### Christopher Cassidy

Christopher was appointed to the Board in 2002 and has served continuously as a Director since then. During that time he had the privilege of serving two terms as President, an Honour he sincerely treasures. He has been a Member of DOOLEYS for 21 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 also served for sixteen (16) years as an elected Councillor on Auburn City Council and was fortunate to have served two (2) 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 in a voluntary capacity. He was on the management Committee of the RSL Youth Club (recently disbanded). He is currently involved with a Council Committee dealing with matters affecting the Disabled and the Elderly with particular emphasis on Access to Services and Facilities.

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



### Keith Gomes GAICD

Keith was invited to join the Board in 2004 and is a Life Member of DOOLEYS. He is a company director, 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 of DOOLEYS' strategy as it transforms into diverse income streams with greater investment in social innovation. Keith brings experience to DOOLEYS stakeholder strategy and the opportunity for DOOLEYS to play a leadership role in the community to embrace and engage in the diversity of cultures within its large membership.

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 is a graduate of the Australian Institute of Company Directors.

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, including running his own consulting business.

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 44 years ago in 1970 and has been on the Board for 18 years. He was honoured with Life Membership in 2000. Bill is currently Chairman of the Audit & Risk 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.

Being associated with DOOLEYS Lidcombe Catholic Club as a Member and Director has given him insight into many aspects of the Club's commitments to promote various benefits to Members, visitors and the community.

Bill has a strong commitment to be involved in preserving the Club's viability for future generations to enjoy.



### **Margaret Croucher**

Margaret was elected to the Board in October 2013, been a Member of DOOLEYS for 11 years and has lived in Berala for 39 years. For the past 27 years, Margaret has worked in Catholic education with previous experience of 18 years in the insurance and banking sectors, having worked locally for both the Commonwealth and State Banks during that time.

Margaret holds a Certificate of Administrative Leadership (CAL). She is currently the Chairperson of the State Association and President of the National Association of Lab Technicians. Margaret is on the Project Reference Group to establish a national advisory service for teachers and lab technicians. She has recently completed the AICD course.

Margaret's community service has included being a Brownie Guide leader

for 6 years and as Secretary of Regents Park Scout Group for 4 years. She has volunteered 14 years of service to Birrong Soccer Club as a Registrar and Team Manager and has also served 4 years as Secretary and President of St Peter Chanel Parish council.

During her employment, Margaret has been actively involved in various committee positions on state and nationwide associations, helping to promote and be successful in training and supporting colleagues in the education industry. As a Board Member for DOOLEYS, Margaret endeavours to bring the life skills that she has learnt, and together with other Directors, to promote and be innovative towards the expansion and benefits of the club to its Members, guests and with wider community.

## 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 proudly supports the valuable work of the Lidcombe RSL Sub-Branch and provides office space and resources for their valuable work in the community.

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





# Our Corporate Social Responsibility

Throughout the year, DOOLEYS has continued its organisational 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. Strategic Community Engagement
2. Environmental Sustainability
3. Harm Minimisation
4. Workplace Health & Safety
5. Sound Corporate Governance

## 43%

of Members live within 3km of the Club

## 646

community functions held at DOOLEYS

## 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, Club Members and our local community.

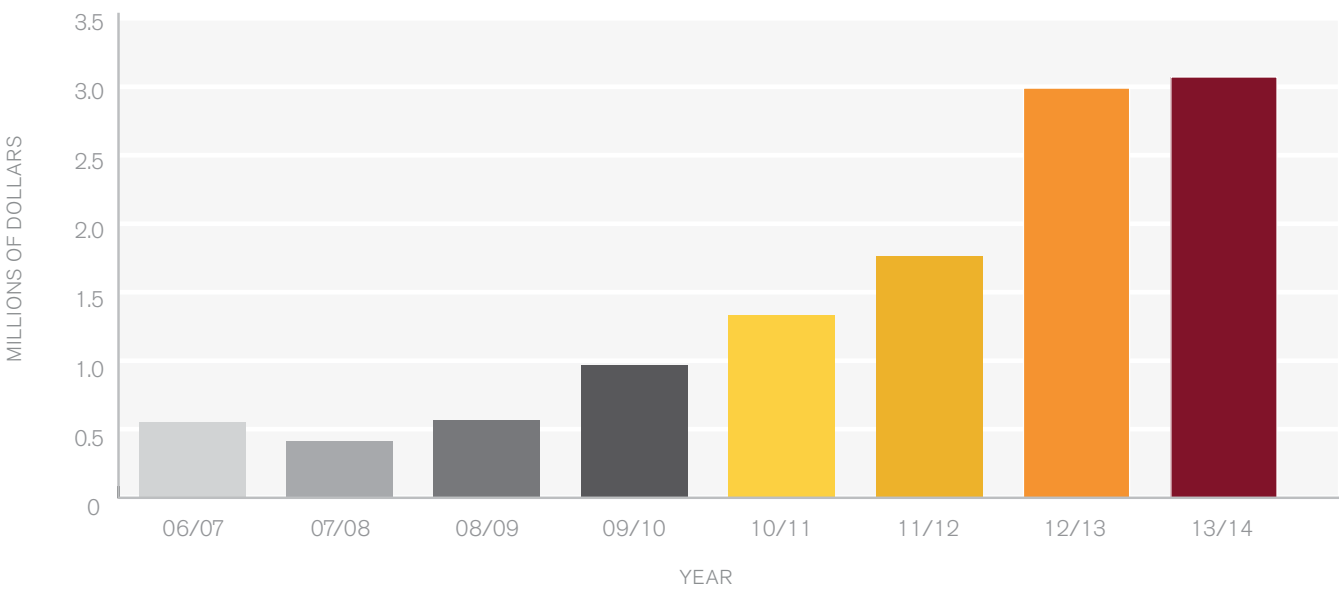
As a united group, DOOLEYS Board of Directors, management and staff are committed to ensuring the Club actively seeks out community partnerships and supports projects which have a direct link to the following identified priority areas of need:

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
7. Environmental Sustainability

Our Board of Directors, management and staff work hard to ensure DOOLEYS is a positive contributor to our local area, strategically investing in its continued growth and diversity.

During 2013/14, DOOLEYS contributed just over \$3 million to the local community through ClubGRANTS funding, sponsorships, local projects, charity support and environmental and harm minimisation initiatives. The Club's community support continues to increase as we work towards our strategic objectives encompassing corporate social responsibility.

Total Corporate Social Responsibility contribution



**ClubGRANTS Scheme**

DOOLEYS supports a wide range of local community service providers, 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 65 community organisations through this Scheme.

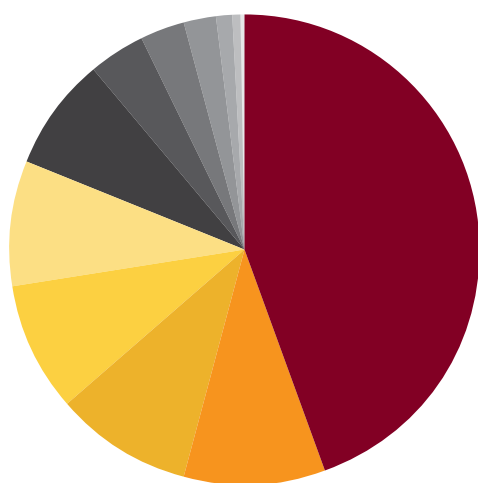
As demonstrated in this report, DOOLEYS provides community funding well over and above what is required of the Club through the ClubGRANTS Scheme.

**\$3.04 million**  
in community funding & CSR

**67,128**  
Club Members at 30 June 2014

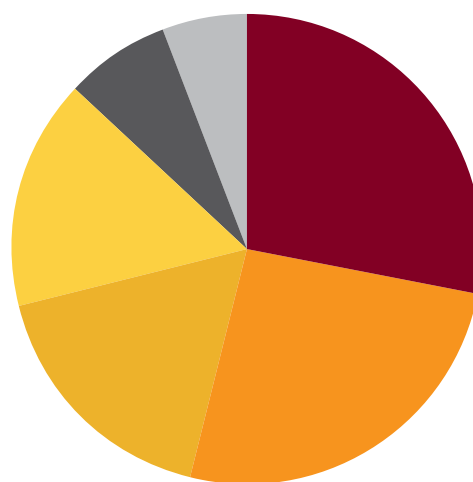
**\$20,635,071**  
total taxes paid in 2013/14

### Corporate Social Responsibility contribution breakdown



ClubGRANTS	<b>44.47%</b>
Community expenditure	<b>9.91%</b>
Corporate governance	<b>9.44%</b>
Donations	<b>8.82%</b>
Environmental	<b>8.60%</b>
Sponsorships	<b>7.83%</b>
Harm minimisation	<b>3.75%</b>
Complimentary Room Hire	<b>3.12%</b>
Intra-Clubs	<b>2.12%</b>
Workplace Health & Safety	<b>1.35%</b>
Fundraising vouchers	<b>0.58%</b>

### ClubGRANTS spend breakdown



Education and employment	<b>28.19%</b>
Community health & active lifestyles	<b>25.95%</b>
Aged care & disability support	<b>17.14%</b>
Social inclusion & cohesion	<b>15.74%</b>
Supporting families	<b>7.40%</b>
Community safety	<b>5.58%</b>

# Community engagement



## Key Community Partners

The Children's Hospital at Westmead  
 Auburn City Council  
 Netball NSW  
 Catholic Education Foundation  
 Lidcombe Auburn Cycle Club  
 Auburn District Cricket Club  
 Charitable Works Fund  
 Australian Catholic University  
 CatholicCare  
 MS Australia  
 Max Potential  
 Lidcombe RSL Sub-Branch  
 St Vincent de Paul Society

# 141

community organisations helped in 2013/14

## ClubGRANTS Category 1

Asian Women at Work	\$14,890
Auburn Asian Welfare Centre	\$21,000
Auburn City Council	\$70,944
Auburn Community Development Network	\$49,880
Auburn Public School	\$52,498
Australian Council of Women's Affairs	\$39,000
Australia Turkish & Kurdish Community Services Co-op Ltd	\$8,860
Autism Spectrum Australia (Aspect)	\$8,800
Charitable Works Fund Trust as sponsor for Ephpheta Centre	\$17,975
Chinese Elderly Welfare Association	\$2,850
Diverse Community Care	\$3,605
Epilepsy Action Australia	\$3,000
Freedom Across Australia	\$1,960
Horn of Africa Relief & Development Agency	\$9,350
Kids on Bikes	\$9,092
Learning Links	\$6,907
Lidcombe Public School	\$20,000
Multiple Sclerosis Limited	\$39,050
Scouts NSW 1 <sup>st</sup> Granville Scout Group	\$500
Settlement Services International	\$10,800
SHINE for Kids Cooperative	\$9,030
Sri Om Foundation	\$14,225
St Anthony's Family Care	\$6,202
St Joseph's Hospital	\$43,600
Sunny Corner Toy Library	\$5,000
The Children's Hospital at Westmead	\$8,684
The Northcott Society	\$3,555
The Parramatta College Inc.	\$20,060
WentWest	\$10,000
<b>CATEGORY 1 TOTAL</b>	<b>\$511,317</b>



**ClubGRANTS Category 2**

Auburn City Council	\$18,273
Auburn District Cricket Club	\$15,000
Auburn Football Club	\$2,500
Auburn Lidcombe RSL Gumbuya Club	\$1,500
Auburn Review (Torch Publishing)	\$4,370
Berala Bears Junior Rugby League	\$2,750
BetSafe	\$23,152
Botanica Estate	\$2,360
Cricket NSW	\$6,000
Heartbeat Community Care	\$10,000
Hoops for Health	\$10,000
Immaculate Heart of Mary Sefton Primary School	\$30,000
Lidcombe Auburn Cycle Club	\$16,000
Lidcombe RSL Sub-Branch	\$1,840
Max Potential	\$25,575
MS Australia	\$1,000
Netball NSW	\$35,000
Newington Gunners Soccer Club	\$3,000
Newington Neighbourhood Association	\$6,000
Parramatta Auburn Netball Association	\$12,000
Regents Park Community Church	\$5,842
Regents Park Pumas Junior Rugby League	\$4,000
Spinal Cord Injuries Australia	\$38,000
St Joachim's Catholic Primary School	\$30,000
St John's Catholic Primary School	\$33,000
St Joseph the Worker Catholic Primary School	\$30,000
St Patrick's Rugby Club	\$5,000
St Peter Chanel Catholic Primary School	\$30,000
STARTTS	\$10,000
State Emergency Service	\$3,818
Strathfield Council	\$14,000

**ClubGRANTS Category 2**

Sydney West Elderly Welfare Association	\$9,000
The Children's Hospital at Westmead	\$125,000
The John Berne School	\$11,000
Transplant NSW	\$12,000
Trinity Catholic College	\$20,000
Wests Auburn Masters Swimming Club	\$3,000
<b>CATEGORY 2 TOTAL</b>	<b>\$609,980</b>

**ClubGRANTS Category 3**

<b>CATEGORY 3 TOTAL*</b>	<b>\$229,186</b>
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**Total Corporate Social Responsibility Expenditure**

ClubGRANTS contributions	\$1,350,483
Environmental Initiatives	\$261,231
Harm Minimisation	\$113,998
Workplace Health & Safety	\$41,128
Corporate Governance	\$286,816
Complimentary Room Hire	\$94,652
Community Expenditure	\$301,041
Fundraising Vouchers	\$17,700
Sports Clubs Facilities	\$64,169
Sponsorships	\$237,769
Donations	\$267,781
<b>TOTAL CSR EXPENDITURE</b>	<b>\$3,036,768</b>

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

# Community stories



## Learning Links – helping kids achieve more

*Established in 1972, Learning Links provides essential support services to children of all ages with diagnosed disabilities or learning difficulties*



Learning Links is a special organisation that works with children with disabilities and learning support needs. Learning Links is all about helping these children to realise their full potential.

Children with learning difficulties and disabilities are vulnerable as they struggle to do the things their peers take for granted. The effect on their self-esteem and motivation to learn can be devastating. Without help, these children often continue to fall further behind.

Established in 1972, Learning Links provides essential support services to children of all ages with diagnosed disabilities or learning difficulties. These can include dyslexia, speech and language disorders, and difficulties with concentration, memory, coordination and social skills.

Learning Links undertakes a variety of programs including early intervention services for children under six, therapy support services for children attending school as well as support and education for parents, educators and child support workers.

DOOLEYS is a long term partner of Learning Links having funded many programs in our local schools to assist children with learning difficulties. DOOLEYS also hosts Charity Housie on behalf of Learning Links – one of their biggest fundraising activities which enables them to continue the outstanding work they do in our local community.

### Auburn's new sensory playspace

Our local schools are the backbone of our community and are a safe place for learning and socialisation for our future community leaders. Auburn Public School is a mainstream school which has a number of support classes for students with intellectual disabilities, Autism and other sensory disorders.

For most of us growing up, something as simple as playing in the playground with friends was taken for granted. For children with special needs, the playground can be an exciting but sometimes scary place.

"As children, nearly everything they learn is based on sensory experiences—touching, hearing, seeing, tasting and moving," explained Auburn Public School Assistant Principal, Kathleen Hansell.

"Because a number of students in our community have difficulty processing and integrating the sensory stimuli, they also have difficulty socialising and making friendships on the playground. For many of them, the playground is enthralling, but also at times overwhelming."

And so the idea of an inclusive sensory playground was born. In partnership with the Touched by Olivia Foundation and funding support from DOOLEYS, Auburn Public School has recently opened their new inclusive school playspace.

The feedback from both students and parents has been overwhelming and the playground has added a whole new dimension to this local school community.



### Helping students reach their Max Potential



During the first half of 2014, Year 11 students from Trinity Catholic College, Auburn Girls High and Regents Park Christian School undertook a life changing experience – the Max Potential Program.

Max Potential is a youth leadership and development program which aims to equip participants with life skills to become community leaders of the future. DOOLEYS staff, alongside professional life coaches, help these young students examine their lives and explore the importance of accepting personal responsibility in guiding their individual future path.

As part of the program, students must also undertake a community service project in the local area. These projects were presented at the Max Potential Showcase event held on 23 July at DOOLEYS Lidcombe.

"The Max Potential Program combines personal coaching, group workshops and community service initiatives to encourage the students to think beyond their 'comfort zone' and challenge themselves to do something new", said DOOLEYS Chairman John Munce.

"DOOLEYS is proud to be involved in this grass roots youth development program and we congratulate each of the students on their dedication to their own personal development".





**Education –  
the key to our future**



Catholic schools have provided their students with outstanding educational experiences ever since the first schools opened to the community in the early 19th century. Catholic schools are more popular now than they have ever been with many parents wanting their children to experience all that the schools have to offer.

The Catholic Education Foundation aims to provide financial support to Catholic families to ensure that their children receive the Catholic education they deserve. The Foundation honours the commitment of the Catholic Education Office that no child should be denied a Catholic education if they are seeking one due to financial hardship.

DOOLEYS is proud to partner with the Catholic Education Foundation to provide funding for two annual bursaries for each Catholic school in our local area.

“Education is the key to building a successful future for our children,” said DOOLEYS Chief Executive Officer David Mantle. “As a local community Club, we feel privileged to be able to contribute to the development of our next generation of community leaders in some small way.”

The Catholic Education Foundation also supports the indigenous student bursary program which provides financial assistance to all indigenous students enrolled at Catholic schools in the Archdiocese.



**Clubs and  
Community Awards**



In May 2014, DOOLEYS was honoured to be named as a Highly Commended Finalist in the ClubsNSW Clubs and Community Awards Program. This Awards program recognises those clubs who have a special connection to and involvement in their local community.

“DOOLEYS is very proud of our long history of community engagement,” said DOOLEYS Chairman Mr John Munce. “We are honoured for this commitment to be recognised by ClubsNSW through this highly commended award.”

DOOLEYS was recognised for its involvement in a project with St Joachim’s Catholic Primary School with DOOLEYS staff volunteering to teach a group of Sudanese mothers how to use computers. These mothers are keen to learn some basic computer skills to enable them to be more involved in their children’s school work and leisure time.

68,330

visits to DOOLEYS Health + Fitness in 2013/14

138,789

coffees sold across the Group in 2013/14



## Helping people get back on track

*"Walk On is an intensive activity based rehabilitation program that offers people with a spinal cord injury the chance to regain function through a structured, individualised exercise program"*



As we all know, life is unpredictable and there is an old saying that says "We never quite know what's around the corner". This is never more relevant than for those people who suddenly acquire a spinal cord injury. Whether it is through an accident, trauma or illness – spinal cord injury can have a devastating effect on a person's life.

Luckily there are organisations such as Spinal Cord Injuries Australia (SCIA) to assist. SCIA's focus is to get people 'back on track' following a spinal cord injury - finding the solutions to obstacles that may arise and providing support to ensure that people with a spinal cord injury remain actively involved in personal, social and vocational activities.

DOOLEYS staff and Directors were recently given the opportunity to witness SCIA's amazing work first hand when they visited the Walk On rehabilitation centre located in the Lidcombe Campus of the University of Sydney.

"Walk On is an intensive activity based rehabilitation program that offers people with a spinal cord injury the chance to regain function through a structured, individualised exercise program", said Walk On's Manager of Exercise Rehabilitation Kierre Williams.

DOOLEYS was proud to provide \$38,000 funding through the ClubGRANTS Scheme. This funding helped to provide much needed equipment to continue the great work of the Walk On Program.

"Our program requires specialised equipment which, without the support of DOOLEYS funding, would not be achievable to purchase", said Kierre. "Walk On clients, such as Rachael Predee, attend our program to push the limits of their functional capacity. It is revolutionary equipment such as the things purchased with DOOLEYS funding that allow our clients to reach their full potential."





### Free bus for local community



Through the ClubGRANTS Scheme, DOOLEYS has been proud to partner with Auburn City Council to offer a free community bus service to local residents.

Over 50% of local residents live in transport disadvantaged areas where facilities and services are either difficult to access or completely unavailable. Public transport systems have several limitations as trains often bypass many local suburbs and buses do not extend to all local areas.

To help combat these issues and build a more connected community, DOOLEYS provided over \$55,000 to Council to maintain a 3 day a week free local bus service. This service is open to all residents, in particular our local seniors and those with a disability.

The aim of the service is to help residents live more independent lives, enabling them to visit the shops and other local services, participate in community events and activities and stay connected with friends and family.

In the near future, this free bus service will extend to six days a week.

*Over 50% of local residents live in transport disadvantaged areas where facilities and services are either difficult to access or completely unavailable.*



### DOOLEYS wins Sustainable Business Award

DOOLEYS is honoured to have been named as a recent winner in Keep NSW Beautiful Sustainable Cities Awards. This awards program aims to recognise innovative sustainability initiatives – projects that address environmental challenges, improve the standard of living and quality of life in our urban areas.

“DOOLEYS strongly believes in the importance of business sustainability,” said DOOLEYS Chairman Mr John Munce. “As a large local business, we have a responsibility to ensure our business practices have minimal impact on the environment and leave a legacy of sustainability for the future. We aim to engage in best practice methods to maintain energy efficiency, reduce our waste and actively contribute to the development of our local area.”

Sustainable Cities is a leading community and environmental awards program for metropolitan communities in NSW. The program inspires communities and organisations to make a genuine and lasting contribution to the urban environment.

703

staff community hours undertaken in 2013/14

### Harm minimisation

DOOLEYS provides a safe and friendly environment in which patrons can enjoy a wide range of leisure activities. We actively promote responsible behaviour in all our Club venues, with staff and Management always on hand and available to help any patrons who may need assistance.

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

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
- 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 partnerships with BetSAFE and ClubSAFE ensures our efficient and effective response to any gaming related queries, regulation and problem gambling issues.

### Workplace health & safety

DOOLEYS has always had 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.

Workplace Health & Safety has been of particular importance this past year during the Club's Stage 1 development. Ensuring staff and patrons were kept well informed of required changes to Club facilities and access during the various building stages was of paramount importance to manage the successful transition to our new Club facilities.

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.

### Corporate governance

DOOLEYS 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.

DOOLEYS Values, Code of Conduct and Business Principles guide the way that we do business and set a clear expectation of the behaviours and ethics we expect of our Board of Directors, employees and contractors.

# Environmental sustainability

During 2013/14 DOOLEYS' continued commitment to improving the environmental performance of its three club facilities delivered clear, measurable results. One of our highlights of the year was in May 2014 when the club reached its lowest ever figure for energy use per club visitor at Lidcombe and our recycling rates increased to 74%.

The DOOLEYS Green Team has continued working hard to promote environmental sustainability and implement operational efficiencies. This has included the completion of the Health and Fitness Centre and new Club facilities both with a range of environmental features; a new high-efficiency refrigeration plant on the roof at Lidcombe; a range of lighting upgrade projects, and the completion of waste audits on all three sites.

The hard work of the DOOLEYS Green Team was recognised at the recent Sustainable Cities Awards hosted by Keep NSW Beautiful as the Sustainable Business of the Year.

## Environmental features at the new-look DOOLEYS Lidcombe

The new Lidcombe club was officially opened on 25 June 2014. The Health and Fitness Centre, the new administration offices, and the club itself enjoy a significant list of green features involving the building fabric, lighting, lighting controls, hot water, refrigeration and the air conditioning.

The building also has a comprehensive energy management system installed, with submeters tracking energy use in real time and all data accessible via a web-based display. This allows us to monitor peaks in energy use and devise strategies to minimise that peak.

## The new refrigeration system

The single biggest energy savings project in 2013-14 was the new refrigeration plant at Lidcombe completed by Channon Refrigeration. This project, which cost around \$450,000, replaced a large number of separate refrigeration systems located around the club.

It is estimated that the new system will save almost 120,000 kilowatt-hours of electricity a year, which is enough to power around 16 typical households. The greenhouse emissions saved would be 123 tonnes a year, equivalent to the annual emissions of 27 cars. A particular feature of the plant is that it uses an innovative heat recovery system which taps waste heat from the refrigeration system and redirects it to preheat water for the club's hot water needs.

## Energy consumption results

DOOLEYS' environmental reporting systems moved into top gear in 2013-14, with the procedures that had been used at Lidcombe expanded to cover all three clubs in the group. For energy, our main club's energy use had fallen since January 2012, with a steady decline between January 2012 then steady energy use until December 2013, when the new Health and Fitness Centre and new offices began to impact on the club's energy use.

While energy use rose between December 2013 and the end of the financial year, the club did record its best-ever figure for overall energy efficiency, with the electricity use per visitor falling to 3.66 kilowatt-hours per visitor in May, which was almost 40% below the high point of 6.06 kWh/visitor in January 2011.



The new smart metering system at Lidcombe provides energy usage data in real time



## Waste results

DOOLEYS has a long history of waste management records at Lidcombe. The figures show that in 2005, only 19% of all waste generated was recycled. In 2012, our recycling rate at Lidcombe was at 58%. Last year, we set ourselves a target of 70%. We are pleased to report that in April, May and June 2014 the club recorded a recycling percentage of 76%, 74% and 74% respectively, which led to a FY2013/14 figure of 66% - a 12% increase over FY2012/13. Just a little below our target but certainly heading in the right direction.

## Making it happen

DOOLEYS would like to acknowledge the ongoing support and commitment of the following businesses in our environmental sustainability journey:

Big Switch Projects, Ultimate Air, Doust Automation and Controls, Channon Refrigeration, GF James Plumbing, TMC Electrical along with the Club's Building Services team.

# 40%

Improvement in energy use per visitor over previous year



Renovations to the Church Street foyer concluded in June 2014



The new refrigeration system being installed on the roof of the Lidcombe Club



# Our masterplan

DOOLEYS has completed over 18 months of renovation works at Lidcombe, as Stage 1 of the Club's Masterplan. Offering Members and Guests a premium Club experience, DOOLEYS has delivered a venue which complements its values of service excellence and a strong commitment to continuous improvement in line with local community needs.

DOOLEYS' 2013-14 refurbishment works have comprised:

- the opening of DOOLEYS Health + Fitness Centre upstairs with Administration offices underneath, on Church Street
- the construction and opening of 8 Dragons Chinese restaurant on John Street
- the refurbishment of DOOLEYS' upstairs function rooms, as well as a new TAB and refurbished snooker room opposite the functions spaces
- a new and extended alfresco entertainment area complete with tranquil ponds and artwork, and
- a stunning new main entrance off Church Street, including a porte cochere for under cover drop off and pick up of patrons.

## Sustainable building and energy efficiency

All construction at Lidcombe was conducted using suppliers with solid previous environmental

credentials and experience, and utilising the latest in sustainable technology. In particular, DOOLEYS Health + Fitness may well be one of the greenest gyms in Australia. With environmental features including the building materials themselves, lighting, hot water, refrigeration and air conditioning systems, the gym is sustainable and energy efficient on an ongoing basis.

With minimal energy use, the addition of the gym has seen no noticeable change in power usage over the combined Club and gym site. The environmental design intent for the Club and gym renovations was that the project overall should be as energy efficient and water efficient as possible. From the initial development and planning stages, through selection of contractors and materials, DOOLEYS' aim has been to create minimal ongoing environmental impact and provide sustainable practices that will benefit the Club, the staff and customers, as well as the environment and local community.

## Stage 2 and future plans

Directors, Management and Staff at DOOLEYS have been very appreciative of the patience and loyalty of Members and Guests during the renovations. Stage 2 planning is underway and further development and diversification is likely to begin sometime in the next 18 to 24 months.



The sophisticated new entrance foyer at Church Street



The newly renovated Waratah Room is just one of several modern spaces available upstairs at Lidcombe for large or small scale events and functions



8 Dragons Chinese restaurant



DOOLEYS Health + Fitness



# Our people



**Colin Eisenhuth**, Group Building & Services Manager and **Shane Clark**, Group Maintenance Manager



**Wayne Nolland**, Group Food & Beverage Manager and **Steve Rodrigues**, General Manager DOOLEYS Regents Park Sports Club



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



**Nathan Titmuss**, Chief Operating Officer and **Naomi Myers**, Group People & Learning Manager



Duty Managers **Quang Ta** and **Michael Nguyen**



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



**Peter Lytwyn**, Duty Manager; **Rosie Vranic**, Group Gaming Manager; **Mark Walker**, Duty Manager and **Libby Press**, Duty Manager



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



**Julie Milsom**, Community Relations Manager; **Simon Graham**, Group Marketing & Business Development Manager and **Louise O'Connor**, Group Communications & Brand Manager



**Sue White**, Duty Manager; **Dilshan Kodikara**, General Manager DOOLEYS Waterview Club and **Tomasz Pytraczyk**, Customer Service Manager





DOOLEYS is proud to support SHINE for Kids and the vital work they do in creating pathways of change for disadvantaged families in our local community.



# Directors' Report

Your directors submit their report for the year ended 30 June 2014.

## 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	16 years
Kevin Morgan	Site Manager	9 years
William Belkovskis (Resigned: 07/08/14)	Retired Chartered Accountant	18 years
Christopher Cassidy	Solicitor	12 years
Keith Gomes	Management Consultant	10 years
Peter Kennedy	Packaging Manager	16 years
Terry Kenny	Retired Public Servant	16 years
Michael Renshaw	Accountant	11 years
Tony Khoury (Resigned: 23/10/13)	Executive Director	Less than a year
Margaret Croucher (Appointed: 23/10/13)	Laboratory Technician	Since October 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:

1. The financial performance of the Club, measured through:
  - (i) Earnings before interest, tax, depreciation, amortisation, rent and donations (EBITDARD)
  - (ii) Revenue
  - (iii) Wages cost
  - (iv) Profitability
  - (v) Patron visitations
  - (vi) Return on Capital employed;
2. The level of engagement and satisfaction achieved amongst its Members and employees;
3. To make a contribution to the community.

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

- (i) Stage 1 renovations completed
- (ii) Sustainable Business Awards Winner (Sustainable Cities Awards)

### Operating and financial review

#### Operating results for the year

The total comprehensive income of the Club for the year ended 30 June 2014 was \$9,030,706 (2013: \$8,917,260).

	2014	2013
Lidcombe	9,088,106	9,148,679
Waterview	9,338	(30,224)
Regents Park	(66,738)	(201,195)
<b>Total</b>	<b>9,030,706</b>	<b>8,917,260</b>

#### 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 the balance sheet date which may affect either the Club's operations or results of those operations or Club's state of affairs.

#### Likely developments and expected results

The Club is currently undergoing property acquisitions to provide for expanded club facilities and diversified income streams. Funding has and will continue to come from Bank debt facilities.

#### 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 2001. The amount of the cover cannot be disclosed due to policy conditions.

### Indemnification of auditors

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

### Membership

The Club is a company limited by guarantee and without a share capital. The number of Members as at 30 June 2014 and the comparison with last year is as follows:

	2014	2013
Life	23	20
Ordinary	67,105	63,039
<b>Total</b>	<b>67,128</b>	<b>63,059</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 and Special Meetings

Director	Number of Board/Special Meetings held	Number of Board/Special Meetings attended
John Munce	15	15
Kevin Morgan	15	15
William Belkovskis	15	12
Christopher Cassidy	15	15
Margaret Croucher (Appointed: 23/10/2013)	9	9
Keith Gomes	15	14
Peter Kennedy	15	15
Terry Kenny	15	15
Tony Khoury (Resigned: 23/10/2013)	6	5
Michael Renshaw	15	14

### Strategic Planning Days

Director	Number of Strategy Days held	Number of Strategy Days attended
John Munce	4	4
Kevin Morgan	4	4
William Belkovskis	4	4
Christopher Cassidy	4	4
Margaret Croucher (Appointed: 23/10/2013)	2	2
Keith Gomes	4	3
Peter Kennedy	4	4
Terry Kenny	4	4
Tony Khoury (Resigned: 23/10/2013)	2	2
Michael Renshaw	4	4

## Committee Meetings

Director	Eligible	Attended
John Munce	25	25
Kevin Morgan	8	8
William Belkovskis	10	10
Christopher Cassidy	7	7
Margaret Croucher (Appointed: 23/10/2013)	8	8
Keith Gomes	2	1
Peter Kennedy	13	13
Terry Kenny	6	5
Tony Khoury (Resigned: 23/10/2013)	1	1
Michael Renshaw	18	18

## 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



**Michael Renshaw**  
Director  
Sydney, 03 September 2014



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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 2014, 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 2014 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*.

Ernst & Young

Daniel Cunningham  
Partner  
Sydney

Date: 3 September 2014





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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 2014, 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

Date: 3 September 2014

## Statement of comprehensive income

For the year ended 30 June 2014	Note	2014 \$	2013 \$
Sale of goods and services	4(a)	<b>70,572,099</b>	65,844,058
Other revenue	4(b)	<b>763,115</b>	989,724
<b>Revenue</b>		<b>71,335,214</b>	66,833,782
Other income	4(c)	<b>275,818</b>	285,040
Cost of sales		<b>(3,792,445)</b>	(3,516,204)
Employee benefits expense	4(d)	<b>(18,620,586)</b>	(17,436,100)
Gaming machine taxes		<b>(15,512,041)</b>	(14,516,832)
Entertainment, marketing and promotions		<b>(4,954,649)</b>	(4,606,713)
Cleaning expenses		<b>(1,079,829)</b>	(1,058,951)
Community services		<b>(2,025,026)</b>	(1,782,533)
Depreciation and amortisation expense	4(e)	<b>(4,809,535)</b>	(3,846,846)
Rent and rates		<b>(429,850)</b>	(294,949)
Repairs and maintenance		<b>(1,087,057)</b>	(1,040,713)
Printing and stationery		<b>(433,176)</b>	(374,518)
Security expenses		<b>(1,849,589)</b>	(1,685,894)
Insurance expense		<b>(242,968)</b>	(197,617)
Electricity rates		<b>(1,006,718)</b>	(935,130)
Finance costs	4(f)	<b>(69,451)</b>	(159,995)
Other expenses		<b>(6,217,505)</b>	(5,806,291)
<b>Profit before income tax</b>		<b>9,480,607</b>	9,859,536
Income tax expense	5	<b>(449,901)</b>	(942,276)
<b>Profit for the year</b>		<b>9,030,706</b>	8,917,260
<b>Other comprehensive income</b>			
Other comprehensive income		-	-
Other comprehensive income for the year, net of tax		-	-
<b>Total comprehensive income for the year</b>		<b>9,030,706</b>	8,917,260

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

## Statement of financial position

As at 30 June 2014	Note	2014 \$	2013 \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	6	5,406,766	8,891,277
Trade and other receivables	7	52,629	100,063
Inventories	8	292,814	303,766
Other assets	9	258,986	5,195,533
<b>Total current assets</b>		<b>6,011,195</b>	14,490,639
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	10	115,239,781	87,824,855
Intangible assets	11	2,940,137	2,940,137
<b>Total non-current assets</b>		<b>118,179,918</b>	90,764,992
<b>Total assets</b>		<b>124,191,113</b>	105,255,631
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	12	5,374,372	4,570,994
Income tax payable		1,575	186,827
Provisions	13	2,002,392	1,904,663
Interest-bearing loans and borrowings	14	2,068,985	-
Other liabilities	15	138,632	126,939
<b>Total current liabilities</b>		<b>9,585,956</b>	6,789,423
<b>NON-CURRENT LIABILITIES</b>			
Provisions	13	346,431	275,323
Interest-bearing loans and borrowings	14	7,030,152	-
Other liabilities	15	191,500	184,517
<b>Total non-current liabilities</b>		<b>7,568,083</b>	459,840
<b>Total liabilities</b>		<b>17,154,039</b>	7,249,263
<b>NET ASSETS</b>		<b>107,037,074</b>	98,006,368
<b>EQUITY</b>			
Retained earnings	16	103,160,330	94,129,624
Amalgamation reserve	16	3,876,744	3,876,744
<b>Total equity</b>		<b>107,037,074</b>	98,006,368

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 2014	Retained earnings \$	Amalgamation reserve (note 16) \$	Total equity \$
<b>At 1 July 2013</b>	94,129,624	3,876,744	<b>98,006,368</b>
Profit for the year	9,030,706	-	<b>9,030,706</b>
Other comprehensive income	-	-	-
Total comprehensive income for the year	9,030,706		<b>9,030,706</b>
<b>At 30 June 2014</b>	103,160,330	3,876,744	<b>107,037,074</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>

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

## Statement of cash flows

For the year ended 30 June 2014	Note	2014 \$	2013 \$
<b>Operating activities</b>			
Receipts from customers		<b>78,486,771</b>	73,258,434
Payments to suppliers and employees		<b>(63,098,497)</b>	(59,092,743)
Interest received		<b>217,864</b>	454,704
Interest paid		<b>(69,451)</b>	(159,995)
Income tax paid (net of refund)		<b>(515,404)</b>	(1,093,080)
<b>Net cash flows from operating activities</b>		<b>15,021,283</b>	13,367,320
<b>Investing activities</b>			
Proceeds from sale of property, plant and equipment		<b>396,556</b>	235,408
Purchase of property, plant and equipment		<b>(33,043,906)</b>	(9,185,722)
Purchase of intangible assets	11	-	(124,654)
<b>Net cash flows used in investing activities</b>		<b>(32,647,350)</b>	(9,074,968)
<b>Financing activities</b>			
Repayments of borrowings – other		-	(2,926,825)
Proceeds from Sale of other financial assets		<b>5,042,419</b>	-
Proceeds from borrowings – other		<b>9,099,137</b>	-
<b>Net cash flows used in financing activities</b>		<b>14,141,556</b>	(2,926,825)
Net (decrease)/increase in cash and cash equivalents		<b>(3,484,511)</b>	1,365,527
Cash and cash equivalents at 1 July		<b>8,891,277</b>	7,525,750
<b>Cash and cash equivalents at 30 June</b>	6	<b>5,406,766</b>	8,891,277

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 2014

## 1. Corporate information

The financial report of DOOLEYS Lidcombe Catholic Club Ltd (the "Club") for the year ended 30 June 2014 was authorised for issue in accordance with a resolution of the directors on 03 September 2014.

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 2014. 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) Comparatives

Certain numbers of prior period have been reclassified to be consistent with the current year's disclosure presentation.

(e) It is noted that current liabilities exceed current assets. However, the directors are confident the Club can meet its liabilities as and when they fall due. The Club has a strong daily cash flow from operating revenues.

### (f) 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.

### (g) 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.

### (h) Inventories

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

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

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.

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

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

#### (i) 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 straight line basis for building and declining basis for all other assets over the estimated useful life of the specific assets as follows:

Land – not depreciated  
Buildings – over 40 years  
Plant and equipment – over 2 to 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.

#### (j) 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.

#### (i) 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.

#### (ii) 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.

#### (k) 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.

### **(l) 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.

### **(m) 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.

### **(n) 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 at least 12 months after the reporting date.

### **(o) 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).

### **(p) 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.

#### **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.

### **(q) 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.

#### **(r) 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.

#### **(s) 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.

#### **(t) 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.

#### ***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	2014 \$	2013 \$
<b>(a) Sale of goods and services</b>		
Bars	2,973,052	3,009,966
Gaming machines	58,133,077	54,790,384
Bistro	6,055,361	5,465,456
Cafe	991,676	910,522
Functions	674,985	759,934
Subscriptions and joining fees	171,000	164,722
Keno and Tab commissions	231,986	225,294
Health and Fitness	759,876	-
Gift shop	104,297	97,489
Other	476,789	420,291
Total sale of goods and services	70,572,099	65,844,058
<b>(b) Other revenue</b>		
Rental	265,083	189,112
Subsidy	280,168	345,908
Interest received	217,864	454,704
Total other revenue	763,115	989,724
<b>(c) Other income</b>		
Gains on disposal of property, plant and equipment	88,992	95,615
Other	186,826	189,425
Total other income	275,818	285,040
<b>(d) Employee benefits expense</b>		
Wages and salaries	14,660,438	13,761,799
Workers' compensation costs	172,841	275,116
Defined contribution superannuation expense	1,417,667	1,209,339
Payroll tax	706,517	667,210
Other employee benefit expense	1,663,123	1,522,636
Total employee benefits expense	18,620,586	17,436,100

<b>4. Revenue and expenses</b>	2014 \$	2013 \$
<b>(e) Depreciation and amortisation expense</b>		
Total depreciation and amortisation expense	<b>4,809,535</b>	3,846,846
<b>(f) Finance costs</b>		
Bank loans	<b>69,451</b>	60,253
Interest – other	-	99,742
Total finance costs	<b>69,451</b>	159,995
<b>(g) Expenses included in the statement of comprehensive income</b>		
Impairment of property, plant and equipment	<b>380,154</b>	420,734
Loss on disposal of property, plant and equipment	<b>131,727</b>	49,727

<b>5. Income tax</b>	2014 \$	2013 \$
<b>(a) Income tax expense</b>		
The major components of income tax expense are:		
<b>Statement of comprehensive income</b>		
<b>Current income tax</b>		
Current income tax charge	<b>596,579</b>	825,000
Adjustments in respect of current income tax of previous years	<b>(146,678)</b>	117,276
Income tax expense reported in the statement of comprehensive income	<b>449,901</b>	942,276
<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:		

**5. Income tax (continued)**

	2014 \$	2013 \$
Accounting profit before income tax	<b>9,480,607</b>	9,859,536
At the Club's statutory income tax rate of 30% (2013: 30%)	<b>2,844,182</b>	2,957,861
Non-temporary differences	<b>60,582</b>	84,671
Member only income	<b>(280,193)</b>	(49,416)
Member only expenses	<b>1,432,171</b>	987,588
Effect of mutuality	<b>(3,501,336)</b>	(3,689,009)
Other items (net)	<b>41,173</b>	533,305
Under/(Over) provision of previous year	<b>(146,678)</b>	117,276
Aggregate income tax expense	<b>449,901</b>	942,276

**6. Cash and cash equivalents**

	2014 \$	2013 \$
Cash at bank and in hand	<b>5,406,766</b>	6,810,823
Short term deposits	-	2,080,454
	<b>5,406,766</b>	8,891,277

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.

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.

**Reconciliation to statement of cash flows**

For the purposes of the statement of cash flows, cash and cash equivalents comprise of the following.

Cash at bank and in hand	<b>5,406,766</b>	6,810,823
Short term deposits	-	2,080,454
	<b>5,406,766</b>	8,891,277

<b>7. Trade and other receivables (current)</b>	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
Trade receivables	<b>44,591</b>	25,650
Other receivables	<b>8,038</b>	74,413
Carrying amount of trade and other receivables	<b>52,629</b>	100,063

<b>8. Inventories (current)</b>	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
At cost	<b>292,814</b>	303,766
Total inventory at the lower of cost and net realisable value	<b>292,814</b>	303,766

<b>9. Other assets (current)</b>	<b>2014</b>	<b>2013</b>
	<b>\$</b>	<b>\$</b>
Prepayments	<b>258,986</b>	153,114
Term deposits	-	5,042,419
	<b>258,986</b>	5,195,533

## 10. Property, plant and equipment

	<b>Land and buildings</b>	<b>Plant and equipment</b>	<b>Work in progress</b>	<b>Total</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>AT 30 JUNE 2014</b>				
Cost	111,924,633	28,691,070	17,676	<b>140,633,379</b>
Accumulated depreciation and impairment	(10,795,058)	(14,598,540)	-	<b>(25,393,598)</b>
Net carrying amount	101,129,575	14,092,530	17,676	<b>115,239,781</b>
<b>AT 30 JUNE 2013</b>				
Cost	81,734,754	23,436,585	6,455,973	<b>111,627,312</b>
Accumulated depreciation and impairment	(9,300,296)	(14,502,161)	-	<b>(23,802,457)</b>
Net carrying amount	72,434,458	8,934,424	6,455,973	<b>87,824,855</b>

10. Property, plant and equipment (continued)

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

	Land and buildings \$	Plant and equipment \$	Work in progress \$	Total \$
<b>YEAR ENDED 30 JUNE 2014</b>				
At 1 July 2013 net of accumulated depreciation	72,434,458	8,934,424	6,455,973	87,824,855
Additions	30,189,878	9,292,324	(6,438,296)	33,043,906
Disposals	-	(439,291)	-	(439,291)
Impairment	-	(380,154)	-	(380,154)
Depreciation charge for the year	(1,494,762)	(3,314,773)	-	(4,809,535)
At 30 June 2014 net of accumulated depreciation	101,129,574	14,092,530	17,677	115,239,781

(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 2014, are as follows:

**Non-core properties**

- 6 John Street, Lidcombe
- 8 John Street, Lidcombe
- 12 John Street, Lidcombe
- 14 John Street, Lidcombe
- 32A/B John Street, Lidcombe
- 32C John Street, Lidcombe
- 34A John Street, Lidcombe
- 34B John Street, Lidcombe
- 10 Board Street, Lidcombe
- 12 Board Street, Lidcombe
- 14 Board Street, Lidcombe
- 16 Board Street, Lidcombe
- 18 Board Street, Lidcombe
- 20 Board Street, Lidcombe
- 22 Board Street, Lidcombe
- 24 Board Street, Lidcombe
- 17 Ann Street, Lidcombe

**Core properties**

- 18-30 John Street, Lidcombe (DOOLEYS Lidcombe Catholic Club licensed premises)
- 1 Church St, Lidcombe
- 1A Church St, Lidcombe
- 3 Church St, Lidcombe
- 3A Church St, Lidcombe
- 5-5A Church St, Lidcombe
- 7-9 Church St, Lidcombe
- 11-15 Church St, Lidcombe
- 13 Board St, Lidcombe
- 15 Board St, Lidcombe
- 17 Board St, Lidcombe
- 19 Board St, Lidcombe
- 21 Board St, Lidcombe
- 23 Board St, Lidcombe
- 25 Board St, Lidcombe
- 1 Clyde Street, Silverwater (DOOLEYS Waterview Club at Silverwater licensed premises)
- 96 Kingsland Rd, Regents Park (DOOLEYS Regents Park Sports Club at Regents Park licensed premises)



**11. Intangible assets**

	2014 \$	2013 \$
Gaming machine entitlements at cost		
Cost (gross carrying amount)	<b>2,940,137</b>	2,940,137
Net carrying amount	<b>2,940,137</b>	2,940,137

**(a) Reconciliation of carrying amount at beginning and end of the year**

<b>Gaming machine entitlements at cost</b>		
Balance at the beginning of the year		
Cost (gross carrying amount)	<b>2,940,137</b>	
Carrying amount – opening	<b>2,940,137</b>	
Additions	-	
Carrying amount – closing	<b>2,940,137</b>	

**(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.

**12. Trade and other payables (current)**

	2014 \$	2013 \$
Trade payables	<b>1,597,641</b>	1,318,723
Gaming machine tax	<b>1,343,085</b>	1,189,141
Community service	<b>340,827</b>	949,813
Other payables and accrued expenses	<b>2,092,819</b>	1,113,317
	<b>5,374,372</b>	4,570,994

**(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.

**13. Provisions**

	2014 \$	2013 \$
<b>CURRENT</b>		
Employee entitlements	2,002,392	1,904,663
	<b>2,002,392</b>	1,904,663
<b>NON-CURRENT</b>		
Long service leave	346,431	275,323
	<b>346,431</b>	275,323

**14. Interest-bearing loans and borrowings**

	2014 \$	2013 \$
<b>CURRENT</b>		
Loan from Westpac	2,068,985	-
	<b>2,068,985</b>	-
<b>NON-CURRENT</b>		
Loan from Westpac	7,030,152	-
	<b>7,030,152</b>	-

**DEFAULTS AND BREACHES**

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

**15. Other liabilities**

	2014 \$	2013 \$
<b>CURRENT</b>		
Revenue received in advance	138,632	126,939
	<b>138,632</b>	126,939
<b>NON-CURRENT</b>		
Revenue received in advance	191,500	184,517
	<b>191,500</b>	184,517

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.

## 16. Retained earnings and reserve

	2014 \$	2013 \$
<b>(a) Retained earnings</b>		
Balance at 1 July	94,129,624	85,212,364
Profit for the year	9,030,706	8,917,260
Balance at 30 June	<b>103,160,330</b>	94,129,624
<b>(b) Reserve</b>	<b>Amalgamation reserve \$</b>	
At 1 July 2012	<b>3,876,744</b>	
At 30 June 2013	<b>3,876,744</b>	
At 30 June 2014	<b>3,876,744</b>	

### 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

### Contingencies

There were no contingent liabilities as at 30 June 2014 (2013: \$Nil).

## 18. Related party disclosures

### 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

The Chairman's honorarium is capped at the amounts approved each year by the Members at the Annual General Meeting, (2014: \$36,000; 2013: \$32,000). During the year, the Club paid a total of \$36,000 (2013: \$32,000) to the Chairman for his role in the Club. The Directors other than Chairman is capped at the amounts approved each year by the Members of at the Annual General Meeting (2014: \$8,000; 2013: Nil). During the year, the club paid each director a total of \$8,000 as a honorium except for the Director Peter Kennedy who did not accept any honorium from the club.

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

	2014 \$	2013 \$
	<b>1,152,321</b>	1,349,635

#### (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 \$49,630 (2013: \$110,255).

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

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 2014 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 2014 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



**Michael Renshaw**

Director

Sydney, 03 September 2014



# 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

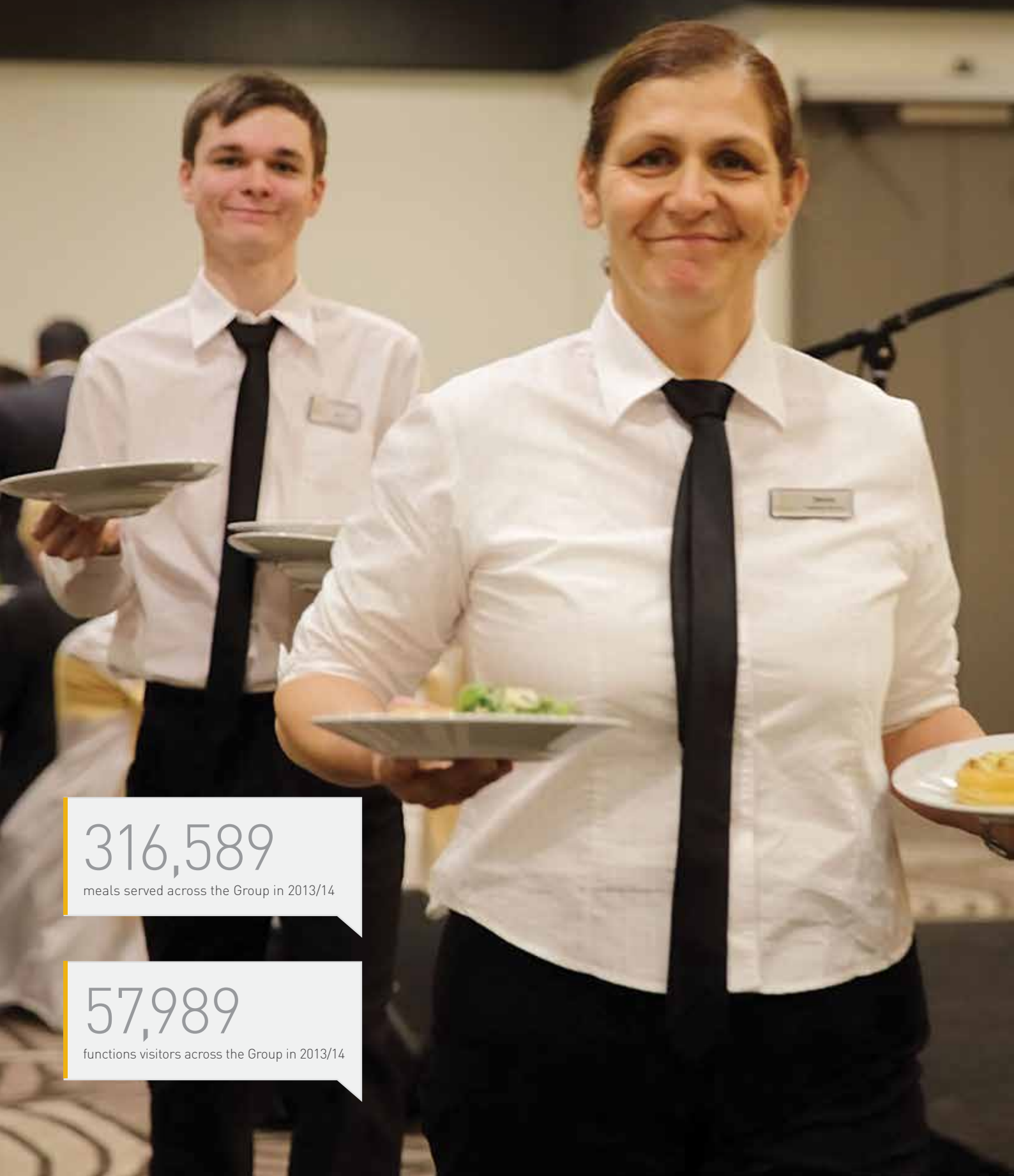
Being genuine and down to earth in all interactions.

05

## Professionalism

Maintaining the highest service standards.

Our people are the secret of our success. Dedicated, customer focused and always wearing a smile, our team are what make DOOLEYS such a popular leisure and entertainment destination.



316,589

meals served across the Group in 2013/14

57,989

functions visitors across the Group in 2013/14



# Notes





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