



THE  
*Sherwood*



**2022-2023**  
**ANNUAL**  
**REPORT**  
*For Macarthur*

WESTS IN NUMBERS | 4



INITIATIVES OF THE HEART | 6



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ONE MEMBERSHIP - FOUR VENUES | 15



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# Everything we do is... **FOR MACARTHUR**

## OUR VISION

To create opportunity within our community and drive a new era of development and growth within the Macarthur region

## OUR MISSION

To support and connect our community, inspiring a greater sense of belonging

## OUR PAST

Take the learnings from the past to apply to the future whilst remaining steadfast on our sporting and community investment strategy and the role our club plays in the lives of our members

## OUR FUTURE

Position ourselves as a Club of the future, delivering on the social and community needs through exceptional venue and customer service experiences



## OUR FOCUS

1. Good Governance & Corporate Leadership
2. Our People & Our Team
3. Our Community & Social Impact
4. Smart planning Assets & Finances
5. Future Proofing
6. Market Growth Opportunities

# THE WHO, WHAT, WHERE AND WHY *of Wests*

## *Our People*

Our people make the difference

Proudly providing

**452**

Local Jobs

Over

**\$300,000**

Staff Rewards

**195 STAFF**

Onboarded this Year

**15,539**

Cumulative Training Hours

**47% FEMALE**

**53% MALE**

**\$548,731**

Invested in Staff Training

Almost  
**\$21 MILLION**

In Wages Paid

Average Age

**31 YEARS**



## *Our Members*

We are proud to serve  
our Community

**88,526**

Members

**17,074**

New members processed

**83%**

Live in Macarthur

**\$614,500**

Given away in Members  
Draw Prizes

**1.5 MILLION**

Visits across the venues

**40,000+**

Rounds of Golf played

## *Our Kitchens*

A year in our kitchens

**8**

Eateries

**82,000**

Schnitzels

**32,000**

Stonegrill

**41,000**

Burgers

**34,000**

Pizzas

**140,000+**

Glasses of Wine

**826,469**

Beers Poured

**33,000**

Cocktails Served

**OVER 1,000**

Functions Hosted

**TOP THREE DISHES  
FOR THE YEAR**

1. Chicken Schnitzel
2. Roast of the Day
3. Atlantic Salmon



# OUR PROFIT FOR PURPOSE *Strategy*



More than  
**40% INCREASE**

year on year to community contributions driven by community engagement investment, people before profit strategy and business growth



**\$3,624,938**

in total community contributions including vouchers, raffle prizes, fundraising support, appeals



**\$3,103,598**

of ClubGRANTS contributions



**OVER 750**

community volunteer hours offered through West's workforce



**\$517,285**

of NO COST Function rooms for community and sporting groups



**91**

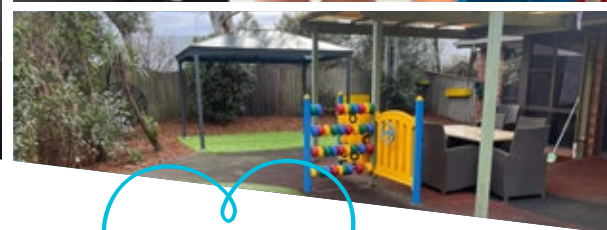
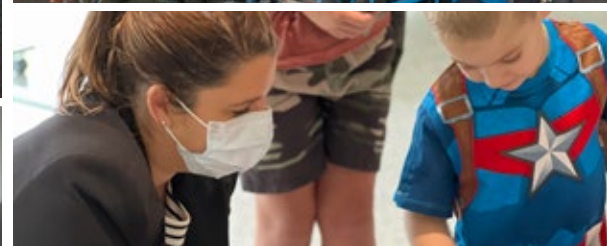
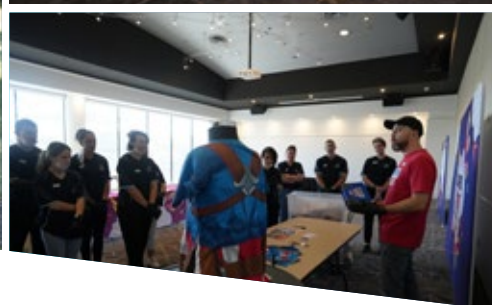
community engagement initiatives including fundraisers, donation appeals, BBQ'S and events

## DID YOU KNOW?



West's is proud to participate in the ClubGRANTS Program and in 2023 exceeded our total liability across the Group by over \$1.51 million!

WESTS LEAGUE CLUB	COUNTRY CLUB	LAKE SIDE GOLF CLUB
<b>Liability:</b> \$897,279	<b>Liability:</b> \$671,170	<b>Liability:</b> \$24,045
<b>Delivered:</b> \$1,439,083	<b>Delivered:</b> \$1,614,891	<b>Delivered:</b> \$49,623



# INITIATIVES OF THE *Heart*

**With every visit you make, you make a real difference to the people of the Macarthur region. We are constantly looking for new and important ways we can add value to our community, here are some of the community engagement highlights we are really proud of for the past year.**

## SUPERTEES FOR SUPER KIDS

Wests was very proud to support Supertee with funding and practical support in 2023. We know that it isn't easy for anyone facing a prolonged hospital stay, but when it happens to our little ones, it really hurts.

These incredible tees, featuring Marvel branding, are innovative, specially designed medical garments aimed at easing the discomfort experienced by kids and their parents, while making it easier for staff to access medical lines and administer treatment.

Through a ClubGRANT and followed with a volunteer packing day of Wests employees, we were able to purchase, pack and distribute superhero tins featuring over 450 Captain America and Captain Marvel Tees, superhero stickers and messages of support for sick children across Campbelltown and Camden. These were hand delivered by our team to the paediatric wards to be distributed by the incredible staff to the kids that need them.

**ClubGRANT: \$10,000**

## THE SUN SHINES OVER SUNFLOWER COTTAGE

Caring for someone with high support or medical needs can be tough, and sometimes a weekend away can make all the difference. Sunflower Cottage, operated by Disability Macarthur, provides up to four nights respite for children and adults 8 – 65 years, giving parents and carers a much-needed break and opportunity to recharge. With a maximum of four children and or adults and two specialised support staff at all times, Sunflower Cottage is equipped for high care needs including tube feeding, assistance with toileting and bathing, and challenging behavioural disorders.

In addition to providing funding via ClubGRANTS to improve storage inside and transform the outside, Wests incredible team coordinated a two-day working bee, volunteering around 150 hours of collective manpower to totally transform the overgrown and unusable outdoor space, to a bright, clean and welcoming area for visitors to the cottage. For the 200 clients this group supports every year, having a beautiful new outdoor space to enjoy will go onto make a tangible difference to their health and wellbeing.

**ClubGRANT: \$16,300**



## KEEPING HEARTS BEATING IN MACARTHUR

Three of the regions' leading venue operators including Wests Group Macarthur, Campbelltown Catholic Club and Ingleburn RSL announced a life-saving community partnership in 2023 with Heart of the Nation, a charity founded by Greg Page, the original Yellow Wiggle for the supply and distribution of AED'S into the Macarthur region.

A \$600,000 three year deal through the ClubGRANTS program will provide funding for the purchase and installation of AED's into residential suburbs across the Macarthur region with 66 AEDS installed completely free to residents including outdoor housing, a tracking device with connectivity for eight years, a set of replacement pads, batteries and supporting AED signage.

Our vision along with Heart of The Nation, is to have an AED accessible within one minute of every home, as AED treatment within a 3 -5minute window has been proven to improve lifesaving outcomes by up to seventy percent.

## CELEBRATING 50 AMAZING YEARS IN 2024

In 2024, Wests League Club Campbelltown will celebrate 50 amazing years in the community. Originally opened as The Campbelltown City Rugby League Club, in support of the Kangaroos, the club's vision was to foster the code of Rugby League in the region and provide a dining and entertainment facility for Campbelltown to enjoy. This is proudly still our strategy to this day.

Join us as we embark on a journey to revisit the past and look forward to the future with a calendar of celebrations leading up to anniversary month in August 2024. We look forward to welcoming you to enjoy our biggest ever promotional giveaways, new promotions, collector's edition items, a special anniversary publication, exciting venue displays and special events.



# THE HOME OF Sport

As the Home of Sport, we are dedicated to encouraging our local community to participate in sports on a regular basis for healthy habits and an improved lifestyle. Wests Group Macarthur through the Wests Sports Council endeavours to connect the community with local sporting opportunities through funding towards cost reduction, promotional and marketing support, recognition programs and networking opportunities.

## IN THE PAST YEAR WE HAVE:

**OVER \$1,186,679**

Invested to local sport and sporting initiatives

Been behind more than

**35,000**

Local sporting participants

Supported more than

**100 SPORTS CLUBS**

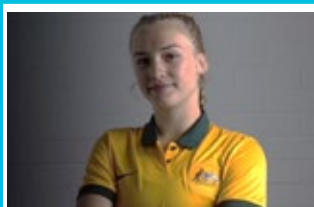
associations and athletes

Provided

**120 AWARDS**

through our recognition program for volunteers and sporting talent

Wests Group Macarthur was delighted to host the Wests Sports Council 23rd Annual Sports Awards and recognise the following superstars for their phenomenal contributions to grassroots sport, sporting achievements, and sporting spirit.



### WINNER Elite Sports Person of the Year

Tegan Bertolissio, Macarthur Rams Football Club



### WINNER Elite Sports Team of the Year

NPL3 U13 Boys, Macarthur Rams Football Club



### WINNER Junior Sportsperson of the Year (U12)

Lewis Eddie, Wests Hockey Club

Runner Up: Jade Williams, Macarthur BMX



### WINNER Youth Sportsperson of the Year (12 - 16yrs)

Jack Jones, Eschol Park Little Athletics

Runner Up: Asher Alex, Magpies Cricket Club



### WINNER Senior Sportsperson of the Year

Aaron Waters, Tennis Macarthur

Runner Up: Karen Lake, Macarthur Triathlon Club



### WINNER Sports Club Team of the Year

Senior Women's Team, Camden Cats Senior AFL Club

Runner Up: Division 1 Ballers, Campbelltown Ghosts Club Senior Baseball



### WINNER Spirit of Sport

Darren Hooton, Mount Annan Swimming Club

Runner Up: Mark Hamilton, Tennis Macarthur

## OUR VALUED SPORTING VOLUNTEERS CELEBRATED

Wests Group takes great pride in acknowledging the enormous contribution of time and effort that sporting volunteers give their codes within Macarthur – with the volunteer sector in Australia said to represent around \$4 billion dollars of labour input nationally. We were pleased to once again present a Volunteer of the Year awards dinner held at Wests League Club during National Volunteer Week to recognise years of service, commitment and the generosity of spirit through our local sporting community. Congratulations to our 78 Service Award recipients who represented over 130 decades of cumulative service as well as winner of overall Youth and Adult categories.

### OUR 2023 VOTY WINNERS

#### YOUTH WINNER

Cody Sainsbury  
Macarthur Football Association

#### ADULT WINNER

Fred Furner  
Macarthur BMX Club



# BETTER BUSINESS FOR A *Better World*



**AT WESTS GROUP MACARTHUR WE WANT TO ENSURE THAT THE PLANET IS AROUND FOR ALL OF US TO ENJOY. WE WANT TO MAKE A DIFFERENCE.**

**We started a formal journey to sustainability with a Sustainability Action Plan (SAP) in early 2023 seeking to achieve the following objectives:**

- We have appointed a dedicated staff member who is directly accountable for aspects of Sustainability.
- We have established a Sustainability Team
- We now include sustainability clauses within all new supply contracts.

**Consolidate, rationalise and prioritise existing sustainability endeavours, and provide guidance and assurance for new opportunities to improve sustainability performance.**

**Minimise costs through reduced resource consumption and organisational efficiencies.**

- We have established a baseline energy, water consumption, and waste generation level for review year on year.
- We have developed data monitoring tools so that we can regularly monitor data for energy and water consumption, and waste generation.
- We have developed a plan to manage and monitor our poker machine electricity usage.

- We now incorporate sustainability principles into staff recruitment documentation.
- We have established relevant training modules that are accessible to all staff.

**Increase staff capacity to lead and take ownership for sustainability within the workplace.**

**Establish a robust system for capturing, monitoring and reporting sustainability performance to stakeholders**

- We have established a reporting system from our electricity broker.
- We are working on the adoption of submetering to provide more accurate and reportable metrics

## IN THE LAST 12 MONTHS WE HAVE:



### LIGHTING

Moved **90%** of all lighting to LED and moved major venue lighting to motion sensor



### ENERGY

Added **440 NEW** Solar Panels  
Installed new Controlled Air-Conditioning Systems



### WASTE

Worked with Hoxton Industries to see over **224,904** Containers Recycled.  
Saved **over 156,000L** of cleaning chemical from entering the environment



### CARBON EMISSIONS

Reduced our greenhouse gas emissions by 8.9%  
Seen over **100kw** of Solar Panels offset **100Tonne** of Carbon Emissions



### GREEN THUMB

Installed over **4100sqm** of wintergreen couch turf  
Have planted **64** trees, **2103** shrubs and added **2** aquatic floating garden trials

# CHAIRPERSON'S *Report*

**On behalf of Wests Group Macarthur Board of Directors, it is with a strong sense of pride that I present to you the 2023 Annual Report for Western Suburbs League Club (Campbelltown) Ltd for the year ending 31st October 2023 and express my deepest thanks for your continued support across our venues.**

It is pleasing to report another strong financial performance by the group which I believe can be attributed to the strategic and business planning undertaken by the Management team and the continued support of our patrons. At Wests Group Macarthur, our unwavering focus remains on responsible financial management, good governance, community support, and the growth and prosperity of our venues. This was a year of record highs with the strongest-ever trading results, customer visitation, and community investment – a testament to the focus of our team in providing positive customer experiences and ongoing investment in our venues and the region. It is also thanks to each one of our members and visitors who makes a conscious choice to select a Wests Group Macarthur venue to visit, dine, and spend their leisure dollars.

## EVERYTHING WE DO IS FOR MACARTHUR

At Wests Group Macarthur, the ultimate objective is to improve the lives, health, and well-being of residents of the region and to make decisions that enhance and strengthen the social fabric of our community. In turn, Wests Group Macarthur is honored to provide more support than ever to the many organisations that are the heartbeat of the Macarthur region.

As a profit-for-purpose organisation, we ensure every dollar we make is delivered back into the community through grants, donations, sponsorships, and even better services and facilities for our members and guests. In 2023 we were able to grow our community contributions to their highest ever - up 40% YOY. These contributions represent \$3,624,938 of which \$3,103,598 was via the ClubGRANTS program to local sporting and community groups. In tangible terms, this support has helped to deliver assistance to 38 schools, 91 organisations, more than 100 sports clubs, and seen countless betterment and support programs delivered across the region.

We are also incredibly proud to have been behind some wonderful initiatives including the Disability Macarthur Sunflower Cottage Renovation which delivered much-needed funding as well as a working bee where our staff volunteers dug deep over two days to transform the outdoor area of the cottage into a clean, comfortable, and functional space for cottage clients. Sunflower Cottage continues to be a place where families and clients with a disability aged 5-65 years receive overnight respite services and a home away from home and we are so pleased they have a wonderful new outdoor space to enjoy.



In 2023, we also joined forces with other Macarthur clubs to get behind a campaign that provides \$600,000 across three years to fund the purchase and installation of AEDs into homes across the Macarthur region with Heart of the Nation an organisation founded by the original Yellow Wiggle, Greg Page. We are determined to drive this initiative to deliver easily accessible AEDs in our community and thank our community for their interest in this project which has seen 66 AED'S installed on neighbourhood homes and local schools, sports clubs, and businesses already.

## THE HOME OF SPORT - ALWAYS

We continue to believe in the vital role sport plays in improving the health and well-being of residents of the Macarthur region. Through our Sports-related support activities and grants, Wests Sports Council, and Sports Award programs we strive to provide practical and financial support to local sporting organisations. Our investment here enables our sporting community to develop and enhance their programs, facilities, and equipment, and provide better opportunities for athletes of all ages and levels.

In 2023, a huge highlight here was once again rewarding our sporting community volunteers for years of service and commitment via our Volunteer of the Year awards in what turned out to be a wonderful celebration and we look forward to doing so again in 2024.

A special thanks to Wests Sports Council members as well as Wests Sports Management Committee including Life Member Tony Norton, Les Welbourn, and John Lynch for their unwavering commitment and contribution to sport and the delivery of these initiatives.



## GROWTH AND EVOLUTION OF THE GROUP

The biggest achievement this year was the development and successful opening of The Sherwood Macarthur, situated down the road from Western Suburbs League Club on the former Wests Tennis Club site. The Sherwood is intended as a wonderful compliment to the Wests venue portfolio, and I couldn't be prouder to see the community embrace and enjoy its offering over the last few months. The Sherwood has proven to be a vibrant, modern venue with impressive fit-out, a unique open-plan design, and provides a multi-seasonal space as well as a stellar menu for the community to enjoy. I would like to acknowledge the incredible efforts of the team, including Venue Manager Julia Maulguet who took on the role with passion and gusto. Well done.

Now that the course works are complete at Lakeside Golf Club Camden, our focus is on condition and beautification projects to ensure we continue to offer a premium course and clubhouse experience. This year we are pleased to have refreshed our Lakeside Function Centre facilities, invested in venue signage, held over 40,000 rounds of golf including some wonderful corporate golf days, and are currently working our way up the rankings of the top golf courses in Australia.

I would like to acknowledge and thank our Course Superintendent Dean Hopper, and his team for their dedication to delivering a first-class golf course. I am also proud to share that Dean Hopper was also awarded an Outstanding Achievement Award from the NSW Golf Course Superintendents Association at the 2023 NSW Golf Industry Awards – very well deserved.

Our appreciation also goes to General Manager Greg Field, Club Captain Dean Pitman, Vice-Captain Peter Coles, and Golf Committee members Roy Warby, Warren Thomson, Jason Webb, Lyn Hall, and Brad Godfrey, your ongoing contribution to the detail required to properly administer golf operations is very much appreciated by the Board, Management, and our golfing members.

We have another busy year of progress and development works planned to deliver the very best facilities to our members and guests. The priorities on the project list currently include;

- An extension of our premium car park facilities at Wests League Club
- The completion of the new external façade treatment and other modernisation projects to the interior of Wests League Club
- A full aesthetic transformation of the foyer and gaming floor at the Country Club Gledswood Hills
- Bringing to life our vision for The Greens, off Camden Valley Way – set to be the most exciting entertainment precinct in the region.

Lastly, I am proud to share that Wests Group Macarthur has made strategic land investments in areas of growth around Southwest Sydney. These acquisitions, including additional land near Country Club Gledswood Hills and multi-use land in Bringelly, provide us with opportunities to extend our footprint and explore innovative possibilities for future development.



## OUR PEOPLE ARE OUR GREATEST ASSET

A special thanks to the entire Board of Directors for their dedication, support, and assistance over the past year. Their commitment and contribution to Board Meetings, Finance, Risk, Audit & Compliance committee meetings, Property & Development, Sports Management, Membership, and Golf Advisory as well as the many events where they represent Wests Group Macarthur, is much appreciated.

We also want to express our sincere gratitude to our wonderful leadership team. Their dedication has been instrumental in achieving our goals and driving the success of our business. We extend our appreciation to Daniel Perkiss – Chief Executive Officer, Patricia Dielman – Executive Assistant, Leanne Craig – Group Human Resources Manager, Brent Krause – Group Operations Manager, Wade McKinnon – Group Commercial Manager, David Tasker – Chief Financial Officer, Neil Pash – Group Building and Development Manager, Simon McNamara – Group Food and Beverage Manager, Katie Petkovski – Group Marketing and Communications Manager, Greg Field – General Manager Camden Venues, Dean Hopper – Golf Course Superintendent and once again welcome Julia Maulguet, Venue Manager of The Sherwood to this team.

Furthermore, I would like to express my deepest appreciation to our hardworking staff who, through their effort, passion, and commitment continue to be our greatest competitive advantage.



## 50 AMAZING YEARS OF WESTS LEAGUE CLUB

August 2024 marks the 50 year anniversary milestone of Wests League Club in the community. Originally opened as The Campbelltown City Rugby League Club, in support of the Kangaroos, the club's vision was and very much still is to foster the code of Rugby League in the region and provide a dining and entertainment facility for Campbelltown to enjoy. We are excited to share a calendar of anniversary celebrations over the year as we take a special journey through the history of Wests League Club and celebrate how the past continues to inform our present and our future. Can't wait to have you join us to reflect on 50 amazing years together.

As I end this letter, I want to say a heartfelt thank to our loyal members. Wests Group Macarthur exists for you and because of you. Thank you for choosing to visit our venues and for support of our business and community endeavours. We wish you good health and prosperity through 2024 and look forward to welcoming you into our venues for the year ahead and beyond.

A handwritten signature in black ink, appearing to read 'Alan Buxton'.

**Alan Buxton**  
Chairperson

# CEO Report

**2023 was a fantastic year for the Wests Group. Challenging external factors including an unprecedented tightening of monetary policy strained many working-class families across the country. Our observations indicated that consumers were more selective about when they visited our venues and what value propositions they sought. In a contracting market, it was pleasing to see Wests Group grow to record member numbers and revenue. We thank our existing and new members for choosing Wests Group as their preferred venues to spend their hard-earned leisure dollars.**

We have been incredibly proud of our increasing reach and penetration into the social fabric of the Macarthur region. Record funding has ensured we continue to touch on the lives of tens of thousands of Macarthur residents supporting sport, community, and social inclusion programs.

## OUR PEOPLE

Wests Group is blessed to have a workforce of some 450 talented and committed employees. Creating a great workplace culture requires support from the Board and commitment from key personnel at every level.

The Club invests heavily in our people by providing opportunities for growth, engagement, and workplace camaraderie across all departments. Congratulations to all the staff that have upskilled and graduated through their respective educational programs in 2023.

## OUR MEMBERS

Membership of the group has hit an all-time record of 88,526, and I would like to welcome all our new members and thank our faithful for their continued support.

We are committed to providing excellent facilities, support, and opportunities for our growing community. It's all about a sense of belonging.

## OUR COMMUNITY

In 2023 Wests Group increased its community contributions to a record \$3,624,938, these contributions go deep into establishing, enabling, and maintaining targeted social and sporting programs that touch on the lives of tens of thousands of our Macarthur residents.

Our support and contributions can only be effective if they are administered by committed and passionate volunteers. I would like to acknowledge all the volunteers that donate their time and energy to enriching the lives of others. Wests is proud to be in a position to support your ventures, pursuits and passion.



## FINANCIAL PERFORMANCE

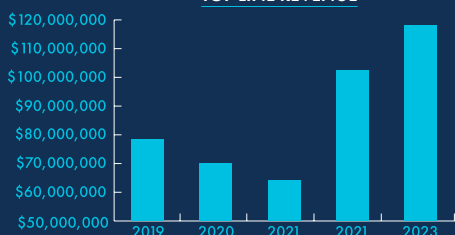
West's Group has continued to grow and meet the needs of the Macarthur region. Operating under the paradigm of commercial for community we aim to be financially sustainable by ensuring our operations are efficient and relevant.

Whilst the group achieved higher revenues in FY23 our margins came under pressure predominantly through increased costs that are mostly unavoidable. Some examples include insurance, electricity, gas, food and beverage input costs and wages. Where cost of living is such an issue, we continue to ensure we are going above and beyond for our staff to help ease some pressure which consequently squeezes business yields. We consider any investment in our people money well spent.

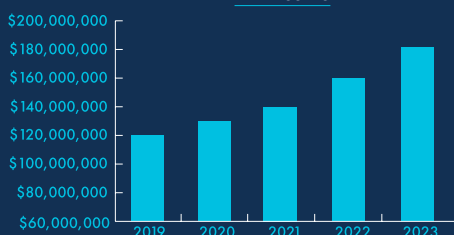
In addition to the above, our community contributions have ballooned, this demonstrates our commitment to go well above what's expected. West's will continue to strategically balance between absolute commercial outcomes and demonstrable leadership in supporting our community, employees, and environment. This will continue to be underpinned by professional leadership and strong governance principles.

Continued top line growth shows our offerings are relevant to servicing the residents of Macarthur and the growing communities of the South West. As new communities emerge, we are there to support and enable social cohesion by underpinning and supporting sporting and social pursuits which are critical in the success of these new suburbs.

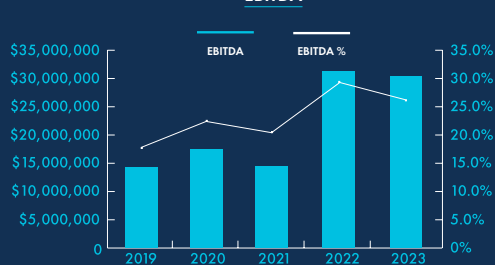
**TOP LINE REVENUE**



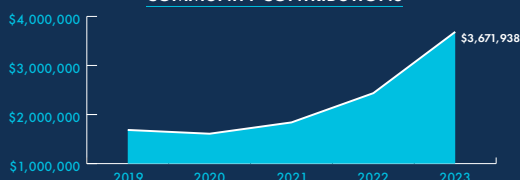
**NET ASSETS**



**EBITDA**



**COMMUNITY CONTRIBUTIONS**



## THE BOARD

The Board of West's Group are a professional team of committed community volunteers who have proven to be not only exceptional commercial and community leaders but also compassionate and considered individuals. I have enjoyed working closely with them through the year to provide sound decision-making practices that will underpin West's performance and success well into the future, whilst also supporting what is important in the present.

Special acknowledgement should be given to Chairperson Alan Buxton and Deputy Chairperson Paul Lake for their comradery and professionalism over the past year. All Directors give an extremely generous amount of time for the betterment of the community and organisation that they represent.

## 2023 & BEYOND

Our strategic approach is to service the growing Macarthur region, we have identified an opportunity to make a strategic investment in the new aerotropolis precinct which will become the third city of Sydney. With a 24-hour international airport and vibrant economic opportunities West's has acted early to secure a strategic parcel of land in the metropolitan/entertainment and accommodation area of the precinct. The land will support building heights of some 52.5m and a density of 2.5:1 allowing for some 50,000 SQM of commercial development to take place.

Across the group we have 2024 plans for internal works at Country Club and some future planning following a recent land acquisition, Lakeside will receive new air conditioning and roof while West's will have some upgrades to carparking and façade treatment. The Greens continues to bounce around in the planning and approval space, when some certainty is achieved, we look forward to sharing details of this exciting project with our members.

Finally, it is a pleasure to lead this team of talented and compassionate Managers supported by a cohesive and skilled group of Directors.

I would like to wish everyone good health and positivity for the year ahead.

Regards

**Daniel Perkiss**  
CEO



Pictured: The future Bradfield city, on the doorstep of the new Western Sydney International Airport. Source: NSW Government.

# BOARD OF *Directors*

Wests Group Macarthur Board of Directors primary aim is to provide value to members and guests with quality social facilities and entertainment choices, united with supporting the local community through sporting sponsorship, engagement initiatives and sociocultural development endeavours. The Directors overall objective is to sustain our position as a leading facility in South Western Sydney to ensure our long-term support of junior sports and the wider community in the region and beyond. Meet the Team.



## ALAN BUXTON CHAIRPERSON

*Elected to the Board of Directors in 2003*  
**Occupation: Business Banking**

Member of the Finance, Risk, Audit and Compliance Committee.  
Active golfer, interests in soccer.  
Long term resident of Campbelltown.



## PAUL LAKE J.P. DEPUTY CHAIRPERSON

*Elected to the Board of Directors in 2003*  
**Occupation: Retired Business Manager**

Chairperson of the Membership Committee, Member of the Property & Development Committee, Life member of West Tigers Macarthur DJRL, Councillor on Campbelltown City Council 2004 to 2021, Mayor – Two Terms, Deputy Mayor – Three Terms, Previously a Director on SWSAS and Disability Macarthur & Resident of Campbelltown since 1974.



## MARTIN BULLOCK DIRECTOR

*Elected to the Board of Directors in 2007*  
**Occupation: CEO, Western Sydney Academy of Sport**

Chairperson of the Sports Management Committee, Member of the Membership Committee, Director, St Gregory's College Foundation, Member, St Gregory's College Advisory Council, Director, Regional Academies of Sport (NSW) Inc., Past Campbelltown City/Collegians/Oakdale Rugby League player & Past Group 6 representative player.



## STEPHEN NOYCE DIRECTOR

*Elected to the Board of Directors in 2016*  
**Occupation: Retired**

Proud local and long term Campbelltown resident, Member of the Finance, Risk, Audit and Compliance Committee. Former Chief Executive Officer of Western Suburbs Magpies, Wests Tigers, Sydney Roosters and Cronulla Sharks Rugby League Clubs.



## STEPHEN STEWART DIRECTOR

*Elected to the Board of Directors in December 2009*  
**Occupation: NSW/QLD Manager, Furniture Industry**

Member of the Sports Management Committee, Member of the Finance, Risk, Audit and Compliance Committee, Previous President and Life Member of the Magpies Cricket Club, Active tennis player & Long term resident of Campbelltown.



## ROY WARBY DIRECTOR

*Elected to the Board Of Directors in 1995*  
**Occupation: Accountant**

Member of the FRAC Committee, Partner of Warby, Hawkins & Partners, Former Campbelltown City Kangaroos player, Active golfer, ex Rugby League player for Parramatta and Campbelltown City Kangaroos & Long term resident of Campbelltown.



## GREG COPELAND DIRECTOR

*Elected to the Board of Directors in July 2022*  
**Occupation: Realty Director**

Member of Wests Property and Development Committee since 2017, Forum of Western Sydney Airport Member since 2019, President of Camden Rugby League Football Club, Life member – Camden Junior Rugby League, Life member – Camden High School, Life member – Camden Public School, Councillor – Camden Council 2012 – 2016.

# ONE MEMBERSHIP, 4 AMAZING Venues

West's Group Macarthur is a premier dining and entertainment destination with over 88,000 members. We continue to concentrate efforts on providing the community with the highest standards of customer service, food and beverage and entertainment facilities in addition to ongoing support for community organisations and sport in the region. We have now four amazing venues in operation, powered by our wonderful staff and with the support of our members and guests. Each of our venues offers a unique experience, eateries, services and style and the best part is, a membership with West's gets you access to each of these destinations just a stone throw from each other and with benefits and promotions to enjoy. There really is something for everyone.

## WESTS LEAGUE CLUB

West's League Club is the Home of Sport in the Macarthur region, with the original intention of the venue still true to this day being to support and propagate rugby league and sport for the community. West's is a family friendly club that offers a unique experience for all including live entertainment, promotions, TAB sports bar, premium sports viewing on a 18sqm sports screen, as well as a range of dining options with the Kitchen, Hub Café and Hub Asian Fusion. Located next to Leumeah station, Campbelltown Stadium and just a few minutes from the M5.



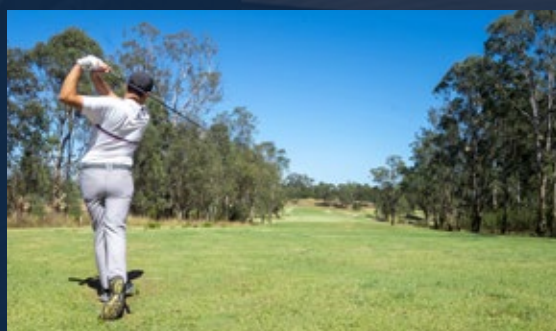
## COUNTRY CLUB GLEDSDOOD HILLS

Country Club Gledswood Hills is a modern and sophisticated venue with unique food and beverage options, a dedicated children's play area, live entertainment, an impressive outdoor alfresco and breathtaking views of the Camden Region from atop Gledswood Hills. Plenty on offer for the food lovers, Country Club's Flame kitchens offer a delicious Bistro Menu, Wood Fire Pizzas, Specialty Burgers, and a BBQ smoker serving traditional Southern Style BBQ. The perfect venue for an outing with family and friends!



## LAKESIDE GOLF CLUB

Lakeside Golf Club Camden, offers Sydney's finest public golf course experience and award winning wedding and function centre. Lakeside boasts a practice range, state-of-the-art Carts with inbuilt GPS, a well-stocked pro shop and a recently refurbished club house to keep you coming back time after time. Lakeside Golf Club Camden is a par 72 course of 6300 metres and has been rated 73 (74 on Tiger Tees) by AGU. Three tee positions are available to suit golfers of all levels and in addition, five tiger tees for the more adventurous. Lakeside also offers a casual dining restaurant, Bunkers serving club classics and Golfers Halfway Café.



## THE SHERWOOD MACARTHUR

The Sherwood Macarthur is our exciting new casual pub style venue offering a trendy open plan space with a huge alfresco, massive sports viewing screen and fantastic line up of promotions and live music. The Sherwood takes inspiration from one of the oldest suburbs in Campbelltown, Sherwood Hills, celebrating casual community gathering and featuring an exciting share style menu, bar favourites, craft beer and premium cocktails. This is the most exciting new destination in the region for sport, music and food lovers.



# ANNUAL FINANCIAL REPORT 31 OCTOBER 2023

## DIRECTORS REPORT

The directors present their report, together with the financial statements of Western Suburbs League Club (Campbelltown) Limited (the company) for the year ended 31 October 2023.

### Directors

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

Name	Occupation and Period of Directorship
Alan Buxton - Chairman	Bank Manager Director since 23 February 2003
Paul Lake - Deputy Chairman	Retired Business Manager Director since 30 April 2003
Roy Warby	Accountant Director since 5 March 1995
Martin Bullock	CEO, Western Sydney Academy of Sport Director since 4 May 2007
Stephen Stewart	Manager Director since 1 December 2009
Stephen Noyce	Retired Director since 7 June 2016
Gregory Copeland	Real Estate Agent Director since 27 July 2022

### Company secretary

Mr Daniel Perkiss held the position of Company Secretary throughout the year ended 31 October 2023.

### Directors' meetings

The number of directors' meetings and number of meetings attended by each of the directors of the company during the financial year is:

Director	Number of Meetings Attended	Number of Meetings Held *
Mr A Buxton	11	11
Mr P Lake	10	11
Mr W Thomson	11	11
Mr R Warby	11	11
Mr M Bullock	11	11
Mr S Stewart	11	11
Mr S Noyce	11	11
Mr G Copeland	11	11

\* Number of meetings held during the time the director held office during the year.

# DIRECTORS REPORT

## Membership

The company is a company limited by guarantee and is without share capital. The number of members as at 31 October 2023 and the comparison with last year is as follows:

	2023	2022
Full Members	85,647	81,692
Social Member	-	56
Pensioner Members	1,945	1,741
Permanent Members	196	198
Life Member	4	3
Honorary	2	2
Tennis Club		
- Life Member	2	2
- Junior Member	-	58
Camden Lakeside		
- Junior Member	21	13
- Golf member	709	612
	<hr/>	<hr/>
	88,526	84,377
	<hr/>	<hr/>

## Members' limited liability

In accordance with the Constitution of the company, every member of the company undertakes to contribute an amount limited to \$2 per member in the event of the winding up of the company during the time that they are a member or within one year thereafter. At 31 October 2023 there were 88,526 members.

## Operating result

The net profit before tax for the year amounted to \$20,732,707 (2022: \$19,259,681). This resulted after charging \$9,697,880 (2022: \$10,433,348) for depreciation & amortisation.

## Objectives

### Short term

To provide for members and guests a social club with all first-class facilities of a club and to assist generally in the promotion and propagation of sports and community.

### Long term

To sustain our position as a leading facility in South West Sydney to ensure our long-term support of junior sports and the wider community in that region and beyond.

# DIRECTORS REPORT

## Strategy for achieving the objectives

Principal strategies include:

1. Managing Club affairs in a responsible and compliant manner;
2. Adoption of best practice governance, financial management and human resources principles; and
3. Supporting Macarthur region sporting, social and community organisations, allowing them to grow and flourish.

## Principal activities

The company is a multi-faceted operation providing food, beverage, and entertainment services. Wests is one of the largest social contributors in the Macarthur region and underpins material economic and employment activity for our community. Along with the encouragement of sport, the club propagates a sense of belonging, and supports great social and sporting programs that make Macarthur a vibrant region.

There have been no other significant changes in the nature of these activities during the year.

## How these activities assist in achieving the objectives

The activities assist in generating revenue to fund for the sporting activities and the promotion and propagation of junior sports, and to provide first class facilities for members.

## Performance measurement and key performance indicators

Performance is assessed regularly against relevant internal and industry benchmarks enabling assessment as to whether strategic initiatives have been effective in achieving company short and long term objectives.

## Auditor's independence declaration

A copy of the auditor's independence declaration as required under Section 307C of the *Corporations Act 2001* is set out on page 5.

Signed in accordance with a resolution of the directors.



**Alan Buxton**  
Director

Dated at Campbelltown this 11th day of December 2023.

# DECLARATION OF INDEPENDENCE



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Fax: +61 2 9240 9821  
[www.bdo.com.au](http://www.bdo.com.au)

Level 11, 1 Margaret Street  
Sydney NSW 2000  
Australia

## DECLARATION OF INDEPENDENCE BY CLAYTON EVELEIGH TO THE DIRECTORS OF WESTERN SUBURBS LEAGUE CLUB (CAMPBELLTOWN) LIMITED

As lead auditor of Western Suburbs League Club (Campbelltown) Limited for the year ended 31 October 2023, I declare that, to the best of my knowledge and belief, there have been:

1. No contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
2. No contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in black ink, appearing to read 'Clayton Eveleigh', is written over a light blue horizontal line.

Clayton Eveleigh  
Director

**BDO Audit Pty Ltd**  
Sydney, 11 December 2023

# INDEPENDENT AUDITOR'S REPORT



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Fax: +61 2 9240 9821  
[www.bdo.com.au](http://www.bdo.com.au)

Level 11, 1 Margaret Street  
Sydney NSW 2000  
Australia

## Report on the Audit of the Financial Report

### Opinion

We have audited the financial report of Western Suburbs League Club (Campbelltown) Limited (the Company), which comprises the statement of financial position as at 31 October 2023, the statement of profit or loss and other comprehensive income, the statement of changes in members' funds and the statement of cash flows for the year then ended, and notes to the financial report, including a summary of significant accounting policies, and the directors' declaration.

In our opinion the accompanying financial report of Western Suburbs League Club (Campbelltown) Limited, is in accordance with the *Corporations Act 2001*, including:

- (i) Giving a true and fair view of the Company's financial position as at 31 October 2023 and of its financial performance for the year ended on that date; and
- (ii) Complying with Australian Accounting Standards - Simplified Disclosures and the *Corporations Regulations 2001*.

### Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report. We are independent of the Company in accordance with the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

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

### Other information

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

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

BDO Audit Pty Ltd ABN 33 134 022 870 is a member of a national association of independent entities which are all members of BDO Australia Ltd ABN 77 050 110 275, an Australian company limited by guarantee. BDO Audit Pty Ltd and BDO Australia Ltd are members of BDO International Ltd, a UK company limited by guarantee, and form part of the international BDO network of independent member firms. Liability limited by a scheme approved under Professional Standards Legislation.

# INDEPENDENT AUDITOR'S REPORT

## CONT.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

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

### **Responsibilities of the directors for the Financial Report**

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

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

### **Auditor's responsibilities for the audit of the Financial Report**

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at: [http://www.auasb.gov.au/auditors\\_responsibilities/ar4.pdf](http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf). This description forms part of our auditor's report.

**BDO Audit Pty Ltd**

The image shows a handwritten signature in dark ink, which appears to read 'Clayton Eveleigh'. Above the signature, the letters 'BDO' are handwritten in a larger, bolder script.

Clayton Eveleigh  
Director

Sydney, 11 December 2023

# DIRECTOR'S DECLARATION

The directors of Western Suburbs League Club (Campbelltown) Limited declare that:

- (a) In the Directors' opinion the financial statements and notes set out on pages 9 to 29, are in accordance with the *Corporations Act 2001*, including:
  - (i) Giving a true and fair view of the company's financial position as at 31 October 2023 and of its performance, for the financial year ended on that date; and
  - (ii) Complying with Australian Accounting Standards - Simplified Disclosures; the *Corporations Regulations 2001* and other mandatory professional reporting requirements;
- (b) There are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

Signed in accordance with a resolution of the directors made pursuant to section 295(5)(a) of the Corporations Act 2001.

On behalf of the directors



**Alan Buxton**  
Director

Dated at Campbelltown this 11th day of December 2023.

# STATEMENT OF PROFIT OT LOSS AND OTHER COMPREHENSIVE INCOME

## FOR THE YEAR ENDED 31 OCTOBER 2023

	Note	2023 \$	2022 \$
Revenue and other income	1	111,793,889	102,293,434
<b>Expenses</b>			
Cost of goods sold		(9,050,003)	(8,205,858)
Poker machine duties		(24,385,669)	(22,062,809)
Employment and staffing expenses		(27,528,306)	(24,571,162)
Entertainment, marketing and promotional costs		(9,891,073)	(7,226,795)
Property expenses		(8,309,443)	(7,268,590)
Other expenses		(3,124,914)	(3,253,613)
		<hr/>	<hr/>
		(82,289,408)	(72,588,827)
		<hr/>	<hr/>
Earnings before depreciation expense and finance costs		29,504,481	29,704,607
Finance income	2	864,732	88,442
Finance costs	2	-	(445)
<b>Net finance income</b>		<hr/>	<hr/>
		864,732	87,997
Depreciation expense	2	(9,697,880)	(10,433,348)
Gain/(loss) on disposal of property, plant and equipment		61,374	(99,575)
		<hr/>	<hr/>
<b>Profit before income tax expense</b>		20,732,707	19,259,681
Income tax expense	19(c)	-	-
		<hr/>	<hr/>
<b>Net profit after income tax expense attributable to members</b>		20,732,707	19,259,681
		<hr/>	<hr/>
Other comprehensive income for the year, net of tax		-	-
		<hr/>	<hr/>
<b>Total comprehensive income for the year, net of tax</b>		<hr/>	<hr/>
		20,732,707	19,259,681

The Statement of Profit or Loss and Other Comprehensive Income should be read in conjunction with the accompanying notes set out on pages 13 to 29.

# STATEMENT OF FINANCIAL POSITION

## AS AT 31 OCTOBER 2022

	Note	2023 \$	2022 \$
<b>ASSETS</b>			
<b>Current Assets</b>			
Cash and cash equivalents	3	28,426,527	30,307,208
Trade and other receivables		282,527	362,505
Inventories		561,972	561,242
Other current assets	4	888,471	1,013,326
<b>Total Current Assets</b>		<b>30,159,497</b>	<b>32,244,281</b>
<b>Non-Current Assets</b>			
Property, plant and equipment	5	153,413,160	130,633,341
Intangible assets	6	10,696,442	10,078,633
Right of use assets	7	2,396,299	2,458,170
<b>Total Non-Current Assets</b>		<b>166,505,901</b>	<b>143,170,144</b>
<b>Total Assets</b>		<b>196,665,398</b>	<b>175,414,425</b>
<b>LIABILITIES</b>			
<b>Current Liabilities</b>			
Trade and other payables	8	11,196,855	11,135,598
Employee benefits	10	2,307,427	1,956,956
Income in advance		858,918	815,097
<b>Total Current Liabilities</b>		<b>14,363,200</b>	<b>13,907,651</b>
<b>Non-Current Liabilities</b>			
Employee benefits	10	383,490	340,168
Income in advance		446,041	426,646
<b>Total Non-Current Liabilities</b>		<b>829,531</b>	<b>766,814</b>
<b>Total Liabilities</b>		<b>15,192,731</b>	<b>14,674,465</b>
<b>Net Assets</b>		<b>181,472,667</b>	<b>160,739,960</b>
<b>MEMBERS' FUNDS</b>			
Retained profits		152,771,417	132,038,710
Reserves	11	28,701,250	28,701,250
<b>Total Members' Funds</b>		<b>181,472,667</b>	<b>160,739,960</b>

The Statement of Financial Position should be read in conjunction with the accompanying notes set out on pages 13 to 29.

## STATEMENT OF CHANGES IN MEMBERS' FUNDS

### FOR THE YEAR ENDED 31 OCTOBER 2023

	Reserves \$	Retained Profits \$	Total Members' Funds \$
Balance at 31 October 2021	28,701,250	112,779,029	141,480,279
Net profit for the year	-	19,259,681	19,259,681
Other comprehensive income for the year:			
Revaluation of freehold land	-	-	-
Total comprehensive income for the year	-	19,259,681	19,259,681
Balance at 31 October 2022	28,701,250	132,038,710	160,739,960
Net profit for the year	-	20,732,707	20,732,707
Other comprehensive income for the year	-	-	-
Total comprehensive income for the year	-	20,732,707	20,732,707
Balance at 31 October 2023	28,701,250	152,771,417	181,472,667

The Statement of Changes in Members' Funds should be read in conjunction with the accompanying notes set out on pages 13 to 29.

# STATEMENT OF CASH FLOWS

## FOR THE YEAR ENDED 31 OCTOBER 2023

	Note	2023 \$	2022 \$
<b>Cash Flows From Operating Activities</b>			
Cash receipts in the course of operations		122,953,147	114,172,121
Cash payments in the course of operations		(92,755,433)	(80,017,551)
Interest paid		-	(445)
Interest received		864,732	88,442
Rent received		91,008	70,505
		<hr/>	<hr/>
<b>Net cash inflow from operating activities</b>		31,153,454	34,313,072
		<hr/>	<hr/>
<b>Cash Flows From Investing Activities</b>			
Proceeds on sale of property, plant and equipment		318,736	688,698
Payments for property, plant and equipment		(32,735,062)	(14,191,658)
Payments for intangibles		(617,809)	(117,374)
		<hr/>	<hr/>
<b>Net cash outflow from investing activities</b>		(33,034,135)	(13,620,334)
		<hr/>	<hr/>
<b>Net cash flow from financing activities</b>		-	-
		<hr/>	<hr/>
<b>Net (decrease)/increase in cash and cash equivalents</b>		(1,880,681)	20,692,738
<b>Cash and cash equivalents at the beginning of the financial year</b>		30,307,208	9,614,470
		<hr/>	<hr/>
<b>Cash and cash equivalents at the end of the financial year</b>	3	28,426,527	30,307,208
		<hr/> <hr/>	<hr/> <hr/>

The Statement of Cash Flows should be read in conjunction with the accompanying notes set out on pages

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 OCTOBER 2023

### About This Report

Western Suburbs League Club (Campbelltown) Limited is a company limited by guarantee, incorporated and domiciled in Australia and is a not-for-profit entity for the purposes of preparing the financial statements. The financial statements are for Western Suburbs League Club (Campbelltown) Limited as a standalone legal entity.

The financial statements were approved for issue by the Directors on 11 December 2023, in accordance with a resolution of directors. The directors have the power to amend and reissue the financial report.

The financial statements are general purpose financial statements which:

- Have been prepared in accordance with Australian Accounting Standards - Simplified Disclosures and Interpretations issued by the Australian Accounting Standards Board ('AASB') and the *Corporations Act 2001*, as appropriate for not-for-profit orientated entities;
- Have been prepared under the historical cost convention;
- Are presented in Australian dollars;
- Where necessary comparative information has been restated to conform with changes in presentation in the current year; and
- Have been prepared on a going concern basis.

### New or amended Accounting Standards and Interpretations adopted

The Club has adopted all new or amended Accounting Standards and Interpretations issued by the AASB that are mandatory for the current reporting period. Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

### Critical Accounting Judgements, Estimates and Assumptions

In the process of applying the company's accounting policies, management has made a number of judgements and applied estimates of future events. Judgements and estimates that are material to the financial statements include:

Estimation of useful lives of assets	Note 5
Fair value of freehold land	Note 5
Intangible assets	Note 6
Long service leave provision	Note 10

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 OCTOBER 2023

### 1 Revenue and other income

	2023 \$	2022 \$
Sale of goods revenue	24,676,289	22,569,078
Rendering of services revenue	86,958,471	79,651,669
Other revenues	159,129	72,687
	<hr/>	<hr/>
Total revenue and other income	111,793,889	102,293,434
	<hr/>	<hr/>

#### Recognition and measurement:

Revenues are recognised at fair value of the consideration received or receivable net of the amount of goods and services tax (GST) payable to the taxation authority. Transfer Exchanges of goods or services of the same nature and value without any cash consideration are not recognised as revenues.

#### Sale of Goods

Revenue from the sale of goods comprises revenue earned from the provision of food, beverage and other goods and is recognised (net of returns, discounts and other allowances) at the point in time when the performance obligation is satisfied, that is, on delivery of goods to the customer.

#### Rendering of Services

Revenue from rendering services comprises revenue from gaming facilities together with other services to members and other patrons of the club and is recognised at the point in time the services are provided.

Golf club revenue comprises competitions fees, green fees, cart hire fees and sponsorship sales. Revenue is recognised at the point in time the services are provided.

Members' subscriptions are payable in advance. Membership subscription revenue is recognised over time, through the period to which it relates. Any membership subscription revenue relating to periods beyond the current financial year is carried forward in the Statement of Financial Position as income received in advance.

#### Interest Income

Interest income is recognised using the effective interest rate method, which, for floating rate financial assets is the rate inherent in the instrument.

#### Rent Income

Rent income is recognised on a straight-line basis over the term of the relevant lease.

#### Grant Income

Grant revenue is recognised over time, as the company satisfies its performance obligations as stated in the grant funding agreements. Where performance obligations are not sufficiently specific, or there are no performance obligations, the grant is recognised as income when the right to receive payment is established.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 OCTOBER 2023

### 2 Expenses

	2023 \$	2022 \$
Profit before income tax includes the following specific expenses:		
Net finance income:		
Finance income	864,732	88,442
Finance costs	-	(445)
	<u>864,732</u>	<u>87,997</u>
Depreciation		
Building and improvements	2,792,889	4,235,536
Plant and equipment	3,505,098	3,038,601
Poker machines	3,399,893	3,159,211
	<u>9,697,880</u>	<u>10,433,348</u>
Total depreciation		
	<u>9,697,880</u>	<u>10,433,348</u>
Net expense from movements in provision for Employee benefits	393,792	287,298
	<u>393,792</u>	<u>287,298</u>
Superannuation expense	2,182,266	1,810,687
	<u>2,182,266</u>	<u>1,810,687</u>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 OCTOBER 2023

### 3 Cash and Cash Equivalents

#### Reconciliation of Cash

Cash as at the end of the financial year as shown in the Statement of Cash Flows is reconciled to the related items in the Statement of Financial Position as follows:

	2023 \$	2022 \$
Cash and cash equivalents	28,426,527	30,307,208

#### Recognition and measurement:

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities 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.

### 4 Other Assets

	2023 \$	2022 \$
Prepayments	887,528	777,449
Other debtors	943	235,877
	888,471	1,013,326

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 OCTOBER 2023

### 5 Property, Plant and Equipment

	2023 \$	2022 \$
Freehold Land <i>At fair value</i>	59,525,000	45,025,000
	<hr/> 59,525,000 <hr/>	<hr/> 45,025,000 <hr/>
Building and Improvements <i>At cost</i> <i>Accumulated depreciation</i>	72,926,485 (23,443,379)	71,309,917 (20,650,490)
	<hr/> 49,483,106 <hr/>	<hr/> 50,659,427 <hr/>
Plant and Equipment <i>At cost</i> <i>Accumulated depreciation</i>	42,809,116 (25,350,955)	41,026,934 (22,987,200)
	<hr/> 17,458,161 <hr/>	<hr/> 18,039,734 <hr/>
Poker Machines <i>At cost</i> <i>Accumulated depreciation</i>	31,690,050 (20,519,222)	34,571,582 (25,030,528)
	<hr/> 11,170,828 <hr/>	<hr/> 9,541,054 <hr/>
Capital works in progress <i>At cost</i>	15,776,065	7,368,126
	<hr/> 15,776,065 <hr/>	<hr/> 7,368,126 <hr/>
Total property, plant and equipment net book value	<hr/> 153,413,160 <hr/>	<hr/> 130,633,341 <hr/>

Refer to Note 9 for details of security over property, plant and equipment.

### Valuation

An independent valuation of the Club's land and buildings and improvements was carried out as at 23 September 2021 by registered valuers, Global Valuation Services Pty Limited on the basis of market value for existing use resulting in a valuation of Land and Buildings at \$107,225,000. As buildings are recorded at cost, the valuation has not been brought to account for this class of asset.

The Directors have reviewed the carrying amounts of the land & building assets at 31 October 2023, and determined there to be no material change to the fair value during the period.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 OCTOBER 2023

### 5 Property, Plant and Equipment (continued)

	2023 \$	2022 \$
Reconciliations		
<b>Movements in Carrying Amounts</b>		
Movements in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year are set out below:		
<b>Freehold Land</b>		
Carrying amount at the beginning of year	45,025,000	45,025,000
Transfers from Capital Work in Progress	14,500,000	-
	<hr/>	<hr/>
Carrying amount at end of year	59,525,000	45,025,000
	<hr/>	<hr/>
<b>Buildings and Improvements</b>		
Carrying amount at the beginning of year	50,659,427	52,586,860
Additions	816,596	280,699
Transfer from Capital Works in Progress	799,972	2,815,577
Disposals	-	(788,173)
Depreciation expense	(2,792,889)	(4,235,536)
	<hr/>	<hr/>
Carrying amount at end of year	49,483,106	50,659,427
	<hr/>	<hr/>
<b>Plant and Equipment</b>		
Carrying amount at beginning of year	18,039,734	17,312,600
Additions	2,115,675	2,656,563
Transfer from Capital Works in Progress	754,583	1,007,348
Disposals	53,267	101,824
Depreciation expense	(3,505,098)	(3,038,601)
	<hr/>	<hr/>
Carrying amount at end of year	17,458,161	18,039,734
	<hr/>	<hr/>
<b>Poker Machines</b>		
Carrying amount at beginning of year	9,541,054	7,846,962
Additions	5,340,298	4,850,587
Transfers from Capital Works in Progress	-	104,640
Disposals	(310,631)	(101,924)
Depreciation expense	(3,399,893)	(3,159,211)
	<hr/>	<hr/>
Carrying amount at end of year	11,170,828	9,541,054
	<hr/>	<hr/>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 OCTOBER 2023

### 5 Property, Plant and Equipment (continued)

	2023 \$	2022 \$
<b>Capital Works in Progress</b>		
Carrying amount at beginning of year	7,368,126	4,891,883
Transfer to Freehold Land, Buildings and Improvements	(16,054,554)	(3,927,566)
Additions	24,462,493	6,403,809
	<hr/>	<hr/>
Carrying amount at end of year	15,776,065	7,368,126
	<hr/>	<hr/>
Total property, plant and equipment net book value	153,413,160	130,633,341
	<hr/>	<hr/>

#### The following are core properties:

Western Suburbs Leagues Club (Campbelltown)      10 Old Leumeah Road, Leumeah NSW

#### The following are non-core properties:

The Sherwood Macarthur & Wests Tennis Centre	16 Old Leumeah Rd, Leumeah NSW
Lakeside Golf Club Camden	50 Raby Rd, Gledswood Hills NSW
Country Club Gledswood Hills	91 The Hermitage Way, Gledswood Hills NSW
The Greens	Huntington St, Gledswood Hills NSW
Kelvin Park	87 Kelvin Park Drive, Bringelly NSW

#### Recognition and measurement:

##### Property, plant and equipment at cost

Property, plant and equipment, excluding Land, are stated at historical cost less depreciation and accumulated impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the assets' carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the company and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the profit or loss during the financial period in which they are incurred.

Capital works in progress are accounted for at cost and are transferred to property, plant and equipment and depreciated when completed and ready for use. The balance of capital work in progress at 31 October 2023 comprises expenditure incurred on key projects in relation to the venues at The Greens and The Sherwood Macarthur & Wests Tennis Centre (previously Wests Tennis Club).

##### Freehold land at fair value

All freehold land assets are carried at their fair value, in accordance with AASB 13 Fair Value Measurement and AASB 116 Property, Plant and Equipment. Fair value of freehold land is based on market participant's perspective, using valuation techniques (market approach, cost approach, income approach) that maximise relevant observable inputs and minimise unobservable inputs.

When an item of freehold land is revalued, the entire class of asset to which it belongs is also revalued.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 OCTOBER 2023

### 5 Property, Plant and Equipment (continued)

The depreciable amount of all fixed assets including buildings, but excluding freehold land, is depreciated using the straight line / diminishing value methods to allocate their cost or revalued amounts, net of their residual values, over their estimated useful lives, as follows:

Buildings & improvements	2.5% - 10%
Plant and equipment	7.5% - 40%
Poker machines	20% - 25%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the profit or loss.

#### Key accounting estimate: Useful lives of assets

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

#### Revaluations

Following initial recognition at cost, land assets are carried at fair value and accumulated impairment losses. Valuations are to be conducted with sufficient frequency to ensure that the carrying amounts of assets do not differ materially from the assets' fair values as at the reporting date. Freehold land assets are revalued every 3 years. A revaluation of freehold land was conducted as at 23 September 2021, and was based upon the assessment of an independent valuation expert.

Revaluation increments for all land and buildings are recognised in other comprehensive income and credited to the revaluation reserve in equity. See Note 11 for further details of the revaluation reserve. However, to the extent that an increment reverses a revaluation decrement in respect of the same class of asset previously recognised as a loss in the statement of profit or loss, the increment is recognised immediately as a gain in the statement of profit or loss. Revaluation decrements for all property, plant and equipment are recognised immediately as a loss in the net result, except to the extent that it offsets an existing revaluation reserve on the same class of assets, in which case, the decrement is debited directly to the asset revaluation reserve.

#### Key accounting estimate: Fair value of freehold land

Fair value of freehold land is based on market participant's perspective using the market comparison approach, whereby the valuation of the subject asset is undertaken with reference to comparable sales transactions of similar assets to determine the value of the land.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 OCTOBER 2023

### 6 Intangible Assets

	2023 \$	2022 \$
<b>Poker machine entitlements</b>		
At cost	10,696,442	10,078,633
Accumulated impairment losses	-	-
	<hr/>	<hr/>
Net carrying value	10,696,442	10,078,633
	<hr/>	<hr/>
<b>Movements in Carrying Amounts</b>		
Carrying amount at beginning of year	10,078,633	9,961,259
Additions during the year	617,809	117,374
	<hr/>	<hr/>
Total intangible assets	10,696,442	10,078,633
	<hr/>	<hr/>

#### Recognition and measurement:

The intangible assets, being poker machine entitlements, are not amortised. Instead, poker machine entitlements are tested for impairment annually or more frequently if events or changes in circumstances indicate that it might be impaired, and are carried at cost less accumulated impairment losses. Poker machine entitlements are administrated by the state government and restrict the number of poker machines that can be installed by licensed club holder. The entitlements which may be transferred or acquired or sold do not have an expiration date and are therefore poker machine entitlements are deemed to have an indefinite useful life.

#### Key accounting estimate: Impairment of Poker Machine Entitlements

Impairment of poker machine entitlements is recognised based on a value in use calculations and is measured at the present value of the estimated future cash inflows available to the company from the use of these licenses. In determining the present value of the cash inflows, growth rates and appropriate discount factors have been considered.

### 7 Right of use assets

	2023 \$	2022 \$
Carrying amount at beginning of year	2,458,170	2,491,389
Depreciation expense	(61,871)	(33,219)
	<hr/>	<hr/>
	2,396,299	2,458,170
	<hr/>	<hr/>

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 OCTOBER 2023

### 7 Right-of-use assets (continued)

The Club is party to an arrangement whereby a license fee is paid for use of council land for the purpose of car parking for Club patrons. The arrangement reflects a lease period of 99 years. All amounts payable to the lessee have been paid in advance, and as such no lease liability is recognised in relation to future lease payments.

#### Recognition and measurement

A right-of-use asset is recognised at the commencement date of a lease. The right-of-use asset is measured at cost, which comprises the initial amount of the lease liability, adjusted for, as applicable, any lease payments made at or before the commencement date net of any lease incentives received, any initial direct costs incurred, and, except where included in the cost of inventories, an estimate of costs expected to be incurred for dismantling and removing the underlying asset, and restoring the site or asset.

Right-of-use assets are depreciated on a straight-line basis over the unexpired period of the lease or the estimated useful life of the asset, whichever is the shorter. Where the Company expects to obtain ownership of the leased asset at the end of the lease term, the depreciation is over its estimated useful life. Right-of-use assets are subject to impairment or adjusted for any re-measurement of lease liabilities.

The Company has elected not to recognise a right-of-use asset and corresponding lease liability for short-term leases with terms of 12 months or less and leases of low-value assets. Lease payments on these assets are expensed to profit or loss as incurred.

### 8 Trade and Other Payables

	2023 \$	2022 \$
Trade creditors	3,295,275	3,840,396
Goods and Services Tax (GST) payable	509,800	468,497
Gaming tax payable	3,940,340	3,855,786
Other creditors and accruals	3,451,440	2,970,919
	<hr/>	<hr/>
	11,196,855	11,135,598
	<hr/>	<hr/>

#### Recognition and measurement:

Liabilities are recognised for amounts to be paid in the future for goods and services received. Trade accounts payable are normally settled within 60 days.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 OCTOBER 2023

### 9 Financial Liabilities

	2023 \$	2022 \$
<b>Financing Arrangements</b>		
The company has access to the following lines of credit:		
Total facilities available:		
Credit card facility	100,000	100,000
Better Business Loan	14,000,000	14,000,000
Bank guarantee facility	252,083	252,083
	<hr/>	<hr/>
	14,352,083	14,352,083
	<hr/>	<hr/>
Facilities utilised at reporting date:		
Credit card facility	-	-
Better Business Loan	-	-
Bank guarantee facility	252,083	252,083
	<hr/>	<hr/>
	252,083	252,083
	<hr/>	<hr/>

### Security

The above facilities are secured by the following:

- First registered mortgage over land and properties situated 10 Old Leumeah Road, Leumeah.
- Term deposits held over bank guarantees as security bonds.
- General security interest over all present and after acquired property of Western Suburbs League Club (Campbelltown) Limited.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 OCTOBER 2023

### 10 Employee Benefits

	2023 \$	2022 \$
Current	2,307,427	1,956,956
Non-Current	383,490	340,168

Current employee benefits include \$1,492,330 (2022: \$1,240,955) relating to accrued long service leave benefits.

#### Superannuation Plans

##### Contributions

The company is under a legal obligation to contribute 11% of each employee's base salary to a superannuation fund. The expense recognised in relation to the defined superannuation plan is disclosed in Note 2.

#### Recognition and measurement:

##### Short-term employee benefits

Liabilities for wages and salaries, including non-monetary benefits, annual leave and long service leave expected to be settled within 12 months of the reporting date are recognised in current liabilities in respect of employees' services up to the reporting date and are measured at the amounts expected to be paid when the liabilities are settled.

##### Other long-term employee benefits

The liability for annual leave and long service leave not expected to be settled within 12 months of the reporting date are recognised in non-current liabilities, provided there is an unconditional right to defer settlement of the liability. The liability is 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 currency that match, as closely as possible, the estimated future cash outflows.

##### Key accounting estimate: Long-service leave

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

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 OCTOBER 2023

### 11 Reserves

	2023 \$	2022 \$
Revaluation reserve	25,115,618	25,115,618
Amalgamation reserve	3,585,632	3,585,632
	<hr/>	<hr/>
Total reserves	28,701,250	28,701,250
	<hr/>	<hr/>

#### Revaluation reserve

The revaluation surplus records revaluations of freehold land, see Note 5 for further details.

#### Amalgamation reserve

The amalgamation reserves records the fair value of net assets acquired on amalgamation. Amalgamation reserves are recognised as a direct addition to members' funds in the statement of financial position.

### 12 Key Management Personnel Details

#### (a) Directors

The following persons were non-executive directors of the company during the financial year:

A Buxton  
P Lake  
R Warby  
M Bullock  
S Stewart  
S Noyce  
G Copeland

#### (b) Other Key Management Personnel

The following persons also had authority and responsibility for planning, directing and controlling the activities of the company, directly or indirectly during the financial year:

Name	Position
Daniel Perkiss	Chief Executive Officer
Brent Krause	Group Operations Manager
David Tasker	Group Chief Financial Officer
Leanne Craig	Group HR Manager

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 OCTOBER 2023

### 12 Key Management Personnel Details (continued)

#### (c) Key Management Personnel Compensation

	2023 \$	2022 \$
Benefits and payments made to the Directors and Other Key Management Personnel	1,656,381	1,477,401

### 13 Related Parties

#### Key Management Personnel

Disclosures relating to key management personnel are set out in Note 12.

#### Directors' Transactions

From time to time, directors of the company, or their director-related entities, may purchase goods from the company. These purchases are on the same terms and conditions as those entered into by other company employees or customers and are trivial or domestic in nature.

Apart from the details disclosed in this note, no director has entered into a material contract with the company since the end of the previous financial year and there were no material contracts involving directors' interests subsisting at year end.

### 14 Company Details

The company is incorporated and domiciled in Australia as a company limited by guarantee. In accordance with the Constitution of the company, every member of the company undertakes to contribute an amount limited to \$2 per member in the event of the winding up of the company during the time that they are a member or within one year thereafter. At 31 October 2023 there were 88,526 members.

The registered office of the company is 10 Old Leumeah Road, Leumeah NSW 2560.

### 15 Events Subsequent to Reporting Date

On 15 November 2023, the Club exchanged contracts in relation to the purchase of land adjacent to the Country Club at Gledswood Hills. The total consideration for the purchase of the land is \$5,500,000 (inclusive of GST).

There are no other matters or circumstances that have arisen since the end of the financial year that have significantly affected or may significantly affect the operations of the company, the results of the operations or the company's state of affairs in future financial years.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 OCTOBER 2023

### 16 Contingent Liabilities

#### Bank Guarantees

The company has given the following bank guarantees:

	2023 \$	2022 \$
TAB	20,000	20,000
Camden Council	232,083	232,083
	<hr/>	<hr/>
Total	252,083	252,083
	<hr/>	<hr/>

### 17 Commitments

#### Capital Expenditure Commitments

The Company has contracted the following amounts for capital expenditure at the end of reporting period, for which amounts have not been provided for in the financial statements.

	2023 \$	2022 \$
Purchase of land	-	11,915,200
Renovation works	5,973,054	13,338,842
	<hr/>	<hr/>
	5,973,054	25,254,042
	<hr/>	<hr/>

#### *Renovation works*

During the prior year, the Club began major renovation works at the Wests Tennis Club in Leumeah, which has since been re-opened as a new venue, The Sherwood Macarthur. The renovation works have been largely completed during the period, with committed costs to complete at the balance sheet date of \$5,973,054 (2022: \$13,338,842). The works are due to be completed during this first quarter of the next financial year.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 OCTOBER 2023

### 18 Auditors' Remuneration

During the financial year the following fees were paid or payable for services provided by BDO, the auditor of the company:

	2023 \$	2022 \$
<b>Audit services</b>		
Audit of the financial statements	55,500	44,500
<b>Non-audit services</b>		
Financial statement preparation	4,500	3,500
Indirect taxation services	-	2,480
	<hr/>	<hr/>
	60,000	50,480
	<hr/>	<hr/>

### 19 Summary of Other Significant Accounting Policies

#### (a) Goods and Services Tax

Revenues, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office. In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables in the Statement of Financial Position are shown inclusive of GST. The net amount of GST recoverable from, or payable to, the Australian Taxation Office is included as a current asset or liability in the Statement of Financial Position.

Cash flows are included in the Statement of Cash Flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the Australian Taxation Office.

#### (b) Finance Costs

Finance costs include interest, premiums relating to borrowings, amortisation of ancillary costs incurred in connection with arrangement of borrowings and lease finance charges.

Finance costs are expensed as incurred unless they relate to qualifying assets. Qualifying assets are assets which take more than 12 months to get ready for their intended use or sale. In these circumstances, finance costs are capitalised to the cost of the assets. Where funds are borrowed specifically for the acquisition, construction or production of a qualifying asset, the amount of finance costs capitalised is those incurred in relation to that borrowing, net of any interest earned on those borrowings. Where funds are borrowed generally, finance costs are capitalised using a weighted average capitalisation rate.

# NOTES TO THE FINANCIAL STATEMENTS

## FOR THE YEAR ENDED 31 OCTOBER 2023

### 19 Summary of Other Significant Accounting Policies (continued)

#### (c) Income Tax

The company has obtained a private ruling confirming that the company's income is exempt from income tax in Australia under Division 50-1 of the Income Tax Assessment Act (1997). This exemption covers the period 1 November 2020 to 31 October 2025.

No future tax benefits or liabilities outside of the period covered by the private ruling have been recognised.

#### (d) Impairment of Assets

Non-financial assets are reviewed 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. The value-in-use is the present value of the estimated future cash flows relating to the asset using a pre-tax discount rate specific to the asset or cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.



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91 The Hermitage Way, Gledswood Hills NSW 2557  
[www.countryclubgh.com.au](http://www.countryclubgh.com.au)  
(02) 9606 5301

**LAKESIDE GOLF CLUB CAMDEN**  
50 Raby Road, Gledswood Hills NSW 2557  
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