

RESPONDING AND REBUILDING

RECOGNITION AND REFLECTION



REGENERATION AND RECONNECTION

THE ROAD TO RECOVERY

## SUPPORTING OUR COMMUNITY

20

Community  
Report

Our biggest Response,  
Regeneration &  
Responsibility focused  
Community Annual  
Report ever.

| 22

# CHAIRMAN REPORT

Dear Members,

I am pleased to bring you the Richmond Club Annual Report for 2021-2022. Yet again, we've faced countless challenges as a community, but I am proud to have watched us all come out the other side stronger.

The club has not been immune to those same obstacles either, and it's been a difficult balance to strike between catering to our members and staff, the ever-changing planet upon which we live in and maintaining the profitability of the club.

2022 has presented the group with some of the greatest hurdles it has had to overcome which contributed to the group's loss before income tax of \$3,628,201 (2021: profit \$535,571). The result for the years produced positive earnings, before interest expenditure, tax, depreciation, and amortisation for the Group. This result was materially impacted by:

The year starting with a Government enforced COVID lockdown which lasted to the 10<sup>th</sup> October 2021, resulting in the Group earning no Club revenue for 101 days or 27.7% of the year but still having to maintain substantial costs across this period.

1. Although in lockdown for 27.7% of the year, Kimberley and her team limited the impact on total revenue to a decrease of \$3,592,488 or 12.8%.
2. Hawkesbury Living was also significantly impacted by COVID, experiencing:
  1. Four COVID outbreaks which restricted access to the aged care facility and its ability to accept new residents.
  2. The Government requirement of decanting 40 residents to hospitals resulting in the redirection of funding away from Hawkesbury Living to Private and State hospitals.

3. Historically low occupancy rates.
4. Extensive increases in legislative and compliance requirements.
5. Material delays and shortfalls between actual increases in expenditure required to deal with COVID and Government Grants provided to cover these additional costs.

3. Bed licenses, which had previously not been amortised, are now required to be amortised entirely by 1 July 2024 as a result of the Government's announcement that there will be no further Aged Care Approval Rounds and that from the 1 July 2024 residential aged care places will be assigned directly to senior Australians. This has resulted in an additional amortisation charge for 2022 of \$728,849 (2021: Nil).

4. The ongoing high rainfall and unprecedented three seasons of La Nina conditions which has resulted in Richmond Golf Club:
  1. Closing the golf course for 114 days (2021: 21 days) or 31.2% of the year; and in addition
  2. Golf carts were not allowed on the course for 194 days (2021: 62 days) or 53.2% of the year.

1. Closing the golf course for 114 days (2021: 21 days) or 31.2% of the year; and in addition
2. Golf carts were not allowed on the course for 194 days (2021: 62 days) or 53.2% of the year.

Sadly, the threat of the pandemic is ongoing and Hawkesbury Living faced a major outbreak which impacted both residents and staff. I would like to extend my heartfelt sympathies to those who lost their lives to COVID-19.

As a club, we have continued to grapple with the regulations imposed following the royal commission into aged care. Our priority is offering the best service and care possible to our residents, it's now clear that running an aged care facility is no longer financially viable.





**GEOFF LUSCOMBE**  
Chairman

Richmond Club, Hawkesbury Living  
and Richmond Golf Club Ltd

Banks no longer want to finance single site aged care facilities like ours. While turbulence lies ahead, we are looking for support from our government to ensure that our ageing community is getting the best care possible.

Our community was hit hard by devastating flooding that has impacted the livelihood of our community over the past 12 months. It was heartbreaking to see our stunning community pushed to the brink. The Richmond Golf club was hit hard by the deluge of rain for the second year running. Not only were players prevented from hitting the greens, but the course itself sustained hundreds of thousands of dollars in damage.

Across the country, golf clubs are struggling financially. But as the oldest course in New South Wales, we have weathered many storms before, and I am confident we will find a sustainable solution that protects our club long into the future.

As Chairman, I know the Board is continually looking for ways to bring tourism into our region and support economic opportunity. It's a vital asset in sustaining our local economy. Part of this has seen the Club has proudly resumed its sponsorship with the historic Hawkesbury Race Club's Hawkesbury Gold Cup race day.

The race club lies in the heart of the Hawkesbury Valley with over 50,000 visitors walking through the club's doors every year. Sponsoring one of the biggest events in the Hawkesbury provides exceptional exposure for the club.

While many of us are facing a tightening of the purse strings thanks to rising interest rates, petrol prices and food costs, Richmond Club is continuing to offer affordable food, fun and amenities to members and the community.

Our restaurants offer affordable, accessible family fun including a kids arcade room, family restaurant and sport thanks to reinvesting proceeds from gaming into our members and community. This is something of which I am incredibly proud. We hope that you will continue to enjoy spending time at the club.

I would like to thank our steadfast CEO Kimberley Talbot and the board for their ongoing hard work in ensuring our club meets its potential and remains at the heart of the Hawkesbury community. I am also eternally grateful to our members for their support and understanding while we navigate these challenging times.

I sincerely hope you enjoy reading this year's annual report and that you are staying safe and dry through this time.

Yours Sincerely,

A handwritten signature in dark ink, appearing to read 'G Luscombe', written over a light blue horizontal line.

**Geoff Luscombe**  
Chairman

Richmond Club, Hawkesbury Living  
and Richmond Golf Club Ltd



# CEO REPORT

Dear Members,

I am pleased to bring you the Richmond Club Annual report for 2021-2022 and share our talented team's hard work over the past 12 months.

Reflecting on this past year, I am deeply humbled not only by our triumphs, but also the many challenges that Richmond Club, Hawkesbury Living, Hawkesbury Living Cancer trust and the Richmond Golf Club faced.

Just like the rest of New South Wales, Richmond Club was hit with a third year of a global pandemic as well as unprecedented flooding caused by climate change. Despite it all, our board, management, staff and community members have rallied together to overcome these obstacles and to say that I am proud would be an understatement.

Despite it all, we are closer than ever to our mission of reconnecting and becoming the heart of our community with fresh relationships with the Hawkesbury Race Club and the National Disability Insurance Scheme (NDIS).

There are plenty of updates to provide you with on:

- A new sponsorship relationship with Hawkesbury Race Club;
- Exciting new developments for Daniel Spice at Active8;
- Our position 12 months on from the royal commission into aged care;
- How the Richmond Golf Club is faring after record flooding in our region.

Reading through this report, you will know how much we want our community at Hawkesbury Living to have the best experience possible.

As a result, residents now have access to high-tech virtual reality devices to enrich their quality of life, allowing them to experience the wider world for better mental and physical well being.

But unfortunately, residents and staff at Hawkesbury Living were severely impacted by a major outbreak of the COVID-19 Delta strain in August 2021. The team were quick to react, working closely with NSW Health, specialists from infectious disease units, emergency response teams and other agencies to minimise the spread and continue the high quality of care. During the outbreak, a number of residents sadly lost their lives and I would like to extend my sincere condolences to their loved ones.

I'd also like to give my thanks to our staff for their communication between government agencies, and the families of residents who were unable to visit loved ones during the outbreak and the NSW lockdown was extremely important. The reality is that COVID-19 is not going away and staff continue to remain highly vigilant in preventing future outbreaks.

Further, following the royal commission into aged care, regulations and bank financing have seriously destabilised our operations. The aged care business can no longer be regarded as profitable and balance needs to be struck.

Despite this, Richmond Club will continue to do all it can for its staff and residents of Hawkesbury Living, regardless of the tremendous financial challenges that lie ahead. We have a responsibility to our older citizens and here at Hawkesbury Living we strive to carry out care with dignity and respect.

Throughout the pandemic, many turned to golf as a way to get out in nature and exercise in a safe environment. Across the country, quarter of a million Australians took up golf during the pandemic which was fantastic to see.





**KIMBERLEY TALBOT**  
Group CEO

Richmond Club, Hawkesbury Living  
and Richmond Golf Club Ltd

The upcoming PGA is testament to our operations manager Craig Hodge's networking ability, especially in the area of sponsorship, and the team's drive to have an excellent course ready for this tour, now televised nationally.

Richmond Golf club is home to the Australian PGA Seniors Championship, and attracts tourism from across the country. But the impacts of increased La Nina weather patterns and climate change have seen the club fall into financial hardship on the back of two years of the COVID-19 pandemic through a loss of visitors as well as damage to the course. We will be taking a good look at how to strike a balance between planning for future weather events and building revenue as the world, and climate, changes.

Part of being the heart of a community means acting as an artery delivering vital blood to groups that need it most. Through grants provided by Richmond Club, Active8 is now catering to the wider Hawesbury community through the National Disability Insurance scheme (NDIS). The fitness centre now offers subsidised services to those with disabilities. This initiative is close to my heart and I am thrilled to see it kick off this year.

Moreover, Richmond Club has resumed its long standing relationship with the Hawkesbury Race Club. We are dedicated to seeing tourism thrive in the region and the deal was a no-brainer.

Finally, I'd like to extend my heartfelt thanks to the Board of Directors, the management team, and staff who have all contributed to our wonderful club's ongoing success. While we have faced many challenges, each and every one of us have stepped up to the challenge.

I hope you enjoy reading this year's annual report and once again, my heart goes out to anybody who has lost a loved one - or been impacted by flooding - in what's been a very difficult year for our local LGA in so many ways.

Kind Regards,

**Kimberley Talbot**  
Group CEO

Richmond Club, Hawkesbury Living  
and Richmond Golf Club Ltd

#### QUOTE FROM A FAMILY MEMBER OF A RESIDENT:

What a wonderful outcome - you are through a very difficult time. Kristen's negative test emails have been so welcome and reassuring to our families. I can see from her email yesterday that there is still much work to be done to work through the Health regulations to return to normal.

Please pass on my never-ending thanks to your staff for their enormous dedication and plain hard work to overcome this COVID-19 virus threat.

**Geoff Freeman,**

Margery Freeman's son.

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# THE ROAD TO RECOVERY.



# OUR LEADERSHIP





### GEOFF LUSCOMBE

Geoff Luscombe brings attributes of leadership, professionalism, and ethics to his 14 year role as Chairman of the Richmond Club board.

Geoff is a third generation local who joined the club aged 18. His connection with it dates back to 1947 when his father and uncle were two of the 22 individuals who established the club after returning home from war.

Geoff's father remained on the board for 50 years. Geoff succeeded him in 1997, at which point he went on to serve as Vice Chairman for seven years, then Chairman. Geoff, his father and his uncle are all life members. To this day his mother is the only female life member of the Richmond Club.

Geoff was in the local police force for 18 years. Upon retirement he established a successful real estate business. Geoff is especially proud of the club's nursing home build, golf club acquisition, impact of the cancer trust and Wanderest Park, and expects further success with the new hotel, upstairs function room and extensions to the club.



### GARRY WATTERSON

Garry Watterson is a seasoned director in the district, having served on many groups in the community. They include the international dragway, community action group, the powerboat club for over a decade and a hot rod club where he is a life member of more than 26 years.

Garry's parents were members of the Richmond Club and both served on the board for nearly two decades. Garry is Vice Chairman of both Hawkesbury Living and the Richmond Club. He is enormously proud of the club's community initiatives including work with local people experiencing homelessness, sports sponsorships, oncology services and aged care. The community-focused local, born and raised in the Hawkesbury, regularly liaises with government and senior public servants.

For a decade Garry played a central role in the Skilled Olympics, including its inaugural year. He has achieved significant success over a decade as a founding manager of UWSCoconnect.



### KIMBERLEY TALBOT

Kimberley Talbot has been the Group Chief Executive Officer for Richmond Club since 2005 - but her ties to the club go back more than two decades.

Kimberley held the role of General Manager of Richmond Club since the year 2000.

With the guidance and collaboration of the Richmond Club board, Kimberley has driven the growth and transformation of this vital community asset to include aged care services and accommodation.

She's also been instrumental in preserving the prestigious Richmond Golf Course through the development of the Richmond Golf Club, while also implementing a multi-year business strategy, diversifying revenue streams and providing leadership to a workforce of more than 230.

Kimberley has been recognised for professional achievements numerous times, including being awarded for outstanding contribution to the club movement by Clubs NSW.

The Board is proud to have formed the Hawkesbury Living Cancer Trust and appointed the independent Cancer Trust to oversee and raise the funds in line with Kimberley's vision for more services to the Hawkesbury, especially in the oncology and infusion fields.



### JAMES BULLOCK

James Bullock joined the board as a former director of the Richmond Golf Club, where he was treasurer during the amalgamation with Richmond Club.

After 50 plus years of experience in local business across North Richmond and Windsor, James' son has now taken the reins to the family business. James has taken the opportunity to return to the books, studying chaplaincy.

James brings to the board stability, inclusiveness and a balanced approach to decision making. He is buoyed by delivering the club's vision from a masterplan set over 25 years ago, which is underpinned by a desire to build a healthy and inclusive community.

James is also a director of over 16 years of the Kurrajong Nursing Home, where he has been the treasurer. He believes the successful expansion of the nursing home delivers a critical service in the community.

Joining the Richmond Club board seven years ago, James says the appointment of the club to host the Senior's PGA has been a coup for the region.



### PETER CHIDGEY

Peter Chidgey has served on the Richmond Club board for 16 years. He was initially appointed for his strategic planning expertise in aged care at a time when the club was undertaking the monumental Hawkesbury Living merger.

A Richmond Rotarian for more than 30 years, Peter has a community-first mindset coupled with vocational knowledge in real estate and aged care.

His knowledge of land, population, zoning, acquisitions and growth opportunities has contributed to the expansion of the nursing home from 65 to 138 beds in a decade and the acquisition of the Richmond Golf Club.

The proprietor of real estate franchises in Pitt Town, Richmond and Windsor enjoys the camaraderie and entrepreneurial culture of the board that allows it to realise its vision and thrive through challenges such as changes to smoking regulations and the introduction of poker machines to clubs.



### ELISSA ESPOSITO

Elissa Esposito is a highly engaged member of the Richmond Club whose appointment to the board provides a direct connection to the current and future membership base. Relocating to the Richmond area with her husband's military career in the mid 2000s, the couple now operate a successful, independent finance company providing mortgages and refinancing to the community.

They provide residential loans, business loans, car and equipment leasing and secured and unsecured personal loans to their clients across the Hawkesbury and Penrith region.

As an active user of the Richmond Club's many facilities - from the gym to the bistro - Elissa is an approachable representative of the board. Her perspective as a mum, business woman and club member ensures members and the local community are at the core of all her decision making.





### DIANNE FINCH

Dianne Finch is the former Deputy Mayor of Hawkesbury who chaired innumerable committees during her tenure on council between 2007 and 2011.

Her professional experiences include time as the global marketing manager for a major Sydney resort, launching a global export business, and careers in banking, fashion and importing.

Prior to joining the Richmond Club board, Dianne had deep regard for its role as a community hub where local organisations like the Rural Fire Service and Rotary could meet free of charge.

A community-minded leader, Dianne has been president of Legacy and involved with charities for assisting the homeless, a local Anglican church, and the bushfire brigade.

The highly-connected local grew up in Kurrajong, where she still lives today, and is renowned for her positivism, political aptitude, promotional skills, and innovative thinking. Dianne is also a marriage celebrant and Justice of the Peace.



### SCOTT RIELLY

Scott Rielly has been on the Group Board of Director since 2019 following several years on the Richmond Golf Club management committee.

Professionally, Scott developed a crucial skill set in senior roles within Coca-Cola Euro-Pacific over the last 26 years and is known for his exceptional management of people.

Scott has been an engaged member of the golf club since 2011 and served on the management committee from 2018, navigating the golf club through a period of unrest. Scott brings structured, proactive and analytical long-term thinking as a director, and a long history with community sporting organisations including NSW Rugby League, softball, Little Athletics, and Football NSW. He is raising a family of three boys in the Hawkesbury.



### PETER WILLIAMS

Peter Williams is a second generation Richmond Club member. His lengthy banking career provides crucial finance judgements, risk awareness and business sense to the Richmond Club's development.

Peter is a business finance executive with a big four bank whose critical thinking and niche knowledge of specialised lending to licensed clubs, aged care and franchising underpins sound business sense. His forward thinking enables the growth ambitions of the club.

Peter has a particular interest in aged care - his mother resided in the Richmond nursing home until she was 91.

He has been a member of the club since he was 18, a keen member of the golf club, and even held his wedding reception at the club some 30 years ago.

The newest director on the board considers it an honour and significant responsibility to be a custodian of the members' club and this evolving community hub.

# OUR HISTORY



**1916**

The Golf Club goes into recess due to the First World War and a War Barracks is built on the site of the modern day clubhouse. The club remains dormant for the next 12 years.

**1942**

After a period of success in the 1930's, the club is again hit by war, as the clubhouse burns to the ground while being used to house American soldiers during the Second World War.

**1949**

The Richmond Memorial Men's Bowling Club is formed.

**1959**

The Richmond Memorial Ladies Bowling Club is formed.

Extensions to the clubhouse and golf course at Richmond Golf Club are completed, and the 18 hole course is officially opened.

**1897**

Golf is first played in the district by a group of 11 players on the Richmond Common. The Richmond Golf Club was officially formed in 1899 with 17 gentlemen and 10 lady members.

**1947**

After identifying the needs of ex-servicemen in the Hawkesbury, the inaugural meeting of the Richmond Ex-Servicemen's Club is held on May 16 at the Drill Hall on Bosworth St, Richmond.

**1957**

Richmond Community and RSL Nursing Home is founded.

**1968**

Extensions to the Richmond Ex-Servicemen's clubhouse are completed at a cost of \$250,000.

**2021**

In March the Hawkesbury experiences its worst floods in 30 years. June, the COVID-19 Delta variant brings NSW to a second standstill with a State-wide lockdown that lasts 15 weeks. Hawkesbury Living falls casualty to the pandemic with COVID-19 cases in August.

**2020**

COVID-19 Worldwide pandemic hits with lockdowns in effect from March

Devastating Fires go through the Hawkesbury region, crippling businesses and the local community in November and December.

**2022**

The Covid pandemic and La Nina devastating the Hawkesbury community with flooding causes the Golf Club house to be closed 164 days this financial year. Following the Royal Commission into Aged Care, regulations and bank financing have seriously destabilised our operations, deeming Aged Care unprofitable, a balance needs to be struck.

**2019**

Rivera Place completed three weeks ahead of schedule, first resident moves in June 11.

Villaggio Bistro opens June 29.

Major renovations, including: New function room renovations, Gaming lounge renovations, Coffee shop improvements, Hotel accommodation DA awaiting approval.

**2018**

Building work commenced on Rivera Place.

Sandstone retaining wall completed on the marquee hole at Richmond Golf Club.

Winner for Most Inclusive Employer award at Hawkesbury Business Awards.

Aust PGA Seniors Championship - 90,000 prize purse. Winner Michael Long at Richmond Golf Club.



## THE RICH HISTORY OF THE



**1992**

Richmond Ex-Servicemen's Club donates 88 acres of land to the community for the development of the Benson's Lane Sporting Complex.



**1998**

The club is handed over to the community and is renamed to Richmond Club Limited, with 'Remembering Ex-Servicemen' in its title.

**2005**

It is proposed by current CEO that the Nursing Home merge with Richmond Club to counter increasing losses at the home.

Richmond Club acquires the Nursing Home and forms its subsidiary company, Hawkesbury Living. Active8 Gymnasium is opened.

**1981**

Norman Court Retirement Units are officially opened.

**1996**

Extensions begin on Richmond Club and are completed in October.

**2007**

An extension of 12 beds is approved for Hawkesbury Living.

**2016**

The Bouncing Bean Café is renovated and relaunched as the Crafty Brew in September.

Arcadia Entertainment opens in December.

**2013**

The amalgamation between Richmond Club and Richmond Golf Club is finalised following the approval of members and the securing of a 32 year lease of the course land.

**2012**

Golf Club amalgamation.

**2010**

Wanderest Travellers Park is launched in October to increase tourism locally.

**2015**

Richmond Club undergoes extensive renovations over an 18 month period. The exterior of the club is repainted and the outdoor terrace is opened. Fences and entries are redeveloped. Star Buffet opens in April and Bistro Smiles is relocated to the Golf Club.

**2011**

Magnolia Place, a specialised memory care wing of Hawkesbury Living, is officially opened in February. A further 33 bed extension of Hawkesbury Living is also approved.

**2009**

Hawkesbury Living Cancer Trust is formed to deliver much needed oncology services to the Hawkesbury. Approved by the Board of Directors of Richmond Club.

The Butler Wing of Hawkesbury Living is completed at a cost of \$2.2 million.





# HOW HAWKESBURY LIVING IS NAVIGATING COVID-19



**R**ichmond Club's most vulnerable members in its aged care residences at Hawkesbury Living were severely impacted by the delta strain of COVID-19 in 2021 and 2022; but the crisis has made us stronger, smarter and more prepared for future outbreaks.

Hawkesbury Living experienced a major outbreak of COVID-19 Delta strain in August 2021 impacting both residents and staff. The organisation was quick to react to the outbreak, working closely with NSW Health, specialists from infectious disease units, emergency response teams and other agencies to minimise the spread and continue the high quality of care.

Just prior to the Hawkesbury Living COVID-19 outbreak, sensing the growing risk in Australia, the Richmond Club's Board of Directors updated its policies and procedures and retrained staff in infection control and pandemic planning. With the training fresh in the minds of staff, and high vaccination rates among staff and residents, Hawkesbury Living was as well-equipped as it could be to handle the impending outbreak.

## OUTBREAK RESPONSE

At the forefront of controlling the 10-week outbreak was General Manager Kristen Gower.

"Our outbreak lasted for 10-and-a-half weeks during which time 40 residents tested positive. Most were picked up with daily tests and weren't symptomatic," she said. "The staff responded brilliantly, and we took each day as it came."

Kristen explained that the virus got into the care home through a member of staff who had contracted it in the community at a time when the virus was rife through the Hawkesbury. That staff member came into contact with a resident. Following a testing blitz, a number of residents tested positive though many were asymptomatic and vaccinated. COVID-positive staff were immediately segregated and required to wear full PPE; the COVID-positive patients were separated into a residence retitled the 'red zone'; and the uninfected residents were cared for by uninfected staff, and everyone was confined to their rooms to contain the outbreak.

**Hawkesbury Living is backed by a major community organisation in the Richmond Club, is well resourced and led to navigate these challenging times, and has developed a good pipeline of relationships with hospitals and health regulators.**

### Kimberley Talbot

Richmond Club Group Chief Executive.

By this stage, only six residents were unvaccinated, and required more care to keep them secure and safe from being exposed. Two of the six residents did contract the virus, but survived the illness.

Six days after the beginning of the outbreak, Kristen began to believe they were out of the woods as patients recovered and negative tests were resulting, but then there was one positive test. Some residents had a tendency to wander around the building, which led to unwanted contact and resulted in more positive patients.

When a resident tested positive, they were moved into the red zone. Each day, all staff and residents were tested, and at 3pm, Kristen and her team reported the updated statistics to NSW Health.

"Every day at 3pm we met with government representatives and outlined all our statistics, including how many residents were positive, how many were in hospital, where they were in the wings, how many were post-14 days, how many were vaccinated as a percentage," Kristen said. "If we moved residents, we had to do this through the public health unit."

### CRITICAL COMMUNICATION

Communication between government agencies, and the families of residents who could not visit during the outbreak and the NSW lockdown was extremely important. "I sent an email every night and updated families on what was going on," said Kristen. "I told them how many people had tested positive, without breaching confidentiality and we would contact families directly if their loved one tested positive. We kept everyone up to date, and in the end I felt like Gladys Berejiklian giving my daily update and had a lot of positive feedback around that."

While everyone did their best to stay in high spirits, there were frustrations. "It was challenging for the residents as there were no leisure activities," she said. "It was a subdued time, with no signing, or normal field trips, and no families."

During the outbreak, 16 residents died, seven of those tested positive for COVID-19 and all suffered underlying issues.





## FUTURE PREPAREDNESS

Once the outbreak was under control, life returned to normal for the residents, while the staff at Hawkesbury Living continue to remain highly vigilant in preventing future outbreaks. "Now, we continue to be strict on who comes onto the site, and do rapid testing," Kristen said. "All our staff are vaccinated, they are designated to one site only which means they can't work at other locations, and are all trained in infection control processes. They've done a lot of work in that regard."

The team knows that despite carrying out rapid testing to anyone who visits the site, it doesn't mean they are safe from exposure. "It will take a lot for us to drop our guard on screening visitors. If anyone comes in, they must wear an N95 mask. We are just so worried about ever bringing it back in. COVID-19 can be anywhere," said Kristen.

She adds that despite the outbreak, they are extremely prepared and are pushing forward with booster vaccines.

"If it happened again tomorrow, we'd know what's expected. The team would know exactly what to do and what needs to be done. We don't want it here. We don't want to become complacent."

One of the main challenges is the tendency for dementia patients to wander. Wandering dementia residents, under the legislation, require the freedom to move within their home and are subsequently are major spreaders of COVID-19.

## NEVER WASTE A CRISIS

COVID-19 is an unavoidable reality in today's world. A fact Richmond Club Group Chief Executive Kimberley Talbot acknowledges. "All aged care facilities in Australia are grappling with how to prepare for an outbreak and protect their residents."

"In many ways, we're now an authority on how to do this. There are few accreditations as powerful as experience, and the upshot of that challenging ten-and-a-half weeks is that we now have superior expertise, protocols and relationships with state and federal governments; major hospitals, allied health, private health providers and first responders that were forged in our crisis."

"We worked hand in hand with first responders for 74 days, and as a result we now know the allied health system back to front meaning we are well placed to handle inevitable outbreaks, big or small. Our daily practices reflect our awareness that we operate in a COVID-19 world with a responsibility for the region's most vulnerable."

"It is beneficial for Hawkesbury Living to be led by a career lawyer as General Manager whose innate fastidiousness towards accreditation of our people, commitment to the continuous improvement of our processes; scheduling frequent independent audits and driving ongoing work with the National COVID-19 Commission ensures we are proactively prepared for the reality of operating an aged care centre during a pandemic."

Ms Talbot says Hawkesbury Living is particularly adept at patient repatriation, the process of returning a resident from hospital and restoring their optimal health.

PPE preparation is a key part of every working day.



"We have a successful track record of helping our residents regain weight, mobility and wellbeing after time in hospital through a dedicated and educated team of dietitians, physiotherapists, nurses with expertise in infection control and COVID-19 care, and pain management experts."

She says that the reality of COVID-19 is that it is not going away, and the aged care sector needs to pivot and upskill.

"I do feel for the adult children of aging parents at this time. They have heard the horror stories of aged care COVID-19 outbreaks over the past year, and the decision on where and when to place your loved ones in care in the latter years is now even harder."

"You need to know you're choosing a centre for parents that has experience with pandemic management, practices strict protocols around visitation, PPE and PCR testing, and has the physical infrastructure and capabilities - by which I mean separate buildings - to cohort infected residents to stem the flow of cases becoming outbreaks."

Hawkesbury Living says their experience taught them that superior care within the aged care centre has far better outcomes than hospital care.

"Almost all of our fatalities resulted from complications in the overstretched hospital system - falls, bed wounds..."

"We have come through a major experience stronger, sharper and more sophisticated in our care of patients."

"Hawkesbury Living is backed by a major community organisation in the Richmond Club, is well resourced and led to navigate these challenging times, and has developed a good pipeline of relationships with hospitals and health regulators," she concluded.







Example of the  
Nerons Virtual Reality  
Headsets bring the  
world closest for  
all to enjoy.



# INNOVATION IN AGED CARE

**H**awkesbury Living is at the forefront of innovation for patients. When it comes to entertainment, we're going beyond bingo and cards with NeuronsVR which brings virtual reality to residents to enrich their quality of life, allowing them to experience the wider world for better mental and physical well being.

Virtual reality in aged care might sound futuristic, but this technology is available to residents at Hawkesbury Living today.

"It's about giving older people exposure to environments they can no longer experience in reality," says Kristen Gower, General Manager of Hawkesbury Living.

High tech goggles transport users anywhere in the world in what is a creative approach to improving the lives of residents, particularly those with dementia, stimulating and activating the mind through music, travel, and social interaction via synchronised experiences.

Starting an adventure is as simple as hitting the power button and placing the headset on, and velcro wrist weights and physio pedals can be used alongside the hand controllers to build strength.

"Because the display covers your eyes and blocks out the surrounding room, you are completely immersed in the experience, with individual surround audio making you feel like you've been transported to a new location," says Kristen.

Virtual reality has been seen to reduce apathy and improve mood in residential aged care according to studies by both the University of Queensland and University of South Australia. Another study, by the University of Sydney, shows that virtual reality can reduce pain and improve quality of life for palliative care residents.

A recent study on virtual reality and mental health by the University of Queensland showed that VR reduced depressive symptoms and apathy and induced a positive emotional response in most residents, with few observed side effects.

Specifically designed for aged care environments, the NeuronsVR system has interactive activities designed to get residents moving and participating in physical therapy.

It can evoke memories of the past by transporting residents to treasured locations, encourage conversation and socialisation with group activities particularly with a group of people who are immersed in the same environment.

“Our residents can take a balloon ride over Paris, experience the Great Pyramids of Giza, explore the Great Barrier Reef or revisit places of personal or cultural significance,” says Kristen.

“There are challenges in implementing VR, including time and cost involved in staff training. But we’re hopeful that community partners will support us in funding more machines and the necessary resources needed to operate them.”

Associate Professor Nick Brennan of the Uniting War Memorial Hospital in Sydney said virtual reality technology was giving people with dementia and the elderly adventures they could not otherwise achieve due to mobility or health issues.

“Studies suggest that virtual reality can have a therapeutic effect and stimulate the brain,” he said.

“Providing new adventures for these patients can help to reduce stress and boredom and create new ways for them to interact with their peers.”

**Virtual reality has been seen to reduce apathy and improve mood in residential aged care according to studies by both the University of Queensland and University of South Australia.**



Assistance with technology is always on hand at Hawkesbury Living.



# AGED CARE CHALLENGED BY ROYAL COMMISSION

**M**ore than a year on from the release of the final report from the Royal Commission into Aged Care Quality and Safety, the Richmond Club is continually trying to work with the government to address the critical issues in aged care, but it is a mountain proving very hard to climb.

A new financial analysis released from the University of Technology Sydney Australia's Aged Care Sector Report found that many aged care service providers face increasing and acute threats to their financial viability. More than 60 percent of residential aged care homes are operating at a loss, and the financial performance of home care services declined by 26 percent compared to the previous year.

"Across the sector, the financial performance of aged care service providers has worsened compared to last year, raising serious concerns about the financial viability of services that senior Australians depend on," lead author Dr Nicole Sutton said.

Richmond Club was one of the first clubs in NSW to address the critical issue of aged care and as a result now plays a significant role in working with the government to continually improve the services available in the community.

Richmond Club's aged care facility, Hawkesbury Living, was founded in 1947 with 61 beds with its primary role being to look after returned servicemen. The upgraded facility as we know it today was created in 2005 as a 142-bed aged care facility which specialises in memory and dementia care.

But Richmond Club Group Chief Executive Kimberley Talbot says the logistics of running an aged care facility in Australia as a successful business is no longer viable.

"Richmond Club cares deeply for its aged care residents. It's at the heart of what the club stands for and in turn accounts for more than half of the businesses profits."

"But we have lost over \$3 million during the COVID-19 lockdowns. We can't survive another outbreak," she said. "Our residents and staff mean the world to us, we want to protect them and give them the best, but the rising costs and lack of workers is making it near impossible to go on."

The Australian Aged Care Collaboration (AACC) says there is mounting evidence that the dire situation facing aged care continues to worsen, with the release of the analysis from UTS and further reports of workforce and service availability gaps.

In a letter to the former Federal Treasurer The Hon Josh Frydenberg, AACC Chair Claerwen Little said fixing aged care meant fixing the workforce crisis.

"Reports during the Omicron wave suggest that providers have had to furlough between 5 percent and 50 percent staff with around 25 percent per cent of shifts going unfilled despite the remaining staff working double and sometimes triple shifts. Unless urgent action is taken, providers anticipate an enormous wave of resignations in coming months. In December 2020, data revealed annual attrition rates of 34 percent in home care and 29 percent in residential care, including an attrition rate of 37 percent of registered nurses. The situation has since worsened dramatically, posing real risks to quality of care and overall progress on the reform agenda," she wrote.



Staff member Colleen and Hawkesbury Living resident.

**More than 60 percent of residential aged care homes are operating at a loss, and the financial performance of home care services declined by 26 percent compared to the previous year.**

### CAN THE NEW FEDERAL GOVERNMENT HELP?

Ms Talbot said she hopes the new Labor government takes immediate action to try to resolve the dire situation.

"The aged care industry is a bigger story this year than it was last year. The sector is in a mammoth mess. We are really hoping this new government can assist and get us out of that mess."

According to the Australian Institute of Technology the total net cost of imprisonment was estimated to be \$61,179 per prisoner per year, or \$391.18 per prisoner per day. If you compare that to aged care, the maximum an aged care home can charge a person as of the 20th of March this year is \$29,399.40 per year, or \$70,558.66 in a lifetime.

Ms Talbot said the government needs to increase its financial support of aged care facilities to guarantee their future. "The costs are continuing to rise and the last thing we want is for older Australians to miss out on much needed care, including when and if services have to close their doors completely."

The Australian Government is one year into a five-year, \$18.8 billion aged care reform program. This includes the new Australian National Aged Care Classification (AN-ACC) to replace the Aged Care Funding Instrument (ACFI) from October this year. The funding is equal to an average per bed day funding of approximately \$225.

According to an Australian National University survey, 60 percent of Australians rated aged care as a key issue leading into the election.

Labor has promised to increase the number and pay of carers, ensure that all facilities have a nurse on call around the clock, improve the quality of meals and it will improve the accountability and integrity of providers.



Kindness and care is at the heart of every connection.

Ms Talbot said they want their residents to have the best experience possible, but because an aged care business can no longer be seen as profitable since the Royal Commission, a balance needs to be struck.

"It is easy to see this on a piece of paper and of course we are striving to give the best care we can to our residents, but at the end of the day we can't dream up extra nurses out of thin air. Unfortunately aged care is not a viable business in Australia anymore and the evidence of that is that banks no longer want to finance the sector. We have just had to find a new bank after 15 years.

"Our bank, which we put out to tender in 2005, no longer wants to back a single site aged care facility. They just got rid of the aged care component like that. The changes that are coming with aged care are a major red flag for banks, they just can't see a single sited aged care as a profitable entity anymore, so they didn't want us. And they've given us five to six months to find a new bank, and I'm only just getting it across the line now."

Ms Talbot said Richmond Club will continue to do all it can for its staff and residents of Hawkesbury Living, despite the tremendous financial challenges that lie ahead.

"If we want more from our aged care system, then we need to demand more from governments. Most of us, including myself, are getting older and we want to ensure we can all be cared for, as we strive to do everyday here at Hawkesbury Living, with dignity and respect in our final years."



# WEATHERING THE STORM AT RICHMOND GOLF CLUB

## BATTLING MOTHER NATURE TO SAVE OUR GOLF COURSE

Richmond Golf Club  
stricken with flooding



**R**ichmond Golf Club has endured many tough years since its inception in 1899. But the past 12 months has almost brought the club to its knees. The course is home to the Australian PGA Seniors Championship, but the impacts of increased La Nina weather patterns have seen the club plunged into financial hardship on the back of two years of the COVID-19 pandemic.

If two years of a global pandemic wasn't enough of a disruption, the Richmond Golf Club is now trying to stay afloat after a so-called once in a thousand year flood occurred two years running. The club is the oldest golf course on its original site in New South Wales. It has endured the great depression, two world wars and pandemics.

The golf club accounts for 5 percent of total revenue for Richmond Club, and in fact the golf club saw a 0.3 percent increase in revenue in the first year of the pandemic, when most other businesses lost money. But having weathered the COVID-19 pandemic, the club is now mopping up after the deluge of rain Sydney experienced this year.

"We battled through the pandemic, only to see a resurgence in the game of golf, but now the rain has really dampened our spirits," Richmond Club Group Chief Executive Kimberley Talbot said.

The occasional wet Saturday is to be expected, but the unprecedented weather events of the beginning of this year is something the club has never seen.

"The rain and COVID-19 this financial year alone has seen the Club House closed for 164 days."

The financial cost has been crippling.

"We've experienced just short of half a million dollars in loss to date," she said.





Dam at Ämen Corner™ - Richmond Golf Club

And it's not just about the loss of revenue from players not taking to the greens every weekend, the damage to the course itself is in excess of hundreds of thousands of dollars.

"We first commissioned \$100,000 in drainage and the club drained quite well after the flood but the major problem for us is that the ground doesn't get time to dry out in between rain events.

We can't put machinery in when it's this wet, we can't roll the greens, we can't send out golf carts, we can't add new members to the books, our members can't play comp because the rain keeps disrupting it. It's just really hard. We need to take a good look at how we are going to plan for the future and how we build revenue," Ms Talbot added.

### SO WHERE TO FROM HERE?

On the eve of the pandemic, almost 100 golf clubs across the country were on the brink of financial collapse following two decades of declining memberships.

Golf Australia data found clubs shed 117,000 members in the past 20 years to an all-time low of 383,000. But COVID-19 was anything but a deterrent for the sport with more than a quarter of a million Australians taking up golf during the pandemic as participation in organised team sports declined.

**The rain and COVID-19 this financial year alone has seen the Club House closed for 164 days. The financial cost has been crippling. We've experienced just short of half a million dollars in loss to date.**

**Kimberley Talbot**

Richmond Club Group Chief Executive.



Ms Talbot said golf wasn't affected by the pandemic lockdowns because of the ability for players to socially distance during play. While many clubs breathed a sigh of relief when the rain came in 2020 after three years of drought, the arrival of La Nina wasn't an ideal compromise. Clubs including Richmond Club are now trying to look to the future and what the changing climate will mean for their golf courses.

Unfortunately the outlook isn't pretty. In 2018 a report published by the UK's leading environmental organisation charity, the Climate Coalition, found that golf courses across the UK are in danger of disappearing in the next 100 years. The report indicated that climate change will have serious consequences for the game. In March this year, which was around the time of the worst flooding in New South Wales and Queensland, the Intergovernmental Panel on Climate Change (IPCC) published its latest report highlighting the fact Australia will face more catastrophic weather events as a result of global warming, which will cause death, injury, financial and emotional stress globally.

Ms Talbot said predictions like these mean clubs need to look at ways to maintain their profitability as the world changes.

"We don't know where it will end, we experienced El Nino for many years and now we're being impacted by La Nina. The earth is changing so we need to find ways to adapt to that change. We can see the way we worked five to ten years ago is different from the way that we are working now. We have never faced these problems, but we will push on and find a way to survive. The Richmond golf club is the oldest course in New South Wales and has weathered many storms over the years so we will strive to find sustainable management for the golf course so we can do our best to protect it into the future," Ms Talbot said.

**The Richmond golf club is the oldest course in New South Wales and has weathered many storms over the years so we will strive to find sustainable management for the golf course so we can do our best to protect it into the future.**

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**Kimberley Talbot**

Richmond Club Group Chief Executive.



# LONE PINE TO STAND TALL AT RICHMOND CLUB



The Lone Pine planted  
at Richmond Club.

**I**ts origins are from more than 15,000 kilometres away, but a Lone Pine planted in the grounds of the Richmond Club is a living memorial to those who have served and are still serving.

23 years ago Richmond Club Group Chief Executive Kimberley Talbot was gifted a seedling from Gallipoli. Today, it stands at the front of the Richmond Club as a symbol of the many seeds planted by diggers for the benefit of the community, upon their return.

The Richmond Golf Club and Hawkesbury Living are just two such community organisations rooted in the Hawkesbury district thanks to ex-servicemen.

"I've been watching this tree grow for over two decades and it is a daily reminder of the impact of the local ex-servicemen in building the Richmond Club, driving the golf club forward, and giving the aged care a critical \$300,000 in the 1970s. That generous funding was essential to the development of Hawkesbury Living as it stands today," Ms Talbot said.

"I can't say who brought the lone pine back to Australia because I don't want them to get into trouble but it's now a beautiful tree," she said. "We have plans of decorating it and lighting it up as our Christmas tree and holding special ceremonies and commemorations around it, including Remembrance Day and ANZAC Day, in future."

"It is a living memorial to returned servicemen and those we've lost, past and present. It is a testament to those who have built the club."

The "original" Lone Pine is a Turkish pine. The tree was the sole survivor of a group of trees that had been cut down by Turkish soldiers for timber and branches to cover their trenches during the battle. That tree was eventually obliterated but at the Lone Pine Cemetery on the Gallipoli peninsula, a solitary pine was planted in the 1920s to symbolise the original Lone Pine. Many Lone Pines in Australia can be traced back to the Gallipoli battlefield of 1915.

**23 years ago Richmond Club Group  
Chief Executive Kimberley Talbot  
was gifted a seedling from Gallipoli.**



# DUTY OF CARE: IT GOES BOTH WAYS

**R**ichmond Club strives to serve its members and their guests in a responsible, friendly and professional manner. We encourage members and their guests to enjoy themselves while at the club's premises and to drink alcohol responsibly and in moderation.

As a provider of alcohol, Richmond Club has a legal and moral obligation to ensure that we do so in a way that will not damage the community or an individual.

We try to keep our bar prices reasonable to ensure people can feel like they can come to our establishment without needing to consume alcohol beforehand. This is a trend that tends to be seen in much younger patrons.

In 2015 the Foundation for Alcohol Research and Education (FARE) found the number of young people drinking to get drunk rose to nearly 60 percent in the previous year and 73 percent had preloaded on cheaper drinks at home before going out.

If a person comes to the club having consumed alcohol prior to arrival, it becomes the club's responsibility to ensure that person is either denied entry or is carefully watched when serving drinks to.

The club takes its responsibility of its patrons very seriously and it's why all staff who are involved in the sale and supply of alcohol, as well as security staff have Responsible Service of Alcohol (RSA) accreditation (Competency Card).

As such, they are fully aware of their responsibilities and obligations in relation to the service of alcohol. Richmond Club seeks to ensure that no harm comes to patrons as a result of our service of alcohol in line with NSW legislation.

Richmond Club and its staff understand that it is against the law to allow intoxicated, disruptive or violent behaviour on our premises. We continue to strive to uphold a warm, family friendly environment that discourages drunken disruptive behaviour.

**In 2015 the Foundation for Alcohol Research and Education (FARE) found the number of young people drinking to get drunk rose to nearly 60 percent in the previous year and 73 percent had preloaded on cheaper drinks at home before going out.**







Club Bar staff demonstrate their world class cocktail making skills.





# HE KNEW OUR FLOODPLAINS BETTER THAN ANYONE

## A TRIBUTE TO OUR ADVOCATE AND FRIEND “THE AMBASSADOR FOR HAWKESBURY”

**T**his year the Hawkesbury lost one of its most passionate and proudest citizens, Richmond resident and regional ambassador John Miller.

In March this year, Hawkesbury historian John Miller passed away at the age of 91. He left behind his wife of 67 years Beryl, their children Annette, Ken and Robyn, his seven grand-children, six great grandchildren and a wealth of knowledge about the Hawkesbury and its propensity to flood.

Mr Miller arrived in the Hawkesbury in 1955 to farm orchard fruit and vegetables. Since arriving in the area he has been a constant advocate for the raising of the Warragamba Dam wall.

In the mid-1990s Mr Miller helped establish a community group to lobby the State Government to raise the Warragamba Dam wall. It was something he pursued until his death and will live on in his legacy.

He had previously told the local paper the Hawkesbury Gazette that a repeat of the great flood of 1867 could be “the biggest disaster Australia has ever seen since Cyclone Tracy inundating up to 7,600 homes and 35 sewerage plants”.

Mr Miller was passionate about protecting Hawkesbury residents and its farms from flooding. In a tribute to Mr Miller, New South Wales Premier Dominic Perrottet said “John was never content to just react to local challenges; he always wanted to get to the root of a problem and find a solution. That made him a powerful, patient and persistent campaigner for change that would benefit the local community—from raising the Warragamba Dam wall to building a new river crossing in Richmond. I received dozens and dozens of letters and phone calls from John and had many meetings with him, and he always made his case respectfully and persuasively.”

In 2018 Mr Miller received a Medal of the Order of Australia (OAM) in the Queen’s Birthday Honours. He also had a deep appreciation of local history, authoring the DVD A Review of Hawkesbury History and writing the book Sister Julia Bligh Johnston, a Hawkesbury Angel of Mercy. Richmond Club and its members will miss him.

John Miller and his wife, Beryl Miller.



**John was never content to just react to local challenges; he always wanted to get to the root of a problem and find a solution.**

**Dominic Perrottet**

New South Wales Premier



# OUR COMMUNITY MATTERS



# AFFORDABLE FAMILY FUN FOR THE HAWKESBURY

**A**t a time when interest rates, petrol prices and food costs are rising, Richmond Club is committed to offering affordable food, fun and amenities to members and the community.

In the last financial year, Richmond Club has continued to pursue its vision to provide affordable, accessible family environments including a kids arcade room, family restaurant and sport.

"Community support for clubs is essential for their survival, and COVID-19 has disrupted the ability for our community to be at our club enjoying our restaurants, golf course, gym or entertainment," Richmond Club Group Chief Executive Kimberley Talbot explained.

"With the economic pressures of the day, we have an obligation to help families get access to a great day or night out without financial stress."

Ms Talbot explains that, unlike pubs and hotels, service clubs have responsibility for reinvesting a percentage of proceeds gained through gaming in their members and community.

"Pubs and clubs have less of a focus on social contribution and take far greater profits from their gaming revenues. Not only do we give back, we actively strive to deliver affordable experiences."

A schooner of beer at Richmond Club might cost \$6.50 while the same beverage at a nearby pub is upwards of \$10.00.

When pandemic restrictions were relaxed, Richmond Club announced a revitalisation and new brand for Arcadia Entertainment, a \$1.3million children's fun entertainment centre, and the launch of the Villaggio Kool Room, an expansion of the well loved restaurant in the club.

The state of the art entertainment centre has game machines, party rooms, mini-golf on an illuminated course, a climbing playground, and a parents' retreat. Safety cameras in this facility provide additional assurity for patrons.

"Parents can enjoy a great meal with friends at our Villaggio Kool Room while letting kids be kids, because they can comfortably see Arcadia Entertainment clearly from their seats."



**FAMILY NIGHT OUT AT**  
**VILLAGGIO Kool ROOM**  
**PIZZA & PASTA**

**\$50\* FAMILY DINNER FOR 4**

**\$15 Pizza & Pasta's & \$10 Kids Meals**  
\*Members price noted  
Available 7 nights from 5:30pm

**PLAY SPECIALS**  
Monday | Tuesday from 5:30pm - Kids Play FREE  
Wednesday | Friday & Sunday - Kids get 50% off Play

**Arcadia Entertainment**  
**IT'S PLAYTIME FOR LITTLE KIDS AND BIG KIDS 18+**  
OPEN 7 DAYS 10AM - LATE  
Featuring Arcade Game machines, Mini Golf 15 Hole, Illuminated course, outdoor climbing Adventure Land playground, and more.

**Play SafeCam**  
SECURE • REMOTE • DISPLAY

Both venues are located on the Lower Ground at Richmond Club. Pricing exclusive to Villaggio Kool Room.

Villaggio Kool Room offers delicious and affordable family food in a fun environment.

"You almost can't feed a family of four under \$50 anywhere these days, but you can at Villaggio Kool Room eating the best pizza and pasta in the region," Ms Talbot said.

A set of secret stairs in the middle of the bistro have been reopened and provide access to a 12-seater cocktail bar, where patrons can enjoy a well-priced cocktail while watch over their kids in Arcadia Entertainment, where two hours of unlimited play costs \$20.

On the events schedule, Richmond Club hosted several Fight Nights - live fight-packed shows featuring Thai Boxing - as well as performances from talented local bands in the last year with excellent community attendance.

# STRENGTHENING ACTIVE8'S COMMUNITY STANCE

UNDER NEW OWNERSHIP, THE FITNESS CENTRE OFFERS  
SOMETHING FOR EVERYONE IN THE HAWKESBURY

**T**he Richmond Club has proudly promoted health and fitness of its members through the Active8 fitness centre. Since it first opened in 2005, it has seen several iterations of ownership and management.

The Club understood that the gym was no longer financially and operationally viable to continue to run in-house. Looking outside the club, the board took steps to undertake a selective tendering process to bring Active8 under new ownership. Already operating another high-end gym within the Hawkesbury, Daniel and Kathy Spice took over ownership through a licence to lease the business in December 2019.

"Under new ownership, the gym has thrived in the past three years, despite the turbulence that the pandemic presented. Daniel and Kathy Spice have nearly 30 years of experience running gyms, enduring the ebbs and flows of running a fitness business. We couldn't be more confident that the club is in safe hands," CEO of Richmond Club Kimberley Talbot said. "It made sense to hand over operations to these industry leaders so that Active8 can continue to grow and thrive in the constantly-evolving fitness industry."

And thrive it has. Active8 has gone from strength to strength with state of the art equipment, classes and new initiatives to welcome NDIS members and Heart Moves, a low-intensity program for seniors.

The fitness centre boasts fantastic group fitness classes, state-of-the-art equipment with integrated touch screen monitors for entertainment. There are also extra activities members can enjoy including dance and martial arts.

As well as operating Active8, Kathy runs ROAR Talent, a dance and performing arts centre in Richmond. With its own professional stage, built in lights and sound at their studio. Her most popular classes are in acrobatics, aerials, ballet, tap, modern dance, acting and singing. While the studio caters primarily to elite performers, it's also open for recreational classes for anyone aged two to ninety-two! Members of Richmond Club's Active8 gym have access to ROAR Talent's programmes and classes.



Karate training in action.

The fitness centre boasts  
fantastic group fitness  
classes, state-of-the-art  
equipment with integrated  
touch screen monitors for  
entertainment.



Kathy's husband Daniel is a passionate international martial arts coach that runs Hawkesbury Martial Arts Karate, which has 500 of its own members. Access to the Dojo is also available to Richmond Club members.

Daniel started karate, boxing and judo at eight years old, alongside ten siblings inspired by a boxing father, and had a successful competition career before coaching.

"It gets me up in the morning. I enjoy working with all ages and martial arts," he says. "It's one of those things you can do whether you're a little one or 101. In fact, the master class for people over 40 is one of our fastest growing classes."

Combining memberships for all of the clubs has been a roaring success so far.

"It's working really well," said Mr Spice. "Staff and members are happy and it's steadily growing despite everything that the pandemic threw at us."

Through grants provided by Richmond Club, Active8 is catering to the wider Hawesbury community.

Teaming up with the The National Disability Insurance scheme (NDIS), the fitness centre now offers subsidised services to those with disabilities. The aim is to emulate the success of the Blacktown Workers Club.

"This scheme is incredibly close to my heart," said Ms Talbot. "With a cousin who has an intellectual disability, I have seen firsthand how important the services accessible via the NDIS can be."

In time, The Club intends to transform a spare room into an office dedicated exclusively to the NDIS scheme to facilitate all of its clients.

"We're eager to see where Kathy and Daniel take the club in the new year," said Ms Talbot.





2021 RM Williams Australian PGA Senior Championship Winner - Guy Wall.



# BOOSTING COMMUNITY SUPPORT ON THE BACK OF INCREASED GAMING PROFITS

**R**ichmond Club recognises the need to balance people and profit. It is investing \$900,000 annually to help support ex-servicemen and women, and local organisations in the Hawkesbury in addition to its current support with aged care.

For over 70 years, Richmond Club has enjoyed supporting a wide array of charities, local sporting groups and community based organisations.

"We love getting involved, lending a hand and making a difference whenever and wherever we can," Richmond Club Chief Executive Kimberley Talbot said. "At present we assist over 100 local groups with financial and in-kind support."

"It's not about the number of machines you have on the floor, it's about what you do for the local community and how you present your services," Ms Talbot said.

"Last financial year we saw an increase in gaming revenue of \$2.5 million. Of this money we have gone on to invest nearly \$900,000 in the community and that was during a year of extreme financial pressure for the club with the impacts of COVID-19 on our aged care, entertainment and golf club costs and revenue."

"Over the last two years, we have contributed over \$1.6million to community via donations and grants as well as supporting the golf club and aged care."

"We know we have to balance what makes Richmond Club money with investing meaningfully in our community,"

Ms Talbot said ensuring gaming revenue is distributed in the community to help is extremely important.

"Clubs need to be morally responsible for their clients and their families. We need a balanced approach to gaming at all times. We understand a lot of our revenue comes from machines and this can sometimes have a negative impact on our members lives so it is extremely important to try to disseminate revenue back into the community through charitable organisations."

She says a successful club has to have a big heart.

Arcadia Games area.



COMMUNITY CLUB REPORT

**It's not about the number of machines you have on the floor, it's about what you do for the local community and how you present your services.**

**Kimberley Talbot**

Richmond Club Group Chief Executive.



# RACING TO SUCCESS

## SPONSORING THE HAWKESBURY RACE CLUB HAS BEEN A SUCCESS ACROSS THE BOARD

**R**ichmond Club has resumed its long standing relationship with the historic Hawkesbury Race Club.

The race club lies in the heart of the picturesque Hawkesbury Valley with expanding views across the Blue Mountains. Rich history, the first race meeting was conducted on the course over 150 years ago in 1871. Over the past century, Hawkesbury Race Club has built a reputation as a premier racecourse on the provincial racing circuit in New South Wales.

In 1998, Richmond Club was the inaugural supporter of the Hawkesbury Standalone Race Meeting when it was first home to the Group 3 race.

While sponsorship was thereafter ceased because Richmond Club felt the initial sponsorship wasn't delivering sufficient return on investment, in 2022 Richmond Club decided to resume its support for the racing club.

Today, over 50,000 visitors come through the Hawkesbury Race Club doors to 25 race meetings each year. It offers over \$7million in prize money.

The club's biggest event continues to be the Hawkesbury Cup Day which returned in 2022 for the 17th year.

The race day spotlights Australia's best trainers, jockeys and horses with a 10 race card and over \$1.4million in prize money.

"Richmond Club knew it was time to resume its support," said Chairman Geoff Luscombe.

"The Hawkesbury Club was a roaring success and the sponsorship deal sees hundreds of visitors from across Australia visit our region and it's an honour to support the Hawkesbury community."

With naming rights to the Group 3 race, Richmond Club received incredible exposure across the event, race book and positive press coverage. The cup day has proved to be a major success in years gone by, and an unmissable event for the club.

"It's great to be back and part of the racing community again."

Winners Celebration with  
Richmond Club Chairman  
Geoff Luscombe  
and Jockey.



**Today, over 50,000  
visitors come through the  
Hawkesbury Race Club  
doors to 25 race meetings  
each year. It offers over  
\$7million in prize money.**

# PEOPLE CONNECTING PEOPLE





# Richmond Club Limited & Controlled Entity

ABN 14 001 034 911

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Annual Financial Report for  
the year ended 30 June 2022

## **ANNUAL FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2022**

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These financial statements are the financial statements of Richmond Club Limited & Controlled Entity. The financial statements are presented in the Australian currency.

The financial statements were authorised for issue by the Directors on 18 October 2022. The Directors have the power to amend and reissue the financial statements.



## Directors' report

Your Directors' present their report on Richmond Club Limited (the Company) for the year ended 30 June 2022.

### Directors details

The following persons were Directors' of Richmond Club Limited during the financial year, and up to the date of this report:

#### Mr Geoffrey Luscombe

Chairman, elected 18 November 2009  
Director since 1998

Chairman 13 years. Vice Chairman 10 years. Board member 24 years. Club member 46 years.  
Retired Police Officer, Real Estate Agent.

#### Mr Peter Chidgey

Board Member  
Director since 2005

Board member 17 years. Vice Chairman 7 years. Club member 19 years.  
Company Director, CEO.

#### Mr James Bullock

Board Member  
Director since 2015

Board member 7 years. Club member 16 years.  
Business Owner/Director.

#### Mr Scott Reilly

Board Member  
Director since 2019

Club member 6 years.  
Business Development Manager at Neverfail

### Company secretary

Kimberley Talbot is the Group Chief Executive Officer and is the Company Secretary.

### Director's meetings

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

Board members	Board meetings	
	A	B
Mr Geoffrey Luscombe	11	11
Mr Garry Watterson	11	10
Mr Peter Chidgey	11	9
Mr James Bullock	11	9
Ms Dianne Finch	11	10
Mr Scott Reilly	11	11
Ms Elissa Esposito	11	6
Mr Peter Williams	11	11

Where:

- column A: the number of meetings the Director was entitled to attend
- column B: the number of meetings the Director attended

## Principal activities

During the year, the principal activities of the Company was to conduct a licenced social, sporting and recreation club and the operation of a nursing home and retirement units in Richmond, NSW through its controlled entity.

## Short-term objectives

The short-term objectives are to:

- Continually improve the quality of services we provide including food, beverage, gaming, sport, recreation, fitness, children's play area, caravan facility, function centre, entertainment, residential aged care, tourism, golf, and other complimentary services;
- Continue working toward the health and wellbeing of our children, seniors and community including the provision of sport and recreation;
- Cater for our older community and those with special needs, developing health and wellbeing;
- Improve net cash inflows;
- Continually improve and enhance social inclusion programs through our venues and the local community;
- Extend the caravan facility and assist in the development of sustainable tourism through the Hawkesbury and adjoining Local Government Areas;
- Continue to improve our facilities at the registered clubs including integrating the Hotel complex with the Club.
- To review and assess the short term and long term impacts of the recommendations from the Royal Commission into Aged Care Quality and Services and consider how best to position Hawkesbury Living Aged Care for the future relative to these findings.
- To assess the fiscal and communities long and short-term impact of the COVID pandemic and to continually work towards a fiscal recovery which will allow the company to meet its long term objectives.
- To manage the mental health issues arising from the COVID pandemic related not only to employees but to our members and assist where possible.

## Long-term objectives

The long-term objectives are to:

- Continually improve the quality of services we provide including food, beverage, gaming, sport, recreation, fitness, children's play area, caravan facility, function centre, entertainment, residential aged care, tourism, golf, and other complimentary services;
- Continue to embrace the sacrifice of our servicemen and women past, present and future;
- Provide a balance of planet, people and profit for communities of the Hawkesbury and surrounding districts;
- Maintain a high standard of aged care and quality services and to develop those services for the group;
- Continue providing Hawkesbury residents with a sense of dignity as well as comfort, privacy and safety levels;
- Provide affordable, independent housing;
- Assist in the development of Hawkesbury Living Cancer Trust and the Len and Margaret Peel Chemotherapy and Infusion Unit and remain the appointer of the Trustees;
- Improve golf course grounds, facilities and clubhouse services to players, members and guests;
- Build stage 4 of Hawkesbury Living and DA for stage 5;
- Reduce aged care waiting lists generally;
- Maintain the excellent course and facilities at Richmond Golf Club;
- Collaborate with other Aged Care providers to increase infrastructure in the Hawkesbury responsibility;
- Collaborate with relevant charities to assist in the provision of childcare services;
- Collaborate with local sporting groups to enhance sports in the Hawkesbury;

## Strategy for achieving short and long-term objectives

To achieve these objectives, the Company adopted the following strategies and measures of performance;

- The use of benchmarking and key performance indicators within that process including profitability, efficiency, membership, staff productivity cost control, gross profit in core trading areas, ratios, marketing, cashflow from operations to reinvestment in capital expenditure and community support. Community support performance is not only the amount of funds directed to that area but the amount of "in kind" support provided;
- To continually strive to operate efficiently and in a manner that is consistent with accepted business practice to ensure facilities are preserved, member benefits are maintained and community support is ongoing;
- We constantly monitor member, guest and residents satisfaction of services and facilities;
- The training of employees to ensure the highest levels of service are provided to our members, guests and aged care residents;
- The company is actively involved with government representatives and departments with the club and aged care environments;
- Assessment and other accreditation standards and other responsibilities as required by the Aged Care Act 1997; Assessments include surprise and arranged visitations.



## Review of operations and financial results

The Group continued to operate Richmond Club, Richmond Golf Club and Hawkesbury Living Aged Care during the year ended 30 June 2022.

The operating loss of the Group after tax amounted to \$3,728,725 (2021 profit: \$457,987). Revenue was \$24,497,006 which was a 12.8% decrease on last year result of \$28,089,494. These results were materially impacted by:

- The Australian Government's decision to discontinue operational aged care bed licenses from 1st July 2024 which resulted in the Group having to amortise the bed licenses of \$2,690,311 over its newly defined useful life. This change in the useful life assessment increases the amortization charge in the current year by \$728,849.
- The mandatory COVID Lockdown which resulted in the closure of the Richmond Club from 26 June 2021 to 10 October 2021 a period of 101 days or 27.6% of the year resulting in no revenue across this period whilst cost continued to be incurred.
- The four mandatory COVID closures experienced by Hawkesbury Living Aged Care during the current year.
- The Governments requirement of decanting of the nursing home, of 40 residents, during the major outbreak resulted in the redirection of funding away from Hawkesbury Living to Private and State hospitals.
- The ongoing high rainfall resulting from the La Nina conditions which closed the Golf Club for material periods of the year and negatively impacted visitations to the facilities provided by the Group.

## Performance measurement

The Company measures its performance against industry benchmarks, profit and net profit percentage of divisional trading areas. The Company also uses total net profit and EBITDA to measure the financial performance of the Group overall.

## Events since the end of the financial year

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

## Likely developments and expected results of operations

Following the mandatory closures, lockdowns, decanting of aged care and La Nina impacts experienced in the current year the Group expects to focus on increasing its level of operations to full practical capacity and improving its financial performance by growing revenue and managing expenditure.

## Contribution in winding up

The Company is incorporated under the Corporations Act 2001 and is a Company limited by guarantee. If the Company is wound up, each member is liable to contribute no more than four dollars. The collective liability of members was \$77,152 (2021: \$103,136).

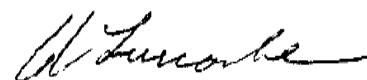
## Rounding of amounts

The Company is of a kind referred to in ASIC Legislative Instrument 2016/191, relating to the 'rounding off' of amounts in the Directors' report. Amounts in the Directors' report have been rounded off in accordance with the instrument to the nearest dollar.

## 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 42 and forms part of this Directors' report.

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



Geoffrey Luscombe - Chairman

Dated: 18 October 2022

Richmond, NSW

## Auditor's independence declaration

To the Directors of Richmond Club Limited & Controlled Entity

In accordance with the requirements of the Corporations Act 2001, as lead auditor for the audit of Richmond Club Limited for the year ended 30 June 2022, I declare that, to the best of my knowledge and belief, there have been:

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



Shaun Mahony - Partner



Pitcher Partners NH Partnership  
Chartered Accountants

Dated: 18 October 2022  
Newcastle West, NSW

Adelaide Brisbane Melbourne Newcastle Perth Sydney

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Richmond Club Limited &amp; Controlled Entity

**Statement of profit or loss and other comprehensive income**

For the year ended 30 June 2022

		<b>2022</b>	<b>2021</b>
	Notes	\$	\$
<b>Revenue from continuing operations</b>	2	<b>20,768,131</b>	26,457,090
Other income	3	<b>3,728,875</b>	1,632,404
Cost of goods sold		<b>(419,141)</b>	(627,806)
Employee benefits expense		<b>(13,057,744)</b>	(12,710,792)
Finance costs		<b>(1,001,830)</b>	(1,087,327)
Depreciation, amortisation and impairment expense		<b>(3,313,099)</b>	(2,564,153)
Other expenses		<b>(10,252,397)</b>	(10,408,838)
Support payments to the community		<b>(80,996)</b>	(155,007)
		<b>(28,125,207)</b>	(27,553,923)
<b>Profit / (loss) before income tax</b>		<b>(3,628,201)</b>	535,571
Income tax expense	4	<b>(100,524)</b>	(77,584)
<b>Profit / (loss) for the year</b>		<b>(3,728,725)</b>	457,987
Other comprehensive income for the year, net of tax		-	-
<b>Total comprehensive income / (loss) for the year</b>		<b>(3,728,725)</b>	457,987

Richmond Club Limited & Controlled Entity  
**Statement of financial position**  
 As at 30 June 2022

	Notes	2022 \$	2021 \$
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	5	2,838,572	3,816,657
Trade receivables	6	765,094	335,600
Inventories	7	56,908	68,545
Financial assets at amortised cost	8	223,843	7,868
Other assets	9	57,405	46,226
<b>Total current assets</b>		<b>3,941,822</b>	<b>4,274,896</b>
<b>Non-current assets</b>			
Property, plant and equipment	10	52,636,246	54,009,768
Intangible assets	11	2,249,799	3,018,306
Leased asset	12 (a)	718,124	705,235
Other assets	9	5,489	6,496
Deferred tax assets	13	439,924	494,130
<b>Total non-current assets</b>		<b>56,049,582</b>	<b>58,233,935</b>
<b>Total assets</b>		<b>59,991,404</b>	<b>62,508,831</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	14	3,976,933	2,566,000
Financial liabilities	15	25,068,404	25,183,467
Provisions	16	1,065,609	1,066,106
Other liabilities	17	441,961	340,234
Lease liabilities	12 (b)	217,411	217,328
<b>Total current liabilities</b>		<b>30,770,318</b>	<b>29,373,135</b>
<b>Non-current liabilities</b>			
Financial liabilities	15	339,730	405,096
Provisions	16	162,305	202,231
Lease liabilities	12 (b)	276,461	403,372
Deferred tax liabilities	13	1,809,874	1,763,556
<b>Total non-current liabilities</b>		<b>2,588,370</b>	<b>2,774,255</b>
<b>Total liabilities</b>		<b>33,358,688</b>	<b>32,147,390</b>
<b>Net assets</b>		<b>26,632,716</b>	<b>30,361,441</b>
<b>MEMBERS FUNDS</b>			
Reserves	18	10,383,903	10,383,903
Retained profits		16,248,813	19,977,538
<b>Total members funds</b>		<b>26,632,716</b>	<b>30,361,441</b>



Richmond Club Limited &amp; Controlled Entity

**Statement of changes in equity**

For the year ended 30 June 2022

	<b>Revaluation Reserves</b>	<b>Retained Profits</b>	<b>Total</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>Balance at 1 July 2020</b>	10,383,903	19,519,551	29,903,454
Profit for the year	-	457,987	457,987
Other comprehensive income	-	-	-
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>457,987</b>	<b>457,987</b>
<b>Balance at 30 June 2021</b>	<b>10,383,903</b>	<b>19,977,538</b>	<b>30,361,441</b>
Profit/(loss) for the year	-	(3,728,725)	(3,728,725)
Other comprehensive income	-	-	-
<b>Total comprehensive income for the year</b>	<b>-</b>	<b>(3,728,725)</b>	<b>(3,728,725)</b>
<b>Balance at 30 June 2022</b>	<b>10,383,903</b>	<b>16,248,813</b>	<b>26,632,716</b>

Richmond Club Limited & Controlled Entity

## Statement of cash flows

For the year ended 30 June 2022

	Notes	2022 \$	2021 \$
<b>Cash flows from operating activities</b>			
Receipts from members and customers		23,042,457	28,254,082
Payments to suppliers and employees		(23,509,637)	(25,297,123)
Finance costs		(261,615)	(449,078)
Government stimulus received		1,118,937	767,000
<b>Net cash inflow (outflow) from operating activities</b>		<b>390,142</b>	<b>3,274,881</b>
<b>Cash flows from investing activities</b>			
Payments for property, plant and equipment		(1,086,050)	(1,007,154)
Proceeds from sale of property, plant and equipment		190,000	83,409
<b>Net cash inflow (outflow) from investing activities</b>		<b>(896,050)</b>	<b>(923,745)</b>
<b>Cash flows from financing activities</b>			
Proceeds from borrowings		7,853,245	8,992,728
Repayment of borrowings		(8,033,674)	(9,763,594)
Repayment of lease liabilities		(291,748)	(178,780)
<b>Net cash inflow (outflow) from financing activities</b>		<b>(472,177)</b>	<b>(949,646)</b>
<b>Net increase in cash and cash equivalents</b>		<b>(978,085)</b>	<b>1,401,490</b>
Cash and cash equivalents at the beginning of the financial year		3,816,657	2,415,167
<b>Cash and cash equivalents at the end of the financial year</b>		<b>2,838,572</b>	<b>3,816,657</b>

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



Richmond Club Limited & Controlled Entity

## Notes to the financial statements

For the year ended 30 June 2022

### 1 Summary of significant accounting policies

#### (a) Information about the entity

- Richmond Club is a company limited by guarantee, incorporated and domiciled in Australia.
- Richmond Club is a not for profit entity for the purpose of preparing the financial report.
- The registered office of the Company is 6 East Market St, Richmond NSW 2753.
- The principal place of business of the Company is 6 East Market St, Richmond NSW 2753.

#### (b) Basis of preparation

This financial report is a general purpose financial report that has been prepared in accordance with Australian Accounting Standards - Simplified Disclosures, other authoritative pronouncements of the Australian Accounting Standards Board and the Corporations Act 2001. The financial statements are for the consolidated group consisting of Richmond Club Limited (the Company) and its controlled entity (the Group).

The prior year financial report was prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements. The transition from the previous financial reporting framework to Australian Accounting Standards – Simplified Disclosures has not affected the Company's reported financial position, financial performance and cash flows.

#### (c) Statement of compliance

This financial report complies with *AASB 1060 General Purpose Financial Statements - Simplified Disclosures for For-Profit and Not-for Profit Tier 2 Entities* as issued by the Australian Accounting Standards Board (AASB).

The financial report has been prepared on an accruals basis and is based on historical costs, except for land and buildings which have been measured at fair value. The financial report is presented in Australian Dollars.

#### (d) Working capital deficiency

As at 30 June 2022, the Group has a working capital deficiency of \$26,828,496 represented by current assets of \$3,941,822 and current liabilities of \$30,770,318 and for the year ended 30 June 2022 incurred a loss after income tax of \$3,064,829.

Further, it was noted the Company was required to close again from 26 June 2021 due to lockdowns imposed as a result of the COVID pandemic and reopened on 11 October 2021.

The working capital deficiency is caused by:

- The entire balance owed to ANZ of \$7,837,800 being classified as a current liability due to the loan facility expiring and the loan being refinanced since year end.
- Nursing home accommodation bonds totalling \$16,762,595 classified as a current liability.

The Directors believe the above working capital deficiency will be satisfied through:

- The Group's cash balance at 30 June 2022 of \$2,838,572;
- The Directors have refinanced the ANZ loans with Westpac Bank and have obtained new facilities with terms of 3 to 5 years in the new year.
- The nursing home accommodation bonds are not expected to all be repaid within the next 12 months. The Directors also believe any accommodation bonds to be repaid will be satisfied with new resident bonds.
- The Group recorded positive operating cashflow of \$390,142 for the year end 30 June 2022 which was significantly impacted adversely by the COVID pandemic and other natural disasters and is not expected to reoccur.
- The Group expects to continue to receive support from its suppliers and members.
- The Group has prepared a cashflow budget for 2023 and based on the forecast expect the Group to continue to trade with sufficient positive operating cashflows in order to meet its obligations to financiers, suppliers, employees and other creditors.
- Following the continued lifting of restrictions, the Directors expect the Group to be able to increase the level of operations and return to generating positive operating cashflows and overall net profit.

The Directors' are of the opinion the above will be achieved and the Group will continue as a going concern and meet its debts and commitments as they fall due. As a result, the Directors have prepared the financial report on a going concern basis.

#### (e) Goods and services tax

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the Australian Taxation Office (ATO). In this case, it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the ATO is included with other receivables or payables in the statement of financial position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the ATO, are presented as operating cash flows.

Richmond Club Limited & Controlled Entity

## Notes to the financial statements

For the year ended 30 June 2022

### 1 Summary of significant accounting policies (continued)

#### (f) Rounding of amounts

The Company is of a kind referred to in ASIC Legislative Instrument 2016/191, relating to the 'rounding off' of amounts in the financial statements. Amounts in the financial statements have been rounded off in accordance with the instrument to the nearest dollar.

### 2 Revenue

#### (a) Disaggregation of revenue from contracts with customers

The Company derives revenue from the transfer of goods and services over time and at a point in time for the following services:

	Beverage and food revenue	Gaming revenue	Golf revenue	Residential aged care revenue	Other revenue	Total
	\$	\$	\$	\$	\$	\$
<b>2022</b>						
Revenue from contracts with customers	1,236,735	6,374,347	1,201,535	11,515,180	440,334	20,768,131
Other revenue (not covered by AASB15)	-	-	-	-	-	-
	<u>1,236,735</u>	<u>6,374,347</u>	<u>1,201,535</u>	<u>11,515,180</u>	<u>440,334</u>	<u>20,768,131</u>
<i>Timing of revenue recognition</i>						
At a point in time	1,236,735	6,374,347	687,530	-	390,514	8,689,126
Over time	-	-	514,005	11,515,180	49,820	12,079,005
	<u>1,236,735</u>	<u>6,374,347</u>	<u>1,201,535</u>	<u>11,515,180</u>	<u>440,334</u>	<u>20,768,131</u>
<b>2021</b>						
Revenue from contracts with customers	1,807,618	8,782,434	1,384,115	13,578,702	902,289	26,455,158
Other revenue (not covered by AASB15)	-	1,932	-	-	-	1,932
	<u>1,807,618</u>	<u>8,784,366</u>	<u>1,384,115</u>	<u>13,578,702</u>	<u>902,289</u>	<u>26,457,090</u>
<i>Timing of revenue recognition</i>						
At a point in time	1,807,618	8,782,434	973,482	-	701,862	12,265,396
Over time	-	1,932	410,633	13,578,702	200,427	14,191,694
	<u>1,807,618</u>	<u>8,784,366</u>	<u>1,384,115</u>	<u>13,578,702</u>	<u>902,289</u>	<u>26,457,090</u>

#### (b) Accounting policies and significant judgements

The Group recognises revenue related to the transfer of promised goods or services when a performance obligation is satisfied and when control of the goods or services passes to the customer. The amount of revenue recognised reflects the consideration to which the Company is or expects to be entitled in exchange for those goods or services.

The Group considers whether there are separate performance obligations to which a portion of the transaction price needs to be allocated. In determining the transaction price for the sale of goods or services, the Company considers the effects of variable consideration, the existence of significant financing components, non-cash consideration, and consideration payable to the customer (if any).

##### (i) Sale of goods - food and beverage revenue

Revenue from the sale of beverages and food is recognised at a point in time when the physical control of the goods passes to the customer.

##### (ii) Provision of services - gaming revenue

Revenue from rendering services from gaming facilities to members and other patrons is recognised when the services are provided. Gaming revenue is measured at the fair value of the consideration received from the net position of the wagers placed less customer winnings paid out. Commission income where the Club acts as an agent for third parties who provide wagering services to members and guests is recognised at a point in time when the wagering transactions has been completed.

Richmond Club Limited & Controlled Entity

## Notes to the financial statements

For the year ended 30 June 2022

### (b) Accounting policies and significant judgements (continued)

#### (iii) Provision of services - golf revenue

Revenue from the sale of goods and provision of services is recognised at a point in time when the physical control of the goods passes or the service is provided to the customer. Membership subscriptions are recognised over the term of the membership and any unearned portion is deferred and included in contract liabilities.

#### (iv) Residential aged care revenue

The Group recognises revenue from aged care services over time as performance obligations are satisfied, which is as the services are rendered, primarily on a daily or monthly basis. Revenue arises from discretionary and non-discretionary services, as agreed in a single contract with the resident. Fees received in advance of agreed aged care services performed are recognised as contract liabilities and are included within other liabilities.

Residential aged care revenue comprises of the following:

*Department of Health and Aged Care revenue* - reflects the Group's entitlement to revenue from the Australian Government based upon the specific care and accommodation needs of the individual residents. Revenue funded by the Government is derived under the Group's contracts with customers and comprises of basic subsidy amounts calculated in accordance with Aged Care Funding Instrument, accommodation supplements, funding for short term respite residents and other Government Incomes.

*Resident fees and accommodation* - residents are charged a basic daily fee as a contribution to the provision of care and accommodation which are regulated by the Australian Government. Other fees charged to the residents in relation to care and accommodation services including Daily Accommodation Payments (DAP), means tested care fees, rescom fees and other sundry services provided by the Company. These services are recognised over time as the service is provided.

#### (v) Other revenue

Included within other revenue is membership subscriptions which are recognised over the term of the membership and any unearned portion is deferred and included in contract liabilities. Membership revenue is measured with reference to the fee received and the period of membership that the member has paid for.

The balance of other revenue is recognised at a point in time when the performance obligation has been satisfied.

### 3 Other income and expense items

	2022	2021
	\$	\$
<b>(a) Other income</b>		
Other income	63,941	122,236
Interest income	740,215	659,759
Government stimulus funding - Jobkeeper	-	679,500
Government stimulus funding - Jobsaver	1,118,937	-
Government stimulus funding - Cashflow boost	-	87,500
Government stimulus funding - Aged care support grant and bonus payment	1,682,168	-
Gain on disposal of property, plant and equipment	123,614	83,409
	<u>3,728,875</u>	<u>1,632,404</u>

#### (i) Other income

Other income is recognised on an accruals basis.

#### (ii) Interest income

Interest income is recognised on an accruals basis.

#### (iii) Government stimulus funding

The Group recognises stimulus funding from the Australian Taxation Office, Service NSW and Department of Health when it is considered to be receivable.

#### (iv) Gain on disposal of property, plant and equipment

The Group recognises gains on disposals of property, plant and equipment when it is considered to be receivable.



Richmond Club Limited &amp; Controlled Entity

**Notes to the financial statements**

For the year ended 30 June 2022

**3 Other income and expense items (continued)****(b) Other expenses**

	2022 \$	2021 \$
Cost of goods sold		
Beverage trading	403,414	526,971
Catering	15,727	91,650
Gym	-	2,980
Hair salon	-	6,205
Total - cost of goods sold	419,141	627,806
Other expenses		
Catering expenses	126,257	143,681
External catering expenses	49,697	58,922
Beverage trading expenses	26,357	26,114
Gaming machine expenses & taxes	1,743,496	2,666,425
Gymnasium expenses	2,665	30,936
Golf expenses	418,794	581,183
Membership expenses	33,601	39,199
Aged care facility expenses	4,461,192	2,959,747
Entertainment & promotions	791,149	1,007,886
Occupancy expenses	740,093	717,109
Repairs & maintenance (excluding gaming)	423,274	524,407
Consultancy fees	234,265	341,492
Insurance	278,483	330,948
Miscellaneous	923,074	980,789
Total - other expenses	10,252,397	10,408,838
Employee benefits expense		
Wages	11,086,652	10,680,003
Superannuation expense	1,083,980	1,003,092
Annual & long service leave expense	755,145	930,253
Fringe benefits tax	49,259	49,794
Other employee remuneration and benefits	82,708	47,650
Total - employee benefits expense	13,057,744	12,710,792
Finance costs		
Interest expense - bank loans	321,748	375,706
Imputed interest charge on RADs (i)	673,036	651,504
Interest expense - other	7,046	60,117
Total - finance costs	1,001,830	1,087,327

**(i) Imputed interest charge on RADs**

The fair value of non-cash consideration (in the form of an interest free loan) received from a resident, that has elected to pay a RAD is recognised as income and correspondingly, an interest expenses with no net impact on profit or loss.

Richmond Club Limited & Controlled Entity

## Notes to the financial statements

For the year ended 30 June 2022

### 4 Income tax expense

2022  
\$

2021  
\$

#### (a) Numerical reconciliation of income tax expense to prima facie tax payable

The Income Tax Assessment Act 1936 (amended) provides that under the concept of mutuality, the Company is only liable for income tax on income derived from non-members and from outside entities. The controlled entity is exempt from income tax under section 50 of the Income Tax Assessment Act 1997. The amount set aside for income tax in the statement of profit or loss and other comprehensive income has been provided on a taxable income calculated as follows:

Operating profit/(loss) before income tax	(3,628,201)	535,571
Tax at the Australian tax rate at 25% (2021: 25%)	(907,050)	133,893
Add/(Less) tax effect of:		
Non deductible expenses	(181,779)	(24,232)
Apportionment adjustment members income and expenses	344,283	(101,066)
Non assessable and non deductible items due to tax exempt status of controlled entity	644,022	(86,179)
Deferred tax asset for tax losses not brought to account	-	-
Income tax expense	(100,524)	(77,584)

#### Accounting policy

Deferred tax assets and liabilities are recognised for deductible and temporary differences where considered material. Deferred tax assets in respect of unused tax losses are only recognised to the extent it is probable that a taxable profit will be available against which deductible temporary differences and carried forward tax losses can be utilised if material.

The carrying amount of deferred income tax assets is reviewed at each balance date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilised.

Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised or the liability settled, based on the tax rates (and tax law) that have been enacted or substantively enacted at the balance sheet date.

Income taxes relating to items recognised directly in equity are recognised in equity and not in the statement of profit or loss and other comprehensive income.

### 5 Cash and cash equivalents

#### Current

Cash and cash equivalents	2,838,572	3,816,657
	<u>2,838,572</u>	<u>3,816,657</u>

#### Accounting policy

Cash and short-term deposits 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.

For the purpose of the statement of cash flows, cash and cash equivalents consists of cash and cash equivalents as defined above, net of outstanding bank overdrafts.

Richmond Club Limited & Controlled Entity

## Notes to the financial statements

For the year ended 30 June 2022

### 6 Trade receivables

	2022 \$	2021 \$
<b>Current</b>		
Trade receivables	765,094	335,600
	<u>765,094</u>	<u>335,600</u>

#### Accounting policy

Trade receivables are recognised initially at the amount of the consideration that is unconditional unless they contain significant financing components, when they are recognised at fair value. The Group holds the trade receivables with the objective to collect the contractual cashflows and therefore measures them subsequently at amortised cost. Trade receivables are generally due within 30 days from the date of recognition.

### 7 Inventories

#### Current

Inventory on hand	56,908	68,545
	<u>56,908</u>	<u>68,545</u>

#### Accounting policy

Inventories are measured at the lower of cost and current replacement cost.

### 8 Financial assets at amortised cost

#### Current

Other receivables	223,843	7,868
	<u>223,843</u>	<u>7,868</u>

#### Accounting policy

Assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in interest income using the effective interest rate method.

### 9 Other assets

#### Current

Prepayments	57,405	46,226
	<u>57,405</u>	<u>46,226</u>

#### Non-current

Other assets	5,489	6,496
	<u>5,489</u>	<u>6,496</u>

#### Accounting policy

This includes prepayments made in advance for goods and services which are to be received in a future period.



Richmond Club Limited &amp; Controlled Entity

**Notes to the financial statements**

For the year ended 30 June 2022

**10 Property, plant and equipment**

	Leasehold improvements \$	Freehold land & building \$	Plant and equipment \$	Capital WIP \$	Total \$
<b>Non-current assets</b>					
<b>At 1 July 2021</b>					
Cost	730,808	50,298,636	12,475,609	333,098	63,838,151
Accumulated depreciation	(367,137)	(1,808,539)	(7,652,707)	-	(9,828,383)
Net book amount	363,671	48,490,097	4,822,902	333,098	54,009,768
<b>Year ended 30 June 2022</b>					
Opening net book amount	363,671	48,490,097	4,822,902	333,098	54,009,768
Additions	27,950	154,199	903,001	900	1,086,050
Disposals	-	-	(66,585)	-	(66,585)
Depreciation charge	(50,795)	(941,299)	(1,400,893)	-	(2,392,987)
Closing net book amount	340,826	47,702,997	4,258,425	333,998	52,636,246
<b>At 30 June 2022</b>					
Cost	758,756	50,452,835	13,146,337	333,998	64,691,926
Accumulated depreciation	(417,930)	(2,749,838)	(8,887,912)	-	(12,055,680)
Net book amount	340,826	47,702,997	4,258,425	333,998	52,636,246

**Accounting policy****(a) Land and buildings**

Freehold land and buildings are shown at their fair value based on periodic valuations by external independent valuers, less subsequent depreciation for buildings. Freehold land and buildings were revalued on 30 June 2020 by Nelson Partners Australia. Nelson Partners Australia frequently assess the market values for properties similar to those held by the Group, having regard to past sales prices of other properties and current market conditions.

Increases in the carrying amount arising on revaluation of land and buildings are recognised in other comprehensive income and accumulated in the asset revaluation reserve in equity. Revaluation decreases that offset previous increases of the same class of assets shall be recognised in other comprehensive income under the heading of gain on revaluation of land and buildings. All other decreases are charged to the statement of profit or loss and other comprehensive income.

As the revalued buildings are depreciated, the difference between depreciation recognised in the income statement, which is based on the revalued carrying amount of the asset, and the depreciation based on the assets original cost is transferred from the revaluation surplus to retained earnings.

Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

Freehold land and buildings that have been contributed at no cost, or for nominal costs, are valued and recognised at the fair value of the asset at the date it is acquired.

**(b) Plant and equipment**

Plant and equipment and leasehold improvements is carried at cost less any accumulated depreciation and any impairment in value.

**(c) Depreciation**

Depreciation is calculated on a straight line basis over the estimated useful life of the asset as follows:

Buildings and leasehold improvements	5 - 40 years
Plant and equipment	2 - 10 years

**(d) Impairment**

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate the carrying value may not be recoverable.

For an asset that does not generate largely independent cash in flows, the recoverable amount is determined for the cash generating unit in which the asset belongs.

Richmond Club Limited & Controlled Entity

## Notes to the financial statements

For the year ended 30 June 2022

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

#### (d) Impairment (continued)

If any such indication exists and where the carrying values exceed the estimated recoverable amount, the assets or cash generating units are written down to their recoverable amount.

The recoverable amount of plant and equipment is the greater of fair value less cost to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where the future economic benefits of an asset are not dependant on the asset's ability to generate net cash inflows and if deprived of the asset the Group would replace its remaining future economic benefit, value in use is determined as the depreciated replacement cost of the asset.

Impairment losses are recognised in the statement of profit or loss and other comprehensive income as a separate line item.

### 11 Intangible assets

	Corporate branding	Poker machine entitlements	Bed licences	2022	2021
	\$	\$	\$	\$	\$
<b>Non-current assets</b>					
<b>As at 30 June 2022</b>					
Cost	396,576	206,666	2,690,311	3,293,553	3,293,553
Accumulated amortisation	(314,905)	-	(728,849)	(1,043,754)	(275,247)
Net book amount	81,671	206,666	1,961,462	2,249,799	3,018,306
<b>Reconciliation</b>					
Opening net book amount	121,329	206,666	2,690,311	3,018,306	3,057,964
Amortisation charge	(39,658)	-	(728,849)	(768,507)	(39,658)
Closing net book amount	81,671	206,666	1,961,462	2,249,799	3,018,306

#### Accounting policy

##### (i) *Poker machine entitlements*

Poker machine entitlements are intangible assets acquired separately and are capitalised at cost, the useful lives of these intangible assets are assessed to be indefinite. These are tested for impairment annually or whenever there is an indication that the intangible asset may be impaired.

The poker machine entitlements, were tested for impairment having regard to the market value of such entitlements and the cash flow generated from holding these assets, with no impairment loss adjustment required.

##### (ii) *Bed licences*

A 'bed licence' refers to a place that was allocated and has since become available for a person to receive residential aged care. In previous periods, available bed licenses were assessed as having an indefinite useful life as they are issued for an unlimited period.

In May 2021 the Australian Government announced in the 2021-22 Budget that there will be no further Aged Care Approval Rounds (ACAR). From 1 July 2024, residential aged care places will be assigned directly to senior Australians, giving consumers more control to choose an approved provider that best suits their residential aged care needs. In September 2021, the Department of Health and Aged Care (DHAC) released a discussion paper confirming the Australian Government's Budget decision to discontinue the ACAR. As a result, the Australian Government announced its decision to discontinue operational places/bed licences from 1 July 2024. Following the Government's announcement and the information provided in the discussion paper in September 2021 and in accordance

Following the Government's announcement and the information provided in the discussion paper in September 2021 and in accordance with Accounting Standards and guidelines issued by the Australian Securities and Investments Commission ("ASIC") the Group expects that the remaining useful lives of the bed licences will not extend beyond 1 July 2024, and have therefore determined that, notwithstanding the Directors' view that the fair value less cost to dispose of these bed licences is nil, amortisation of bed licences from 1 October 2021 to 30 June 2024 on a straight-line basis is required.

The change in the useful life assessment was treated as a change in accounting estimates under AASB 108 Accounting Policies, Changes in Accounting Estimates and Errors and therefore was recognised prospectively from 1 October 2021. As a result of the change, the before tax amortisation expense recognised in the statement of profit or loss is \$728,849 (2021: nil) for the year ended 30 June 2022.

Richmond Club Limited & Controlled Entity

## Notes to the financial statements

For the year ended 30 June 2022

### 12 Leases assets and lease liabilities

2022  
\$

2021  
\$

The Group leases several assets including poker machines, motor vehicles and golf equipment.

#### a) Lease asset

##### Non-current

Carrying amount of lease assets, by class of underlying asset:

Plant and equipment	718,124	705,235
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#### Reconciliation of lease assets

Carrying amount at the beginning of the year	705,235	816,120
Additions	164,920	194,166
Transfers to property, plant and equipment	-	(181,243)
Amortisation	(152,031)	(123,808)
Carrying amount at the end of the year	718,124	705,235

#### b) Lease liabilities

##### Current

Lease liabilities	217,411	217,328
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##### Non-current

Lease liabilities	276,461	403,372
<b>Total</b>	<b>493,872</b>	<b>620,700</b>

#### Reconciliation of lease liabilities

Carrying amount at the beginning of the year	620,700	622,966
Additions	164,920	176,514
Interest expense	21,189	31,170
Lease payments	(312,937)	(209,950)
Net movement during year	(126,828)	(2,266)
Carrying amount at the end of the year	493,872	620,700

#### Maturity analysis of future lease payments

Not later than 1 year	246,862	259,307
Later than 1 year and not later than 5 years	317,281	349,542
Later than 5 years	12,537	47,652
<b>Lease payments</b>	<b>576,680</b>	<b>656,501</b>

#### Accounting policy

A lease is a contract, or part of a contract, that conveys the right to use an asset for a period of time in exchange for consideration. If the terms and conditions of a contract are changed, it is reassessed to once again determine if the contract is still, or now contains, a lease.

The term of a lease is determined as the non-cancellable period of the lease, together with the periods covered by an option to extend the lease where there is reasonable certainty that the option will be exercised, and periods covered by an option to terminate the lease if there is reasonable certainty that the option will not be exercised.

At inception, a lease asset and a lease liability is recognised. Lease assets are included in the statement of financial position and grouped in classes of similar underlying assets.

Lease assets are initially measured at cost, comprising the following:

- the amount of the initial measurement of the lease liability;
- any lease payments made at or before the commencement date, less any lease incentives received;
- an estimate of costs to be incurred in dismantling and removing the underlying asset;
- any initial direct costs incurred;

At the commencement date of the lease, the lease liability is initially recognised for the present value of non-cancellable lease payments discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the Group's incremental borrowing rate. The weighted average incremental borrowing rate is 5.67%.



Richmond Club Limited & Controlled Entity

## Notes to the financial statements

For the year ended 30 June 2022

### 12 Lease assets and lease liabilities (continued)

The lease payment used in the calculation of the lease liabilities includes variable payments when they relate to an index or rate. Where leases contain variable lease payments based on an index or rate at a future point in time, the Group has only included the known CPI increases to date and not estimated future CPI-related increases.

The Group does not recognise leases that have a lease term of 12 months or less or are of low value as a lease asset or lease liability. The lease payments associated with these leases are recognised as an expense in the statement of profit or loss and other comprehensive income on a straight-line basis over the lease term.

### 13 Deferred tax balances

	2022 \$	2021 \$
<i>(i) Deferred tax assets</i>		
<b>The balance comprises temporary differences attributable to:</b>		
Provisions	47,208	40,862
Lease liabilities	45,086	-
Carried forward tax losses	347,630	453,268
	<u>439,924</u>	<u>494,130</u>
<b>Movements</b>		
<b>At 1 July 2021</b>	494,130	574,954
(Charged)/credited to statement of profit or loss and other comprehensive income	(54,206)	(80,824)
<b>At 30 June 2022</b>	<u>439,924</u>	<u>494,130</u>
<i>(ii) Deferred tax liabilities</i>		
<b>The balance comprises temporary differences attributable to:</b>		
Land and building	1,749,296	1,749,296
Lease assets	60,115	-
Other	463	14,260
	<u>1,809,874</u>	<u>1,763,556</u>
<b>Movements</b>		
<b>At 1 July 2021</b>	1,763,556	1,766,796
Charged/(credited) to statement of profit or loss	46,318	(3,240)
<b>At 30 June 2022</b>	<u>1,809,874</u>	<u>1,763,556</u>

#### Accounting policy

Deferred tax assets and liabilities are recognised for deductible and temporary differences where considered material. Deferred tax assets in respect of unused tax losses are only recognised to the extent it is probable that a taxable profit will be available against which deductible temporary differences and carried forward tax losses can be utilised if material.

The carrying amount of deferred income tax assets is reviewed at each balance date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred income tax asset to be utilised.

Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised or the liability settled, based on the tax rates (and tax law) that have been enacted or substantively enacted at the statement of financial position date.

Richmond Club Limited & Controlled Entity

## Notes to the financial statements

For the year ended 30 June 2022

### 14 Trade and other payables

	2022 \$	2021 \$
<b>Current</b>		
Trade payables	1,155,348	399,508
Other payables and accruals	1,336,459	1,011,869
GST payable	1,485,126	1,154,623
	<u>3,976,933</u>	<u>2,566,000</u>

#### Accounting policy

Trade and other payables, including accruals, are recorded initially at fair value and subsequently at amortised cost. Trade and other payables are non-interest bearing. Trade accounts payable are normally settled within 30 days.

### 15 Financial liabilities

#### Current

##### Secured

Bank loans (i)	7,837,800	6,872,389
Other loans (ii)	468,009	422,078
Total secured financial liabilities	<u>8,305,809</u>	<u>7,294,467</u>

##### Unsecured

Resident loans	16,762,595	17,889,000
Total unsecured financial liabilities	<u>16,762,595</u>	<u>17,889,000</u>
	<u>25,068,404</u>	<u>25,183,467</u>

#### Non-current

##### Secured

Other loans (ii)	339,730	405,096
Total secured financial liabilities	<u>339,730</u>	<u>405,096</u>

#### (i) Bank loans

At 30 June 2022 the Group has a \$9,582,391 facility with the ANZ Bank with available committed capacity (undrawn) of \$1,101,316 under this facility. The Group has provided security as follows:

- First registered mortgage over the property at 116 March Street, Richmond, NSW;
- First registered mortgage over the property at 6 East Market Street, Richmond, NSW;
- All present and future undertakings (including goodwill) and unpaid or uncalled capital of the security provider.

Subsequent to year end the Group refinanced its ANZ loans and other loans utilising new Westpac \$10,800,000 facility, with expiry dates to 3 and 5 years. The Group has provided security as follows:

- First registered mortgage over the property at 116 March Street, Richmond, NSW;
- First registered mortgage over the property at 6 East Market Street, Richmond, NSW;
- General security agreement overall all existing and future assets and undertakings of the Group.

#### (ii) Other loans

The other loans are secured by a fixed charge over the specific assets that are financed.

#### Accounting policy

Financial liabilities are initially recognised at fair value, net of transaction costs incurred. Borrowing costs are subsequently measured at amortised cost. Any difference between the proceeds (net of transaction costs) and the redemption amount is recognised in the statement of profit or loss and other comprehensive income over the period of the borrowings using the effective interest rate method.

Financial liabilities are classified as current liabilities unless the Group has a right to defer settlement of the liability for at least 12 months after the reporting period.

Resident loans comprise refundable accommodation deposits (RAD's) which are a non-interest bearing deposit paid or payable to an approved provider by a resident for the residents accommodation in an aged care facility. Residents can choose to pay a full lump-sum RAD, a regular rental-type payment called a 'daily accommodation payment' (DAP), or a combination of both.

RADs are recognised initially at fair value and subsequently measured at amortised cost using the effective interest rate method. Due to RADs becoming payable upon short notice, their carrying value approximates their fair value.

RAD refunds are guaranteed by the Federal Government under the prudential standards legislation. Providers are required to have sufficient liquidity to ensure they can refund the RAD balances as they fall due in the following twelve months. Providers are also required to implement and maintain a liquidity management strategy. There is no right to defer payment for twelve months and therefore RAD liabilities are recorded as current liabilities.

Richmond Club Limited & Controlled Entity  
**Notes to the financial statements**  
 For the year ended 30 June 2022

## 16 Provisions

	2022 \$	2021 \$
<b>Current</b>		
Employee entitlements (i) & (ii)	1,065,609	1,066,106
	<u>1,065,609</u>	<u>1,066,106</u>
<b>Non-current</b>		
Employee entitlements (ii)	162,305	202,231
	<u>162,305</u>	<u>202,231</u>

### Accounting policy

#### (i) Annual leave

Liabilities for annual leave expected to be settled within 12 months of the reporting date, are recognised in the provision for employee benefits 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. Any annual leave expected to be settled beyond 12 months of the reporting date is measured at the present value of expected future payments.

#### (ii) Long service leave

The liabilities for long service leave are not expected to be settled wholly within 12 months after the end of the period in which the employees render the related service. They are therefore recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the end of the reporting period. Consideration is given to expected future wage levels and period of service. Discount rates of the Australian bond rates matching the estimated future cash outflows have been used.

## 17 Other liabilities

### Current

Contract liabilities - membership income (i)	358,656	317,128
Contract liabilities - other income (i)	83,305	23,106
	<u>441,961</u>	<u>340,234</u>

#### (i) Contract liabilities

Contract liabilities generally represent the membership subscriptions and other income received in advance which is held until the performance obligation has been satisfied. The services provided are usually provided or the conditions usually fulfilled within 12 months.

### Accounting policy

Revenues received in advance are recorded as a contract liability if they are in relation to contracts with customers under AASB 15 and recognised as revenue when they are earned in future periods.

## 18 Reserves

	Asset revaluation \$	Total \$
<b>Balance at 1 July 2021</b>	10,383,903	10,383,903
<b>Balance at 30 June 2022</b>	<u>10,383,903</u>	<u>10,383,903</u>

#### (i) Nature and purpose of reserves

##### Asset revaluation

The asset revaluation reserve is used to record increments and decrements on the revaluation of non-current assets. In the event of a sale of an asset, any balance in the reserve in relation to the asset is transferred to retained earnings.



Richmond Club Limited & Controlled Entity

## Notes to the financial statements

For the year ended 30 June 2022

### 19 Contingent liabilities

There are no contingent liabilities as at the date of this report.

### 20 Related parties

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

	2022 \$	2021 \$
(a) <i>Key management personnel compensation</i>		
Total key management personnel benefits	1,171,108	822,196
(b) <i>Subsidiary entity and transactions</i>		

The subsidiary entity is Hawkesbury Living Pty Limited, a company limited by guarantee incorporated in New South Wales. At 30 June 2022 the Company was the sole member of Hawkesbury Living Pty Limited.

Hawkesbury Living Pty Limited has provided a loan to Richmond Club Limited. As at 30 June 2022 the Company owed Hawkesbury Living Pty Limited \$9,714,564 (2021: \$10,853,624).

Transactions between the Company and its Controlled Entity during the financial year include:

Rent paid by Hawkesbury Living Pty Limited to the Company	765,500	765,500
Interest paid by the Company to Hawkesbury Living Pty Ltd	279,853	298,292

#### (c) *Other related party transactions*

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

Other related party transactions include:

- Ethan Talbot, the son of Group CEO Kimberley Talbot is employed by subsidiary company Hawkesbury Living Pty Limited on an arms length basis.
- Jarred Reilly, the son of Director Scott Reilly is employed by Richmond Club Ltd on an arms length basis.
- Director James Bullock supplies motor vehicle services to the Company on an arms length basis.

### 21 Remuneration of auditors

*Auditor of the company*

Audit of the financial statements	57,700	54,906
Other assurance services	3,700	3,500
Other services - taxation compliance services	1,500	1,500
	62,900	59,906

Richmond Club Limited & Controlled Entity

## Notes to the financial statements

For the year ended 30 June 2022

### 23 Core and non-core property

Pursuant to Section 41E(5) of the Registered Clubs Act 1976 (NSW) for the financial year ended, the following land and buildings are considered to be core and non-core property:

#### Core Property

- 5 Toxana Street, Richmond, NSW 2753, also known as 6 East Market Street Richmond, NSW, 2753
- 8 East Market Street, Richmond, NSW, 2753
- 9 Toxana Street, Richmond, NSW, 2753
- 34 Bourke Street, Richmond, NSW, 2753

#### Non - Core Property

- 71 Francis Street, Richmond, NSW, 2753
  - 116 March Street, Richmond NSW 2753
  - 122 March Street, Richmond NSW 2753
  - 87 Francis Street, Richmond NSW 2753
- The land on the corner of Francis Street and East Market Street.

### 24 Parent entity financial information

The individual financial statements for the parent entity show the following aggregate amounts:

	2022 \$	2021 \$
<b>Balance Sheet</b>		
<b>Assets</b>		
Current assets	561,962	949,864
Non-current assets	39,406,006	40,827,067
Total assets	<u>39,967,968</u>	<u>41,776,931</u>
<b>Liabilities</b>		
Current liabilities	9,275,345	8,677,184
Non-current liabilities	12,134,430	13,489,441
Total liabilities	<u>21,409,775</u>	<u>22,166,625</u>
<b>Members funds</b>		
Reserves	10,383,903	10,383,903
Retained earnings	8,174,290	9,226,403
Total members funds	<u>18,558,193</u>	<u>19,610,306</u>
<b>Profit /(loss) for the year after tax</b>	<u>(1,052,113)</u>	<u>(2,190)</u>
<b>Total comprehensive income / (loss) for the year</b>	<u>(1,052,113)</u>	<u>(2,190)</u>

The financial information for the parent entity, Richmond Club Limited, has been prepared on the same basis as the consolidated financial statements, except in relation to investments in subsidiaries. Investments in subsidiaries are accounted for at cost in the financial statements of Richmond Club Limited. Any distributions received from subsidiaries are recognised in the parent entity's profit or loss, rather than being deducted from the carrying amount of these investments.

Richmond Club Limited & Controlled Entity

## Notes to the financial statements

For the year ended 30 June 2022

### 25 Critical accounting estimates and judgements

Management is required to make judgements, estimates and assumptions about reported amounts of assets, liabilities, income and expenses that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstance, the results of which form the basis of making the judgements. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and future periods if the revision affects both current and future periods.

Judgements made by management that have significant effects on the financial statements and estimates with a significant risk of material adjustment in the next period are disclosed where applicable, in the relevant notes to the financial statements:

- Estimation of useful lives of non-current assets (notes 10, 11 and 12(a)) - The useful life of property, plant and equipment, intangible assets and lease assets (where useful life is greater than the lease term) is initially assessed at the date the asset is ready for use and reassessed at each reporting date based on the use of the assets and the period over which economic benefits will be derived from the asset. There is uncertainty in relation to the assessment of the life of the asset including factors such as the rate of wear and tear and technical obsolescence. The useful life of poker machine entitlements classified as an intangible asset has been assessed as indefinite. The useful life of bed licences was previously assessed as indefinite and following legislative change now has a definite life. Refer note 11 for further details of this change. There is uncertainty in relation to these assumptions as they are based on current legislation and conditions attached to the entitlements and licences. The estimates and judgements involved may impact the carrying value of the non-current assets and the depreciation and amortisation charges recorded in the statement of profit or loss and other comprehensive income should they change.
- Estimated fair value of land and buildings - The fair value of land and buildings is estimated at each reporting date, based on independent assessments of the market value of the property conducted at least every three years and other available knowledge of current market prices. Estimation uncertainty exists and is related to the various assumptions used in determining the fair value.
- Impairment of non-current assets (note 10, 11 and 12(a)) - Impairment testing of non-current assets is performed where indicators of impairment exist or annually for indefinite life intangible assets. In assessing impairment, estimates are made of the recoverable amount of each asset or cash generating unit based on discounted expected future cash flows or estimated replacement cost. Estimation uncertainty exists in relation to assumptions regarding future operating results and cash flows, determination of an appropriate discount rate and estimated current replacement cost of the asset.




## Directors' declaration

### In the Directors' opinion:

- (a) the financial statements and notes set out on pages 42 to 61 are in accordance with the Corporations Act 2001, including:
  - (i) complying with Australian Accounting Standards - Simplified Disclosures, the Corporations Regulations 2001 and other mandatory professional reporting requirements, and
  - (ii) giving a true and fair view of the Company's financial position as at 30 June 2022 and of its performance for the financial year ended on that date, and
- (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.

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



Geoffrey Luscombe - Chairman

18 October 2022  
Richmond, NSW



## Independent auditor's report to the members of Richmond Club Limited

### Opinion

We have audited the financial report of Richmond Club Limited (the Company) and its subsidiary (the Group) which comprises the consolidated statement of financial position as at 30 June 2022, the consolidated statement of profit or loss and other comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies, and the Directors' declaration.

In our opinion, the accompanying financial report of the Company is in accordance with the Corporations Act 2001 including:

- (i) giving a true and fair view of the Group's financial position as at 30 June 2022 and of its financial performance for the year then ended; and
- (ii) complying with Australian Accounting Standards - Simplified Disclosures, the Corporations Regulations 2001 and other mandatory professional reporting requirements, and

### Basis for opinion

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

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

### Emphasis of matter - uncertainty related to going concern

Without modifying our opinion, we draw attention to Note 1(d) to the financial report, which indicates that the Group has a deficiency in working capital such that current liabilities exceed current assets by \$26,828,496 and incurred a loss after income tax of \$3,728,725. As stated in Note 1(d), these events or conditions, along with other matters as set forth in Note 1(d), indicate that a material uncertainty exists that may cast significant doubt on the Group's ability to continue as a going concern, and therefore may be unable to realise its assets and discharge its liabilities in the ordinary course of business.

### Other information

The Directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 30 June 2022, but does not include the financial report and our auditor's report thereon. The other information provided at the date of this report comprises the Chairman's Report and the CEO's Report.

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

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

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

Adelaide Brisbane Melbourne Newcastle Perth Sydney

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### 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 Group'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 Group or to cease operations, or have no realistic alternative but to do so.

### Matters relating to the electronic presentation of the audited financial report

The auditor's report relates to the financial report of the Company for the year ended 30 June 2022 included on the Company's web site. The Company's Directors are responsible for the integrity of the Company's web site. We have not been engaged to report on the integrity of this web site. The auditor's report refers only to the statements named above. It does not provide an opinion on any other information which may have been hyperlinked to/from these statements. If users of this report are concerned with the inherent risks arising from electronic data communications they are advised to refer to the hard copy of the audited financial report to confirm the information included in the audited financial report presented on this web site.

### 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 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 audit report.

Shaun Mahony - Partner

Pitcher Partners NH Partnership  
Chartered Accountants

18 October 2022  
Newcastle West, NSW

Adelaide Brisbane Melbourne Newcastle Perth Sydney

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# Hawkesbury Living Cancer Trust

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Annual Financial Report for  
the year ended 30 June 2022

## CHAIRMAN REPORT



Dear Stakeholders,

As the Chairperson of the Hawkesbury Living Cancer Trust, I am pleased to present to you the audited financial report for the Trust, for the Year ended 30 June 2022.

The Hawkesbury Living Cancer Trust Chemotherapy and Infusion Unit at Hawkesbury Hospital has now been treating patients since March 2017.

Through our partnership with Nepean Blue Mountains Local Health District (NBMLHD) patients are being referred to Hawkesbury Hospital for treatment, where they are taken care of by highly qualified oncology and chemotherapy professionals in a comfortable and familiar location that is close to home.

The number of patients being treated locally continues to increase thanks to the excellent work of Nepean Cancer Centre and Hawkesbury Hospital.

The Trust, as part of our agreement with Nepean Cancer Centre, is covering any shortfall between the funding provided by the State Government and the cost of providing the service locally.

The Trust has also made significant donations to local cancer support group Pink Finns and this year they have expanded their support to men who are being treated for cancer.

The Hawkesbury Living Cancer Trust is still actively fundraising. We have launched a new website which is able to take tax deductible donations from supporters.

As many of you are aware the Hawkesbury has been affected by terrible flooding with more to come it would seem. A large amount of the funds we have raised has been from the Turf Industry, on behalf of the Trust I wish to express our gratitude and hope that you can all survive and flourish.

I would like to thank my fellow Trustees, Vivienne Leggett, Graeme Colless, John O'Brien and Kimberley Talbot for their ongoing work and contributions, the Richmond Club Board of Directors, St John of God Hospital and Nepean Blue Mountains Local Health District.

Kind Regards,

A handwritten signature in black ink that reads "Duncan".

**Dr Duncan Guy**  
Chairman  
Hawkesbury Living Cancer Trust

## ANNUAL FINANCIAL REPORT FOR THE YEAR ENDED 30 JUNE 2022

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**HAWKESBURY LIVING CANCER TRUST**  
**STATEMENT OF INCOME AND EXPENDITURE**  
**FOR THE YEAR ENDED JUNE 2022**

	Notes	2022 \$	2021 \$
<b>INCOME</b>			
Donations Received		20,000	-
Interest Received		640	3,341
<b>TOTAL INCOME</b>		<b>20,640</b>	<b>3,341</b>
<b>EXPENDITURE</b>			
Bank Charges		184	180
Depreciation		4,117	-
Sundry Expenses		2,633	3,278
Website Expenses		1,200	-
<b>TOTAL EXPENDITURE</b>		<b>8,134</b>	<b>3,458</b>
<b>NET PROFIT</b>		<b>12,506</b>	<b>(117)</b>
<b>INCOME TAX EXPENSE</b>		<b>-</b>	<b>-</b>
<b>NET PROFIT AFTER TAX</b>		<b>12,506</b>	<b>(117)</b>

**AS TRUSTEES FOR  
HAWKESBURY LIVING CANCER TRUST**

**STATEMENT OF FINANCIAL POSITION  
AS AT 30 JUNE 2022**

	Notes	2022 \$	2021 \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and Cash Equivalents	2	694,176	1,063,871
<b>TOTAL CURRENT ASSETS</b>		<b>694,176</b>	<b>1,063,871</b>
<b>NON-CURRENT ASSETS</b>			
Intangibles	3	8,233	-
Plant and Equipment	4	-	-
<b>TOTAL NON-CURRENT ASSETS</b>		<b>8,233</b>	<b>-</b>
<b>TOTAL ASSETS</b>		<b>702,409</b>	<b>1,063,871</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	5	9,871	9,796
<b>TOTAL CURRENT LIABILITIES</b>		<b>9,871</b>	<b>9,796</b>
<b>TOTAL LIABILITIES</b>		<b>9,871</b>	<b>9,796</b>
<b>NET ASSETS</b>		<b>692,538</b>	<b>1,054,075</b>
<b>EQUITY</b>			
Settlement Sum		100	100
Retained Earnings		692,438	1,053,975
<b>TOTAL EQUITY</b>		<b>692,538</b>	<b>1,054,075</b>

**D.Guy, V. Leggett, G. Colless, J. O'Brien and K. Talbot  
AS TRUSTEES FOR  
HAWKESBURY LIVING CANCER TRUST**

**STATEMENT OF DISTRIBUTION  
AS AT 30 JUNE 2022**

	<b>2022 \$</b>
<b>Accumulated Earnings as at 1 July 2020</b>	1,215,623
Net Profit for the year ended 30 June 2021	(117)
Accumulated Earnings before distribution	<u>1,215,506</u>
less: Distributions made during the year ended 30 June 2021	(161,531)
<b>Accumulated Earnings as at 1 July 2021</b>	<u>1,053,975</u>
Net Profit for the year ended 30 June 2022	12,506
Accumulated Earnings before distribution	<u>1,066,481</u>
less: Distributions made during the year ended 30 June 2022	(374,043)
<b>Accumulated Earnings as at 30 June 2022</b>	<u><u><b>692,438</b></u></u>



**NOTES TO FINANCIAL STATEMENTS  
AS AT 30 JUNE 2022**

**1 Summary of significant accounting policies**

The Trustees of the trust have prepared the financial statements of the trust on the basis that the trust is a non-reporting entity because there are no users dependant on general purpose financial statements. The financial statements are therefore special purpose financial statements and have been prepared in accordance with the trust deed.

No accounting standards have been followed in the preparation of this financial report.

The financial statements have been prepared on a cash basis and are based on historical costs unless stated otherwise.

***The following material accounting policies have been adopted in the preparation of this report.***

*Intangibles*

Intangible assets are carried at cost less accumulated depreciation. The cost of intangible assets is recognised on the date of acquisition and depreciated on a straight line basis over their useful lives commencing from the time the asset is held ready for use.

*Plant and Equipment*

Plant and equipment is carried at cost less accumulated depreciation. The cost of plant and equipment is recognised on the date of acquisition and depreciated on a straight line basis over their useful lives commencing from the time the asset is held ready for use.

*Other payables*

Payables includes GST obligations which have arisen in the prior and current years.

<b>2 Cash and cash equivalents</b>	<b>2022</b>	<b>2021</b>
	<b>\$</b>	<b>\$</b>
<b>Current</b>		
Cash and Cash Equivalents	694,176	1,063,871
	<u>694,176</u>	<u>1,063,871</u>
<b>3 Intangibles</b>		
<b>Non-Current</b>		
Intangibles at cost	12,350	-
Less Accumulated amortisation	(4,117)	-
	<u>8,233</u>	<u>-</u>
<b>4 Plant and Equipment</b>		
<b>Non-Current</b>		
Plant and Equipment at cost	1,480	1,480
Less Accumulated depreciation	(1,480)	(1,480)
	<u>-</u>	<u>-</u>
<b>5 Trade and Other Payables</b>		
<b>Current</b>		
Other Payables	9,871	9,796
	<u>9,871</u>	<u>9,796</u>

## HAWKESBURY LIVING CANCER TRUST

## TRUSTEES' DECLARATION

The Trustees have determined that the trust is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in note 1 to the financial statements.

In the opinion of the trustees the financial report as at 30 June 2022 comprising the Statement of Financial Position, the Statement of Income and Expenditure, the statement of distribution and the notes to the financial statements:

- (i) Presents a true and fair view of the financial position of Hawkesbury Living Cancer Trust as at 30 June 2022 and its performance for the year ended on this date.
- (ii) At the date of this statement, there are reasonable grounds to believe that Hawkesbury Living Cancer Trust will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the trustees and is signed for and on behalf of the trustees by:



Kimberley Talbot - Trustee

Richmond, NSW  
Dated: 19 October 2021



## Independent auditor's report to the trustees of Hawkesbury Living Cancer Trust

### Opinion

We have audited the financial report of Hawkesbury Living Cancer Trust (Trust) which comprises the statement of financial position as at 30 June 2022 the statement of income and expenditure, statement of distribution and the notes to the financial statements, including a summary of significant accounting policies, and the Trustees' declaration.

In our opinion, the accompanying financial report present fairly, in all material respects, the financial position of the Trust as at 30 June 2022 and its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements.

### 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 Hawkesbury Living Cancer Trust in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

### Emphasis of Matter - Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the Trust's financial reporting responsibilities under the Trust Deed. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

### Responsibilities of the Trustees for the financial report

The Trustees of the Trust are responsible for the preparation and fair presentation of the financial report in accordance with the accounting policies described in Note 1 to the financial statements and the Trust Deed and for such internal control as the Trustees 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 Trustee's are responsible for assessing the Trust'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 Trustees either intend to liquidate the Trust or to cease operations, or have no realistic alternative but to do so.

### Matters relating to the electronic presentation of the audited financial report

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#### Auditor's responsibilities for the audit of the financial report

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A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website 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 audit report.

Shaun Mahony - Partner

Pitcher Partners NH Partnership  
Chartered Accountants

Dated: 19 October 2021  
Newcastle West, NSW

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WE THANK ALL THE  
COMMUNITY FOR  
THEIR HARD WORK,  
DEDICATION, AND  
SUPPORT TO OUR  
GROUP.