



RICHMOND CLUB GROUP

ANNUAL REPORT 2015-16



CELEBRATING 70 YEARS IN 2017

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RICHMOND CLUB LIMITED
ACN 001 034 911
NOTICE OF ANNUAL
GENERAL MEETING

NOTICE is hereby given that the Annual General Meeting of the RICHMOND CLUB LIMITED will be held on 23 November 2016 commencing at the hour of 8:00 pm at the premises of the Club, Cnr Francis & East Market Streets, Richmond, New South Wales.

BUSINESS

- 1.** To confirm the minutes of the 43rd Annual General Meeting of the Richmond Club held on 25 November 2015.
- 2.** To receive and consider the reports of the Board of Directors for the year ended 30 June 2016.
- 3.** To receive and consider the Financial Statements, Directors' Report and Auditor's Report for the year ended 30 June 2016.
- 4.** To consider and if thought fit to pass the First Ordinary Resolution set out in this Notice in relation to the Club's land.
- 5.** To consider and if thought fit pass the Second Ordinary Resolutions set out in this Notice in relation to directors' expenses.
- 6.** To deal with any other general business that the meeting may deal with without notice to the members of that business.

Dated: 14th October 2016

By direction of the Board

QUESTIONS FOR ANNUAL GENERAL MEETING

Members are asked to submit to the Club any questions they may have regarding the Financial Statements, Directors Report and Auditors Report for the financial year ended 30 June 2016 at least seven (7) days prior to the date of the Annual General Meeting to allow the Club time to prepare a response. If your question is not submitted by this time, it may not be possible to answer your question at the meeting.

OUR MISSION, MANTRA & PRINCIPLES

OUR MISSION

To provide excellent amenities, services and hospitality that meets the changing needs of our members and guests to promote strong growth.

OUR MANTRA

To meet our members needs through everything we do. There is always...a place for you.

OUR PRINCIPLES

Our values reflect the way our employees behave towards our members, residents, clients, colleagues and the community. Our business is underpinned by the principles of Triple Bottom Line. While others worry about the singular idea of profit, we expect more and always aim for a healthy balance - integrating the needs of people, planet and profit. Our Board adhere to and perform to industry KPI's that ensure our strategies and your club is operated sustainably.

We remain transparent to you, our members, providing absolute clarity as to where money is spent in terms of our community commitment and the risk mitigation strategies defined at the Board level.

With an ongoing adherence to GRI reporting, we aim to create an enhanced and integrated standard of reporting that embodies these principles.

OUR VALUES

Responsibility:

We act with responsibility. We respond to the needs of the people who create our community. We connect the things we do for them with intelligence, inspiration and a passion for connected living.

Constant:

We are the community constant. We create the heart of our community that is always there as a friendly reminder of where we come from, where we are going and what we have to be proud of.

Positivity:

We embrace positive living. We understand that what we create together to support the life of others liberates the opportunity we have to create pivotal sustainable change in our community, for our business and for each other.



ABOUT THIS REPORT

This is Richmond Club Group's annual report, documenting our performance for the period from 1 July 2015 to 30 June 2016. It is the sixth report released under the guidance of the Global Reporting Initiative (GRI).

Prior reports are available online at www.richmondclub.com.au or onsite at Richmond Club, 6 East Market Street, Richmond NSW.

This report includes information from all sites from which we operate, in particular the main club premises (Richmond Club), Hawkesbury Living (aged care facility), and Richmond Golf Club.

We have compiled this report in accordance with the 'Core' criteria of the G4 guidelines developed by GRI, which means that we have reported the essential elements of our organisation's impacts and performance. It is our aim that members, industry partners and other stakeholders will be able to see the progress of our operations, the way we create value in the Hawkesbury community, and our goals and future challenges through this report.

This report is the primary way in which we communicate our progress on these aims to our stakeholders. All

ONLINE INFORMATION

In response to member's feedback we have included reference material supplementary to this report, on the club's website under the Annual Report section.

This information includes detailed outlines of our responsible service of alcohol and gambling policies, the ClubGRANTS system, compliance issues and organisational structure.

Our full GRI index for this report, including a directory for reference information can be found online on our website: www.richmondclub.com.au/annualreport.

information in this report reflects the performance in the 2015-16 financial year, unless otherwise marked.

Registered Clubs in NSW have a vital role to play in the sustainability of our communities, particularly as clubs diversify and move into other industries such as aged care. Our commitment to sustainability includes:

- **Economic principles:** managing our operations sustainably, maintaining community assets and providing support where possible.
- **Social principles:** promoting social inclusion in the local community, employing a skilled and engaged workforce, and respecting the health and wellbeing of others.
- **Environmental principles:** understanding that our operation has a significant environmental impact and taking steps to reduce this.

Through our principles and values, we fully support the concept of sustainability and aim for a balance of people, planet and profit in all of our operations. We are aligned with the objectives of GRI and have been an Organisational Stakeholder since 2011.

ORGANISATION PROFILE



RICHMOND GOLF CLUB

ESTABLISHED 1897

- Members: 688

Richmond Golf Club is believed to be the oldest golf course on its original site in Australia. The first game of golf was played in Richmond in October 1897 on a course in Hawkesbury Agricultural College paddocks.

The Golf Club is located on Bourke Street, Richmond and features an 18 hole course, clubhouse, Bistro Smiles and Pro Shop facilities.



ACTIVE 8

ESTABLISHED 2005

- Members: 764
- Fitness Class Participation:

Active8 provides the Hawkesbury's residents with professional and personalised health and fitness services. Due to the composition of our membership and the needs of the community, there is a special emphasis and provision of services to seniors, the disabled and children.



HAWKESBURY LIVING

ESTABLISHED 2005

- Founded as Richmond Community and RSL Nursing Home in the 1950's
- Number of Beds: 100
- Affordable Housing units: 9
- Staff: 117

Hawkesbury Living Pty Ltd is our subsidiary company which consists of an aged care facility and related services. Established in 2005 when we acquired Richmond Community and RSL Nursing Home, the facility has since expanded to 95 operational beds, a dementia specific wing and specialised memory care services. It also maintains the adjacent Norman Court retirement units. The facility has the capacity to expand to 138 beds as part of an ongoing master plan.



WANDEREST

ESTABLISHED 2010

- Visitors: 2338
- Nights Stayed: 4916

Located on the grounds of Richmond Club, Wanderest offers club members free access for caravans and motor homes for up to four nights stay.



RICHMOND CLUB ESTABLISHED 1947

- Members: 20, 565
- Employees: 123
- Community Groups Supported: 197

Richmond Club is the Hawkesbury's leading registered club with over 20,000 members. Established in 1947 by a small group of WWII ex-servicemen, we have grown from a communal meeting place to a valued community partner across a wide range of services.

Our aim is provide outstanding services in all that we do, to conduct our business 'with heart', and to enrich the Hawkesbury community by uniting its residents and innovating in areas such as aged care and tourism.

The registered club site, located on East Market Street, Richmond, comprises of the licensed club proper, Star Buffet and function facilities, Active8 Gymnasium and Wanderest Travellers Park.



OUR YEAR IN HIGHLIGHTS 2015 - 2016

AUGUST 2015 - Renovations are completed for the outdoor lounge area at Richmond Club, part of the extensive 18 month renovation program happening at the club.

NOVEMBER 2015 - The Australian Seniors PGA Championship is held at Richmond Golf Club for the third year. Roger Davis takes the title on his third visit to Richmond in a dramatic play-off final.



APRIL 2016 - The Richmond Golf Club A Grade Pennant team win their first metropolitan title in 100 years. The Ladies Pennant team also pick up their second Nepean District pennant title in as many years.



JUNE 2016 - Renovations begin for the new café at the club, The Crafty Brew. It is the last area of the club yet to be renovated and replaces the Bouncing Bean after 10 years. The new café is opened in September 2016.



OCTOBER 2015 - Richmond Club host the Learning Links Charity Race Day at Hawkesbury Race Course, to support the charity in their work assisting children with learning difficulties. Learning Links and Richmond Club sign an MOU in 2016 to construct a dedicated child care centre in Richmond.



JANUARY 2016 - Renovations are continuing at Richmond Club, with a complete repainting of the club exterior and new signage installed on the front façade of the club. It is the first major facelift the building has had in 20 years.



MAY 2016 - Foreign Affairs Minister and Deputy Prime Minister Julie Bishop visits the Richmond Club during the election campaign, speaking to local business owners and answering questions about aged care in the region.



CHAIRMAN'S REPORT



CHAIRMAN'S REPORT

Dear Members,

I am pleased to present to you the 2015-16 Richmond Club Group Annual Report and concise financial information for your perusal. For the sixth year, this report contains detailed information on our social, economic and environmental performance in the Hawkesbury community, guided by the international standards of the Global Reporting Initiative. The adoption of these documents will take place at the Richmond Club Annual General Meeting to be held on Wednesday 23 November 2016, commencing at 8.00pm.

2015-16 has been a year of significant change for the organisation in many ways, most notably the immediately recognisable renovations to the club which have been ongoing since the beginning of 2015.

To simplify the trading results for the group, they are outlined here, entity by entity. The Richmond Golf Club has reported a loss of \$324,651. Richmond Club achieved a profit of \$581,504 after adjusting extraordinary items of the sale/leaseback of Star Buffet in the prior year. Hawkesbury Living achieved a profit of \$1,095,861.

In this regard, we welcomed two new Directors in November 2015 in Jim Bullock and Dianne Finch. Both directors have brought their own

expertise and understanding of the Hawkesbury to the role and have proven to be strong additions to the Board. Jim had previously worked with us as a Director of the Richmond Golf Club during the amalgamation process in 2012, and as a passionate golfer gives the Golf Club proper representation on the Board. Dianne has been an advocate for community causes in the Hawkesbury for many years, most notably as Chairperson for Hawkesbury Legacy and as a Councillor on the Hawkesbury City Council.

In July, we also welcomed Jared Zak as a Director following the stepping down of John Baker. Jared is an experienced solicitor who is based in the Hawkesbury and brings a valuable new perspective to the table. He continues the tradition of having a practicing legal representative on the Board.

Our organisation owes a great deal to the three outgoing Directors in John Baker, John Melody and David Bertenshaw. These three men have helped drive the development of Hawkesbury Living, foundation of the Cancer Trust and amalgamation of Richmond Golf Club, amongst many other achievements during their time on the Board. Their collective 30 years of experience on the Board will be sorely missed. I wish all three the best in their future endeavours and thank them again for their tireless work in the Hawkesbury.

Elsewhere, this year has been extremely fruitful in terms of new developments and fostering community partnerships. Earlier this year, staff member Kylie Londish and Richmond Club featured in Nova Employment's television ad campaign, highlighting the role we play in providing opportunities for job seekers with a disability.

The campaign provided excellent coverage of the positive impact we have in our employee's lives and we are continuing this by sharing our experiences with other organisations who would like to do the same.

Our relationship with Learning Links also reached a significant milestone with the signing of an MOU this

month for the development of a child care centre on club land. The foundation work that occurred throughout 2015 and 2016 means that we are significantly closer to reaching this goal. The centre will provide an inclusive environment with an increased number of places for children with a disability. Trained staff will offer specialist early intervention services linked to a range of issues including health, learning and social and emotional wellbeing, and also addressing teenage suicide locally. We are confident that construction will commence on the building next year. Another highlight of the year was welcoming both Foreign Minister Julie Bishop and Shadow Assistant Treasurer, Andrew Leigh, to Richmond Club and Richmond Golf Club respectively.

Both events, organised by the Hawkesbury Chamber of Commerce, allowed members of the Hawkesbury business community to ask questions about a wide range of topics affecting our district, from aged care to job innovations, during the crucial election campaign.

The Board and I wish to thank our CEO Kimberley Talbot, management and staff of our organisation for their work throughout this year. There have certainly been challenges and some inconveniences through renovation works this year, but they have risen above this to give our stakeholders the best customer services and facilities that we can.

My appreciation must also go to my fellow Directors who donate their time and expertise without expectation of remuneration. I would like to take this opportunity to extend the Board's sincere condolences to members who have lost loved ones throughout the past year.

2017 is very significant for Richmond Club as it is the 70th year since our foundation. The year promises to be a successful one with a number of events planned to celebrate the occasion.

Kind Regards,

Geoff Luscombe
Chairman

YOUR DIRECTORS



GEOFFREY LUSCOMBE
CHAIRMAN



GARRY WATTERSON
VICE - CHAIRMAN

CEO'S REPORT

CEO'S
REPORT

Dear Members,

2015-16 has continued in the same vein as last year, with extensive renovations happening to the main club as it evolves into a more contemporary meeting place for members and visitors. We have also been managing projects at Richmond Golf Club and Hawkesbury Living to ensure that these facilities are operating at the best of their ability.

In between this, we have also been supporting the community where we can and building partnerships with other like-minded organisations. It's clear upon reflection that this has been one of our busiest years in memory.

The first major renovation and refurbishment of the club in over 20 years was always going to be a complex and time consuming task. You may recall that I discussed the nature and purpose of the renovations in last year's report - to refresh and revitalise our core business in the wake of increased competition locally and rapid growth happening just beyond our local area in Sydney's northwest. In the ensuing 12 months, much of this has remained the same - the Hawkesbury remains an area of low growth and there are significant opportunities gained from promoting ourselves in a wider geographical

area.

As you will read in this year's report, we are still committed to providing support where we can for community groups, and in fact have developed a number of exciting partnerships with organisations that will improve the Hawkesbury region. The challenge that the Board and I face is to ensure that the club remains competitive so that this community support can continue. We are investigating ways to increase revenue, improve our current facilities and accommodate for future development.

The most notable change to the club is the repainting of the club's exterior, which is reflective of the evolution that is happening on the inside. However it is important to note that the new club signage that has been installed at the same time reintroduces the 'Remembering Ex-Servicemen and Women' line that has been absent for a number of years.

While we are looking at ways to improve our future services, we are still paying homage to our past as an ex-servicemen's club and the connections that come with that, particularly through the Richmond RAAF. As we approach our 70th anniversary in 2017, it is important to respect our history and those who have helped build the club throughout its 70 years of operation.

At Hawkesbury Living, we are still working on the master plan that began back in 2007, with Stage 3 of the nursing home's development being on the cards for a number of years. Unfortunately, a mixture of circumstances has meant that it has been put on hold and we anticipate that it will begin development in the next year. As waiting lists for aged care places in the Hawkesbury grows it is becoming increasingly urgent that these places can be provided.

We are lobbying and advocating with State Ministers for the government to assist with this provision of aged care and also a solution to a growing demand for affordable housing for seniors in the area, given the spike in property and rent prices in the Sydney area.

We have commissioned a complete repaint inside and outside in addition to \$350K of fire sprinklers. We are also refitting all the rooms with new curtains, privacy curtains and bedspreads.

Discussions at Richmond Golf Club have been dominated by changes that have needed to occur around the 18th hole, which forms part of the western boundary of the course. In 2016, the land at Pound Paddock was developed by North West Disability into a disability services centre, forcing us to find a solution to the issue of stray balls crossing the fence. Throughout the year we undertook feasibility studies for solutions, and with consultation from the Golf Management Committee. A final design for a safety net was approved in July this year which will solve the liability issue posed by the hole. Special thanks must go to the Richmond TAFE Horticulture Department for assisting in the removal of trees.

As I write this report I am very excited about the prospect of a hotel on our site, something that was envisioned in the first master plan of the club developed in the 1990's and finally coming to fruition over the next two years.

I would like to take this opportunity to thank the Board of Directors for their support, and the management team and staff for their effort and contributions throughout the year. I would also like to thank the membership for their input, feedback and patience as we go through this significant period of change.

Kimberley Talbot
Group CEO
Richmond Club, Hawkesbury Living
and Richmond Golf Club Ltd



PETER
CHIDGEY



MAX
PHILLIPS



DIANNE
FINCH



JARED
ZAK



GREG
THOMPSON



JIM
BULLOCK

OUR HISTORY

**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.

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.

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.

1949

The Richmond Memorial Men's Bowling Club is formed.

**Early 1950's**

Constant flooding makes the Golf Club impossible to maintain, and it is again closed for a short time.

1957

Richmond Community and RSL Nursing Home is founded.

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.

**1968**

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



1981

Norman Court Retirement Units are officially opened, with further extensions to follow.

1983

Plans to relocate the Nursing Home to its current location on March St are approved.



1991

The new Richmond Community and RSL Nursing Home is officially opened.

1992

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

1996

Extensions begin on Richmond Club and are completed in October.

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 that the Nursing Home merge with Richmond Club to counter increasing losses. Richmond Club acquires the Nursing Home and forms its subsidiary company, Hawkesbury Living. Active8 Gymnasium is opened.

2007

An extension of 12 beds is approved for Hawkesbury Living.

2009

Hawkesbury Living Cancer Trust is formed to deliver much needed oncology services to the Hawkesbury.

2010

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



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.

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.

2015

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

MEMBERS

FOUNDING / LIFE MEMBERS

The vision of building a place to meet and greet after the war was our founding digger's priority, but just as important was the need to build a community hospital/nursing home. We thank and acknowledge these men for their role in developing the Hawkesbury into the place that it is today.

Reg Torr
Herb Hill
Phil Luscombe
Ces Dews Jnr
Frank Clerke
Dave Nelson
Harry Kershaw
Sir Phillip Charley

N Cuddleford
Ray Kilpatrick
Col Bray
Duffy Phipps
Ken Luscombe
Ces Dews Snr
Eric Moore
Syd Clerke

Bertie Woodhill
Harry Braithwaite
Stewart Earle
A Nelson
Eric Bray
Maurie Ryan

ACKNOWLEDGING OUR PATRONS & LIFE MEMBERS

Life Membership is an honour given to an Ordinary Member who has rendered outstanding service to the Club. To be eligible for Life Membership an Ordinary Member must be nominated by one Ordinary Member and seconded by another. The nomination is then forwarded to the Board of the club for approval. If a nomination is approved by the Board the nomination shall be referred to in the next General Meeting of the Club, if the nomination is then approved at the General Meeting the person nominated shall become a Life Member.

1961 RW Moore
1963 JS Clerke
1966 E Moore
1967 E Mahon
1968 VH Plunkett
1969 PC Luscombe
1971 AJ Sherriff
1973 CW Chalmers
1976 DW McEwan
1989 D Packer

1996 RL Larven
2001 DW Wise
2009 KS Luscombe
2009 CM Dews
2009 GC Luscombe
2011 PS Clerke
2011 D Luscombe

Richmond Memorial Mens Bowling Club Pennant Team, 1974



An Aerial shot of Richmond circa 1970



STAKEHOLDERS / MATERIALITY

We understand that the engagement and participation of our members, staff and local partners is crucial in order to successfully develop and implement services that benefit the community. Community consultation is about developing our relationship with our members and stakeholders in a way that builds respect and trust, promotes open and inclusive dialogue and ensures that collaboration is at the forefront of tackling community issues.

Stakeholders in our Operations	Engagement 2015-16
<p>Members Our members form the basis of our operations and want to be involved in an organisation that is giving back to the community.</p>	<p>Quarterly Magazine, <i>Destination Richmond Club</i> Member's Forums Social Media, SMS and Email Messaging Direct Consultation Website: www.richmondclub.com.au Mailing Campaigns Local Media Mini Magazine: Quarterly</p>
<p>Staff Our staff have shown a strong interest in sustainability issues. They want to develop their skills to increase their employability.</p>	<p>Staff Meetings Social Media Staff Workshops and training Induction Representation on internal committees Satisfaction Surveys OH&S Committee</p>
<p>Residents and their Families Hawkesbury Living's residents and their families require a caring, inclusive environment and a connection to the community.</p>	<p>Residents Meetings - weekly Hawkesbury Living Newsletter Focus Groups Direct Consultation - daily</p>
<p>Visitors and Guests We strive to create a welcoming atmosphere for our visitors and guests.</p>	<p>Quarterly Magazine, <i>Community Heart</i> Local Press Website: www.richmondclub.com.au Industry Magazines Social Media</p>
<p>Local Community We engage our community on key social, economic and environmental issues. We are expected to lead by example by the community</p>	<p>Website: www.richmondclub.com.au Local Press Quarterly Magazine, <i>Destination Richmond Club</i> Local Business Forums Involvement with local organisations</p>
<p>Supply Chain Our suppliers provide us goods and services that can have a direct impact on environmental and social sustainability. We must work with them to provide solutions to these issues.</p>	<p>Meetings with key suppliers Audit on Supply Chain's OHS and Human Rights Standards Local Business Forums</p>
<p>Peak Bodies We are connected to a network of over 1400 registered clubs in NSW that impact the way our industry operates.</p>	<p>Directors Attendance at Peak Body Events Entry into ClubsNSW Awards Meeting with Key Industry Partners Cluster Meetings/Zone Meetings</p>

OUR APPROACH TO MATERIALITY

GRI defines materiality as being topics that ‘reflect the organisation’s significant economic, environmental and social impacts, or that would substantively influence the assessments and decisions of stakeholders.’

As an organisation operating within the hospitality, services and aged care industries, our material issues have remained similar since we began reporting four years ago. Our scope has also remained on our local community during this period, which also contributes to the consistency of our reporting.

Our stakeholders suggested that this report should focus on presenting information in a concise, focused

and practical way, to ensure that it has ongoing value for as many groups as possible. We also noted that the majority of our organisation’s value in the community can be identified as social capital (that is, it impacts our community and residents) and subsequently this report reflects this. External stakeholders want to know what we are giving back to the community and what our role is in the Hawkesbury. Internal stakeholders, including employees, are more focussed on employment opportunities, training, and working for an organisation that is ‘making a difference’.

An outline of the material issues identified can be found below:

Aspect	Key Issues	Boundary
Community	Social Inclusion, supporting local organisations, maintaining community assets, Oncology, social housing, demand for aged care places, local tourism.	All stakeholders in the Hawkesbury community.
Club Services and Facilities	Richmond Club: Renovations to main club, additional function space, catering options, member’s benefits, customer service. Active8, Wanderest, Amber Hawkesbury Living: Duty of care to residents, growth and expansion of facility. Richmond Golf Club: 18th hole redesign, maintaining and attracting new members, Golf Hawkesbury project.	Members, visitors and employees.
Employment	Respect and integrity, effective communication, training and education, career opportunities, employee satisfaction.	Employees, supply chain
Economy	Sound financial management	All stakeholders
Environment	Reducing environmental impact.	All stakeholders

SUSTAINABILITY RISK AND OPPORTUNITY

We believe that there are significant opportunities that exist through promoting sustainability principles within our organisation. These opportunities can be both financial and reputational, and through good business practice, we are able benefit greatly from integrating elements of sustainability into our operation.

With the increasing cost of resources and a growing need for improved infrastructure and services in the Hawkesbury area, we view sustainable practice as a distinct advantage over our competitors. This is combined with the obvious benefits that are had on staff, residents, patrons and the local environment.

Similarly, our key areas of sustainability risk lie in failure to operate efficiently and responsibly while not meeting compliance and regulation standards. This can also involve not reaching our sustainability targets and missing out on the improved performance targets that are a result of reaching our goals.

Controls in place to manage risk include:

- Policies and procedures, especially in regard to operations and codes of conduct;
- A dedicated member of our executive management team dealing with compliance and legal issues;
- A risk management system integrated into operations and procedures;
- Formalised management reporting against our objectives.

REPUTATIONAL OPPORTUNITIES/RISKS

- Protection of the health and wellbeing of staff/staff satisfaction;
- Gain/loss of goodwill as an equal opportunity employer;
- Sustainability performance affects the industry perception of our governance/management;
- Unmet social, economic and environmental sustainability targets;
- Gain/loss of support from community partners and industry stakeholders.

FINANCIAL OPPORTUNITIES/RISKS

- Reduction in resource use to offset any increase in the cost of goods and services;
- Elimination of the cost associated with resource inefficiency;
- Risk of non-compliance with regulations, resulting in monetary fines and/or punitive action.



RICHMOND CLUB

“

In 2015-16, the main club continued to evolve into a new exciting social meeting place for members to dine, be entertained and relax.

”

Richmond
community heart
CLUB

Remembering our ex-serviceman & women



YEAR IN REVIEW

In 2015-16, the main club continued to evolve into a new and exciting social meeting place for members to dine, be entertained and relax.

The previous 18 months have been a tumultuous period for Richmond Club, as it has undergone its largest renovation and refurbishment in over 20 years. It was identified early in 2015 that there were a number of areas within the club that no longer met the current benchmark elsewhere in the industry. In particular, we have seen a number of changes on our doorstep, particularly through the growth of the North West that required us to develop in order to keep pace with competing clubs.

It is important for us to focus on the core of the business after a number of years focusing on other community assets and projects. While these are still vital and take up a large proportion of the organisation's energy and time, the club needs to remain competitive and profitable in order for the community projects to get this support in the first place.

Therefore refurbishing and revitalising our core facility has been a priority of the Board and management for the last 18 months. Given the economic climate and increased competition that we have faced in recent years, it was decided that this is the best way to improve our facilities, increase revenue and allow for future development. Works began this financial year with the refurbishment of the outdoor gaming areas in mid-2015.

The most obvious change to the club is the complete repainting of the club's exterior, which began during the writing of the last Annual Report and was completed this financial year. The refreshed façade of the club is symbolic of the evolution that is also happening inside the club and the focus on updating the club's facilities.

The painting works were also supplemented by the installation of the new club signage, which reintroduced the 'remembering ex-servicemen' tagline that has been absent from signage for a number of years. This change in branding reinforces our history and origin as an ex-servicemen's club and the link between the club and the defence services, particularly the Richmond RAAF Base. Throughout the year we have strengthened this connection, which is most obviously on display on Anzac Day.

Future development for the main club site includes utilising the lower level Base Lounge as a children's activity/play area, and developing other lots for use such as the planned five function room space and the upper level auditorium space which has laid dormant for 20 years. Once completed, these areas will diversify the services on offer at the club and complete the renovation works that have taken place over two years.

CUSTOMER SERVICE

In addition to the physical changes happening at the club, we are also focussing on revitalising staff customer service toward our patrons. This contributes greatly creating a positive experience and welcoming environment at the club, and has been implemented at all stages of our staff's employment at the club, from who we recruit to induction and ongoing training. Customer feedback is monitored closely and referred to the Board of Directors on a monthly basis to ensure they are aware of member issues.

It was noted at a recent focus group that a grass roots approach needs to be taken by the CEO to work through staffing and member issues. Upon completion of the club's renovation works another member's focus group will be organised to ensure members are involved in future developments, such as the proposed hotel, which is currently being discussed.

PROMOTIONS

2015-16 has seen a huge and varied range of prizes given away to our members, including a complete kitchen renovation courtesy of Granite Transformations (the proceeds of which were donated to the Hawkesbury Living Cancer Trust), an Antarctic and South American cruise, and luxury Vietnam getaway experience in addition to our regular promotions and Member's badge draws.

Throughout the year, we have given away in excess of \$110,000 worth of cash and prizes.



STAR BUFFET

Star Buffet was opened in April 2015, with the first few months proving to be extremely busy in terms of patronage.

The decision to put a buffet to fit 650 people was always going to be a difficult one.

However with the major losses that the club was experiencing under the previous catering and beverage department, it was decided to deliver a product well known to the Sydney market that has attracted over 5000 new members from the local area and neighbouring North West Growth sector.



THE CRAFTY BREW

The final area on the ground floor that has been renovated is the Bouncing Bean Coffee Shop. It has been operating since 2007 with minimal changes to the space and the menu, and it became clear that the experience that members and customers wanted then is very different to what they desire now. Tastes have become more sophisticated and the café scene that is popular in the inner city permeates into cafes and coffee shops throughout Western Sydney.

With months of planning and the assistance of internationally renowned catering experts and brand strategists, who have worked with us on a number of services in the club, the Bouncing Bean was relaunched as 'The Crafty Brew' from September 2016. The renovations expanded the service area of the Bouncing Bean with dedicated cooking equipment, chefs and back-of-house area.

'The Crafty Brew' is a name that reflects the vibrant, natural and casual feel that we want our customers to experience. The furnishings and décor have been worked on through Black Pebble Design, a Richmond based interior designer.

The new café will focus on delivering a sophisticated coffee, food and craft beer experience for the discerning tastes of our patrons, while remaining affordable and accessible for all of our patrons.

Most importantly, the menu will complement the offerings at Star Buffet and provide an alternate dining experience to what has been offered at the club in the past year, and previously through Bistro Smiles.

RESPONSIBLE CONDUCT OF GAMING (RCG)

As a registered club, we have an obligation to create a safe and healthy gaming environment for our patrons. For the majority of players, poker machines are a form of recreational activity that is conducted in a setting that complies with applicable legislation to minimise risk.

We require all staff to have completed a course in Responsible Conduct of Gaming, in order for them to recognise the risk factors that do exist and the strategies in place to monitor and reduce them. We also offer self-exclusion and voluntary pre-commitment options

to patrons that do identify as having a problem, as encouraged industry wide.

These solutions have been proven to give problem gamblers the ability to make rational decisions without impacting their freedom of choice.

Furthermore, through limiting the maximum payout by cash and maintaining a policy relating to cheque cashing and financial transactions, we can ensure that the provision of poker machines in the club is as safe and secure as possible.



RESPONSIBLE SERVICE OF ALCOHOL (RSA)

As part of our service involves the consumption of alcohol in a licensed venue, we have a responsibility to minimise the risk associated to patrons, guests, our staff, neighbours and the wider Hawkesbury community.

Our policy includes the following actions:

- Not condoning any practice that encourages rapid or excessive consumption of alcohol;
- Mandatory RSA training and review for all staff employed at the Richmond Club site;
- Procedures in place to prevent minors consuming alcohol, and practices that ensure staff are comfortable with handling these situations;
- Zero tolerance to disorderly and anti-social behaviour;
- Dialogue with suppliers to promote best practice in the

industry;

- Strong connections with the local Police and other organisations;
- Support of initiatives that address and prevent social issues associated with the consumption of alcohol;
- Guidance for patrons travelling to and from the venue;
- Review of major events (such as ANZAC Day) with increased security and safety procedures in place (for example, RSA Marshalls and the use of plastic cups only).

We are founding members of the Hawkesbury Liquor Accord and through this are involved with other licensees in the community to foster the responsible consumption of alcohol.





AMBER STYLE & BEAUTY

Amber Style and Beauty has undergone a significant change in early 2016, with a new manager and beautician employed to grow the salon's clientele base. Both have worked in the Hawkesbury for a number of years and have a great deal of experience.

The salon is now focussed on reconnecting with old members and patrons and encouraging them to return, retaining current clients, and also promoting themselves through networking events such as the Women in Business Expos held by the Hawkesbury Chamber of Commerce. A price adjustment has also just occurred giving value to our products and services.

Amber is also committed to the training and development of its staff, employing two apprentices in 2015-16. One current staff member also completed their apprenticeship while at Amber. Staff are provided with in-house training which is supplemented by seminars and events hosted externally.

The salon also provides a significant amount of the organisation's donations through the year, in the form of vouchers and product for charity fundraisers, schools and other events. In 2016 Amber has provided over \$1600 in goods and services toward these causes.



WANDEREST

In 2015-16, Wanderest continued to be a main source of new visitors and members to the club from around Australia and internationally.

The free stay traveller's park's total number of visitors and night stayed remained consistent from the numbers in the previous year, with 2338 visitors (4% increase) and 4916 nights stayed (10% increase) respectively. Sites 1-8 were closed in July and August to increase parking space following the opening of Star Buffet.

	Visitors	Nights Stayed
July 2015*	125	257
August 2015*	158	326
September 2015	174	321
October 2015	203	441
November 2015	186	439
December 2015	176	395
January 2016	194	431
February 2016	263	389
March 2016	212	490
April 2016	254	554
May 2016	229	489
June 2016	164	384
Total	2338	4916

Feedback continues to be extremely positive from patrons of Wanderest, with many commending the concept of the park and its impact on local tourism in the area. The sites are often booked out throughout the year and have introduced 617 new members from interstate to the Hawkesbury.



ACTIVE8

Active 8 has shown strong growth in an intensely competitive environment, while maintaining its ethos of providing a positive environment for members and a personalised approach to achieving their fitness goals.

In response to the increase in gyms in the Hawkesbury, some difficult decisions needed to be made, and Active8 began operating 24 hours last year. This, combined with a staff restructure, helped stabilise the gym's membership and income, while not affecting its usual operation during business hours. Patrons who utilise the 24 hour service have noted that it more secure than most 24 gyms given the club is open until 4am every day.

Membership this year has peaked at 833, and cancellations have also hit a record low, an amazing comeback from a service that had to adapt to current trends. Part of this can be attributed to the increase in mothers with young children who have joined and utilised the club's crèche and child minding facilities. New equipment was also installed in March 2016.

During this change, we have remained true to what Active8 is all about – creating a positive environment for members, promoting social inclusion in fitness, and assisting people in reaching their exercise goals.

In August, 38 members attended the City To Surf run in Sydney, an annual event for Active8 which often provides a source of motivation for those trying to achieve their fitness goals. Regular talks and presentations are also held by staff, including those to assist intellectually disabled adults with areas such as exercise and nutrition.

The Live Longer Live Stronger program that began in 2015, which encouraged all of our membership over the age of 55, has continued this year following its popularity last year. Tai Chi classes and regular fitness checks also supplement the program. Heartmoves, a dedicated seniors fitness program, is also an integral part of the classes we offer.

“

Richmond Golf Club has had a successful year both on and off the course, with pennant wins, major tournaments, renovation plans, and a passionate membership who love their club and the game they play.

”



RICHMOND
GOLF CLUB

RICHMOND GOLF CLUB - YEAR IN REVIEW

The 2015 Australian Seniors PGA Championship would return to Richmond for the third consecutive year. The event proved to be the best yet, with good conditions and an outstanding contingent of Australian and international senior golfers vying for the title. The final of the tournament proved to be a nail biter, as Rodger Davis won the championship at his third attempt in a tense three hole playoff with Mike Harwood and Peter Senior.

It was determined by the membership at the Golf Club's General meeting that the 2015 Senior's PGA would be the last hosted by Richmond, due to the increasing financial costs.

CHANGES TO THE 18TH HOLE

2015-2016 has been dominated by talks to address safety concerns posed by the 18th hole, which runs along the western boundary of the course, adjacent to Pound Paddock. In 2015, land on Pound Paddock was given to North West Disability Services with the intention of developing a disability services centre. This building was opened in June 2016, creating significant concerns for patrons should any stray balls cross the fence from the 18th.

The Board of Directors undertook feasibility studies for improving public safety on the 18th hole, as a solution to prevent stray balls was crucial. Feedback from members made it clear that they would be against the relocation or complete redesign of the 18th hole and green, which has been in its current location for 50 years. Costings were then developed for the installation of a safety net and redirection of the hole.

This solution, although coming at a significant capital cost for the organisation, will ensure that the public remain safe and there will be no future liability issues. A final design was recommended by the Golf Management Committee in July 2016 and approved by the Board of Directors, with grants being investigated to ease the financial cost of installation and adding value to the course in other ways.

This pressing issue meant that other capital works at the Golf Club were forced to be delayed, however the Committee and Board reiterated their commitment to address these when possible. They include:

- Additional car parking (in March 2016 demolition of the East Richmond electrical substation took place);

- Toilet and Locker Room renovations;
- Driving Range feasibility;
- Additional function space;
- Developing the clubhouse as a hub for sporting groups in the region.

The Committee also focussed on a number of course and competition issues throughout the year, including social play, two tee starts, and membership fees. An install of IGT software in the clubhouse linked golf members with Richmond Club and allowed them to use loyalty points across both sites for the first time.

These long term plans for the Golf Club, while unlikely to commence in FY2015-16, will ensure the future sustainability of the club and give all of our members, golfing or otherwise, the best possible experience at our historic course.

PENNANT SUCCESS

2016 proved to be an immensely successful year for both men's and ladies teams in their respective Pennant competitions. In particular, the Men's A Grade team defeated East Lakes Golf Club in the final of the Metropolitan Major Pennants Division Four to deliver their first title in 100 years.

The team of Nathan Ball, Craig Ellings, Zac Kirk, Trent McMillen, Jason Moss, Glen Reynolds, Mark Drady, captain Damion Miller and manager Phil Bamford, were undefeated at home throughout the competition, and took this great form into the high pressure final. Success, which had eluded some of the team for over a decade, was decided by the final putt of captain Miller.

The Ladies Pennant team, not to be outdone, won their second Pennant in as many years, competing in the Nepean District Pennant first grade competition. They won five of six matches played to take out consecutive titles, the first two for Richmond since the competition began in 1934.

The Ladies team comprised Carolyn Lozier, Dina Stuart, Carol Carter, Sue Willmott, Di Clark, and reserve Judy Benson, and was led by Kelly Quigley.



VETERANS AND LADIES

The Richmond Veterans form part of the Western Sydney Region Veterans Golf Association (WSRVGA), whose mission is to foster Veteran's golf in the region through a calendar of events hosted by the nine member clubs. Their aim is to encourage golf to be played in a spirit of keen competition and good fellowship with a strong emphasis on social interchange.

In 2015-16 Richmond Club was a major sponsor of the Veterans as they hosted the 2016 NSW Veterans State Stroke Play Championships, held at Richmond, Penrith and Stonecutters Ridge. The WSRVGA have secured the rights for the Championships until 2020, ensuring that the state's best veteran golfers will be coming to Western Sydney to compete for the next 6 years.

As an organisation focussed on the social inclusion fostered by playing golf, we are proud to be key sponsors of the WSRVGA and have assisted them in a number of

ways since 2012, including developing and maintaining their website.

The Richmond Veterans also had a successful year in the interclub tournament, picking up their third Club of the Year title, and Kim Gersbach winning the Ladies Player of the Year for 2015.

By a similar token, the Ladies Committee was formed to provide opportunities for lady golfers to get together, learn the game and in some instances represent the Richmond Golf Club, all in a friendly and sociable setting. In 2015-16 the ladies were focussed on growing female participation in golf in the region, and introducing new players to the game. They held a number of successful ladies' clinics which resulted in 16 new members. Both groups held successful charity events in 2015, for Pink Finns and Prostate Cancer research respectively.



HAWKESBURY LIVING

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Our focus on aged care in 2015-16 has been centred on creating the right mix of circumstances to begin the long awaited extension of Hawkesbury Living.

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HAWKESBURY LIVING - YEAR IN REVIEW

Our focus on aged care in 2015-16 has been centred on creating the right mix of circumstances to begin the long awaited extension of Hawkesbury Living, which is desperately needed as waiting lists for high care places in the region grow longer. At the same time, we recognised the need to replace and where possible, exceed the allocation of social housing provided by Norman Court, which will be demolished in the next 12 months to make way for the development.

Both issues need to be addressed urgently in the Hawkesbury, and through lobbying government bodies with the help of Hawkesbury MP Dominic Perrottet, and advocacy of a socially inclusive form of aged care and affordable housing, which Hawkesbury Living has been effectively demonstrating for years, we are moving closer to a solution that will meet the needs of all residents.

HAWKESBURY LIVING STAGE 3

In 2007, Hawkesbury Living unveiled a five stage master plan with the aim of increasing the quality of care for its residents and minimising the waiting lists in the Hawkesbury. The first stage of the plan was completed in 2009 at a cost of \$2.2 million and the second stage, which included the development of Magnolia Place at a cost of \$2 million, opened in 2011.

The DA for the two-storey Stage 3 was initially submitted to council in July 2011, and included the extension of the facility by an additional 36 beds. When the Oncology centre proposed by the Hawkesbury Living Cancer Trust was moved to Hawkesbury Hospital in Windsor, the extension was redeveloped to incorporate additional services on the second floor, including child care, adolescent respite, and special needs services. Since then, commencement on Stage 3 has been delayed due to a number of factors, namely the long awaited DA approval, the progress on the oncology unit and the impact of the wider economic environment on the financial result of Hawkesbury Living. In 2015-16, the facility was in a position to resubmit the DA in order to begin the construction process in the coming year.

The key aim of Stage 3 is to increase the number of aged care beds available in central Richmond, as demand is far outpacing the number available. By including a range of ancillary services, the centre becomes a 'hub' for services in the community, improving social inclusion for residents and keeping them connected to the community.



Picture: Fairfax Media

NORMAN COURT AND THE SOCIAL HOUSING ISSUE

Hawkesbury Living also operates the Norman Court Retirement Village. It is made up of 14 units and rooms all classified as independent living. All units are fully self-contained and close to transport, shopping centres and recreational facilities.

Hawkesbury Living has been in the process of decommissioning Norman Court since 2007 to allow for the development of the facilities' master plan, and has been operating it as an affordable housing model for the disadvantaged in the community.

As rents increase in the Hawkesbury (with median weekly rent in Richmond in excess of \$400), there is a clear shortage of affordable housing for seniors and the elderly.

To increase the amount of social housing available in the area, as well as relocate residents currently living at Norman Court, we have proposed to provide prefabricated seniors housing on Crown Land adjacent to Richmond Golf Course.

In April 2016, our Group CEO Kimberley Talbot and Directors met with State MP for Hawkesbury Dominic Perrottet and Minister for Social Housing Brad Hazzard to discuss this proposal and facilitate the granting of Crown Land for this use.

The NSW Government has identified Social Housing as a key issue in providing for the socially and economically disadvantaged in the community. In the Future Directions for Social Housing in NSW policy document, it is noted that social housing provides 'the most vulnerable people in society with a safety net'

that allows them 'to live with dignity' and the potential to 'break the cycle of disadvantage.' The document recommends that the capacity of non-profits (such as Hawkesbury Living) to provide social housing should be increased, as they are a key component in the 'sustainable future' of their communities.

SOCIAL INCLUSION AND WORLD CLASS DEMENTIA CARE

After extensive research into aged care facilities worldwide, Hawkesbury Living has adopted the Humanitas model from Denmark for nursing care, and the Age Song model for dementia residents. The Humanitas model supports the 'age in place' concept for aged care, allowing residents to stay living in the environment of their own home, no matter what level of care they need.

This form of care shifts the focus of aged care away from the traditional clinical atmosphere of aged care facilities to a more homely, person-centric service based on holistic care.

The overall goal of Hawkesbury Living is to provide the best care possible to residents. This includes not only the provision of first-rate aged care services, but equally a place where residents can engage and socialise with others and undertake what would be considered day-to-day activities. In this respect the facilities form an important part of the social infrastructure of Richmond and the wider Hawkesbury area, allowing residents a place to come together in the later years of their lives and in this capacity builds social capital in the community.

The Nursing Home and facility provides a significant number of mediums and activities for residents to interact in, including:

- Transport measures - a bus is owned and operated by Hawkesbury Living as well as a car which can be operated by volunteers to ensure residents have the means to make appointments and therefore actively participate in the community.
- On-going membership of various sporting organisations for residents
- Men's Shed - the Nursing Home has a men's shed facility where male residents partake in small wood work activities under the instruction of a volunteer.
- Involvement in meal menus, activity curriculum etc. - a resident committee provides input in food menus and activity curriculums. This not only acts to ensure social interaction but also to actively involve residents in decision making. Such activity is important on many levels, not only for brain stimulation but also for feelings of self-worth and self-determination;
- Internet café - the Nursing Home also has an internet café in operation. The internet café acts to bring the residents together and allows new experiences for residents;
- Educational classes - Hawkesbury Living provides group educational classes on different topics such as learning how to use the internet;
- Physical activity classes - the Nursing Home engages appropriately qualified physiotherapists to provide specialised physical activity classes for residents forming an important group activity

Whilst there are also many other activities which are provided by Hawkesbury Living at its facilities, the overall purpose of providing the above is to demonstrate the social capital building undertaken by Hawkesbury Living and its provision of social and community infrastructure. Hawkesbury Living's master plan is part of the preparation for a growing need for aged and dementia specific care in the Hawkesbury in the future. For many residents, especially those with mental health needs, the transition into aged care is made easier by allowing residents to remain in their local area, and by remaining engaged with the people in the community to offset isolation and promote social inclusion.

There are almost 280,000 Australians living with dementia, with that number expected to rise to almost 1 million by 2050. It is estimated that the total cost of replacing all family care with paid care is estimated at \$5.5 billion per annum. The Government has made the support and care of people suffering from dementia a national health priority. A community needs assessment was undertaken as part of Hawkesbury Living's master plan that addresses the need of dementia care in the Hawkesbury.

OPERATIONAL STANDARDS

Hawkesbury Living's operational processes undergo an audit and evaluation process as part of accreditation from the Department of Health and Ageing, which assures that the facility meets industry standards. In addition, we also review policies and procedures relating to the care of our residents internally. Unannounced audits are also part of the yearly checks on standards.

In 2016, a full review and refit of the facilities sprinkler systems took place at a cost of \$380,000. Our equipment is checked on an ongoing basis by a Fire Safety Equipment Professional and staff are required to undertake compulsory fire safety and emergency evacuation training twice yearly.

The care of our residents is monitored through Advanced Care Planning and a case conference system. Residents and families have access to resources and staff that are fully trained in best practice palliative care in order to best meet the needs of each resident.

In 2016 a full repaint costing over \$300,000 took place inside and outside of the building. We are currently replacing curtains and bedspreads for the entire facility.

SOCIAL INCLUSION

Richmond Club's community forms the social and recreational centre of many of our member's lives. It is our aim to ensure that the dignity and wellbeing of each of our employees is met, and that diversity and social inclusion form the heart of our business.

For our business, social inclusion and respecting the dignity of our members forms a key part of our community engagement.

As a registered club we have a responsibility to contribute to a socially inclusive environment, through strengthening community ties, providing an accessible meeting place, and minimising the risk of the disadvantaged 'falling through the cracks' of society leading to isolation and dependence.

HAWKESBURY LIVING

The person centred model of aged care that is being perfected at Hawkesbury Living is focused on the empowerment and individuality of our residents, as well as their ability to participate and reconnect with their family, friends and the wider community. All major works and projects implemented at Hawkesbury Living are considered with this philosophy in mind. Throughout the year, we have aimed to improve resident comfort and aspirations and to strengthen community ties.

In 2016, we have engaged with our volunteer team at Hawkesbury Living to create an environment that is mutually rewarding for them and our residents. We have conducted regular volunteer forums to highlight the beneficial nature of volunteering to the community. Volunteers assist with all aspects of our resident's care,

especially with aspects of one to one care that full time care staff cannot complete alone.

In conjunction with regular training on issues such as aggression minimisation and safe swallowing, volunteers are enriched through their contribution and resident's insights, as many have lived locally and have strong ties with the Hawkesbury.

BOWLING CLUB

Throughout our history, the members of the Richmond Men's and Ladies Memorial Bowling Clubs have formed an integral part of the community and the foundation of our business.

Formed in 1949 and 1957 respectively, these clubs have been at the centre of our social and recreational services and established our long association with sporting groups in the Hawkesbury.

Today, the bowling club continues to maintain community ties and promote an inclusive environment for our older members. For many, lawn bowls is a way in which our members can remain active and participate in a recreational activity. It has been the foundation of many residents' social lives in Richmond and has grown into a thriving sporting club with a rich history.

We recognise the role the club plays in our heritage and the social lives of our members. It remains a major part of our identity and the social wellbeing of our members.



OUR
COMMUNITY



STRATEGIC PARTNERSHIPS

In 2015-16 we have pursued and maintained a range of community partnerships that help contribute to our positive role in the Hawkesbury.

The organisations that we work with range from not profit business groups, to registered charities, to employers and groups with a long history in our local area.

These partnerships have mutual benefits for both parties and influence areas such as employment, infrastructure and networking with other businesses.

LEARNING LINKS

Learning Links is a not for profit organisation that assists children with learning difficulties with the skills, services and family support that enable them to reach their potential. They also assist with the professional development of early childhood teachers, child care workers and therapists so that they may support children with learning support needs.



They have been conducting Charity Housie at the club for many years for this purpose. In 2016 we also increased the number of sessions hosted by Learning Links.

We also began developing plans for an inclusive child care and learning centre in collaboration with Learning Links. This innovative childcare centre will differ from centres in the Hawkesbury, providing an inclusive environment with an increased number of places for children with a disability.

Trained staff will offer specialist early intervention services linked to a range of issues including health, learning and social and emotional wellbeing, and also addressing teenage suicide locally.

The McKell Institute report "Meeting the Shortfall" highlights that clubs are well positioned to provide both childcare and aged care services. It is envisaged that Learning Links will also partner with other clubs to help build this type of infrastructure and provision of vital services in other local communities. As noted last year, Richmond Club was especially highlighted in this report through our work in promoting the link between registered clubs and aged care.

Richmond Club and Learning Links have been working toward an MOU to solidify their partnership in preparation for the childcare centre in Richmond. This document is scheduled to be signed in October 2016 in conjunction with a DA for the building to be submitted to Hawkesbury council.

NOVA EMPLOYMENT

In 2016, we increased our partnership with Nova Employment, an organisation that assists people with a disability to find meaningful employment in the community.



Our role is to continue to provide opportunities for job seekers in the Hawkesbury as well as share our experiences with other organisations that would like to do the same. We have worked on and off with Nova for at least 17 years.

One of our employees, Kylie Londish, a staff member of 15 years, was also featured in Nova's latest television ad campaign in May. Kylie, who has diminishing eyesight, is able to carry out her bar duties, without many knowing she is legally blind. Bottles and equipment are set in particular spots in all of the club's bars.

In the TV advertisement, both Kylie and CEO Kimberley Talbot speak about the benefits of working with Nova and employing those with a disability. "In Kylie we have a skilled employee that we can rely on. We see her as a key member of our staff," Ms Talbot said. In August, Kylie also featured on a billboard advertisement on the M4 Motorway.

In 2016, we employed four more staff through Nova at Richmond Golf Club, working in areas such as the back of house kitchen and in course maintenance.

HAWKESBURY CHAMBER OF COMMERCE

The Chamber is a non-profit association which represents the Hawkesbury's Business & Industrial Communities and provides a wide range of benefits and services to improve networking in the region. Richmond Club is a member of the Chamber and is involved in a range of initiatives and events throughout the year. In 2016 this involved bringing the Foreign Minister, Julie Bishop, to Richmond during the election campaign to speak to local business owners, as well as hosting a number of other networking events through the year. Our Directors attend regularly and commend the current President of the Chamber for her commitment to the Hawkesbury.



OUR COMMUNITY

RICHMOND RAAF

With our history as an ex-servicemen's club, we have a long history of working with and supporting the Richmond RAAF Base. For a number of years, Richmond Club has been a flexible employer for Defence personnel, becoming a preferred employer for Reservists. These staff members are highly driven people who take on part-time service in the Army, Navy or Air Force while also working in the general public.

Identifying ourselves as an employer of choice for these people shows that we will be flexible to their service obligations while they are employed with us.

We also support the Richmond RAAF through a number of fundraising and donation channels, including Charity Golf Days, Pay Night Raffles and use of club facilities for major functions.

PGA OF AUSTRALIA

Since 2013, Richmond Club and Richmond Golf Club have worked closely to bring the Coca-Cola Australian Seniors PGA Championship to the Hawkesbury, promoting the growth of golf in the region and showcasing the Hawkesbury to a national and international audience.

HAWKESBURY RACE CLUB

Richmond Club has had a long standing relationship with Hawkesbury Race Club for over 17 years, providing vital support to the Hawkesbury through hosting annual Charity Race Days, stand-alone meetings and other Race Days. PGA of Australia

Since 2013, Richmond Club and Richmond Golf Club have worked closely to bring the Coca-Cola Australian Seniors PGA Championship to the Hawkesbury, promoting the growth of golf in the region and showcasing the Hawkesbury to a national and international audience. Hawkesbury Agricultural Association.

This year the Board of Directors of Richmond Club made the decision to support a slightly smaller number of sporting groups that are co-supported with other clubs, and increase the sponsorship to the showgrounds to assist the promotion of events locally.

HAWKESBURY DISTRICT AGRICULTURAL ASSOCIATION

This year the Board of Directors of Richmond Club made the decision to support a slightly smaller number of sporting groups that are co-supported with other clubs, and increase the sponsorship to the showgrounds to assist the promotion of events locally.



PICTURED ARE CORPORAL MARK DONALDSON VC, PREMIERE OF NSW MIKE BAIRD AND STATE MEMBER FOR HAWKESBURY DOMINIC PEROTTET MP, DURING THE 2016 HILLS-HAWKESBURY STUDENT LEADERSHIP PROGRAMME, PROUDLY SUPPORTED BY RICHMOND CLUB

OUR COMMUNITY



MINISTERIAL VISITS

Richmond Club and Richmond Golf Club were the scene of pre-election campaigning in the days before the 2016 Federal Election in July.

Foreign Affairs Minister and Deputy Prime Minister Julie Bishop attended a Q&A session hosted by Richmond Club and Hawkesbury Chamber of Commerce, outlining the Liberal Party's election with MP Louise Markus promises and speaking with local business owners about topics as diverse as the economy and aged care funding.

Later in the month, Shadow Assistant Treasurer Andrew Leigh and Labor Candidate for Macquarie Susan Templeman visited the Richmond Golf Club to address local business leaders, members of Hawkesbury Probus and Hawkesbury Chamber of Commerce. The discussion focussed on health funding, Labor's optic fibre NBN strategy and transport infrastructure in north-west Sydney.

Mr Leigh also spoke about Labor's aged care funding policy, suggesting that they would focus on reforming

the way aged care services are provided and active aging.

The visits during the record length campaign show that the Hawkesbury is an important region in the eyes of both political parties, and with a booming population in the north-west of Sydney, will remain that way in the years to come. Partnered with the Hawkesbury Chamber of Commerce, Richmond Club continues to be at the forefront of developing local business and solving future challenges.



HAWKESBURY COMMUNITY KITCHEN

Hawkesbury Community Kitchen is a Christian-based organisation that was established in Windsor in 1991. It provides a drop in facility for homeless and disadvantaged people in the Hawkesbury, including meals, hot showers, laundry facilities and a referral service as well as the simple opportunity to speak to a friendly face.

The Kitchen is solely run by volunteers, relying on fundraising and donations to provide for the 15+ clients that use the service on any given day. In addition, the service also offers a voice for clients at community meetings and also to assist with the provision of social housing and crisis accommodation when required.

Richmond Club has been assisting the Kitchen financially since 2007, when we stepped in to help pay the rent for the organisation's current premises on Macquarie St in Windsor. We also donate equipment when possible and provide a regular donation of food for the service. A strong and ongoing relationship with the club ensures the service's financial sustainability in the long term.

The Kitchen also works in partnership with a number of other community groups to maintain and improve the facilities for clients, including Bede Polding College, Arndell Anglican College, Rotary, Lions Club, St Matthews Anglican Church, Mortgage Choice, RSL Ladies Auxillary, St Monica's Catholic Church and many others.

This year, Richmond Club is working with the Kitchen and hopefully Hawkesbury City Council to secure a more appropriate location for their growing clientele. A drop off and community kitchen facility in the Hawkesbury is an invaluable asset, and a more centralised location in Windsor would provide stability and increased visibility. This would allow the Kitchen to assist more people when the local community is actively investigating the importance of a homeless drop off centre in the region. The premises identified by Hawkesbury Community Kitchen would give clients a safer and more comfortable experience as well as the capacity to serve and assist more people each day.

With the continued partnership of community groups, including Richmond Club, the Kitchen will have the continued financial ability to maintain their service to the Hawkesbury.

HAWKESBURY HEARTSTART

Hawkesbury Heartstart is a campaign founded by Windsor Rotary and supported by Richmond Club, that aims to increase the availability of defibrillators in community spaces in the Hawkesbury.

The founder of the campaign is Dr Ravi Sahasrabudde, a local Windsor Rotarian and respected local doctor who has been in the Hawkesbury region for more than 42 years.

The campaign was initiated and launched at the Richmond Club on 15 May 2015 by Windsor Rotary. It aims to educate the community about what action to take when a sudden cardiac arrest situation arises; increase the currently low numbers of defibrillators available in the local community; and assisting sporting and community organisations in

purchasing a defibrillator. Each unit costs approximately \$2,700 each and therefore the Heartstart campaign is asking the community to jump on board and help fundraise.

The Hawkesbury Heartstart campaign received national attention when Macquarie MP Louise Markus spoke in Parliament on it.

She described the campaign to fundraise for many more defibrillators to be stationed out in the community, and praised residents, as well as Richmond Club, for their reception of it.

While Richmond Club has had as a defibrillator unit for 5 years, we are planning to buy more as part of the campaign. 'Richmond Club is right behind

Dr Ravi and supports his push to have defibrillators installed in all Hawkesbury clubs and large organisations," Kimberley Talbot, Group CEO said.

"I understand how important and crucial it is for clubs with an ageing population to have a defibrillator available on a daily basis."

'In my 36 years in the industry I've known patrons who've died from not having access to a defibrillator. I've seen how detrimental not having one is.'



DEFEAT THE HEAT

Defeat the Heat, is an initiative by Australian Red Cross and Clubs Australia, encourages community members to take heat-related illness seriously by heading to a designated cool spot - their local community club.

In January 2016, with forecast heatwave conditions over 40 degrees for the Richmond area over consecutive days, the Club became a respite centre as part of the Defeat the Heat. We were one of three clubs taking part in the program in its first year.

The club was open to provide shade, air-conditioning, water, and ran activities for any locals who aren't coping with the heat. This open door policy was broadcast extensively across the club's media channels to ensure it reached the widest possible audience.

In addition, we developed a heat wave policy similar to those developed for other emergencies, setting up a procedure for heat wave events in coming years.

Richmond Club Group CEO Kimberley Talbot said that clubs are traditionally a haven from the heat and are important to ensuring the safety and wellbeing of locals.

"We want everyone who is struggling with the hot conditions to know they have somewhere to go, and people who will look after them. Our community counts on the Club to make a difference in their lives, particularly in times of need, and this initiative with Red Cross is an extension of that."

Heat-related illness can range from mild conditions such as a rash or cramps, to very serious conditions such as heatstroke which can be deadly.

Heatwaves have killed more people in Australia than any other hazard, including fires and floods, so it's vital for people to be aware of the risks and know what they can do during a heatwave to keep themselves safe and healthy.

The Defeat the Heat initiative was commended at the 2016 ClubsNSW Clubs and Community Awards in the Emergency Services category. Dubbo RSL Memorial Club and Wagga Wagga RSL were also involved in the pilot program.



HAWKESBURY LIVING CANCER TRUST

The Richmond Club Board of Directors and CEO had a vision in 2008 to develop oncology and chemotherapy services in the region after directly experiencing the difficulties of travelling for treatment, and after consulting with members and the community discovering a real need for improved health infrastructure.

To date, the Trust has overseen more than \$2.3million of charitable donations, with the state government also contributing \$100,000 worth of funds.

Richmond Club, as the Trust appointer, still has an ongoing and vital role to play in the delivery of oncology services to the Hawkesbury, as the finer details of the service are agreed and construction begins. In August 2015, it was announced that the ownership of Hawkesbury District Hospital would be transferred to St John of God, meaning that negotiations would have to continue with a new party. In 2016, the oncology wing of the Hawkesbury Hospital was constructed and began sourcing and training staff in anticipation of its opening late in the year. The Cancer Trust have continued to play an active role throughout this process, establishing care packs for patients utilising the service, which will be named the Hawkesbury Living Cancer Trust Chemotherapy Unit.

Timeline:

2010: Richmond Club board approved Trust structure and members fundraising coordinated under charitable status of Hawkesbury Living.

Trust explored establishing a multidisciplinary service and specialist centre at Old Hawkesbury Hospital site Windsor, after discussions with Nepean Health.

2012: Kable family pledge \$1million to the Trust. To date the Trust has overseen \$2.3million of charitable donations from local community.

2013: Catholic Healthcare announced via media it will establish an oncology unit at Hawkesbury District Hospital.

Trust forced to abandon its tender process for oncology and infusion centre, two chemotherapy centres not needed in same district, and works with Catholic Healthcare and Nepean and Blue Mountains Health District (NBMHD).

2014: Trust asked to fund the Hawkesbury hospital satellite site. Trust works with NBMHD in multistage plan to ensure as many services are provided as possible as per Trust's original vision for facility.

Stage 1, \$550,000 of Trust charitable funds used to pay for fit-out of the unit and equipment to run unit inside Hawkesbury hospital. Trust would be responsible for the shortfalls for a number of years.

Stage 2, Trust works with area health service to assist funding of ancillary services including health workers, counsellors and allied health professionals.

Trust negotiates the final plans for the unit to be developed with recognition for the Trust and fundraising it completed on behalf of the community.
NWAR funding announced.

2015: Official announcement of the Hawkesbury Living Cancer Trust Chemotherapy unit at Hawkesbury Hospital with benefactors, Trustees, NBMDS and Catholic Health Care. Hawkesbury Hospital transfers ownership from Catholic Health Care to St John of God.

2016: Construction begins on the Hawkesbury Living Cancer Trust Chemotherapy Unit at Hawkesbury Hospital, with an official opening date scheduled for late 2016.



OUR PEOPLE

WORKFORCE PROFILE

At 30 June 2016, there were a total of 240 staff employed across all areas of our organisation (Richmond Club 123, Hawkesbury Living 117). Active 8 employ 26 staff from the Richmond Club's total, while 6 are employed at Amber Style and Beauty. There are no full time staff employed exclusively for Wanderest, with responsibilities shared by Richmond Club staff. Staff employed at Richmond Golf Club are counted in Richmond Club's total, owing to the interchangeable role of staff across both sites.

Both aged care and hospitality are industries with a high proportion of female employees. 65% of Richmond Club and 90% of Hawkesbury Living staff are female. These percentages have been consistent since reporting began in 2010. At both sites, positions are largely direct customer service and care roles and a large proportion of applicants during the recruitment process are female.

In 2015-16, staff turnover for Richmond Club was 31.6%, or 43 employees. This resulted in a net loss of 26 staff based on last year's total. Casual employees had the highest turnover rate (37.5%), reflecting the volatile nature of hospitality roles. Full time employee turnover this year was 36%, while part time turnover was 22%. During the year we employed 4 new staff in management roles.

Hawkesbury Living experienced a turnover rate of 27.1% (23 employees), an overall decrease compared to previous years. Casual employees had a turnover rate of 54%, however 14 casual employees at 30 June 2015 have since transitioned into part-time roles in 2016. Part-time employee turnover was 14%, while no full time employees left Hawkesbury Living this year.

A number of factors have been identified as influencing the rate of turnover at both sites, including staff moving out of the area, career path changes, completing university studies and other job prospects.



DIVERSITY AND WELLBEING

Both Richmond Club and Hawkesbury Living have a Collective Bargaining Agreement in place for engaging our employees. These agreements, which were last reviewed in 2013, are developed by a volunteer group of staff and address a wide range of issues, including awards, overtime, and public holidays.

A diverse workforce encourages innovation and improves the overall culture of our staff and the organisation. Our employment policies are driven by Equal Employment Opportunity (EEO) legislation that ensures that the work environment is equal for everyone regardless of age or gender.

Another benefit of collective bargaining agreements and awards wages is that staff wages are based on experience and responsibility over indicators of diversity. Consequently, the wage ratio of male and female staff in the same operational role is 1:1. The minimum wage as defined by Fair Work in 2015-16 was \$17.70 per hour, in contrast with the entry level wage at Richmond Club and Richmond Golf Club (Level 2) which is \$19.91, or 12.5% above this figure.

All staff are also entitled to superannuation and other defined contribution plans as per Australian legislative requirements. Parental leave is also offered to full time and part time employees in accordance with Part 2-2, Division 5 of the Fair Work Act 2009.

Staff play an important role in the prevention of workplace based risk. They have the opportunity to be involved in the WHS decision making process through the internal WHS Committee. This committee consists of management and staff from all areas of operations and are an opportunity for employees to raise issues from their respective workplaces, and to address and review incidents that have occurred. Training in regard to WHS legislation is offered to all committee members and is reviewed annually.

There are currently no health and safety topics covered in formal agreement with trade unions across the Group, however issues such as workload management and work/life balance are built into Richmond Club and Hawkesbury Living's respective Enterprise Agreements.

ENVIRONMENT

Our organisation's environmental strategy is based around shared responsibility amongst all of our stakeholders, and focussed on the reduction and monitoring of resource use across all of our sites.

This involves:

- Identifying inefficiencies in current practices and equipment, and taking steps to rectify these in the most cost effective way;
- Engaging staff to take pride and responsibility in their workspaces, which includes ways to reduce power and wastage;
- Working with local community and industry in regards to environmental sustainability reporting and monitoring;
- Considering environmental impact in the review of our organisation's policies and design of new capital works.

ENVIRONMENTAL SUSTAINABILITY POLICY

Below is an excerpt from the organisation's Environmental Sustainability Policy:

We are aware of the economic, environmental and social risks and responsibilities that come with operating a large registered club, and aim to use this knowledge to minimise our impact on the Hawkesbury region and its community in future generations.

Our goal is to honour our environment in a way that goes beyond compliance and embraces positive results and performance. We understand that achieving this within our organisation is reliant on a collaborative effort between our Board, management, staff, members and community partners.

RESOURCE USAGE

Total electricity usage for the period was 1946 MWh, a 3% reduction on last year. Gas usage totalled 3284 GJ (4% increase) with a daily average of 224MJ, and water usage 15508 ML with a daily average of 40ML. Future reporting will use the daily average figure to determine an overall increase or reduction in resource usage. The total amount of greenhouse gases emissions from this period totalled 2124 tonnes.

It was noted that electricity and gas consumption increases have been evident since April 2015 when

the Star Buffet opened due to kitchen structure and operational changes. The estimated increase in electricity consumption due to Star Buffet is 383,000 Kwh per year.

The major benefit of a sub-metering system is that inefficiencies in resource usage are identified and immediately rectified. In addition to limiting the amount of electricity, gas and water that is simply wasted, this has a measurable financial benefit for the club. Since its implementation, we have saved an estimated \$90,217 in resource costs through monitoring with the EDGE System.

Similar sub-metering systems at Hawkesbury Living and Richmond Golf Club will be considered in the future to improve efficiencies there.

All waste water from the Richmond Club site is treated as domestic sewerage, and as the site utilises town water infrastructure there is no significant bodies of water that affected by our water usage. Irrigation of the Golf Course utilises on-site dams that limits the use of town water to the clubhouse.

WASTAGE

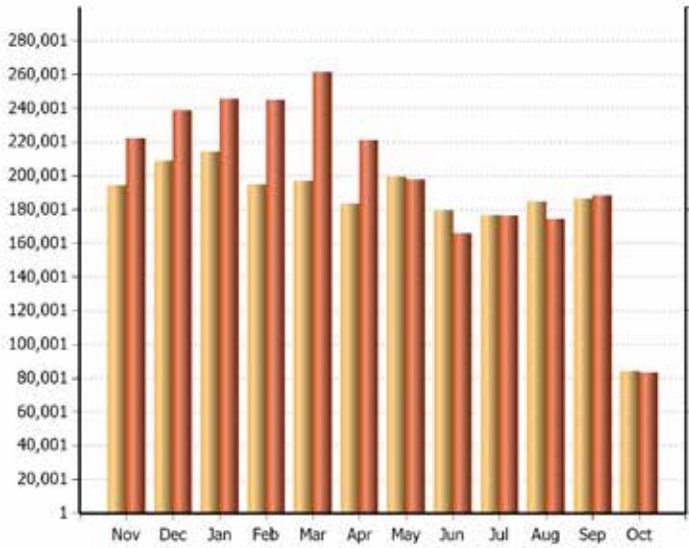
Our long term goal with regard to wastage is to have a minimum of 51% of all waste products diverted from landfill through a reduction in the waste produced, reusing of certain items and recycling of the remaining waste. Staff engagement plays a significant role in the achievement of this objective, namely through retraining and counselling to ensure that our waste management strategy is understood and followed correctly.

The aim for the upcoming year is to develop a more consistent and thorough reporting system for wastage and recycling, particularly paper usage.



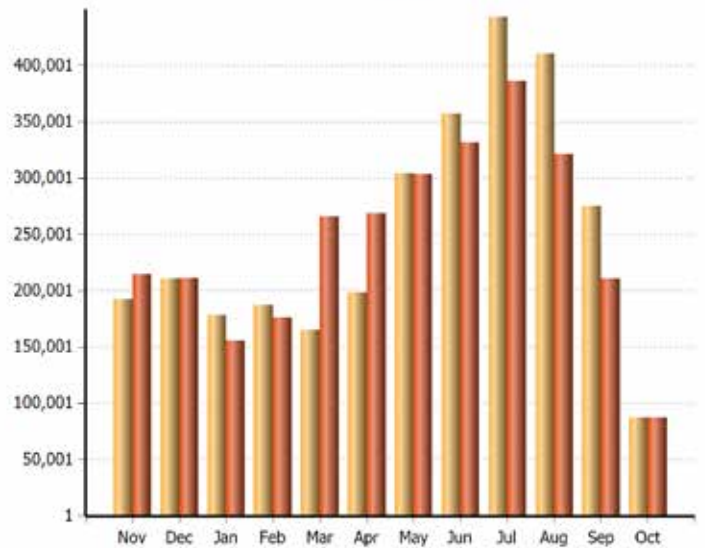
ENVIRONMENT

Electricity tracking (kWh)



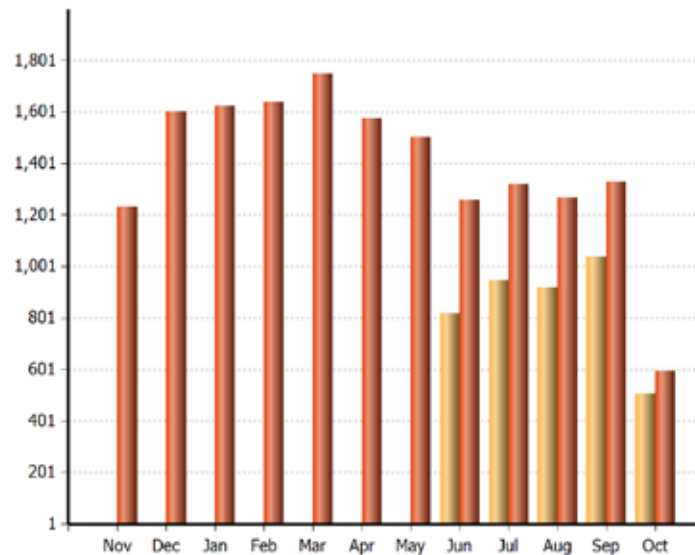
Nov-14-Oct-15 Nov-15-Oct-16 Nov-15-Oct-16

Gas tracking (m³)



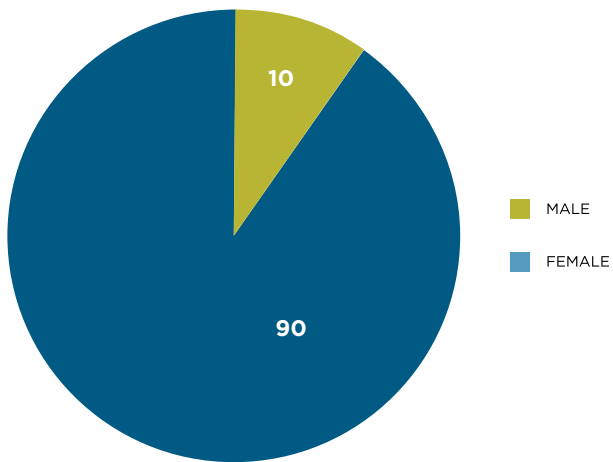
Nov-14-Oct-15 Nov-15-Oct-16

Water tracking (kL)

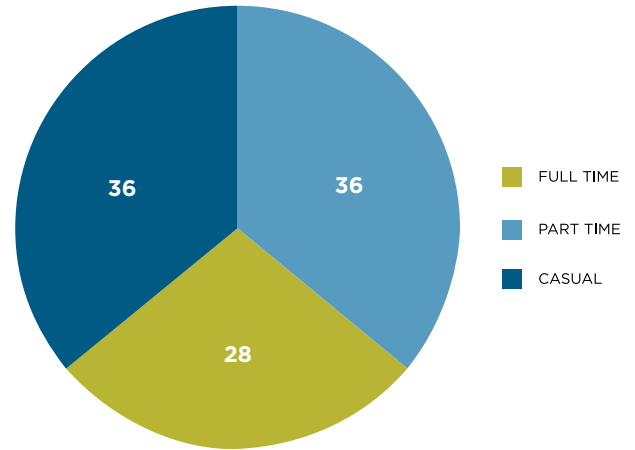


Nov-14-Oct-15 Nov-15-Oct-16

HAWKESBURY LIVING EMPLOYMENT



BY GENDER



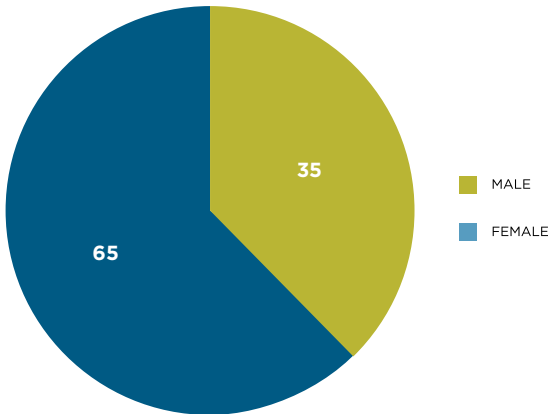
BY TYPE

HAWKESBURY LIVING TURNOVER

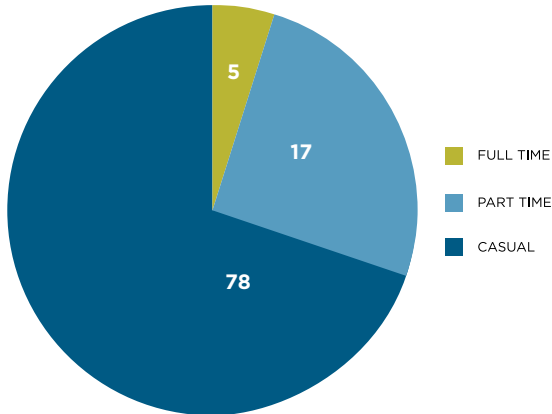
GENDER	NUMBER	PERCENTAGE
Male	4	40%
Female	28	31%
EMPLOYMENT TYPE		
Full Time	0	0%
Part Time	12	14%
Casual	20	45%
TOTAL	32	27%

RICHMOND CLUB EMPLOYMENT

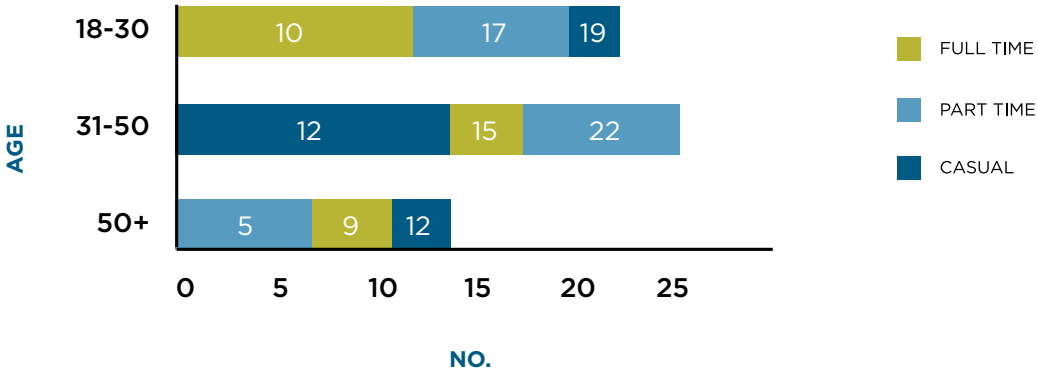
BY GENDER



BY TYPE



BY AGE



RICHMOND CLUB TURNOVER

GENDER	NUMBER	PERCENTAGE
Male	16	32%
Female	27	30%
EMPLOYMENT TYPE		
Full Time	14	36%
Part Time	11	22%
Casual	18	37%
TOTAL	43	31%



FINANCIAL REPORT

42. DIRECTORS REPORT

**45. RICHMOND CLUB
FINANCIAL STATEMENTS**

**67. HAWKESBURY LIVING CANCER
TRUST CHAIRMAN'S REPORT**

68. HLCT FINANCIAL STATEMENTS

RICHMOND CLUB LIMITED & CONTROLLED ENTITY
ABN 14 001 034 911

DIRECTORS' REPORT

Your directors present their annual report on the company for the financial year ended 30 June 2016.

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

Geoffrey Luscombe
Garry Watterson
John Melody (resigned 5 August 2015)
Maxwell Phillips
Peter Chidgey
John Baker (resigned 5 July 2016)
David Bertenshaw (resigned 25 November 2015)
Gregory Thompson
James Bullock (appointed 5 August 2015)
Dianne Finch (appointed 25 November 2015)
Jared Zak (appointed 5 July 2016)

The Directors' qualifications, experience & special responsibilities are as follows:

GEOFFREY LUSCOMBE – Chairman, elected 18 November 2009
Chairman 7 years. Vice Chairman 7 years. Board member 18 years. Club member 40 years. Retired Police Officer.
Real Estate Agent.

GARRY WATTERSON - Vice Chairman, elected 1 November 2013
Vice Chairman 3 years. Board member 13 years. Club member 32 years. Retail Services Manager. Retired.

JOHN MELODY – (resigned 5 August 2015)
Board member 13 years. Club member 34 years. Transport.

MAXWELL PHILLIPS
Board member 11 years. Club member 38 years. Business Owner/Director. Retired.

PETER CHIDGEY
Board member 11 years. Vice Chairman 5 years. Club member 13 years. Company Director, CEO.

JOHN BAKER – (resigned 5 July 2016)
Board member 9 years. Club member 10 years. Solicitor.

DAVID BERTENSHAW – (resigned 25 November 2015)
Board member 8 years. Club member 25 years. General Manager.

GREGORY THOMPSON
Board member 7 years. Club member 7 years. Veterinary Surgeon.

JAMES BULLOCK
Club member 10 years. Business Owner/Director.

DIANNE FINCH – (appointed 25 November 2015)
Club member 26 years. Business Owner. Retired Vice Mayor and Councillor of Hawkesbury City Council.

JARED ZAK – (appointed 5 July 2016)
Club member since 31 May 2016. Local Solicitor.

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

RICHMOND CLUB LIMITED & CONTROLLED ENTITY
ABN 14 001 034 911

DIRECTORS' REPORT

The principle activities of the company are the conduct of a licensed social, sporting & recreation club and the operation of a nursing home and retirement units in Richmond, NSW through its controlled entity.

The long term objectives are as follows:

- To continually improve the quality of the services we provide including food, beverage, gaming, sport, recreation, fitness, children's play area, caravan facility, function centre, entertainment, retirement living, residential aged care, tourism, golf, and other complimentary services.
- To continue to embrace the sacrifice of our servicemen and women past, present and future.
- To provide a balance of planet, people and profit for communities of the Hawkesbury and surrounding districts.
- To maintain a high standard of aged care and quality services and to develop those services.
- To continue providing Richmond residents with a sense of dignity as well as comfort, privacy and safety levels.
- To provide affordable, independent housing.
- To assist in the provision of community housing.
- To 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.
- To improve golf course grounds, facilities and clubhouse services to players, members and guests.
- To build stage 3 of Hawkesbury Living specialising in a behavioral unit.
- To reduce aged care waiting lists generally.
- To maintain the excellent course and facilities at Richmond Golf Club.
- To collaborate with other Aged Care providers to increase infrastructure in the Hawkesbury responsibly.
- To collaborate with relevant charities to assist in the provision of childcare services.
- To collaborate with relevant entities to assist with the development of Hotel facilities and Function facilities.

The short term objectives are as follows:

- To continue working toward the health and wellbeing of our children, seniors and community including the provision of sport and recreation.
- To cater for our older community and those with special needs, developing health and wellbeing.
- To improve net cash inflows.
- To continually improve and enhance social inclusion programs through our venues and the local community.
- To extend the caravan facility and assist in the development of sustainable tourism through the Hawkesbury and adjoining Local Government Areas.
- To continue to improve our facilities at the registered clubs.

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, cash flow 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.

RICHMOND CLUB LIMITED & CONTROLLED ENTITY
ABN 14 001 034 911

DIRECTORS' REPORT

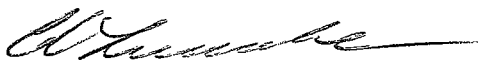
A copy of the auditor's independence declaration for the year ended 30 June 2016, as required under section 307C of the Corporations Act 2001 was received and is attached.

During the financial year 14 meetings of directors were held. Attendances were as follows:

	Number of Meetings Eligible to Attend	Number of Meetings Attended
Geoffrey Luscombe	14	14
Garry Watterson	14	13
John Melody	1	0
Maxwell Phillips	14	13
Peter Chidgey	14	13
John Baker	14	13
David Bertenshaw	5	4
Gregory Thompson	14	12
James Bullock	14	13
Dianne Finch	9	8

The company is incorporated under the Corporations Act 2001 and is a company limited by guarantee. The company has two classes of ordinary membership, ordinary & junior. Each member is liable to contribute no more than four dollars in the event the company is wound up. The collective liability of members was \$82,824 (last year \$46,384).

Signed in accordance with a resolution of the Board of Directors


Geoffrey Luscombe
Chairman

Dated: 14th October 2016

RICHMOND CLUB LIMITED & CONTROLLED ENTITY

ABN 14 001 034 911

**CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2016**

	NOTE	2016 \$	2015 \$
Revenues			
Sale of Goods	3	2,818,129	4,719,263
Provision of Services	3	19,995,494	19,562,274
Assets Contributed from External Caterer		-	1,133,076
Other Revenue		554,156	251,507
Cost of Goods Sold	3	(1,258,818)	(1,944,342)
Employee Benefits Expense	3	(10,204,727)	(11,365,398)
Finance Costs		(482,975)	(568,973)
Depreciation, Amortisation and Impairment Expense		(2,129,862)	(2,068,931)
Other Expenses	3	(8,825,688)	(9,032,450)
Support Payments to the Community	4	<u>(246,069)</u>	<u>(312,042)</u>
PROFIT (LOSS) BEFORE INCOME TAX EXPENSE		219,639	373,983
LESS: INCOME TAX EXPENSE	5	<u>21,306</u>	<u>677</u>
NET PROFIT AFTER INCOME TAX EXPENSE		<u>198,333</u>	<u>373,306</u>
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified subsequently to Profit or Loss			
Gains on Revaluation of Land and Buildings		-	-
Items that may be reclassified subsequently to Profit or Loss			
Fair Value Gains (Losses) on Available For Sale Financial Assets		<u>4,654</u>	<u>-</u>
OTHER COMPREHENSIVE INCOME (LOSS)		<u>4,654</u>	<u>-</u>
TOTAL COMPREHENSIVE INCOME (LOSS)		<u>202,987</u>	<u>373,306</u>
PROFIT (LOSS) ATTRIBUTABLE TO MEMBERS OF THE ENTITY		<u>198,333</u>	<u>373,306</u>
TOTAL COMPREHENSIVE INCOME (LOSS) ATTRIBUTABLE TO MEMBERS OF THE ENTITY		<u>202,987</u>	<u>373,306</u>

The accompanying notes form part of the financial statements

RICHMOND CLUB LIMITED

ABN 14 001 034 911

**STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2016**

	NOTE	2016 \$	2015 \$
Revenues			
Sale of Goods	2	2,818,129	4,719,263
Provision of Services	2	10,823,971	11,026,701
Assets Contributed from External Caterer		-	1,133,076
Other Revenue		1,190,767	554,364
Cost of Goods Sold	2	(1,258,818)	(1,944,342)
Employee Benefits Expense	2	(4,607,765)	(5,817,310)
Finance Costs		(588,098)	(663,550)
Depreciation, Amortisation and Impairment Expense		(1,910,365)	(1,864,784)
Other Expenses	2	(7,097,974)	(7,319,444)
Support Payments to the Community		(246,069)	(312,042)
PROFIT (LOSS) BEFORE INCOME TAX EXPENSE		<u>(876,222)</u>	<u>(488,069)</u>
Less: Income Tax Expense		<u>21,306</u>	<u>677</u>
NET PROFIT AFTER INCOME TAX EXPENSE		<u><u>(897,528)</u></u>	<u><u>(488,746)</u></u>
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified subsequently to Profit or Loss			
Gains on Revaluation of Land and Buildings		-	-
Items that may be reclassified subsequently to Profit or Loss			
Fair Value Gains (Losses) on Available For Sale Financial Assets		<u>-</u>	<u>-</u>
OTHER COMPREHENSIVE INCOME (LOSS)		<u>-</u>	<u>-</u>
TOTAL COMPREHENSIVE INCOME (LOSS)		<u><u>(897,528)</u></u>	<u><u>(488,746)</u></u>
PROFIT (LOSS) ATTRIBUTABLE TO MEMBERS OF THE ENTITY		<u><u>(897,528)</u></u>	<u><u>(488,746)</u></u>
TOTAL COMPREHENSIVE INCOME (LOSS) ATTRIBUTABLE TO MEMBERS OF THE ENTITY		<u><u>(897,528)</u></u>	<u><u>(488,746)</u></u>

The accompanying notes form part of the financial statements

RICHMOND CLUB LIMITED & CONTROLLED ENTITY

ABN 14 001 034 911

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2016**

Consolidated Group			
	NOTE	2016 \$	2015 \$
CURRENT ASSETS			
Cash & Cash Equivalents	6	2,263,676	1,586,816
Trade & Other Receivables	7	435,934	450,037
Inventories	8	116,413	140,067
Other Current Assets	9	<u>155,927</u>	<u>80,427</u>
TOTAL CURRENT ASSETS		<u>2,971,950</u>	<u>2,257,347</u>
NON-CURRENT ASSETS			
Financial Assets	10	6,991	2,335
Property, plant and equipment	11	40,162,342	40,086,070
Intangible assets	12	5,238,945	5,256,983
Deferred tax assets	15	171,935	193,241
Other Non Current Assets	9	<u>139,714</u>	<u>139,714</u>
TOTAL NON-CURRENT ASSETS		45,719,927	45,678,343
TOTAL ASSETS		<u>48,691,876</u>	<u>47,935,690</u>
CURRENT LIABILITIES			
Trade & other payables	13	2,962,203	2,823,057
Borrowings	14	6,047,079	5,153,509
Current tax liabilities	15	-	-
Provisions	16	<u>805,110</u>	<u>999,933</u>
		<u>9,814,391</u>	<u>8,976,500</u>
NON-CURRENT LIABILITIES			
Borrowings	14	8,461,456	8,877,975
Deferred tax liabilities	15	220,128	283,190
Provisions	16	<u>174,842</u>	<u>43,016</u>
TOTAL NON-CURRENT LIABILITIES		<u>8,856,427</u>	<u>9,204,181</u>
TOTAL LIABILITIES		<u>18,670,818</u>	<u>18,180,681</u>
NET ASSETS (LIABILITIES)		<u>30,021,058</u>	<u>29,755,009</u>
EQUITY			
Reserve	26	7,996,631	8,139,121
Retained profits		<u>22,024,427</u>	<u>21,615,888</u>
TOTAL EQUITY		<u>30,021,058</u>	<u>29,755,009</u>

The accompanying notes form part of the financial statements

RICHMOND CLUB LIMITED & CONTROLLED ENTITY
 ABN 14 001 034 911

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2016

	Retained Earnings \$	Revaluation Surplus \$	Total \$
Balance at 1 July 2014	20,993,590	8,313,229	29,287,701
Profit attributable to members entity	373,306		373,306
Transfers - Sale of Vineyard	248,992	(174,108)	74,884
Other Comprehensive Income for the year			
Gains on Revaluation of Land and Buildings		-	
Fair Value Gains/(Losses) on Available For Sale Financial Assets		-	-
Balance at 1 July 2015	<u>21,615,888</u>	<u>8,139,121</u>	<u>29,755,009</u>
Profit attributable to members entity	198,333		198,333
Transfers - Sale of Wilberforce	210,206	(147,144)	63,062
Other Comprehensive Income for the year			
Gains on Revaluation of Land and Buildings		-	-
Fair Value Gains/(Losses) on Available For Sale Financial Assets		4,654	4,654.30
Balance at 30 June 2016	<u><u>22,024,427</u></u>	<u><u>7,996,631</u></u>	<u><u>30,021,058</u></u>

The accompanying notes form part of the financial statements

RICHMOND CLUB LIMITED & CONTROLLED ENTITY

ABN 14 001 034 911

**CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2016**

	Consolidated Group	
	NOTE	
	2016	2015
	\$	\$
CASH FLOW FROM OPERATING ACTIVITIES		
Receipts from Members, Visitors, Residents, Government and Others	23,083,347	24,553,308
Payments to suppliers and employees	(20,563,390)	(23,847,215)
Interest Received	266,187	205,164
Finance Costs Paid	(744,426)	(765,781)
Net Cash provided by (used in) Operating Activities	<u>2,041,718</u>	<u>145,476</u>
CASH FLOW FROM INVESTING ACTIVITIES		
Acquisition of Property, Plant and Equipment	(2,188,090)	(720,969)
Disposal of Intangible Assets and Investments	188,000	-
Proceeds from disposal of Property, Plant & Equipment	493,636	1,095,000
Net cash provided by (used in) investing activities	<u>(1,506,454)</u>	<u>374,031</u>
CASH FLOW FROM FINANCING ACTIVITIES		
Proceeds from borrowings	2,261,081	2,068,396
Repayment of borrowings	(2,119,485)	(2,873,920)
Net cash provided by (used in) financing activities	<u>141,595</u>	<u>(805,525)</u>
NET INCREASE IN CASH HELD	676,860	(286,017)
Cash at the beginning of the year	1,586,816	1,872,833
CASH AT THE END OF THE FINANCIAL YEAR	6 <u>2,263,676</u>	<u>1,586,816</u>

The accompanying notes form part of the financial statements

RICHMOND CLUB LIMITED & CONTROLLED ENTITY

ABN 14 001 034 911

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2016

The consolidated financial statements and notes represent those of Richmond Club Limited and controlled entity ("Consolidated Group" or "Group").

The separate financial statements of the parent entity Richmond Club Limited, have not been presented within this financial report as permitted by the Corporations Act 2001.

The directors authorised the issue of the Financial Report on 14 October 2016.

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Preparation

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Accounting Standards - Reduced Disclosure Requirements of the Australian Accounting Standards Board and the Corporations Act 2001. The company is a not for profit entity for financial reporting purposes under Australian Accounting Standards.

Australian Accounting Standards set out accounting policies that the Australian Accounting Standards Board has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of the financial statements are presented below and have been consistently applied unless stated otherwise.

The financial statements, except for the cash flow information, have been prepared on an accrual basis, and are based on historical costs modified, where applicable by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

a. Principles of Consolidation

The consolidated financial statements incorporate all assets, liabilities and results of the parent (Richmond Club Limited) and its wholly owned subsidiary (Hawkesbury Living Pty Ltd). Subsidiaries are entities the parent controls. The parent controls an entity when it is exposed to, or has the rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

The assets, liabilities and results of all subsidiaries are fully consolidated into the financial statements of the Group from the date on which control is obtained by the Group. The consolidation of a subsidiary is discontinued from the date control ceases. Intercompany transactions, balances and unrealised gains or losses on transactions between group entities are fully eliminated upon consolidation. Accounting policies of the subsidiary have been changed and adjustments made where necessary to ensure uniformity of the accounting policies adopted by the group.

There are no non-controlling interests in any companies in the consolidated group.

Business Combinations

Business Combinations where an acquirer obtains control over one or more businesses.

A business combination is accounted for by applying the acquisition method, unless it is a combination involving entities or businesses under common control. The business combination will be accounted for from the date that control is attained whereby the fair values of the identifiable assets acquired and liabilities (including contingent liabilities) assumed are recognised (subject to certain limited exceptions).

When measuring the consideration transferred in the business combination, any asset or liability resulting from a contingent consideration arrangement is also included. Contingent consideration classified as an asset or a liability is remeasured in each reporting period to fair value recognising any change to fair value in profit or loss, unless the change in value can be identified as existing at acquisition date.

All transaction costs incurred in relation to business combinations, other than those associated with the issue of a financial instrument are recognised as expenses in profit or loss.

The acquisition may result in the recognition of goodwill or a gain from a bargain purchase.

RICHMOND CLUB LIMITED & CONTROLLED ENTITY

ABN 14 001 034 911

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016 Continued**

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES continued

b. Income Tax

The income tax expense (revenue) for the year comprises income tax expense (income) and deferred tax expense (income).

Current income tax expense charged to the profit or loss is the tax payable on taxable income. Current tax liabilities (assets) are measured at the amounts expected to be paid to (recovered from) the relevant taxation authority.

Deferred income tax expense reflects movements in deferred tax asset and deferred tax liability balances during the year.

Current and deferred income tax expense (income) is charged or credited outside profit or loss when the tax item relates to items that are recognised outside profit or loss.

Except for business combinations, no deferred income tax is recognised from the initial recognition of an asset or liability where there is no effect on accounting or taxable profit or loss.

Deferred tax assets and liabilities are calculated at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled and their measurement also reflects the manner in which management expects to recover or settle the carrying amount of the related asset or liability.

Deferred tax assets relating to temporary differences and unused tax losses are recognised only to the extent that it is probable that future taxable profit will be available against which the benefits of the deferred tax asset can be utilised.

Current tax assets and liabilities are offset where a legally enforceable right of set-off exists and it is intended that net settlement or simultaneous realisation and settlement of the respective asset and liability will occur. Deferred tax assets and liabilities are offset where a legally enforceable right to set-off exists and the deferred tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where it is intended that net settlement or simultaneous realisation and settlement of the respective asset and liability will occur in future periods in which significant amounts of deferred tax assets or liabilities are expected to be recovered or settled.

The company, using the principle of mutuality, is only liable for income tax based on earnings from non-members and external parties.

No provision for income tax has been raised for the subsidiary as it is exempt from income tax under Division 50 of the Income Tax Assessment Act 1997.

c. Inventories

Inventories held for sale are measured at the lower of cost and net realisable value.

Inventories acquired at no cost, or for nominal consideration, are valued at the current replacement cost as at the date of acquisition.

d. Financial Instruments

Initial Recognition and Measurement

Financial assets and financial liabilities, are recognised when the entity becomes a party to the contractual provisions of the instrument. For financial assets, this is equivalent to the date that the company commits itself to either purchase or sell the asset (i.e. trade date accounting is adopted). Financial instruments are initially measured at fair value plus transactions costs, except where the instrument is classified "at fair value through profit or loss" in which case transaction costs are recognised immediately as expenses in profit or loss.

Classification and Subsequent Measurement

Financial instruments are subsequently measured at fair value (refer to Note 1(q), amortised cost using the effective interest method or cost.

Amortised cost is calculated as the amount at which the financial asset or financial liability is measured at initial recognition less principal repayments and any reduction for impairment, and adjusted for any cumulative amortisation of the initial amount and the maturity amount calculated using the effective interest method.

The effective interest method is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that exactly discounts future estimated cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying amount with a consequential recognition of an income or expense item in profit or loss.

Available For Sale Investments

Available for sale financial assets are non-derivative financial assets that are either not capable of being classified into other categories of financial assets due to their nature or they are designated as such by management. They comprise investments in the equity of other entities where there is neither a fixed maturity nor fixed or determinable payments.

RICHMOND CLUB LIMITED & CONTROLLED ENTITY

ABN 14 001 034 911

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016 Continued**

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES continued

d. Financial Instruments continued

They are subsequently measured at fair value with any remeasurements other than impairment losses recognised in other comprehensive income. When the financial asset is derecognised, the cumulative gain or loss pertaining to the asset previously recognised in other comprehensive income is reclassified into profit or loss.

Available for sale financial assets are classified as non current assets when they are not expected to be sold within 12 months after the end of the reporting period. All other available for sale financial assets are classified as current assets.

Held to Maturity Investments

Held to maturity investments are non-derivative financial assets that have fixed maturities and fixed or determinable payments, and it is the group's intention to hold these investments to maturity. They are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial asset is derecognised.

Loans and Receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial asset is derecognised.

Financial Liabilities

Non-derivative financial liabilities other than financial guarantees are subsequently measured at amortised cost. Gains or losses are recognised in profit or loss through the amortisation process and when the financial liability is derecognised.

Impairment

At the end of each reporting period, the group assesses whether there is objective evidence that a financial asset has been impaired. A financial asset or a group of financial assets is deemed to be impaired if, and only if, there is objective evidence that impairment as a result of one or more events (a "loss event") has occurred, which has an impact on the estimated future cash flows of the financial asset(s).

In the case of available for sale financial assets, a significant or prolonged decline in the market value of the instrument is considered to constitute a loss event. Impairment losses are recognised in profit or loss immediately. Also, any cumulative decline in fair value previously recognised in other comprehensive income is reclassified to profit or loss at this point.

For financial assets carried at amortised cost (including loans and receivables), a separate account is used to reduce the carrying amount of financial assets impaired by credit losses. After having taken all possible measures of recovery, if management establishes that the carrying amount cannot be recovered by any means, at that point the written-off amounts are charged to the allowance account or the carrying amount of impaired financial assets is reduced directly if no impairment amount was previously recognised in the allowance account.

When the terms of financial assets that would otherwise have been past due or impaired have been renegotiated, the Group recognises the impairment for such financial assets by taking into account the original terms as if the terms have not been renegotiated so that the loss events that have occurred are duly considered.

Derecognition

Financial assets are derecognised where the contractual rights to receipt of cash flows expires or the asset is transferred to another party whereby the entity no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or have expired. The difference between the carrying amount of the financial liability extinguished or transferred to another party and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed is recognised in profit or loss.

e. Property, Plant and Equipment

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

Freehold Property

Freehold land and buildings are shown at their fair value based on valuations by external independent valuers, less subsequent depreciation for buildings. In periods when the freehold land and buildings are not subject to an independent valuation, the directors conduct directors' valuations to ensure the carrying amount for the land and buildings is not materially different to the fair value.

RICHMOND CLUB LIMITED & CONTROLLED ENTITY

ABN 14 001 034 911

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016 Continued**

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES continued

e. Property, Plant and Equipment continued

Increases in the carrying amount arising on revaluation of land and buildings are recognised in other comprehensive income and accumulated in the revaluation surplus in equity. Decreases that offset previous increases of the same class of asset are recognised in other comprehensive income under the heading of revaluation surplus. All other decreases are recognised in profit or loss.

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

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

Plant and equipment

Plant and equipment are measured on the cost basis and are therefore carried at cost less accumulated depreciation and any accumulated impairment losses. In the event the carrying amount of plant and equipment is greater than its estimated recoverable amount, the carrying amount is written down immediately to its estimated recoverable amount and impairment losses are recognised either in profit or loss or as a revaluation decrease if the impairment losses relate to a revalued asset. A formal assessment of recoverable amount is made when impairment indicators are present (refer to Note 1(f) for details of impairment).

Depreciation

The depreciable amount of all fixed assets including buildings and capitalised lease assets but excluding freehold land is depreciated on a straight line basis over the assets useful life to the consolidated group commencing from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

The depreciation rates used for each class of depreciable assets are:

Buildings 2%-5%

Plant, Equipment, Gaming Machines & Vehicles 2.5%-50%

Leased Assets 10%-50%

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

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are recognised in profit or loss in the period in which they arise. When revalued assets are sold, amounts included in the revaluation surplus relating to that asset are transferred to retained earnings.

f. Impairment of Assets

At each the end of each reporting period the entity assesses whether there is any indication that an asset may be impaired. If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of the asset, being the higher of the asset's fair value less costs of disposal and value in use, to the assets carrying value. Any excess of the asset's carrying value over its recoverable amount is recognised immediately in profit or loss, unless the asset is carried at a revalued amount in accordance with another standard (e.g. in accordance with the revaluation model in AASB 116). Any impairment loss of a revalued asset is treated as a revaluation decrease in accordance with that other standard.

Where it is not possible to estimate the recoverable amount of a class of assets, the entity estimates the recoverable amount of the cash-generating unit to which the class of asset belongs.

Impairment testing is performed annually for intangible assets with indefinite lives.

g. Employee Benefits

Short-term Employee Benefits

Provision is made for the company's obligation for short-term employee benefits. Short term employee benefits (other than termination benefits) that are expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service, including wages and salaries. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled. The company's obligations for short-term employee benefits such as wages and salaries are recognised as a part of current trade and other payables in the statement of financial position.

RICHMOND CLUB LIMITED & CONTROLLED ENTITY

ABN 14 001 034 911

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016 Continued**

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES continued

g. Employee Benefits continued

Other Long-term Employee Benefits

The company classifies employee's long service leave and annual leave entitlements as other long-term employee benefits as they are not expected to be settled wholly within 12 months after the end of the annual reporting period in which the employees render the related service. Provision is made for the company's obligation for other long-term employee benefits, which are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures, and are discounted at rates determined by reference to market yields at the end of the reporting period on government bonds that have maturity dates that approximate the terms of the obligations. Upon the remeasurement of obligations for other long-term employee benefits, the net change in the obligation is recognised in profit or loss classified under employee benefits expense.

The company's obligations for long-term employee benefits are presented as non-current liabilities in its statement of financial position, except where the company does not have an unconditional right to defer settlement for at least 12 months after the end of the reporting period, in which the obligations are presented as current liabilities.

h. Leases

Leases of fixed assets, where substantially all the risks and benefits incidental to the ownership of the asset, but not the legal ownership, are transferred to the company are classified as finance leases. Finance leases are capitalised, recording an asset and a liability equal to the value of the minimum lease payments including any guaranteed residual values. Leased assets are depreciated on a straight line basis over their estimated useful lives where it is likely the entity will obtain ownership of the asset. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses on a straight line basis over the lease term. Lease incentives for operating leases were not received.

i. Cash & Cash Equivalents

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within short term borrowings in current liabilities in the statement of financial position.

j. Revenue

Revenue from the sale of goods is recognised upon delivery of goods to customers.

Revenue from the rendering of a service is recognised upon the delivery of the service to the customers

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial asset.

Members' Subscriptions and other income in advance is brought to account in the financial year in which it relates.

All revenue is stated net of the amount of goods and services tax (GST).

Revenue from the contribution of assets for no cost from the external caterer was recognised at the date ownership of the assets passed to the group.

k. Goods & Services Tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. Receivables and payables in the statement of financial position are shown 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 in the statement of cash flows 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 included in net receipts from customers or payments to suppliers.

l. Comparative Figures

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year. Deferred Tax assets and Income tax expense has been amended for an overstatement.

m. Intangibles

The subsidiary company capitalises the acquisition of Bed Licences & Corporate Branding at cost at inception. Bed Licences are considered to have an indefinite useful life. Intangible assets are tested each year for impairment & are carried at cost less any accumulated impairment losses. Any licences granted at lower than fair value are recorded at fair value with the difference being recorded as a contribution in profit or loss.

Gaming Licences were recognised at fair value as part of the acquisition of the net assets of Richmond Golf Club Limited.

RICHMOND CLUB LIMITED & CONTROLLED ENTITY

ABN 14 001 034 911

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2016 *Continued*

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *continued*

m. Intangibles continued

Existing Gaming Licences held by the company do not meet the recognition criteria under Accounting Standards and have therefore not been recognised in Statement of Financial Position.

n. Provisions

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

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

o. Critical Accounting Estimates & Judgements

The directors evaluate estimates and judgements incorporated into the financial statements based on historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the company.

Key Estimates

Fair Value of Net assets acquired from External Caterer

During the previous reporting period the company gained ownership of plant and equipment provided by the external caterer at no cost. The directors have determined the fair value of these assets is the same as the amount paid by the external caterer.

Key Judgements

(i) Going Concern Assumption

The directors have determined that the group is a going concern and the financial report has been prepared on this basis.

(ii) Business Development Expenditure

The company is carrying forward expenditure on a number of projects. The merger with the business of Richmond Golf Club Ltd necessitated a postponement in the progress of the majority of these projects. However, the directors have determined that a number of these projects are still expected to proceed and therefore the expenditure should continue to be carried forward. For projects which the directors have determined are unlikely to proceed, the expenditure has been transferred to profit or loss.

(iii) Deferred Tax Assets

The directors have determined that there is a likelihood the company will earn taxable profits in the future. The company has therefore recognised deferred tax assets on provisions.

p. Interest Free Loans from Aged Care Residents

These loans, which are repayable on the departure of the resident, are classified as financial liabilities at fair value through profit or loss. The fair value of the obligation is measured as the ingoing contribution, less any legally accrued retention at reporting date. Although these loans are not expected to be repaid within twelve months these obligations are classified as current liabilities, as required by accounting standards, because the group does not have an unconditional right to defer settlement to more than twelve months after reporting date.

q. Fair Value of Assets and Liabilities

The company measures some of its assets and liabilities at fair value on either a recurring or non-recurring basis, depending on the requirements of the applicable Accounting Standard. Fair value is the price the company would receive to sell an asset or would have to pay to transfer a liability in an orderly (ie unforced) transaction between independent, knowledgeable and willing market participants at the measurement date. As fair value is a market-based measure, the closest equivalent observable market pricing information is used to determine fair value. Adjustments to market values may be made having regard to the characteristics of the specific asset or liability. The fair values of assets and liabilities that are not traded in an active market are determined using one or more valuation techniques. These valuation techniques maximise, to the extent possible, the use of observable market data. To the extent possible, market information is extracted from either the principal market for the asset or liability (ie the market with the greatest volume and level of activity for the asset or liability) or, in the absence of such a market, the most advantageous market available to the entity at the end of the reporting period (ie the market that maximises the receipts from the sale of the asset or minimises the payments made to transfer the liability, after taking into account transaction costs and transport costs).

For non-financial assets, the fair value measurement also takes into account a market participant's ability to use the asset in its highest and best use or to sell it to another market participant that would use the asset in its highest and best use. The fair value of liabilities and the entity's own equity instruments (excluding those related to share-based payment arrangements) may be valued, where there is no observable market price in relation to the transfer of such financial instruments, by reference to observable market information where such instruments are held as assets. Where this information is not available, other valuation techniques are adopted and, where significant, are detailed in the respective note to the financial statements.

RICHMOND CLUB LIMITED & CONTROLLED ENTITY

ABN 14 001 034 911

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016 Continued**

	2016	2015
	\$	\$
2. PARENT ENTITY		
The following information has been extracted from the books and records of the parent entity & has been prepared in accordance with the accounting standards.		
STATEMENT OF FINANCIAL POSITION		
ASSETS		
Current Assets	<u>1,601,584</u>	<u>1,168,011</u>
TOTAL ASSETS	<u>39,571,719</u>	<u>39,369,530</u>
LIABILITIES		
Current Liabilities	<u>4,382,129</u>	<u>4,329,609</u>
TOTAL LIABILITIES	<u>19,126,988</u>	<u>18,063,299</u>
EQUITY		
Retained Earnings	5,668,078	5,815,222
Revaluation Surplus	<u>14,776,654</u>	<u>15,491,009</u>
TOTAL EQUITY	<u>20,444,731</u>	<u>21,306,231</u>
STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME		
Total Profit	<u>(897,529)</u>	<u>(488,746)</u>
Total Comprehensive Income	<u>(897,529)</u>	<u>(488,746)</u>
3. REVENUE AND EXPENSES		
Consolidated Group		
REVENUE		
Sale of Goods		
Beverage	1,567,941	1,922,736
Catering	1,209,879	2,755,759
Gymnasium	24,412	7,839
Hair Salon	15,897	32,928
Total - Sale of Goods	<u>2,818,129</u>	<u>4,719,263</u>
Provision of Services		
Gaming Machine Revenue	8,521,060	8,790,573
Gymnasium	504,162	509,277
Hair Salon	213,370	241,982
Golf	1,112,460	1,088,339
Other Services	392,919	396,530
Aged Care Facility	9,075,978	8,535,573
Total - Provision of Services	<u>19,819,949</u>	<u>19,562,274</u>
Total Operating Revenue	<u>22,638,079</u>	<u>24,281,536</u>
Non-Operating Revenue		
Profit on Sale of Real Property	149,706	-
Sale of Gaming Licences	188,000	-
Asset Contribution from External Caterers	-	1,133,076
Other Non-Operating Revenue	<u>997,205</u>	<u>251,507</u>
Total Non-Operating Revenue	<u>1,334,911</u>	<u>1,384,583</u>

RICHMOND CLUB LIMITED & CONTROLLED ENTITY

ABN 14 001 034 911

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016 Continued**

	2016	2015
	\$	\$
3. REVENUE AND EXPENSES continued		
EXPENSES		
Cost of Goods Sold		
Beverage Trading	634,235	749,913
Catering	584,160	1,137,634
Gymnasium	4,649	7,292
Hair Salon	35,775	49,503
Total - Cost of Goods Sold	<u>1,258,818</u>	<u>1,944,342</u>
Employee Remuneration & Benefits		
Wages and Salaries	7,944,887	9,443,965
Superannuation Expense	1,126,423	906,934
Annual & Long Service Leave	780,470	776,134
Fringe Benefits Tax	42,687	75,326
Other Employee Benefits Expense	139,644	163,039
Total Employee Remuneration and Benefit:	<u>10,034,111</u>	<u>11,365,398</u>
Other Expenses		
Catering Expenses	150,712	272,620
External Catering Expenses	66,868	1,045
Beverage Trading Expenses	76,142	299,355
Gaming Machine Expenses & Taxes	2,297,669	2,386,750
Gymnasium Expenses	82,839	91,904
Hair Salon Expenses	13,706	18,775
Golf Expenses	395,912	436,991
Membership Expenses	18,377	96,358
Aged Care Facility Expenses	2,557,991	1,713,006
Entertainment & Promotion	1,106,125	1,257,364
Occupancy Costs	811,576	744,117
Repairs & Maintenance (excluding Gaming)	352,569	376,785
Consultancy Fees	60,502	58,036
Insurance	319,155	278,344
Miscellaneous	515,545	1,001,001
Total - Other Expenses	<u>8,825,687</u>	<u>9,032,450</u>

Significant revenue and expenses are disclosed above

4. SUPPORT PAYMENTS TO THE COMMUNITY

Donations and Sporting Club payments	<u>246,069</u>	<u>311,845</u>
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The club applies to specific community welfare and social services under the ClubGRANTS scheme in accordance with the Gaming Machine Tax Act 2001.

This scheme runs from 1 September 2015 to the 31 August 2016 and expenditure for this period are as follows:

	31 Aug 2016	31 Aug 2015
Cash Donations - Category 1 and 2	747,285	674,421
In-Kind Donations - Category 1 and 2	143,178	121,962
	<u>890,463</u>	<u>796,383</u>

The amount expended in the 12 months to the 31 August 2016 exceeded the minimum expenditure required by the ClubGRANTS scheme by \$740,312

RICHMOND CLUB LIMITED & CONTROLLED ENTITY

ABN 14 001 034 911

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016 Continued**

Consolidated Group

2016 2015
\$ \$

5. INCOME TAX

The prima facie income tax on profit from ordinary activities before income tax is reconciled to income tax expenses as follows:

The prima facie income tax on net profit before income tax at 30% (last year 30%)	59,500	111,992
Tax Effect of		
- Non assessable & non deductible items relating to mutuality	239,875	216,301
- Other permanent differences	-	(9,421)
- Prior Year Tax Losses	-	(60,933)
- Current Year Tax Losses	8,078	-
- Non assessable & non deductible items due to tax exempt status of subsidiary	(328,758)	(258,615)
Prima facie tax after permanent differences	<u>(21,306)</u>	<u>(677)</u>
Tax Effect of Timing Differences		
- Movement in provisions	<u>21,306</u>	<u>677</u>
Increase in deferred tax assets	21,306	677
The components of tax expense comprise		
Current Tax	-	-
Deferred Tax	<u>21,306</u>	<u>677</u>
	<u><u>21,306</u></u>	<u><u>677</u></u>

6. CASH & CASH EQUIVALENTS

Cash on Hand	238,753	239,939
Cash at Bank	<u>2,024,923</u>	<u>1,346,877</u>
	<u><u>2,263,676</u></u>	<u><u>1,586,816</u></u>

Reconciliation of cash and cash equivalents

Cash and cash equivalents at the end of the financial year as shown in the statement of cash flows are reconciled to items in the statement of financial position as follows

Cash and cash equivalents	<u>2,263,676</u>	<u>1,586,816</u>
	<u><u>2,263,676</u></u>	<u><u>1,586,816</u></u>

7. TRADE & OTHER RECEIVABLES

CURRENT

Trade Receivables	30,441	11,712
Less: Provision for Impairment of Receivables:	<u>(14,783)</u>	<u>(9,994)</u>
	15,658	1,718
Receivables - Residents	215,760	201,574
Other Receivables	<u>204,517</u>	<u>246,744</u>
	<u><u>435,934</u></u>	<u><u>450,037</u></u>

8. INVENTORIES

CURRENT

At cost	<u>116,413</u>	<u>140,067</u>
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RICHMOND CLUB LIMITED & CONTROLLED ENTITY

ABN 14 001 034 911

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016 Continued**

	Consolidated Group	
	2016	2015
	\$	\$
9. OTHER ASSETS		
CURRENT		
Prepayments	<u>155,927</u>	<u>80,427</u>
	<u>155,927</u>	<u>80,427</u>
NON CURRENT		
Business Development Expenditure carried forward	<u>139,714</u>	<u>139,714</u>
	<u>139,714</u>	<u>139,714</u>
10. FINANCIAL ASSETS		
NON CURRENT		
Available for sale financial assets	<u>6,991</u>	<u>2,335</u>
Total financial assets	<u>6,991</u>	<u>2,335</u>
Available For Sale Financial Assets Comprise:		
- Shares in listed company	<u>6,991</u>	<u>2,335</u>
Total available for sale financial assets	<u>6,991</u>	<u>2,335</u>
11. PROPERTY, PLANT & EQUIPMENT		
Freehold Land, Buildings and Improvements - at valuation	36,130,780	35,635,974
Less: Accumulated Depreciation	(3,905,624)	(3,374,185)
Less: Accumulated Impairment	<u>(40,000)</u>	<u>(40,000)</u>
	<u>32,185,156</u>	<u>32,221,789</u>
Building Project in Progress	410,509	489,211
Total Land & Buildings	<u>32,595,665</u>	<u>32,711,000</u>
Leasehold Improvements	756,936	745,901
Less: Accumulated Amortisation	(273,733)	(125,489)
Total Leasehold Improvements	<u>483,203</u>	<u>620,411</u>
Plant and Equipment, Bowling Greens and Poker Machines - at cost	16,142,638	15,598,506
Less: Accumulated Depreciation	(10,902,415)	(10,048,613)
Total Plant and Equipment, Bowling Greens and Poker Machines - at cost	<u>5,240,223</u>	<u>5,549,893</u>
Leased Assets - at cost	4,112,919	2,956,678
Less: Accumulated Depreciation	(2,269,668)	(1,751,912)
Total Leased Assets - at cost	<u>1,843,251</u>	<u>1,204,766</u>
Total Property, Plant & Equipment	<u>40,162,342</u>	<u>40,086,070</u>
(a) Movements in Carrying Amounts		
BUILDINGS AND IMPROVEMENTS		
Balance at the beginning of the year	32,711,000	34,305,475
Additions	687,083	-
Additions-building in progress	13,430	90,059
Revaluation Increment	-	-
Disposals/Transfers	(284,410)	(1,162,268)
Impairment	-	-
Depreciation	<u>(531,439)</u>	<u>(522,265)</u>
TOTAL LAND AND BUILDINGS	<u>32,595,665</u>	<u>32,711,000</u>

RICHMOND CLUB LIMITED & CONTROLLED ENTITY

ABN 14 001 034 911

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016 Continued**

Consolidated Group

2016 2015
\$ \$

11. PROPERTY, PLANT & EQUIPMENT continued

LEASEHOLD IMPROVEMENTS

Balance at the beginning of the year	620,411	680,623
Additions	6,694	-
Disposals/Transfers	(56,119)	-
Depreciation and Amortisation	(87,784)	(60,212)
Carrying amount the end of the year	<u>483,203</u>	<u>620,411</u>

PLANT, EQUIPMENT & GAMING MACHINES

Balance at the beginning of the year	5,549,893	4,680,134
Additions	692,214	1,851,986
Disposals/Transfers	(24,127)	-
Depreciation	(977,756)	(982,227)
Carrying amount the end of the year	<u>5,240,223</u>	<u>5,549,893</u>

LEASED ASSETS

Balance at the beginning of the year	1,204,766	783,759
Additions	1,156,241	961,897
Disposals/Transfers	-	(54,958)
Depreciation	(517,756)	(485,933)
Carrying amount at the end of the year	<u>1,843,251</u>	<u>1,204,766</u>

TOTAL

Balance at the beginning of the year	40,086,070	40,449,991
Additions	2,542,232	2,813,883
Additions-building in progress	13,430	90,059
Revaluation Increment	-	-
Disposals/Transfers	(364,656)	(1,217,226)
Impairment	-	-
Depreciation	(2,114,734)	(2,050,636)
Carrying amount at the end of the year	<u>40,162,342</u>	<u>40,086,070</u>

12. INTANGIBLE ASSETS

Corporate Branding	180,377	180,377
Less: accumulated amortisation	(121,432)	(103,394)
Less: accumulated impairment losses	-	-
Net carrying value	<u>58,945</u>	<u>76,983</u>

Bed Licences at valuation	5,020,000	5,020,000
Less: accumulated impairment losses	-	-
Net carrying value	<u>5,020,000</u>	<u>5,020,000</u>

Gaming Licences at Fair Value - Richmond Golf Club Divisor	160,000	160,000
Less: accumulated impairment losses	-	-
Net carrying value	<u>160,000</u>	<u>160,000</u>

Total Intangibles	<u>5,238,945</u>	<u>5,256,983</u>
-------------------	------------------	------------------

Reconciliation of Corporate Branding

Balance at the beginning of year	76,983	95,021
Additions	-	-
Disposals	-	-
Amortisation	(18,038)	(18,038)
Impairment Losses	-	-
Carrying value at end of year	<u>58,945</u>	<u>76,983</u>

RICHMOND CLUB LIMITED & CONTROLLED ENTITY

ABN 14 001 034 911

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016 Continued**

Consolidated Group

2016 2015
\$ \$

12. INTANGIBLE ASSETS continued

Gaming Licences were recognised at fair value as part of the acquisition of the net assets of Richmond Golf Club Ltd (in liquidation). Existing Gaming Licences held by the company do not meet the recognition criteria under Accounting Standards and have therefore not been recognised in Statement of Financial Position. Corporate Branding & Bed Licences have been capitalised. Gaming and Bed Licences are considered to have an indefinite life. Although there is no requirement to amortise intangible assets with indefinite lives, the carrying value has been reviewed for impairment. Corporate Branding is amortised over its useful life. The aged care facility is licensed for 144 beds (100 active licences and 44 approved in principle)

13. TRADE & OTHER PAYABLES

CURRENT

Unsecured Liabilities		
Trade Payables	1,140,367	1,070,761
Sundry Payables & Accrued Expenses	1,077,137	798,602
Gaming Machine Tax	424,097	440,023
Income in Advance	320,601	513,672
	<u>2,962,203</u>	<u>2,823,057</u>

Financial Liabilities at amortised cost classified as trade and Other Payable:

Trade & Other Payables		
Current	2,962,203	2,823,057
Non Current	-	-
	<u>2,962,203</u>	<u>2,823,057</u>

Less: Deferred Income	(320,601)	(513,672)
Less: Other Payables	(1,077,137)	(798,602)
Financial Liabilities as Trade and Other Payables	<u>1,564,464</u>	<u>1,510,783</u>

14. BORROWINGS

CURRENT

Bank Bills - secured	722,600	722,500
Hire Purchase Liabilities	20,342	106,441
Lease Liabilities	708,954	587,352
Interest Free Loans - Aged Care Residents	4,595,183	3,737,217
	<u>6,047,079</u>	<u>5,153,509</u>

NON CURRENT

Bank Bills - secured	7,468,631	8,191,231
Hire Purchase Liabilities	-	21,478
Lease Liabilities	992,825	665,266
	<u>8,461,456</u>	<u>8,877,975</u>

(a) Total current and non-current liabilities

Secured Liabilities		
Bank Commercial Bills	8,191,231	8,913,731
Hire Purchase Liabilities	20,342	127,919
Lease Liabilities	1,701,779	1,252,618
Interest Free Loans - Aged Care Residents	4,595,183	3,737,217
	<u>14,508,535</u>	<u>14,031,485</u>

RICHMOND CLUB LIMITED & CONTROLLED ENTITY

ABN 14 001 034 911

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016 Continued**

Consolidated Group

2016 2015
\$ \$

14. BORROWINGS continued

(b) The carrying amounts of non current assets pledged as security are:

Mortgages

- Freehold Land & Buildings

32,595,665 32,711,000

Fixed & Floating Charge

- All Other Assets

16,096,211 15,224,690

Total

48,691,876 47,935,690

(c) The bank debt is secured by a first registered mortgage over certain freehold properties owned by the company. The bank also has a fixed and floating charge over all present and future assets and undertakings of the company and its subsidiary.

(d) Interest free loans comprise accommodation bonds held from aged care residents

(e) Lease liabilities are secured by underlying asset:

(f) Hire Purchase liabilities are secured by underlying asset:

15. TAX

(a) Liabilities

CURRENT

Income Tax

- -

NON CURRENT

Deferred Tax Liability on:

TANGIBLE ASSET REVALUATION

Balance at the beginning of the year

283,190 358,074

Charged to income

- -

Charged directly to equity

(63,062) (74,884)

Balance at the end of the year

220,128 283,190

Deferred Tax Asset on:

PROVISIONS

Balance at the beginning of the year

193,241 193,918

Charged to income

(21,306) (677)

Charged directly to equity

- -

Balance at the end of the year

171,935 193,241

16. PROVISIONS

CURRENT

Provision for Employee Benefits: Annual Leave

552,239 600,756

Provision for Employee Benefits: Long Service Leave

252,871 399,177

805,110 999,933

NON CURRENT

Provision for Employee Benefits: Long Service Leave

174,842 43,016

174,842 43,016

EMPLOYEE BENEFITS

Balance at beginning of the year

974,936 992,539

Additional provisions less amount used

5,017 (17,603)

Balance at the end of the year

979,953 974,936

RICHMOND CLUB LIMITED & CONTROLLED ENTITY

ABN 14 001 034 911

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016 Continued**

Consolidated Group

2016 2015
\$ \$

16. PROVISIONS continued

Provision for Employee Benefits

Provision for employee benefits represents amounts accrued for annual leave and long service leave. The current portion for this provision includes the total amount accrued for annual leave entitlements and the amounts accrued for long service leave entitlements that have vested due to employees having completed the required period of service. Based on past experience, the company does not expect the full amount of annual leave or long service leave balances classified as current liabilities to be settled within the next 12 months. However these amounts must be classified as current liabilities since the company does not have an unconditional right to defer the settlement of these amounts in the event employees wish to use their leave entitlement.

In calculating the present value of future cash flows in respect of long service leave, the probability of long service leave being taken is based upon historical data and judgement. The measurement and recognition criteria for employee benefits has been discussed at note 1(g).

17. CAPITAL AND LEASING COMMITMENTS

(a) Finance Lease Commitments payable not later than one year
Later than one year but not later than five years
Later than five years

678,066	587,352
907,434	665,266
-	-
<u>1,585,500</u>	<u>1,252,618</u>

(b) Operating Lease Commitments payable not later than one year
Later than one year but not later than five years
Later than five years

42,204	27,558
50,679	45,931
-	-
<u>92,883</u>	<u>73,489</u>

(c) Capital Expenditure
Capital expenditure commitments contracted for:
- Plant and equipment purchases

740,379	422,228
<u>740,379</u>	<u>422,228</u>

18. EVENTS AFTER THE REPORTING PERIOD

Other than the following, the directors are not aware of any significant events since the end of the reporting period:

The company has received a development application approval from Hawkesbury City Council to construct a 38 Bed Extension to the Aged Care Facility.

Prior to balance date the company signed a contract with a property services company. This contract is for \$344,016 including GST and is for combination of maintenance work and capital improvements.

19. CONTINGENT LIABILITIES & CONTINGENT ASSETS

Estimates of the potential financial effect of contingent liabilities that may become payable

Agreement with External Caterer:

During the year ended 30 June 2015, the company gained ownership of plant and equipment provided by the external caterer in accordance with an agreement. If this agreement is terminated for any reason prior to the end of the 10 year term the club is liable to repay the caterer a sum for the depreciated value of the equipment based on the schedule below

RICHMOND CLUB LIMITED & CONTROLLED ENTITY

ABN 14 001 034 911

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016 Continued**

Consolidated Group

2016 2015
\$ \$

19. CONTINGENT LIABILITIES & CONTINGENT ASSETS continued

Year of Contract	Amount to be Paid (Excluding GST)
1	\$900,000
2	\$800,000
3	\$700,000
4	\$600,000
5	\$500,000
6	\$400,000
7	\$300,000
8	\$200,000
9	\$100,000
10	\$0

20. CONTROLLED ENTITIES

Controlled Entities Consolidated

Subsidiaries of Richmond Club Limited:
Hawkesbury Living Pty Ltd

21. RELATED PARTY DISCLOSURES

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

Ethan Talbot, the son of Group CEO Kimberley Talbot is employed by subsidiary Hawkesbury Living Pty Limited on an arms length basis.

Lauren Stanley, the daughter of director Peter Chidgey is employed by subsidiary Hawkesbury Living Pty Limited on an arms length basis.

Monique Gower, the daughter of former Group Employee Relations, Compliance & Audit Manager Kristen Gower was employed by the company on an arms length basis.

A business operated by Director Peter Chidgey provides property management services on normal commercial terms for the subsidiary company Hawkesbury Living Pty Ltd for the rental of the Norman Court retirement units

The names of each person holding the position of director of Richmond Club Limited during the financial year are:

G Luscombe, G Watterson, J Melody, D Bertenshaw, P Chidgey , J Baker
M Phillips, G Thompson, J Bullock, D Finch, J Zak.

The Directors did not receive any remuneration. No director has entered into a material contract with the company since the end of the previous financial year and there were no material contracts involving Directors interests during the financial year.

Any purchase of beverages or use of company facilities are on the same terms and conditions as members, non-members and employees

RICHMOND CLUB LIMITED & CONTROLLED ENTITY

ABN 14 001 034 911

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016 Continued**

Consolidated Group

2016 2015
\$ \$

22. SEGMENT REPORTING

The group operates predominantly in the club industry. The principal activities of the company are the conduct of a licensed social, sporting and recreation club in Richmond, New South Wales.

The group also operates an aged care facility and a golf course

23. COMPANY DETAILS

The registered office and principal place of business is the corner of East Market and Francis Streets, Richmond, NSW.

24. KEY MANAGEMENT PERSONNEL COMPENSATION

Key Management Personnel Compensation

716,819 710,495

25. FINANCIAL RISK MANAGEMENT

The company's financial instruments consist mainly of deposits with banks, short term investments, accounts receivable and payable, and leases. The carrying amounts for each category of financial instruments, measured in accordance with AASB 139 as detailed in the accounting policies to these financial statements are as follows

Financial Assets		
Cash & Cash Equivalents	2,263,676	1,586,816
Loans and Receivables	435,934	450,037
Available for Sale financial assets		
- Shares in unlisted corporations	6,991	2,335
Financial Liabilities		
Financial Liabilities at amortised cost		
- Trade & Other Payables	1,564,464	1,510,783
- Borrowings	14,508,535	14,031,485

26. RESERVES

REVALUATION SURPLUS

The revaluation surplus records the revaluations of non-current assets:

27. CORE & NON CORE PROPERTY

The details of the core and non-core property at the end of the financial year is as follows

Core Property

8 East Market St Richmond

71 Francis St & Bensons Lane Richmond

Non-Core Property

87 Francis St Richmond

5 Toxana St Richmond

9 Toxana St Richmond

113 March St Richmond

122 March St Richmond

DK AUDIT ACCOUNTANTS PTY LTD

Chartered Accountants

Telephone: (02) 4578 1164
Facsimile: (02) 4578 3082
Email: dlk@dunnkean.com.au

ABN: 29 163 007 903
D Kean
PO Box 152
Richmond NSW 2753

Liability limited by a scheme approved
under Professional Standards Legislation

RICHMOND CLUB LIMITED & CONTROLLED ENTITY

ABN 14 001 034 911

INDEPENDENT AUDIT REPORT

TO THE MEMBERS OF RICHMOND CLUB LIMITED

Report on the Financial Report

We have audited the accompanying financial report of Richmond Club Limited, which comprises the Consolidated Statement of Financial Position as at 30 June 2016, 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 comprising a summary of significant accounting policies and other explanatory information, and the Directors' Declaration of the consolidated entity comprising the company and the entity it controlled at the year's end or from time to time during the financial year.

The Trading Statements are additional financial information in accordance with the books and records of Richmond Club Limited and its controlled entity which have been subjected to the auditing procedures applied in our statutory audit of the company for the year ended 30 June 2016. It will be appreciated that our statutory audit did not cover all details of the additional financial information. Accordingly, we do not express an opinion on such financial information and no warranty of accuracy or reliability is given. In accordance with our policy, we advise that neither DK Audit Accountants Pty Ltd nor any member or employee of the firm undertakes responsibility arising in any way whatsoever to any person other than Richmond Club Limited in respect of such information, including any errors or omissions therein, arising through negligence or otherwise however caused.

Directors' Responsibility for the Financial Report

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

Auditor's Responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the company's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence


In conducting our audit, we have complied with the independence requirements of the Corporations Act 2001. We confirm that the independence declaration required by the Corporations Act 2001, which has been given to the directors of Richmond Club Limited, would be in the same terms if given to the directors as at the time of this auditor's report.

Opinion

In our opinion, the financial report of Richmond Club Limited is in accordance with the Corporations Act 2001, including:

- a. giving a true and fair view of the consolidated entity's financial position as at 30 June 2016 and of its performance for the year ended on that date; and
- b. complying with Australian Accounting Standards – Reduced Disclosure Requirements and the Corporations Regulations 2001.

DK AUDIT ACCOUNTANTS PTY LTD
Chartered Accountants



Director: David Kean

Registered Company Auditor

Signed at 97 Francis Street, Richmond, NSW

Dated this 14 October 2016

Hawkesbury Living Cancer Trust Chairman's Report – 2015-16

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 2016.

On behalf of the Trustees and the Richmond Club I am pleased to inform you that construction of the Hawkesbury Living Cancer Trust Chemotherapy Unit at Hawkesbury Hospital is now complete.

Nepean Cancer Care Centre is, at the time of writing, recruiting nursing staff and training them to staff the unit and we are looking forward to the Unit opening soon.

Once again the community has been extremely generous with donations, and local groups have provided funding for the equipment that is required within the unit to ensure patients have a comfortable visit with state-of-the-art equipment to treat them.

Finally local residents will be able to benefit from the improved health infrastructure in the Hawkesbury and no longer face the tyranny of distance – having to travel outside the district - when seeking cancer treatment.

The transition of Hawkesbury Hospital to St John of God has been a smooth process and I have been very pleased with the enthusiasm that they have shown for the chemotherapy unit, and the professionalism and support they have displayed.

In 2008, the oncology and chemotherapy unit was just a vision held by the Directors and CEO of The Richmond Club, however today the Trust they formed has funded the building of the chemotherapy unit and committed to supporting it during its commencement to ensure it is viable.

The Unit is a project that simply would not have been completed without the assistance of the community. Every donation has made a difference and the Trustees are committed to ensuring all funds go to supporting local residents who are needed treatment for cancer.

I would like to thank my fellow Trustees, Vivienne Leggett, Graeme Colless, Peter Chidgey, John O'Brien and Kimberley Talbot for their continued hard work which is completely voluntary and not remunerated. My appreciation also goes to the Richmond Club Executive and Board of Directors, whose vision and support has been integral to the Trust's success.

Kind Regards,

A handwritten signature in black ink that reads "Duncan". The letter 'D' is large and stylized, with the rest of the name written in a cursive script.

Dr Duncan Guy
Chairperson
Hawkesbury Living Cancer Trust

**D. GUY, P. CHIDGEY, V. LEGGETT, G. COLLESS, J. O'BRIEN AND K. TALBOT
AS TRUSTEES FOR
HAWKESBURY LIVING CANCER TRUST**

**STATEMENT OF INCOME AND EXPENDITURE
FOR THE YEAR ENDED 30 JUNE 2016**

	NOTE	2016 \$	2015 \$
INCOME			
Donations Received			
Richmond Memorial Women's Bowling Club		-	750
Richmond Club Donation Boxes		-	330
MSA Goldstein		-	10,000
MC & SM Pritchard		-	1,150
Dixon Sand (Penrith)		-	2,200
J & G Excavations & Asphalting		-	1,700
Evergreen Turf		2,500	-
Pink Finns		6,860	-
Dad N Daves Turf		1,000	-
Peter Kelly Flooring		1,000	-
Rotary		500	-
Other Donations		4,922	-
Donations Received		16,782	16,130
Fund Raising - Race Days			
Evergreen Turf/Dad and Dave's Race Day Fundraising Event		69,579	49,450
		69,579	49,450
Interest Received		42,941	37,289
TOTAL INCOME		129,302	102,869
 EXPENDITURE			
Bank Charges		151	1
Depreciation		-	206
Fund Raising Expenses		2,718	-
Flowers		91	-
Legal Costs		1,677	1,661
Licences & Fees		119	-
Sundry Expenses		-	45
Website Expenses		-	438
TOTAL EXPENDITURE		4,756	2,350
NET PROFIT		124,546	100,519
INCOME TAX EXPENSE		-	-
NET PROFIT		124,546	100,519

The accompanying notes form part of the financial statements

**D. GUY, P. CHIDGEY, V. LEGGETT, G. COLLESS, J. O'BRIEN AND K. TALBOT
AS TRUSTEES FOR
HAWKESBURY LIVING CANCER TRUST**

**STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2016**

	NOTE	2016 \$	2015 \$
ASSETS			
CURRENT ASSETS			
Cash and Cash Equivalents	2	1,318,896	1,520,506
Trade and Other Receivables	3	0	51,050
TOTAL CURRENT ASSETS		<u>1,318,896</u>	<u>1,571,556</u>
NON-CURRENT ASSETS			
Property, Plant & Equipment	4	90,809	106,809
TOTAL NON-CURRENT ASSETS		<u>90,809</u>	<u>106,809</u>
TOTAL ASSETS		<u>1,409,704</u>	<u>1,678,365</u>
LIABILITIES			
CURRENT LIABILITIES			
Trade and Other Payables		1,502	0
TOTAL CURRENT LIABILITIES		<u>1,502</u>	<u>0</u>
NON-CURRENT LIABILITIES			
TOTAL NON-CURRENT LIABILITIES		<u>0</u>	<u>0</u>
TOTAL LIABILITIES		<u>1,502</u>	<u>0</u>
NET ASSETS		<u>1,408,202</u>	<u>1,678,365</u>
EQUITY			
Settlement Sum		100	100
Retained Earnings		1,408,102	1,678,265
TOTAL EQUITY		<u>1,408,202</u>	<u>1,678,365</u>

The accompanying notes form part of the financial statements

**D. GUY, P. CHIDGEY, V. LEGGETT, G. COLLESS, J. O'BRIEN AND K. TALBOT
AS TRUSTEES FOR
HAWKESBURY LIVING CANCER TRUST**

**STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2016**

	NOTE	2016 \$	2015 \$
ASSETS			
CURRENT ASSETS			
Cash and Cash Equivalents	2	1,318,896	1,520,506
Trade and Other Receivables	3	0	51,050
TOTAL CURRENT ASSETS		<u>1,318,896</u>	<u>1,571,556</u>
NON-CURRENT ASSETS			
Property, Plant & Equipment	4	90,809	106,809
TOTAL NON-CURRENT ASSETS		<u>90,809</u>	<u>106,809</u>
TOTAL ASSETS		<u>1,409,704</u>	<u>1,678,365</u>
LIABILITIES			
CURRENT LIABILITIES			
Trade and Other Payables		1,502	0
TOTAL CURRENT LIABILITIES		<u>1,502</u>	<u>0</u>
NON-CURRENT LIABILITIES			
TOTAL NON-CURRENT LIABILITIES		<u>0</u>	<u>0</u>
TOTAL LIABILITIES		<u>1,502</u>	<u>0</u>
NET ASSETS		<u>1,408,202</u>	<u>1,678,365</u>
EQUITY			
Settlement Sum		100	100
Retained Earnings		1,408,102	1,678,265
TOTAL EQUITY		<u>1,408,202</u>	<u>1,678,365</u>

The accompanying notes form part of the financial statements

**D. GUY, P. CHIDGEY, V. LEGGETT, G. COLLESS, J. O'BRIEN AND K. TALBOT
AS TRUSTEES FOR
HAWKESBURY LIVING CANCER TRUST**

**STATEMENT OF DISTRIBUTION
FOR THE YEAR ENDED 30 JUNE 2016**

Accumulated Earnings at 1 July 2014	1,577,745.61
Net Profit for the year ended 30 June 2015	<u>100,519.22</u>
Accumulated Earnings at 30 June 2015	1,678,264.83
Net Profit for the year ended 30 June 2016	<u>124,546.08</u>
Accumulated Earnings Before Distributions	1,802,810.91
Distributions Made During the Year Ended 30 June 2016	
Beneficiary	
Nepean Blue Mountains Local Health District	377,109.00
Nepean Blue Mountains Local Health District - Prior Year Adjustment	<u>17,600.00</u> (394,709.00)
Accumulated Earnings at 30 June 2016	<u><u>1,408,101.91</u></u>

**D. GUY, P. CHIDGEY, V. LEGGETT, G. COLLESS, J. O'BRIEN AND K. TALBOT
AS TRUSTEES FOR
HAWKESBURY LIVING CANCER TRUST**

**NOTES TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2016**

	2016	2015
	\$	\$

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 in the notes.

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

(a) Property, Plant & Equipment

Each class of plant and equipment is carried at cost or fair value less, where applicable any accumulated depreciation. The depreciable amount of all fixed assets including buildings are depreciated on a straight line basis over their useful lives commencing from the time the asset is held ready for use.

2. CASH AND CASH EQUIVALENTS

ANZ Premium Cash Account	704,397	332,756
ANZ Term Deposit 1	614,499	596,466
ANZ Term Deposit 2	0	591,284
	<u>1,318,896</u>	<u>1,520,506</u>

3. TRADE AND OTHER RECEIVABLES

CURRENT

GST Receivable	0	1,600
Debtor - Race Day	0	49,450
	<u>0</u>	<u>51,050</u>

HAWKESBURY LIVING CANCER TRUST

STATEMENT BY TRUSTEES

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 comprising the Statement of Financial Position as at 30 June 2016, the Statement of Income & Expenditure for the year then ended and the Notes of significant accounting policies:

1. Presents a true and fair view of the financial position of Hawkesbury Living Cancer Trust as at 30 June 2016 and its performance for the year ended on that date.
2. 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:

Trustee: *P.H. Chidgey*

Trustee: *[Signature]*

Dated: 20 OCTOBER 2016.

DK AUDIT ACCOUNTANTS PTY LTD

Chartered Accountants

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Email: dlk@dunnkean.com.au

ABN: 29 163 007 903
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under Professional Standards Legislation

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF HAWKESBURY LIVING CANCER TRUST

We have audited the accompanying financial report, being a special purpose financial report, of Hawkesbury Living Cancer Trust, (the trust), which comprises the, Statement of Financial Position as at 30 June 2016, the Statement of Income & Expenditure for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the Statement by Trustees.

Trustees' Responsibility for the Financial Report

The trustees of Hawkesbury Living Cancer Trust are responsible for the preparation and fair presentation of the financial report, and have determined that the basis of preparation described in Note 1 is appropriate to meet the requirements of the trust deed. The trustees' responsibility also includes such internal control as the trustees determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the trust's preparation and fair presentation of the financial report, in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the trust's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the trustees, as well as evaluating the overall presentation of the financial report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Emphasis of Matter

As the trust is a small operation with limitations on the segregation of duties, our audit was limited to amounts recorded.


Opinion

In our opinion, the financial report presents fairly, in all material respects, the financial position of Hawkesbury Living Cancer Trust as at 30 June 2016 and its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements, and the requirements of the trust deed.

Basis of Accounting and Restriction on Distribution

Without modifying our opinion, we draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist Hawkesbury Living Cancer Trust to meet the requirements of the trust deed. As a result, the financial report may not be suitable for another purpose.

DK AUDIT ACCOUNTANTS PTY LTD
Chartered Accountants



Principal: David Kean

Dated: 24 October 2016

Signed at 97 Francis Street, Richmond, NSW 2753

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