



West's Ashfield

ANNUAL REPORT

FOR THE YEAR ENDED
31 OCTOBER 2021



Wests World

FACTS & FIGURES



178,444

UNITS OF TAP BEER
SOLD



23,139

UNITS OF WINE
SOLD



49,920

MAIN MEALS
SERVED



288,428

VISITATION



29

INTRA CLUBS



297,000

"WHAT'S ON"
EMAILS SENT



2,262,226

CLUBGRANTS FUNDING
ISSUED



34,945

MEMBERS

CONTENTS

BOARD OF DIRECTORS	3
CHAIRMAN'S REPORT	8
CEO'S REPORT	9
CLUB GRANTS	11
STAFF AND MEMBERS IN THE COMMUNITY	14
LIFE MEMBERS	16
FINANCIAL REPORTS	18

Board Of DIRECTORS



**TONY
ANDREACCHIO**
CHAIRMAN

With almost three decades' experience in local business (the past 20 as Principal of Raine & Horne Real Estate Ashfield), over 30 years membership of Wests Ashfield and a lifelong passion for rugby league, Tony Andreacchio is a true local.

For more than a decade, Tony has been an executive of the Ashfield Chamber of Commerce; Area Chairman of the Ashfield Salvation Army Red Shield Appeal and in recent times, was appointed to the Vincentian Fathers Advisory Board Oceania.

His many and varied social and community interests include financial support of the Reverend Bill Crews' Exodus Foundation, Father Chris Riley's Youth Off the Streets, APIA Leichhardt Tigers Soccer Club and inner west sport.

Tony is a long-time member of the Pratten Park Magpies and was appointed to the Board of Western Suburbs District Rugby League Football Club in 2014. Tony is committed to the integration of the Wests family, while maintaining the Magpie heritage and identity.

He has been a Board member of the NRL Wests Tigers since 2012.

Raised in Summer Hill, Tony has lived in the inner west his whole life and has passionately followed rugby league, supporting the Western Suburbs Magpies since their days at Pratten Park and now the Wests Tigers.

With his hands-on local business knowledge and active membership of more than a dozen social and sporting clubs and organisations, Tony brings to Wests Ashfield real-world financial acumen, competitive insight and enthusiasm. Tony is also a member of the Australian Institute of Company Directors.



JULIE ROMERO
DEPUTY
CHAIR

Julie Romero is the first female Director and Deputy Chair in the Club's history; a significant achievement. Julie is also the Deputy Chair of Wests Magpies; a Director of Wests Tigers; Chair of Wests Ashfield Board Audit and Risk Committee; and a member of Wests Ashfield Governance Committee.

Wests has been a part of Julie's life for as long as she can remember. She is a longstanding Leagues Club member and lifelong Wests Magpies supporter who started attending games when she was 3 years old.

In 1987 when Wests Magpies relocated to Campbelltown, Julie volunteered her time as founding Secretary of the official Western Suburbs Magpies Supporters Club. The Supporters Club raised valuable funds for the football club every year.

Julie became a Debenture Holder in January 2009 and held the role of Secretary from February 2010 to December 2012. In February 2014, Julie was elected Debenture Holder Chairperson and held that role until February 2020, when she was nominated for election to the Board of Directors. Being a Director of Wests

Ashfield has been an ambition of Julie's and the driving force behind her application for a Debenture. She has previously been the Wests Ashfield nominee on the Board of the Western Suburbs Magpies, serving a 3-year term.

Aside from Wests, Julie is passionate about her family and her career and has many other varied interests. She has a 30+ year career in the insurance industry and has worked for Australia's largest insurer, as well as one of the largest global brokerages. She has held leadership and managerial roles and worked extensively in business development, sales and marketing, corporate governance, relationship and account management. Julie has strong business acumen and skills, including experience managing organisational P&L as well as enforcing risk management and minimisation strategies.

The ethics and values held by Julie include honesty, respect, courage and open-mindedness. Julie greatly values the work Wests does in the community and has a keen interest in diversification of income streams and sound governance to protect the Club's future and preserve its rich history and tradition.



DENNIS
BURGESS
DIRECTOR

Dennis is a Professional Musician and Managing Director of Burgess Ventures, which encompasses Regal Records, A Red Letter Day (Event Management), UBERfest Festivals, Burgess Bookings, Above All Secretarial, 'BurgessBurgess (The Band)' 'Burgess British Blues Boys' 'Good Times' and 'Dead Singer Band Lost Legends Showcase'.

Through Denny Burgess Management, he looks after the affairs of Australian Idol performers Rebekah LaVauney and Peter Ryan.

He has been a Debenture Holder of 'Western Suburbs Leagues Club Ltd' since 1996 and a Director for the past twenty-one years.

Dennis has also served time as a Director of Western Suburbs Magpies and is the Songwriter/Performer of one of Wests Magpies Club Songs - 'Glory Boys'.

Other business involvements include being Chairman of the 'Australian Songwriters Association' (ASA), Director of 'Association of Artists Managers' (AAM), Director of the 'Australian Songwriters Official National

Group' (ASONG), and an active member of both the 'Association of Independent Record Labels' (AIR) and 'Support Act Limited' (SAL).

Born and raised in Wests territory, Dennis was educated at Christian Brothers College, Burwood. He is married to Clare and father to twenty-one year old son Cole. Dennis is passionate about Wests; its past, its present and its future.

As Chairman of Wests Magpies Events Committee and a member of the Finance Committee, he was pleased to play a part in the Magpies Centenary Celebrations in 2008.

Dennis is currently a Director of Wests Tigers and Board representative on the Community Engagement Committee, Judiciary Committee and Heritage Committee.



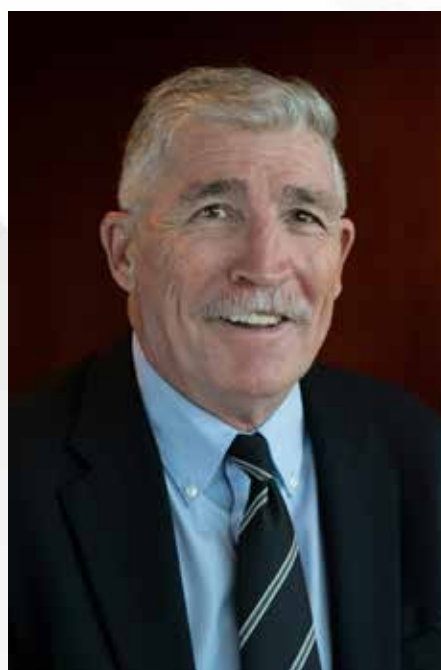
RICK WAYDE
DIRECTOR

Raised in Lidcombe and residing in Croydon for the past twelve years, Rick has followed the fortunes of the Western Suburbs Rugby League team (Wests Magpies) and witnessed the evolution of Wests Ashfield Leagues Club since his earliest days.

He initially became a Football Club Official in 1981 and was appointed as the Magpies' first fulltime General Manager in 1983. Subsequently, Rick has served on a variety of Wests Boards, initially elected as a Director of Wests Ashfield Leagues Club in 1984. He is currently Chair of Wests Magpies.

Rick has been employed in a variety of other roles with sporting and business bodies, including being appointed as South Sydney Rugby League Club's inaugural Marketing Director. Along with a long term involvement in broadcasting including stints at several prominent Sydney radio stations, Rick also served as National Advertising Manager for Festival Records for eight years, until 1983.

The continued development of Wests Ashfield Leagues Club, The Markets Club at Flemington and Wests Sports Croydon as first class amenities for Members and guests, remains a priority for Rick. His Club activities include organising and compering, on occasion, fundraising initiatives for both the Wests Magpies (e.g. 'Magpie Heritage Night') and the Western Suburbs District Cricket Club, where Rick is currently Club Secretary. As a Director of Wests Tigers, he is an active member of the Football Committee. Rick is also responsible for co-ordinating the activities of Wests Archives and chairs the Wests Tigers Heritage Committee.



MICK LIUBINSKAS
DIRECTOR

Mick has continued involvement in the field of IT Service Management within the IT world, this allows him to maintain his commitment to the Wests Magpies and the teams within the football club.

With wife Vicki who is teaching Pre-kindergarten at MLC College, they have 2 sons, Todd and Kodi. The family is involved in the fitness industry through Todd's fitness centre at Concord, Complete Strength and Performance/Coaching Zone and through Vicki's foundation, Let's Get Going, a program for athletes with an intellectual disability.

Mick's distinguished career as a rugby league player began with the Wests Magpies in 1972 and included stints at Balmain and Umina on the NSW Central Coast, prior to his retirement in 1981. He continued his involvement in rugby league through various roles that included Western Suburbs Jersey Flegg Coach in 1995-96, Metropolitan Cup in 2000 and a Junior Representative Selector for NSWRL 2003-2009.

His current sporting endeavours include regular fitness sessions, golf and surfing.

As well as being a Debenture Holder and Director of Wests Ashfield, Mick is also President of the Pratten Park Magpies Past Players Association and a member of the Men of League Foundation.

He continues to develop and maintain long standing friendships and business relationships through his outgoing approach, resulting in a wide network of contacts in both business and sport.

Mick brings to the Board a wealth of Wests history, strong business acumen and a welcoming approach.



**VINCE
TROPIANO**
DIRECTOR

Appointed to the Board of Directors in July 2020, Vince Tropicano has been a member of the Club since the late 1980's and a Debenture Holder since February 1996.

Vince has recently retired from the motor vehicle industry after serving 48 successful years in senior leadership positions within the Australian Ford Motor Company.

During this period, Vince served as the President for the Service Managers Association and also as the Delegate for the NSW Service Managers Association.

He has been awarded and decorated with honours such as the prestigious Ford Motor Company Presidents' Award on 16 occasions and has won Platinum and Gold Awards for Highest Growth Achiever in Sales and Excellence in Customer Service.

His management abilities have seen him train and lead 500 Apprentices and 400 Technicians. He has an obsession for customer service and the ability to lead by example, whilst delivering immediate and sustainable results.

Vince's professional qualifications include – Diploma in Sales & Marketing, ClubsNSW Certificate in Finance for Club Boards and ClubsNSW Certificate in Director Foundation and Management Collaboration.

Vince's success comes from his devotion to family, friends and the Western Suburbs Football Club.



**DAVID
GILBERT**
DIRECTOR

David has over 25 years sports administration experience in Australia & the UK, which includes 12 years as the Chief Executive Officer of Cricket NSW (2001-2013). He has served as a Board Director for the Bradman Foundation, NSW Business Chamber & the Sydney Cricket & Sports Ground Trust during this period. He was the President of the Western Suburbs District Cricket Club between 2014-2018.

His connection with Wests Ashfield Leagues Club stretches back to the 1980's when he played cricket for Western Suburbs at Pratten Park. He enjoyed a decade-long playing career at State level for NSW & Tasmania & represented Australia in 9 Test matches & 14 One-Day Internationals before retiring in 1992. He is a lifelong sports fan, with a particular passion for golf & is a Member of Concord Golf Club.

A member since 2014, David became a Debenture Holder in 2019 & was appointed

to the Board in August 2021 to fill the casual vacancy caused by the passing of former Club Chairman, Mike Bailey OAM. He also serves on the Club's Building Committee.

A father of two adult daughters, David is currently employed by Cricket Australia as a Match Referee for their male & female National competitions.



IN MEMORY OF MIKE BAILEY OAM

27TH OCTOBER 1949 – 20TH JUNE 2021

Mike Bailey OAM, passed away peacefully, surrounded by his family, on Sunday night 20 June 2021.

Joining the club in March 1996, Mike became a Director in March 2010 and was elected Chairman in June 2011, a position he held for a decade.

During his tenure as Chairman, Mike also served, at various times, as Chairman of both Wests Tigers and Wests Magpies, two roles he was honoured to take on and roles that were close to his heart having been a passionate Wests Magpies man his whole life and someone who embraced the joint venture after it was formed in 1999.

Having spent his working career in journalism where he worked for numerous television organisations and radio stations, Mike brought to the Board an unprecedented knowledge of the media world. Mike was most recognisable as the man who informed Sydney of the daily weather through his long period as, at first, the Channel 7 weatherman, followed by many years at the ABC.

Described by his media peers as “a thorough gentleman” in a working environment that can, at times, be drama charged as egos and/or deadlines make the pulses quicken. However, Mike always remained the complete professional, maintaining the respect of those around him.

As Chairman, Mike oversaw unprecedented success for our Club that has ensured Wests Ashfield has continued to be a financially powerful organisation with three successful Clubs and, in the process, has taken our ownership of Wests Tigers from 33% to 90%. The Club continues to enjoy a period of record profit, in a very stable era during ‘Mike’s watch’. Mike was proud of our Club and was honored to represent the Members.

Mike’s integrity and his genuine concern for those around him were evident from the start of his public life. He continually embraced groups or organisations, even causes, which greatly benefitted others. Mike annually travelled to Canberra, on assignment, to substantially contribute to Anzac activities in the national capital.

Prior to his retirement, Mike was Executive Officer to the Vicar General and the Chancellor, Catholic Archdiocese of Sydney and his obvious commitment to his faith in difficult times illustrated his genuine concern for all in the community that may need assistance. Mike Bailey was honoured with an OAM for his services to the community on 25 November 2020.

Our thoughts and sympathies remain with Mike’s wife Helena, son Michael and their extended family.

Chairman's REPORT



TONY ANDREACCHIO
CHAIRMAN

On behalf of the Board of Directors, I submit for your approval and adoption, the Annual Report for the year ending 31 October 2021. Whilst an honour to present my first report as Chairman, it is with sadness at the circumstances around my elevation to the Chair after the passing of Mike Bailey OAM. Mike was an exceptional Chairman and a remarkable human being who with his charm and integrity, touched all those that came in contact with him. I shall miss him as a friend and colleague and my heartfelt condolences go out to wife Helena and son Michael.

May I take this opportunity to congratulate David Gilbert on his appointment to the Board of Directors in 2021, following the passing of Mike Bailey OAM. A former Test cricketer, David brings a wealth of experience and business acumen to the Board after an extensive senior administrative career in cricket. Welcome aboard David.

The scourge of COVID-19 once more impacted Club operations in 2021 and it is pleasing to report that the tireless efforts of CEO Simon Cook and his management team, were able to mitigate the impact on our business leading to a pleasing financial result as detailed in the CEO's report. The sheer logistical issues in closing down the operation of three venues for 15 weeks were overcome with minimal fuss. In a bid to circumvent any mental health issues among staff brought on by the lockdown, during this period several members of the management team underwent Mental Health First Aid Training as a safety net for affected employees. The foundation of previous successful financial results and the bounce back following last year's lockdown, helped guide the way to the seamless re-opening of your Club on 11 October.

The path back to normality is a slow one as regulations and restrictions are gradually eased. The Club is mindful of the safety and well-being of its staff, patrons and in particular, our elderly members and guests.

I have fielded many enquiries from members regarding their favourite pastimes and when these may return. I am pleased to advise that the coming months will see the return of some of our more popular activities including Bingo, Raffles and Entertainment

West's commitment to the community was strongly evident again in 2021, as the impact of COVID-19 bit hard for a second year. Whilst restrictions imposed due to the pandemic called for the cancellation of many functions and award presentations, the Club's strong financial results enabled us to honour all intended commitments to ClubGRANTS and our Intra-Clubs.

Support was also maintained for our football entities, Western Suburbs Magpies, Wests Tigers and Balmain Juniors with Wests Ashfield committing \$1.3M towards football propagation. The Magpies continue to build a solid foundation and are primed to be a force across all competitions. The return to Lidcombe Oval as home base will be appreciated by diehard fans, as much as opposing teams will dread the road trip to downtown Lidcombe!

Tributes poured in during April 2021 when Wests Magpie's lost one of its favourite sons, Tom Raudonikis OAM. Tommy was revered by supporters of all clubs and Magpie fans in particular following his illustrious playing and later coaching career at club and state level. Tom was honoured with tribute matches at both Leichhardt and Campbelltown, with his coveted number 7 jersey being retired for the day. Sincere condolences to Tom's partner Trish and his family. May he rest in peace.

This year will see the opening of the Wests Tigers Centre of Excellence, which will set the new benchmark for integrated community and high performance facilities in Australian sport. The state of the art facilities include gymnasium, sports science, aquatic recovery, medical and treatment areas, locker rooms for both NRL and NRLW teams, administration offices, meeting rooms, media studio and lecture theatre for the Club and its community programs. Over the past 12 months, the project has progressed well despite the challenges experienced across many industries, with the playing field redevelopment already complete. At time of writing, the Centre of Excellence building is taking shape as it nears completion.

Hopes are high for an improved season from the Wests Tigers with an exciting blend of youngsters, recruits and experienced hands coming together in a bid to return Wests Tigers to their rightful position of playing finals football. A tweaking of the off-field structures including the return of prodigal son and premiership winning former coach Tim Sheens as Director of Football, has boosted confidence in the camp as we gear up for season 2022.

In conclusion, I pass my sincere gratitude to CEO Simon Cook and his management team for their outstanding response to the challenges of a difficult year in which they guided the Club through treacherous waters and to our wonderful staff for their commitment and diligence to the task in trying circumstances.

To my fellow Board Members, thank you for your time and commitment to ensuring the proper corporate governance of our successful Club.

And last but not least, to you, our valued members – thank you for continuing to support your Club through a difficult year. To you and your loved ones, stay safe and I look forward to seeing you in the Club soon.

TONY ANDREACCHIO
CHAIRMAN

CEO's REPORT



SIMON COOK CEO

I am pleased to be given the privilege of once more presenting a summary of the Wests Ashfield Group's performance over the financial year to 31 October 2021. What was a financially successful year for the Group, was tempered by the ongoing COVID-19 pandemic and tinged with sadness at the passing of our esteemed Chairman, Mr Mike Bailey OAM.

VALE MIKE BAILEY OAM

In June 2021, we received the devastating news that our Chairman of 10 years, Mr Mike Bailey, had passed away. I speak for the staff, Board and Members, when I say we were shocked and deeply saddened to lose a man that was such a part of the Wests fabric; a man of integrity that devoted so much of his time and energy to his Board positions with Wests Ashfield, Wests Magpies and Wests Tigers Football Clubs.

Mike's love of the Wests Magpies was only matched by his love of the Wests Tigers and personally, I miss Mike immensely. He was a mentor over many years and as Chairman, he allowed Management the autonomy to perform their duties and help make Wests the success it is today and in which we all share. Mike's support of staff and Management is something all here will never forget and we collectively thank him for the time we were blessed with his presence.

To Mike's family, wife Helena and son Michael, we pass on our deepest condolences and please know that Mike's passing has left an irreplaceable void in the lives of all he touched.

FINANCE

As demonstrated in the financial report, the consolidated entity (Western Suburbs Leagues Club Limited and Wests Tigers Rugby League Football Club Pty Ltd) produced a profit of \$12.1M which is a 51.3% increase on the FY2020 profit of \$8.0M.

As a result of this increased FY2021 Profit, the Net Assets of the consolidated entity grew 21% to \$70.9M (\$128.3M Fair value). This strong financial position is similarly reflected in the consolidated statement of cash flows showing cash and cash equivalents at the end of the financial year at \$16.7M which is a 42.9% increase.

Wests Ashfield, the registered club and 2 satellite venues (Wests Sports Croydon and Markets Club), produced an EBITDAIG of \$10.1M which was 9.6% down on the prior year. This result is essentially in line with the prior year profit considering all 3 venues were closed for a 15-week period in FY2021 versus the 10-week closure in FY2020 due to COVID.

These extended lockdowns in the last 2 years have also had a negative impact on memberships number with a further decline of 4.8% to 34,945 in FY2021.

OPERATIONS

The year 2021 saw a second lockdown of all 3 venues, this time for a period of 15 weeks and upon reopening, a continuation of COVID-19 related restrictions and regulations of which we have now become accustomed: masks, social distancing,

temperature checks, proof of vaccination, QR codes etc. Pleasingly, the impact these extra levels of compliance had on trade was kept to a minimum although it necessitated that several of our member activities had to be curtailed, at least temporarily.

During the lockdown, the welfare and well-being of staff became our major concern and the Board and management went to great lengths to ensure all staff got through the period unscathed and no employee was left behind. I take this opportunity to thank the Board for their generosity in approving the assistance, both financial and otherwise, that we were able to afford to staff in need over this time.

A further consequence of the pandemic has seen the necessity to change the layout of our venues, which saw the refurbishment to enhance the patron comfort of the Western Terrace on level one of the Club and the creation of our new restaurant offering on level 2, the fabulous Wok On. Please come and sample the new environs, I am sure you will be impressed with the recent enhancements. Wok On offers an array of Asian delights for lunch and dinner, whilst also filling a void by offering late night dining for our members' convenience.

The year also saw a total revamp of our Flemington property, which has been rebranded as The Markets Club, giving us the opportunity to identify with, and be part of, the local community. We are extremely proud of the transformation of this Club and trading figures indicate it has quickly gained traction with the local clientele of market employees, visitors and local residents. I urge all members

to check out The Markets Club if in the area, I am sure you will be impressed.

Our Sports Club at Croydon is not to be neglected, following on from recent bar and rest room refurbishments, there are plans afoot that include an upgrade of the Club's façade and a resurfacing of the carpark.

The Board and management continue to investigate how best to invest in new or enhanced members' facilities which will include future renovations across all three venues and we are currently working on a master plan to this effect.

FOOTBALL

Although 2021 did not deliver the results on the field that the Wests Tigers were looking for, there is an air of anticipation that in 2022 we may start to see the fruits of the hard work that has been put in off the field. With the new Centre of Excellence (which the Chairman will expand on), the return of legendary former Coach Tim Sheens in a football operations role and some key player acquisitions, we look forward to some positive results.

Wests Ashfield will continue to provide support for Wests Magpies and ensure that they retain their status as a recognisable brand, as they look to build on the momentum of recent seasons. Recent times have seen the Magpies move to a position of consolidation both on the field and with their off-field structures. A return to the Magpie's spiritual home of Lidcombe Oval augurs well for the Club and

we wish them every success throughout all grades in 2022.

COMMUNITY

At the top of our values at Wests Ashfield Group is being there for our community, particularly in times of need. The advent of COVID-19 has proven there are a vast array of people in need within our community and Wests Ashfield have stepped up in these difficult times and contributed \$2.26M to the more than 100 local organisations. This amount well exceeds the minimum contribution outlined under the ClubGRANTS scheme. Wests Ashfield has also honoured each and every one of our many Intra-Club commitments that were made pre COVID-19.

THANK YOU

In closing, let me firstly thank our magnificent staff for standing tall during a second year of enormous adversity. Your ability to adapt, cover for fellow team members, show resilience and keep smiling whilst offering superior service is a credit to you all.

Thanks also to my outstanding management team for the leadership qualities and guidance you provided through further uncertain times. Your contribution is appreciated and you should be proud of the results achieved in 2021.

I would like to congratulate Tony Andreacchio on being elected Chair of Wests Ashfield in August 2021.

Tony has been a member of the Club for almost 30 years and a Director since 2012. Tony is a lifelong West Magpies supporter and has embraced Wests Tigers since they entered the competition in 2000. I look forward to working with Tony who I know shares the same vision for success of this great Club. I believe Tony and I have already formed a CEO and Chairman relationship that will benefit all involved in the Club.

This provides me with the opportunity to welcome new Board member, David Gilbert to the Board. David was appointed in August 2021 and brings a wealth of knowledge, experience and business acumen and I am delighted to welcome him aboard.

To Tony Andreacchio and the Board of Directors, your ongoing support, guidance and progressive approach have contributed greatly to another successful year and I convey my sincere gratitude.

Finally, a heartfelt thank you to our members, for your continued patronage and support of your Club. It has been difficult times for many, with activities such as Bingo, Mahjong and live entertainment being curtailed during the year, but we remain committed to gradually reinstating all pastimes, facilities and events as we return to some sense of normality in 2022 and beyond.

SIMON COOK
CEO

Giving back via
CLUBGRANTS

A TOTAL OF

\$2,262,226

WAS DONATED BY WESTS ASHFIELD

ACROSS ALL CATEGORIES IN THE CLUBGRANTS SCHEME
TO SUPPORT COMMUNITY PROJECTS.

CLUBGRANTS - CATEGORY 1



Liberi Incorporated
\$4,100



Australian Korean Welfare
Association
\$4,300



Police Citizens Youth Club
\$4,700



Karitane
\$5,100



Participate Australia Limited
\$5,440



Dandelion Support
Network Inc
\$6,300



Infants Home Ashfield
\$7,370



Gunawirra
\$7,500



Foster Care Angels Inc
\$9,500



Refugee Advice & Casework
Service
\$10,000



Community Restorative Centre
\$12,000



We Help Ourselves
\$15,000



Metro Assist Limited
\$20,000



Women's Justice Network
\$24,000



B Miles Women's Foundation
\$25,998



The Exodus Foundation
\$30,319



Little Helpers on the Run
\$32,500



Bridge for Asylum Seekers Foundation

Bridge for Asylum
Seekers Foundation
\$39,000

CATEGORY 1 TOTAL \$289,685

CLUBGRANTS - CATEGORY 2 PART 1



Ashfield Boy High School
\$1,000



The Entourage and Co Pty Ltd
\$4,545



Ashfield Public School
\$5,700



Pratten Park Community Sports Bowling Club
\$12,500



Sydney Markets

\$35,000

CATEGORY 2 PART 1 TOTAL \$61,845

* Not all Category 1 and Category 2 recipients are displayed above

CLUBGRANTS

CATEGORY 2 - PART 2 - INTRA CLUB FUNDING

			
West Ashfield Ladies Golf Club \$1,500	West Men's Hockey Club \$2,000	Glebe Dirty Reds RLFC \$2,000	West Backgammon Club \$3,000
			
West Ashfield Oz Tag \$3,120	Leichhardt Wanderers Netball Club \$3,633	West Junior Rugby Club \$5,000	Burwood Football Club \$5,000
			
ACC Cricket Club \$5,000	West Ashfield Mens Golf Club \$5,000	Western Suburbs Lawn Tennis Assoc \$5,000	Australian Songwriters Association \$6,818
			
St. Patrick's Rugby (Strathfield) \$7,500	West Boomers Baseball \$7,500	Enfield Federals JRLC \$10,000	Petersham Junior Rugby \$10,000
			
St Patricks Football Club \$12,000	Western Subs Women's Bowling Club \$12,140	Concord Burwood Wolves JRLFC \$15,000	Leichhardt Wanderers JRLC \$15,000
			
West Touch Association \$18,000	Western Subs Leagues Men's Bowling Club \$30,000	UNSW Wests Water Polo \$40,000	APIA Leichhardt Tigers Soccer Club \$75,000
			
Balmain Tigers RLFC \$116,500	West Magpies RLFC \$222,511	West Tigers RLFC \$1,000,000	

C2 PART 2 TOTAL \$1,743,222

CATEGORY 2 TOTAL \$1,805,067

CLUBGRANTS

*INKIND

INKIND TOTAL

\$41,144

CLUBGRANTS

CATEGORY 3

CATEGORY 3 TOTAL

\$126,330

**In Kind donations are non-cash transactions, this support represents areas such as Room Hire, Vouchers, Marketing and materials*

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

One Vision One Culture **ONE COMMUNITY**

Despite the challenges of 2021, Wests Ashfield found unique ways to ensure that connecting with people and supporting those in need remained the cornerstone of our commitment to our Community.



STAYING CONNECTED AND RAISING AWARENESS

Wests Sports Croydon with its vast outdoor setting provided the perfect venue to stay connected and raise awareness to issues that are important to us all.

Members of our local Community continued to gather regularly to 'check in' on each other.

Management and Staff took opportunities to raise awareness for causes otherwise overshadowed by the pandemic.

Pink Sports Day, complete with a game of lawn bowls, BBQ and refreshments allowed us all to reflect upon the significance of early Cancer detection. All funds raised were donated to the Breast Cancer Network Australia.



EACH CHILD, EVERY OPPORTUNITY - THE INFANTS HOME

Chef Charoen's vegetable garden continues to thrive.

His 'paddock to plate' philosophy at a pre school level is providing bountiful fresh produce which he uses daily in his cooking.

His all inclusive interactive approach is nourishing young minds and young bodies each and every day, laying the foundations for good nutrition and healthy eating habits



COMMUNITY PARTICIPATION

In a unique arrangement, Wests Ashfield provided over 15 hours of service per week to the Bill Crews Foundation.

Every Manager and numerous staff participated in the program, delivering much needed support to an organisation dedicated to meeting the needs of the vulnerable and homeless in our Community.

Wests Ashfield provided a permanent Groundsman each Wednesday and Thursday as well as a weekly Delivery Driver. In addition to this assistance on Reception, in the Kitchen and with packing Hampers was provided as needed.

We are very grateful for the work done by Rev Crews and his team and will always do what we can to assist.



EMBRACING DIVERSITY

Harmony Day provided the perfect platform to celebrate our values on cultural diversity.

We are proud to provide equal employment opportunities which directly reflects our Community, demonstrating our

commitment to inclusivity across all facets of the organisation.

Staff enjoyed a delicious banquet inspired by all corners of the globe whilst connecting with stories and traditions.

Life MEMBERS

West's Ashfield Leagues

CURRENT LIFE MEMBERS

ROBERT CARTER
JOHN DONNELLAN
GEORGE GRIMMOND
KEVIN HAMMOND
PETER HARDGROVE
RON POWELL
RUSSELL SMITH

*DECEASED LIFE MEMBERS

NEVILLE BAYFIELD*
ARTHUR BRAZIER*
ALLAN COOPER*
ALAN CLARKE*
CECIL HILLIER*
WILLIAM KEATO*
EDWARD KEMP*
GEORGE MUNRO*
JOCK PURCELL*
JOHN RANKIN*
BRUCE SACRE*

Special TRIBUTE

*In memory of our
football legends*



TOMMY RAUDONIKIS
OAM 1950-2021

202 games for West's Magpies 1969-1979, 37 for Newtown incl. 1981 Grand Final. 24 games for NSW 1971-1980 incl. captain in the first State of Origin game. 29 Test and World Cup appearances for Australia, 1971-1980. Coached West's Magpies 1995-1999, NSW State of Origin 1997-1998. Rothmans Medal winner 1972, member of Western Suburbs and West's Tigers Teams of the century, inducted into NRL Hall of Fame in 2008.

Life MEMBERS

Balmain Leagues Club

CURRENT LIFE MEMBERS

KEITH BARNES

MARK CROWE

JOHN GARVEY

JOHN STAPLETON

DAVID TRODDEN

* DECEASED LIFE MEMBERS

KEITH AGGETT*

DAVID BOLTON*

ROBERT BURNS*

ALAN MASON*

KEVIN ROONEY*

To the best of our knowledge at the time of print



PETER DIAMOND
1938-2021

155 games for Wests Magpies 1958-1967, the only Wests Player to play 4 Grand Finals. Played 3 games for NSW Country 1957-1969 (before and after Wests), one game for City 1967 (Kangaroo Trial). Represented Australia in 10 Tests 1958-1966, including all 6 Tests on tour with the 1963-64 Kangaroos, the first Australian Team to win the Ashes in England. Named in Western Suburbs and Wests Tigers Teams of the Century and inducted into Wests Magpies Hall of Fame in 2008.

Annual Financial REPORT

For the year ended 31 October 2021

**WESTERN SUBURBS
LEAGUES CLUB LIMITED**
AND ITS CONTROLLED ENTITIES
ABN 69 000 154 736

* Controlled Entities include:
Wests Magpies Pty Limited,
Western Suburbs District Rugby League Football Club Limited,
Wests Tigers Rugby League Football Pty Ltd

Directors' REPORT

Directors

The directors present their report, together with the financial report of Western Suburbs Leagues Club Limited ('the company') and its controlled entities ('the consolidated entity'), for the year ended 31 October 2021.

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

Name	Occupation	Date of Appointment	Date of Resignation
Michael Bailey OAM	Director	March 2010	June 2021
Dennis Burgess	Business and Music Manager	March 2001	
Frederick Wayde	Director	March 2012	
Anthony Andreacchio	Principal - Real Estate Agency	March 2012	
Michael Liubinskas	IT Manager	March 2014	
Julie Romero	Director	July 2020	
Vince Tropiano	Director	July 2020	
David Gilbert	Director	August 2021	

Directors' meetings

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

Director	Number of meetings attended	Number of meetings held *
Michael Bailey OAM	13	13
Anthony Andreacchio	23	23
Dennis Burgess	23	23
Frederick Wayde	23	23
Michael Liubinskas	23	23
Julie Romero	23	23
Vince Tropiano	23	23
David Gilbert	5	5

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

Directors' REPORT

Membership

The Company is a company limited by guarantee and is without share capital. The number of members as at 31 October 2021 and the comparison with last year is as follows:

	2021	2020
General Members	177	184
Life Members	7	7
Perpetual Members	396	399
Social Members	34,365	36,121
	34,945	36,711

Members' limited liability

In accordance with the constitution of the company, every member of the company undertakes to contribute an amount limited to \$4 per member in the event of the winding up of the company during the time that he is a member or within one year thereafter. The total amount that the members of the company are liable to contribute if the company is wound up is \$139,780 (2020: \$146,844) based on members 34,945 (2020: 36,711).

Operating result

The table below shows a reconciliation of the earnings before interest, income tax, depreciation, amortisation, impairment expense and gain on disposal of land and property of Western Suburbs Leagues Club Limited (the parent company only). This is referred to as EBITDAIG.

	The Company	
	2021 \$	2020 \$
Net profit after income tax expense attributable to members	3,893,130	4,758,704
Add back:		
Depreciation	4,531,323	4,493,354
Finance cost	123,072	163,950
Income tax expense	84,803	204,009
Impairment Expense	1,572,511	1,632,006
Profit on disposal of property, plant and equipment	(152,231)	(134,088)
EBITDAIG	10,052,608	11,117,935

Directors' REPORT

Operating result (continued)

During the year the Wests Tigers Rugby Football Club has entered into an agreement with the Canada Bay Council for the construction of a new Centre of Excellence facility at Concord Oval which is due for completion in the 31 October 22 financial year. The construction of the facility is being funded through Government grants which the company has secured. The grants received during the financial year amounted to \$7,500,000 (FY2020: \$3,550,000) with respective expenses for the year of \$613,741 (2020: \$3,579,816).

The table below shows a reconciliation of the Group's EBITDAIG (as defined on the previous page) adjusted for the extraordinary items of revenue and expenses in connection with the construction of the Centre of Excellence facility. This is referred to as Normalised EBITDAIG.

	The Group	
	2021 \$	2020 \$
Net profit after income tax expense attributable to members	12,096,960	4,758,704
Add back:		
Depreciation	4,715,111	4,327,901
Finance cost	134,638	163,950
Income tax expense	84,803	204,009
Allowance for expected credit losses	-	248,679
Profit on disposal of property, plant and equipment	(152,231)	(134,088)
Grants -Centre of Excellence	(7,500,000)	(3,550,000)
Expenses - Centre of Excellence	333,364	3,414,363
Depreciation of Centre of Excellence assets	280,377	165,453
Normalised EBITDAIG	9,993,022	9,598,971

The statement of financial position also includes:

- Restricted cash and cash equivalents held for the Centre of Excellence project of \$5,726,551 (2020: \$1,043,145); and
- Lease prepayments of 3,012,500 (2020: \$nil) which represent amounts paid in advance for the right to use of the new Centre of Excellence facility at Concord Oval.

Objectives

Short term

The short term objective of the organisation is to continue to grow revenue and other income to facilitate an improved customer experience for our members and guests. Furthermore, through the improved profitability the Club is in a position to continue to make significant contributions to the community, charitable organisations, Rugby League and a range of other sports at varying levels.

Directors' REPORT

Objectives (continued)

Long term

The long term vision of success for the Club is driven through four main quadrants:

- Creating experiences and generating pride among our members and guests,
- Being primarily known for our contribution to the inner west community,
- A platform to a better future for our employees, and;
- Respecting tradition and embracing the future of Rugby League.

This vision is supported by our values of accountability, authenticity, social responsibility, continual improvement and a dedication to being passionate.

Through the success of these visions and values the Club will be in a position to ensure that the expanded facilities and improved customer experience will continue to evolve for many years to come.

Strategy for achieving the objectives

The primary strategies for achieving these objectives are targeted promotions and marketing campaigns in conjunction with a refurbishment of both properties to expand and improve our food and beverage offering to members and guests. These strategies are supported by sound financial management and a strong executive management team dedicated to the implementation of the Clubs' business and strategic plan.

Principal activities

The principal activities of the entity during the year have continued to be the operator of a licensed social club, a licensed bowling club and the propagation and promotion of sporting activities.

No other significant change in the nature of these activities has occurred during the year.

How these activities assist in achieving the objectives

These activities assist in generating revenue to fund the ever improving facilities provided to members and guests, support charitable organisations and facilitate the propagation of Rugby League and other sports.

Performance measurement and key performance indicators

A suite of key performance indicators are analysed in order to measure the performance of the business. These include Normalised EBITDAIG, gross profit percentages, expense to sales percentages, average weekly earnings, available cash flow and asset and debt ratios. The financial results of the Club are incorporated into an executive board report that is reviewed by Executive Management and the Board of Directors each month.

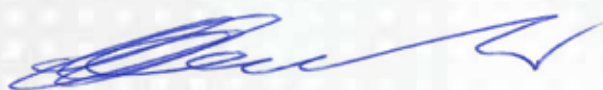
Directors' REPORT

Auditor's Independence Declaration

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

Signed in accordance with a resolution of the directors.

Dated at Ashfield this 25th day of January 2022.



Tony Andreacchio
Director

DECLARATION OF INDEPENDENCE BY ELYSIA ROTHWELL TO THE DIRECTORS OF WESTERN SUBURBS LEAGUES CLUB LIMITED

As lead auditor of Western Suburbs Leagues Club Limited for the year ended 31 October 2021, I declare that, to the best of my knowledge and belief, there have been:

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

This declaration is in respect of Western Suburbs Leagues Club Limited and the entities it controlled during the period.



Elysia Rothwell
Director

BDO Audit Pty Ltd

Sydney

25 January 2022

INDEPENDENT AUDITOR'S REPORT

To the members of Western Suburbs Leagues Club Limited

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Western Suburbs Leagues Club Limited (the Company) and its subsidiaries (the Group), which comprises the consolidated statement of financial position as at 31 October 2021, 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, and notes to the financial report, including a summary of significant accounting policies and the directors' declaration.

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

- (i) Giving a true and fair view of the Group's financial position as at 31 October 2021 and of its financial performance for the year ended on that date; and
- (ii) Complying with Australian Accounting Standards - Reduced Disclosure Requirements and the *Corporations Regulations 2001*.

Basis for opinion

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

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

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

Other information

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

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

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

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

Responsibilities of the directors for the Financial Report

The directors of the Company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards - 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 gives a true and fair view and is free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the Financial Report

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

A further description of our responsibilities for the audit of the financial report at the Auditing and Assurance Standards Board website (<http://www.auasb.gov.au/Home.aspx>) at:

http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf

This description forms part of our auditor's report.

BDO Audit Pty Ltd



Elysia Rothwell
Director

Sydney, 25 January 2022

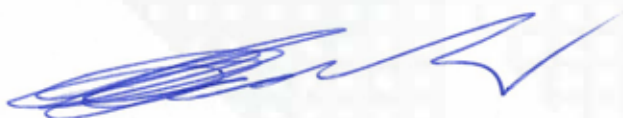
Directors' DECLARATION

In the directors' opinion:

- the attached financial report and notes comply with the *Corporations Act 2001*, the Australian Accounting Standards - Reduced Disclosure Requirements, the *Corporations Regulations 2001* and other mandatory professional reporting requirements;
- the attached financial report and notes give a true and fair view of the consolidated entity's financial position as at 31 October 2021 and of its performance for the financial year ended on that date; and
- there are reasonable grounds to believe that the consolidated entity will be able to pay its debts as and when they become due and payable.

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

On behalf of the directors



Tony Andreacchio
Director

Dated at Ashfield this 25th day of January 2022

Consolidated Statement Of Profit or Loss and Other Comprehensive Income

For the Year Ended 31 October 2021

	Note	2021 \$	2020 \$
Revenue			
Sale of goods		4,147,544	3,929,366
Rendering of services		32,619,000	32,638,192
Other revenue		28,957,660	23,290,217
Other income		1,376,577	4,965,843
Total revenue and other income	3	<u>67,100,781</u>	<u>64,823,618</u>
Expenses			
Raw materials and consumables used		(2,121,214)	(1,999,960)
Football development expenses		(3,231,854)	(1,881,709)
Entertainment, marketing and promotional costs		(3,489,342)	(3,294,457)
Employee benefits expense		(27,175,297)	(26,294,057)
Poker machine licences and taxes		(7,067,768)	(7,735,821)
Occupancy expenses		(3,394,850)	(3,793,246)
Depreciation	4	(4,995,488)	(4,805,110)
Membership costs and facilities		(32,794)	(51,135)
Donations and welfare		(799,145)	(752,705)
Operating lease expense		(3,823)	(12,952)
Finance costs	4	(134,638)	(208,374)
Other expenses		(2,170,316)	(2,131,674)
Project expenses		(333,364)	(3,414,363)
Impairment expenses		30,875	(248,679)
Total expenses		<u>(54,919,018)</u>	<u>(56,624,241)</u>
Profit before income tax		12,181,763	8,199,377
Income tax expense	5(a)	(84,803)	(204,009)
Net profit after income tax		<u>12,096,960</u>	<u>7,995,368</u>
Other comprehensive income		-	-
Total comprehensive profit for the year		<u>12,096,960</u>	<u>7,995,368</u>
Profit for the year is attributable to:			
Non-controlling interest		721,223	193,761
Members of Western Suburbs Leagues Club Limited		<u>11,375,737</u>	<u>7,801,607</u>
		<u>12,096,960</u>	<u>7,995,368</u>

Consolidated Statement Of Financial Position

As at 31 October 2021

	Note	2021 \$	2020 \$
ASSETS			
Current Assets			
Cash and cash equivalents	6	16,686,687	11,678,281
Trade and other receivables	7	1,143,387	2,074,385
Inventories		157,967	228,813
Other current assets	8	3,975,078	580,466
TOTAL CURRENT ASSETS		21,963,119	14,561,945
Non-current assets			
Property, plant and equipment	9	57,273,848	55,604,827
Right of use assets	10	1,894,981	2,326,754
Intangible assets	11	2,772,000	2,772,000
Deferred tax assets	5(c)	82,212	121,214
TOTAL NON-CURRENT ASSETS		62,023,041	60,824,795
TOTAL ASSETS		83,986,160	75,386,740
LIABILITIES			
Current liabilities			
Trade and other payables	12	6,421,014	8,478,370
Income tax payable	5(b)	18,512	168,452
Financial liabilities	13	1,800	1,800
Employee benefits	14	2,276,591	2,057,237
Revenue received in advance	15	2,041,646	3,182,532
Lease liability	16	380,159	434,705
TOTAL CURRENT LIABILITIES		11,139,721	14,323,096
Non-current liabilities			
Employee benefits	14	162,913	133,664
Revenue received in advance	15	160,783	170,127
Lease liability	16	1,594,946	1,929,017
TOTAL NON-CURRENT LIABILITIES		1,918,642	2,232,808
TOTAL LIABILITIES		13,058,363	16,555,904
NET ASSETS		70,927,796	58,830,836
MEMBERS' FUNDS			
Retained earnings		70,423,923	59,048,186
Reserves	17	781,060	781,060
Funds attributable to the members of Western Suburbs Leagues Club Limited		71,204,983	59,829,246
Non-controlling interest	23	(277,187)	(998,410)
TOTAL MEMBERS' FUNDS		70,927,796	58,830,836

Consolidated Statement Of Changes in Members' Funds

For the Year Ended 31 October 2021

	Note	Reserves	Retained earnings	Non-controlling interest	Total Members' funds
		\$	\$	\$	\$
Balance at 1 November 2019		781,060	51,246,579	(1,192,171)	50,835,468
Net profit after income tax expense for the year		-	7,801,607	193,761	7,995,368
Other comprehensive income for the year, net of tax		-	-	-	-
Total comprehensive income for the year		-	7,801,607	193,761	7,995,368
Balance at 31 October 2020		<u>781,060</u>	<u>59,048,186</u>	<u>(998,410)</u>	<u>58,830,836</u>
Net profit after income tax expense for the year		-	11,375,737	721,223	12,096,960
Other comprehensive income for the year		-	-	-	-
Total comprehensive income for the year		-	11,375,737	721,223	12,096,960
Balance at 31 October 2021		<u>781,060</u>	<u>70,423,923</u>	<u>(277,187)</u>	<u>70,927,796</u>

Consolidated Statement Of Cash Flows

For the Year Ended 31 October 2021

	2021	2020
	\$	\$
Cash Flows From Operating Activities		
Receipts from customers (inclusive of GST)	46,705,963	44,529,968
Grants received	24,315,056	23,202,103
Payments to suppliers and employees (inclusive of GST)	(56,201,333)	(52,310,458)
Interest received	2,295	7,069
Finance costs paid	(134,638)	(194,708)
Income tax paid	(158,574)	(9,072)
Net cash from operating activities	14,528,769	15,224,900
Cash Flows from Investing Activities		
Proceeds from sale of plant and equipment	152,231	134,088
Payment for property, plant and equipment	(6,271,476)	(2,232,814)
Payments for Centre of Excellence right to use	(3,012,500)	-
Net cash used in investing activities	(9,131,745)	(2,098,726)
Cash Flows from Financing Activities		
Repayment of borrowings	-	(5,124,474)
Principle repayments of lease liabilities	(388,616)	(164,973)
Net cash used in financing activities	(388,616)	(5,289,447)
Net increase in cash and cash equivalents	5,008,406	7,836,727
Cash and cash equivalents at the beginning of the financial year	11,678,281	3,564,573
Cash acquired on amalgamation (note 20)	-	276,981
Cash and cash equivalents at the end of the financial year	16,686,687	11,678,281

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

1 About This Report

Western Suburbs Leagues Club Limited is a company limited by guarantee, incorporated and domiciled in Australia and is a not-for-profit entity for the purposes of preparing the financial report. The financial report covers Western Suburbs Leagues Club Limited as a consolidated entity, consisting of Western Suburbs Leagues Club Limited and the entities it controlled at the end of, or during the financial year.

The financial report was approved for issue by the Directors on 25 January 2022.

The financial report is a general purpose financial report which:

- has been prepared in accordance with the requirements of the *Corporations Act 2001* and Australia Accounting Standards - Reduced Disclosure Requirements issued by the Australian Accounting Standards Board ('AASB');
- has been prepared under the historical cost convention;
- is presented in Australian dollars, which is the functional and presentation currency of the consolidated entity;
- adopts all new and amended Accounting Standards and Interpretations issued by the AASB that are relevant to the operations of the consolidated entity and effective for reporting periods beginning on or after 1 November 2020; and
- has been prepared on a going concern basis, which assumes the continuity of normal business activities and the realisation of assets and settlement of liabilities in the ordinary course of business for a period of at least one year from the date of this report.

The notes to the consolidated financial report

The notes include information which is required to understand the financial report and is material and relevant to the operations, financial position and performance of the consolidated entity. Information is considered material and relevant if, for example:

- The amount in question is significant because of its size or nature;
- It is important for understanding the results of the consolidated entity;
- It helps to explain the impact of significant changes in the consolidated entity's business - for example, acquisitions and impairment write downs; and
- It relates to an aspect of the consolidated entity's operations that is important to its future performance.

Significant and other accounting policies that summarise the measurement basis used and are relevant to an understanding of the financial report are provided throughout the notes to the financial report.

New or amended Accounting Standards and Interpretations adopted

The Consolidated entity has adopted all new or amended Accounting Standards and Interpretations issued by the Australian Accounting Standards Board ('AASB') that are mandatory for the current reporting period. Any new or amended Accounting Standards or Interpretations that are not yet mandatory have not been early adopted.

Comparative period

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

1 About This Report (continued)

Critical Accounting Judgements, Estimates and Assumptions

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

Estimation of useful lives of assets	Note 9
Intangible assets	Note 11
Long service leave provision	Note 14
Leases	Note 10 & 16

Coronavirus (COVID-19) pandemic

During the financial year, the World Health Organisation (WHO) announced a global health emergency because of a new strain of coronavirus outbreak (COVID-19) and the risks to the international community as the virus spread globally beyond its point of origin. Because of the rapid increase in exposure globally, on 11 March 2021, the WHO classified the COVID-19 outbreak as a pandemic.

Judgement has been exercised in considering the impacts that the Coronavirus (COVID-19) pandemic has had, or may have, on the consolidated entity based on known information. This consideration extends to the nature of the products and services offered, customers, supply chain, staffing and geographic regions in which the consolidated entity operates. Other than as addressed in specific notes, there does not currently appear to be either any significant impact upon the financial statements or any significant uncertainties with respect to events or conditions which may impact the consolidated entity unfavourably as at the reporting date or subsequently as a result of the Coronavirus (COVID-19) pandemic.

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

2 Parent Entity Information

The following information relates to the parent entity, Western Suburbs Leagues Club Limited. The information presented has been prepared using accounting policies that are consistent to the consolidated entity.

	2021 \$	2020 \$
Current assets	7,000,875	5,109,370
Non-current assets	63,087,734	62,647,501
Total assets	70,088,609	67,756,871
Current liabilities	6,325,615	7,720,105
Non-current liabilities	1,770,066	1,936,967
Total liabilities	8,095,681	9,657,072
Net assets	61,992,928	58,099,799
Reserves	781,060	781,060
Retained earnings	61,211,869	57,318,739
Total members' funds	61,992,929	58,099,799
Profit after income tax for the year	3,893,130	4,758,704
Total comprehensive income for the year	3,893,130	4,758,704

During the year, the parent has generated revenue of \$32,281,492 (2020: \$34,809,345) and a net profit before tax of \$3,977,933 (FY2020: \$4,962,713).

Contingent Liabilities

Contingent liabilities are disclosed in note 19.

Operating Lease Commitments

Operating Lease are disclosed in note 18(a).

Other commitments

The parent entity has a committed contribution to Wests Tigers Rugby League Football Pty Ltd, which is determined by the Wests Tigers Shareholder agreement. For the financial year ended 31 October 2022, the agreed contribution to Wests Tigers Rugby League Football Pty Ltd is \$900,000.

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

2 Parent Entity Information (continued)

The parent entity has a committed contribution to Western Suburbs District Rugby League Football Club Limited totalling \$280,000 for the year ended 31 October 2022.

The parent entity has a commitment to support Balmain Tigers Rugby League Football Club up to an amount of \$350,000 for the year ended 31 October 2022.

3 Revenue and Other Income

	2021 \$	2020 \$
Revenue		
Sale of Goods		
Bar sales	2,564,559	2,686,846
Catering sales	329,076	491,907
Merchandise sales	1,253,909	750,613
	<u>4,147,544</u>	<u>3,929,366</u>
Rendering of Services		
Poker machine - net clearances	28,095,521	30,308,534
Members' subscriptions	1,324,551	1,222,517
TAB commission	113,721	86,339
Keno sales	46,278	44,235
Other commission received	185,497	124,397
Green fees	15,044	14,356
Corporate hospitality	304,548	106,027
Ticketing	1,853,553	441,454
Other	680,287	290,333
	<u>32,619,000</u>	<u>32,638,192</u>
Other Revenue		
Grants - NRL	14,607,760	14,541,407
Grants - Wests Tigers Centre of Excellence	7,500,000	3,550,000
Grants - other	982,950	642,238
Sponsorship	5,317,947	3,663,021
Interest received	2,295	7,069
Rent received	81,011	135,651
Other	465,697	750,831
	<u>28,957,660</u>	<u>23,290,217</u>
Total revenue	<u>65,724,204</u>	<u>59,857,775</u>

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

3 Revenue and Other Income (continued)

	2021 \$	2020 \$
Other Income		
Net gain on sale of other non-current assets	152,231	134,088
Government subsidies	1,224,345	4,463,500
Other income	-	4,959
Net gain on amalgamation of Balmain Leagues Club	-	363,296
Total other income	1,376,576	4,965,843
Total revenue and other income	67,100,781	64,823,618

Recognition and Measurement

Under the revenue recognition model applicable to not-for-profit entities, an entity shall first determine whether an enforceable agreement exists and, whether the promises to transfer goods or services to the customer are 'sufficiently specific'. If an enforceable agreement exists and the promises are 'sufficiently specific' (to a transaction or part of a transaction), the Consolidated entity applies the general AASB 15 principles to determine the appropriate revenue recognition. If these criteria are not met, the consolidated entity shall consider whether AASB 1058 applies.

The consolidated entity's new accounting policies for revenue and other income recognition are detailed as follows:

Sale of Goods

Revenue from the sale of goods comprises revenue earned from the provision of food, beverage and other goods and is recognised (net of rebates, returns, discounts and other allowances) on the point of delivery as this corresponds to the transfer of significant risks and rewards of ownership of the goods.

Rendering of Services

Revenue from rendering services comprises revenue from gaming facilities together with other services to members and other patrons of the club and is recognised at the point in time through profit and loss when the services are provided. No revenue is recognised if there are significant uncertainties regarding recovery of the consideration due, the costs incurred, or to be incurred, or revenue cannot be measured reliably.

Interest Revenue

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

Rent Revenue

Rent revenue from operating leases is recognised on a straight-line basis over the term of the relevant lease.

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

3 Revenue and Other Income (continued)

Sale of Property, Plant and Equipment

The gain or loss on disposal of property, plant and equipment is calculated as the difference between the carrying amount of the asset at the time of disposal and the net proceeds on disposal (including incidental costs) and is recognised as other income at the date control of the asset passes to the buyer.

Grants and Government Grants Income

Grants and Government Grants Income where the promise to transfer goods or services to the customer are 'sufficiently specific' and an enforceable agreement exists are recognised over time as the grant funds are expended. Where there are no sufficiently specific performance obligations or conditions are not met, revenue is recognised at the point in time that the revenue is either received or the right to receive payment is established.

Sponsorship and events revenue

Revenue from sponsorship agreements are recognised when the consolidated entity has met its performance obligations under each contract and it is probable that the consolidated entity will receive the revenue. If there are performance obligations attached to the sponsorship, the recognition of the revenue is deferred until these conditions have been satisfied.

Revenue from events is recognised at the time that the event occurs. If revenue is received in advance of the event then the recognition of revenue is deferred until such time that it takes place.

Donations revenue

Donations received are recognised under AASB 1058 when received, unless there are specific performance conditions attached to the amount received, in which case, revenue is deferred until such time as the performance conditions have been met.

Other revenue

Other revenue is recognised at the point in time when it is received or when the right to receive payment is established.

All revenue is stated net of the amount of goods and services tax (GST) with any unfulfilled performance obligations at the period end recognised within revenue in advance in the statement of financial position as a liability until these conditions are satisfied.

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

4 Expenses

	2021 \$	2020 \$
Profit before income tax includes the following specific expenses:		
Finance costs		
Bank loans and overdraft	82,868	204,627
Leases	51,770	3,747
	134,638	208,374
Depreciation		
Buildings and improvements	1,423,581	1,421,691
Plant and equipment	1,391,102	1,457,454
Motor vehicles	25,704	41,851
Poker machines	1,644,638	1,695,839
Rights of use assets	510,463	188,275
Total depreciation (refer note 8 and note 9)	4,995,488	4,805,110
Defined contribution superannuation expense	1,633,976	1,531,569
Net increase/(decrease) in provision for:		
Employee benefits	248,602	108,505

Recognition and Measurement

Finance costs

Finance costs include interest, premiums relating to borrowings, amortisation of ancillary costs incurred in connection with arrangement of borrowings and lease finance charges. Finance costs are expensed as incurred unless they relate to qualifying assets. Qualifying assets are assets which take more than 12 months to get ready for their intended use or sale. In these circumstances, finance costs are capitalised to the cost of the assets.

Defined contribution superannuation expense

The consolidated entity is under a legal obligation to contribute 9.5%-10.0% of each employee's base salary to a superannuation fund.

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

5 Income Tax

(a) Income Tax Expense

Under the concept of mutuality, Western Suburbs Leagues Club Limited is liable for income tax only on income derived from non-members and from outside entities under the Income Tax Assessment Act, 1997 (amended).

Western Suburbs District Rugby League Football Club Limited is exempt from income tax under Section 50-45 of the Income Tax Assessment Act 1997.

Wests Tigers Rugby League Football Pty Ltd is a non-profit organisation established for sports administration and training for a professional rugby league team. It is prohibited from declaring a dividend and is exempt from tax.

The amount set aside for income tax in the statement of profit or loss and other comprehensive income has been calculated as follows:

	2021 \$	2020 \$
Proportion of income attributable to non-members	4,288,249	6,516,240
Less: Proportion of expenses attributable to non-members	(3,456,443)	(5,053,649)
Add: Other taxable income	506,245	515,149
Less: Other deductible expenses	(1,169,660)	(1,322,319)
Less: Carried forward tax losses utilised	-	(63,673)
Net profit subject to tax	168,391	591,748
Current income tax applicable to above at rate of 30%	50,518	177,524
Over provision in prior years	(4,717)	-
Decrease in deferred tax assets	39,002	26,485
Income tax expense	84,803	204,009

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

5 Income Tax (continued)

	2021 \$	2020 \$
(b) Current Tax Liability		
Movements during the year:		
Balance at beginning of year	(168,452)	-
Income tax paid	195,741	9,072
(Under)/over provision in prior years	4,717	-
Current year income tax expense	(50,518)	(177,524)
Current tax liability	(18,512)	(168,452)
(c) Deferred Tax Assets		
The balance comprises temporary differences attributable to:		
<i>Amounts recognised in profit or loss</i>		
Provisions	89,730	120,044
Prepayments	(2,740)	-
Leases	(4,778)	1,171
Net deferred tax assets	82,212	121,214
Movements		
Opening balance	121,214	147,699
Debited to profit or loss	(35,162)	(25,352)
Over provision in prior year	(3,840)	(1,133)
Closing balance	82,212	121,214

Recognition and Measurement

The income tax expense or benefit for the period is the tax payable on that period's taxable income based on the applicable income tax rate, adjusted by changes in deferred tax assets and liabilities attributable to temporary differences, unused tax losses and the adjustment recognised for prior periods, where applicable.

Deferred tax assets and liabilities are recognised for temporary differences at the tax rates expected to apply when the assets are recovered or liabilities settled, based on those tax rates that are enacted or substantively enacted, except for:

- When deferred income tax asset or liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business a business combination and that, at the time of the transaction, affects neither the accounting nor taxable profits; or

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

5 Income Tax (continued)

- When the taxable temporary difference is associated with investments in subsidiaries, associate or interest in joint ventures, and the timing of the reversal can be controlled and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred tax assets are recognised for deductible temporary differences only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

The carrying amount of recognised and unrecognised deferred tax assets are reviewed each reporting date. Deferred tax assets recognised are reduced to the extent that it is no longer probable that future taxable profits will be available for the carrying amount to be recovered. Previously unrecognised deferred tax assets are recognised to the extent that it is probable that there are future taxable profits available to recover the asset.

Deferred tax assets and liabilities are offset only where there is a legally enforceable right to offset current tax assets against current tax liabilities and deferred tax assets against deferred tax liabilities; and they relate to the same taxable authority on either the same taxable entity or different taxable entity's which intend to settle the claim simultaneously

6 Cash and Cash Equivalents

Reconciliation of Cash

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

	2021 \$	2020 \$
Cash and cash equivalents	16,686,687	11,678,281

Recognition and Measurement

Cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short term, highly liquid investments with original maturities of three months or less that are readily convertible known amounts of cash and which are subject to an insignificant risk in changes in value.

7 Trade and other receivables

	2021 \$	2020 \$
Trade receivables	752,577	707,239
Less: Provision for expected losses	(43,073)	(241,645)
Other receivables	200,268	1,162,958
Accrued income	233,615	445,833
	1,143,387	2,074,385

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

7 Trade and other receivables (continued)

Recognition and Measurement

Trade receivables

Trade receivables represent the principal amounts due at balance date plus accrued interest and less, where applicable, any unearned income and provision for impairment. Trade receivables are usually due for settlement within 30 to 60 days.

Under AASB 9 there are impairment requirements which use an 'expected credit loss' ('ECL') model to recognise an allowance. Impairment is measured using a 12-month ECL method unless the credit risk on a financial asset has increased significantly since initial recognition in which case the lifetime ECL method is adopted. The expected credit loss estimated by the management using simplified approach is Nil (2020: Nil).

Other receivables

Other receivables represent the principal amounts due at balance date plus accrued interest and less, where applicable, any unearned income and provision for impairment.

8 Other Current Assets

	2021 \$	2020 \$
Current		
Prepayments	892,693	546,285
Lease prepayments - Centre of Excellence	3,012,500	-
Other	69,885	34,181
	3,975,078	580,466

Recognition and Measurement

Lease Prepayments - Centre of Excellence

Lease prepayments represent amounts paid in advance for the right to use the new Centre of Excellence facility at Concord Oval which is currently under construction. These payments will be recognised as prepayments until such time that the facility is complete and the Group's leasing arrangements commence with City of Canada Bay Council. These costs will subsequently be recognised in accordance with AASB 16 Leases.

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

9 Property, Plant and Equipment

	2021 \$	2020 \$
Land		
Freehold land:		
At cost	8,862,864	8,862,864
Buildings		
At cost	59,671,045	59,778,891
Accumulated depreciation	(21,966,776)	(21,033,652)
	37,704,269	38,745,239
Sub Total - Land and Buildings	46,567,133	47,608,103
Plant and Equipment		
At cost	21,786,778	22,599,990
Less: Accumulated depreciation	(19,635,637)	(19,875,994)
	2,151,141	2,723,996
Poker Machines		
At cost	15,965,348	14,912,085
Less: Accumulated depreciation	(12,940,064)	(11,433,419)
	3,025,284	3,478,666
Motor Vehicles		
Motor Vehicle at cost	382,212	364,444
Motor Vehicles accumulated depreciation	(306,956)	(295,126)
	75,256	69,318
Capital works in progress		
At cost	5,455,034	1,724,744
Total property, plant and equipment	57,273,848	55,604,827

Refer to Note 13 for details of security over property, plant and equipment.

Valuation

On 31 December 2021 an independent valuation of the consolidated entity's land and buildings was carried out by registered valuers, Global Valuation Services Pty Limited. The valuation was prepared on the basis of fair value and determined the fair value of land and buildings of the consolidated entity to be \$96,400,000 respectively. Based on the results of this valuation, the directors are satisfied that the carrying amount of land and buildings at reporting date is adequately supported.

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

9 Property, Plant and Equipment (continued)

Land and buildings are recorded at cost. As such, these valuations have not been brought to account. The directors do not believe that there has been a material movement in the market value since the valuation date.

	2021 \$	2020 \$
Reconciliations		
Movements in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year are set out below:		
Freehold Land		
Carrying amount at beginning of year	8,862,864	8,862,864
Buildings and improvements		
Carrying amount at beginning of year	38,745,239	40,015,746
Additions	382,611	151,184
Depreciation	(1,423,581)	(1,421,691)
Carrying amount at end of year	37,704,269	38,745,239
Plant and Equipment		
Carrying amount at beginning of year	2,723,996	3,762,815
Additions	818,925	511,337
Disposals	(678)	(92,702)
Depreciation	(1,391,102)	(1,457,454)
Carrying amount at end of year	2,151,141	2,723,996
Poker Machines		
Carrying amount at beginning of year	3,478,666	3,631,405
Additions	1,226,589	1,561,867
Disposals	(35,331)	(18,767)
Depreciation expense	(1,644,638)	(1,695,839)
Carrying amount at end of year	3,025,284	3,478,666

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

9 Property, Plant and Equipment (continued)

	2021 \$	2020 \$
Reconciliations (continued)		
Motor Vehicles		
Carrying amount at beginning of year	69,318	30,165
Additions	31,642	98,214
Disposals	-	(17,210)
Depreciation	(25,704)	(41,851)
Carrying amount at end of year	75,256	69,318
Capital Works in Progress		
Carrying amount at beginning of year	1,724,744	1,685,853
Additions	6,047,487	44,300
Transfers to Buildings and improvements and plant and equipment	(2,317,197)	(5,409)
Carrying amount at end of year	5,455,034	1,724,744

Core Properties held by the consolidated entity are:

- 95-115 Liverpool Road, Ashfield, being Lot 1 DP 1188684
- 114 Church Street, Croydon being Lot 1 in DP 554988

Non-Core Properties held by the consolidated entity are:

- 72 Queen Street, Croydon being Lots 5, 7 and 8 in DP 237006
- 142 Croydon Road, Croydon being Lots 1 and 3 in DP 550694
- 98 Liverpool Road, Ashfield being Lot 6 in DP 4284

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

9 Property, Plant and Equipment (continued)

Recognition and Measurement

Freehold land and buildings are shown at historic cost less subsequent depreciation for buildings and accumulated impairment losses for land and buildings.

Plant and equipment is stated at historical cost less depreciation and accumulated impairment losses. Historical cost includes expenditure that is directly attributable to the acquisition of the items. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

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

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

	2021	2020
Property, plant and equipment		
Buildings and improvements	40	40
Plant and equipment	3 - 13	3 - 13
Motor vehicles	4	4
Poker machines	5	5

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each Statement of Financial Position date.

Capital work-in-progress is stated at cost and not depreciated. Depreciation commences when the assets are ready for their intended use, at which point it is transferred out of capital work-in-progress to the class of asset to which it relates.

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

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the profit or loss. When revalued assets are sold, it is consolidated entity policy to transfer the amounts included in other reserves with respect to those assets to retained earnings.

Key Estimates and Judgements

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

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

10 Right-of-use assets

	2021 \$	2020 \$
Plant and Equipment - right-of-use		
At cost	607,958	607,958
Less accumulated amortisation	(424,549)	(155,555)
	183,409	452,403
Motor Vehicles - right-of-use		
At cost	151,629	74,527
Less accumulated amortisation	(70,118)	(14,906)
	81,511	59,621
	2021 \$	2020 \$
Property - right-of-use		
At cost	1,816,316	1,832,544
Less accumulated amortisation	(186,256)	(17,816)
	1,630,060	1,814,728
Total right-of-use assets at the end of the year	1,894,981	2,326,754

Movements in carrying amounts:

	2021 \$	2020 \$
Plant and Equipment - right-of-use		
Carrying amount at beginning of year	452,403	-
Additions	-	607,958
Depreciation	(268,994)	(155,555)
	183,409	452,403
Carrying amount at the end of the year		
Motor Vehicles - right-of-use		
Carrying amount at beginning of year	59,621	-
Additions	77,102	74,527
Depreciation	(55,212)	(14,906)
	81,511	59,621
Carrying amount at the end of the year		

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

10 Right-of-use asset (continued)

Property - right-of-use		
Carrying amount at beginning of year	1,814,728	-
Additions	1,588	1,832,544
Depreciation	(186,256)	(17,816)
Carrying amount at the end of the year	1,630,060	1,814,728
Total right-of-use assets at the end of the year	1,894,981	2,326,754

Plant and equipment - right-of-use

The plant and equipment right-of-use assets relate to photocopiers and facility demountable leases which are non-cancellable leases with a term of five and two years respectively. Both leases commenced in April 2021. The incremental borrowing rate applied to these leases is 2.59% (refer to Note 16). There are no options to renew.

Motor - right-of-use

The motor right-of-use asset relates to two leases that are non-cancellable leases with four year terms commencing February 2021. The incremental borrowing rate applied to these leases is 2.59% (refer to Note 16). There are no options to renew.

Property - right-of-use

The property rights-of-use asset relates to the Sydney Markets premises on amalgamation of Balmain Leagues Club. The lease is a non-cancellable leases with five year terms commencing September 2021. The incremental borrowing rate applied to these leases is 2.7% (refer to Note 16). There are multiple options to renew for a period of five years with management determining that renewal in 2025 is probable.

Recognition and measurement

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

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

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

During the year the consolidated entity entered into an agreement to temporarily relocate its premises at Concord Oval, Loftus Street, Concord to 8P Gipps Street, Concord during the construction of its Centre of Excellence Facility. This lease is held under a peppercorn lease arrangement and has been recognised at cost on initial application. The lease term is for a three year period.

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

10 Right-of-use asset (continued)

Key Estimate and Judgement: Lease term

The lease term is a significant component in the measurement of both the right-of-use asset and lease liability. Judgement is exercised in determining whether there is reasonable certainty that an option to extend the lease or purchase the underlying asset will be exercised, or an option to terminate the lease will not be exercised, when ascertaining the periods to be included in the lease term. In determining the lease term, all facts and circumstances that create an economical incentive to exercise an extension option, or not to exercise a termination option, are considered at the lease commencement date. Factors considered may include the importance of the asset to the consolidated entity's operations; comparison of terms and conditions to prevailing market rates; incurrence of significant penalties; existence of significant leasehold improvements; and the costs and disruption to replace the asset. The consolidated entity reassesses whether it is reasonably certain to exercise an extension option, or not exercise a termination option, if there is a significant event or significant change in circumstances.

11 Intangible Assets

	2021 \$	2020 \$
Poker machine entitlements	2,772,000	2,772,000
Total Intangible Assets	2,772,000	2,772,000

Reconciliations

Reconciliations of the written down values at the beginning and end of the current and previous financial year are set out below:

Poker machine entitlements

Opening net book amount	2,772,000	504,000
Additions on amalgamation of Balmain Leagues Club (note 20)	-	2,268,000
Total Intangible Assets	2,772,000	2,772,000

Indefinite useful life

Poker machine entitlements are administered by the state government which restricts the number of poker machines that can be installed by licensed club holder. The entitlements which may be transferred or acquired or sold do not have an expiration date and are therefore deemed to have an indefinite useful life. Poker machine entitlements are internally generated and therefore are only recognised when acquired and are valued at cost.

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

11 Intangible Assets (continued)

Poker Machine Entitlements

Poker machine entitlements are not amortised. Instead, poker machine entitlements are tested for impairment annually or more frequently if events or changes in circumstances indicate that it might be impaired, and are carried at cost less accumulated impairment losses.

Impairment of non-financial assets

Goodwill and other intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other non-financial assets are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount.

Recoverable amount is the higher of an asset's fair value less costs of disposal and value-in-use. The value-in-use is the present value of the estimated future cash flows relating to the asset using a pre-tax discount rate specific to the asset or cash-generating unit to which the asset belongs. Assets that do not have independent cash flows are grouped together to form a cash-generating unit.

Key Estimates and Judgements

Intangible Assets

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

12 Trade and Other Payables

Current

	2021 \$	2020 \$
Trade creditors	2,392,410	1,243,489
Goods and services tax (GST) payable	190,088	598,693
Other creditors and accruals	3,838,516	6,636,188
	6,421,014	8,478,370

Recognition and Measurement

These amounts represent liabilities for goods and services provided to the consolidated entity prior to the end of the financial year which are unpaid, and are measured at amortised cost. The amounts are unsecured and are usually paid within 30 days of recognition.

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

	2021 \$	2020 \$
13 Financial Liabilities		
Current Secured		
Debenture loans	1,800	1,800
Hire purchase	-	-
External loans payable	-	-
	<u>1,800</u>	<u>1,800</u>
Financing Arrangements		
The entity has access to the following lines of credit:		
Total facilities available:		
Credit card facility	60,000	60,000
Commercial bill facility	8,000,000	10,654,444
	<u>8,060,000</u>	<u>10,714,444</u>
Facilities utilised at reporting date:		
Credit card facility	13,403	7,682
	<u>13,403</u>	<u>7,682</u>

Commercial Bill Facility

The commercial bill facilities \$8,000,000 expires on 14 December 2022 respectively. The interest rate is a variable rate determined by the BBSY plus a margin rate of 2.679%. Monthly re-payments over the term of the facility are limited to interest and fees. The facility is repayable in full on expiry of the finance term.

Security

The bank overdraft and commercial bill facility are secured by a registered mortgage debenture by Western Suburbs Leagues Club Limited over all of its assets.

Registered mortgages over the following properties:

- 95-115 Liverpool Road, Ashfield
- 114 Church Street, Croydon

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

13 Financial Liabilities (continued)

Recognition and Measurement

Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. Borrowings are subsequently measured at amortised cost.

Borrowings are classified as non-current liabilities unless the consolidated entity has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

14 Employee Benefits

	2021 \$	2020 \$
Current		
Employee benefits	2,276,591	2,057,237
Non-Current		
Employee benefits	162,913	133,664
	<u>2,439,504</u>	<u>2,190,901</u>

Recognition and Measurement

Wages and Salaries and Annual Leave

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

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

14 Employee Benefits (continued)

Long Service Leave

The provision for employee benefits relating to long service leave represents the present value of the estimated future cash outflows to be made resulting from employees' services provided to reporting date.

The provision is calculated using expected future increases in wage and salary rates including related on-costs and expected settlement dates based on turnover history and is discounted using the market yields on national government bonds at reporting date which most closely match the terms of maturity with the expected timing of cash flows. The unwinding of the discount is treated as long service leave expense.

Superannuation Plan

The consolidated entity contributes to several defined contribution superannuation plans. Contributions are recognised as an expense as they are made. The consolidated entity has no legal or constructive obligation to fund any deficit.

Key Estimates and Judgements

Long Service Leave Provision

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

15 Revenue in advance

	2021 \$	2020 \$
Current		
Revenue received in advance, including:		
West's Tigers foundation donations	395,961	300,338
Other revenue received in advance	1,645,685	2,882,194
	2,041,646	3,182,532
Non-current		
Revenue received in advance	160,783	170,127

Recognition and Measurement

Revenue received in advance

Refer to note 3 for further information on the consolidated entity's revenue recognition policies. Deferred revenue is recognised when the consolidated entity receives consideration in advance of the performance obligations being met.

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

16 Leases

	2021 \$	2020 \$
Current		
Lease liabilities	380,159	434,705
Non-current		
Lease liabilities	1,594,946	1,929,017
Total lease liability	1,975,105	2,363,722

Recognition and measurement

A lease liability is recognised at the commencement date of a lease. The lease liability is initially recognised at the present value of the lease payments to be made over the term of the lease, discounted using the interest rate implicit in the lease or, if that rate cannot be readily determined, the consolidated entity's incremental borrowing rate. Lease liabilities are secured over the rights to the hire purchase assets recognised in the statement of financial position which will revert to the lessor if the consolidated entity defaults.

Lease liabilities are measured at amortised cost using the effective interest method. The carrying amounts are remeasured if there is a change in the following: future lease payments arising from a change in an index or a rate used; residual guarantee; lease term; and/or certainty of a purchase option and termination penalties. When a lease liability is remeasured, an adjustment is made to the corresponding right-of use asset, or to profit or loss if the carrying amount of the right-of-use asset is fully written down.

Key Estimate and Judgement: Incremental borrowing rate

Where the interest rate implicit in a lease cannot be readily determined, an incremental borrowing rate is estimated to discount future lease payments to measure the present value of the lease liability at the lease commencement date. Such a rate is based on what the consolidated entity estimates it would have to pay a third party to borrow the funds necessary to obtain an asset of a similar value to the right-of-use asset, with similar terms, security and economic conditions.

17 Members' Funds - Reserves

	2021 \$	2020 \$
Equity Reserve		
Balance at beginning of the year	781,060	781,060
Total Reserves	781,060	781,060

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

18 Commitments

	2021 \$	2020 \$
a) Operating Lease Commitments		
Future operating lease commitments not recognised as liabilities payable:		
Within one year	3,197	11,193
	<u>3,197</u>	<u>11,193</u>

The entity leases property under non-cancellable operating leases expiring from one to five years. Leases generally provide the entity with a right of renewal at which time all terms are renegotiated. Lease payments comprise a base amount plus an incremental contingent rental. Contingent rentals are based on either movement in the Consumer Price Index or operating criteria.

	2021 \$	2020 \$
b) Forward Commitments		
Players and Head Coach		
Committed at the reporting date but not recognised as liabilities, payable:		
Within one year	10,002,105	10,730,745
Between one and five years	9,385,335	11,555,520
Commitment to Balmain Tigers Rugby League Football Club		
Committed at the reporting date but not recognised as liabilities, payable:		
Within one year	350,000	350,000
Between one and five years	700,000	1,050,000
Total	<u>20,437,440</u>	<u>23,686,265</u>

Players and Head Coach

West's Tigers Rugby League Football Pty Ltd has entered into contracts with players and coaches with respect to subsequent seasons, whereby certain minimum amounts are payable.

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

18 Commitments (continued)

Commitment to Balmain Tigers Rugby League Football Club

A condition precedent to the completion of the amalgamation between Western Suburbs Leagues Club and Balmain Leagues Club is to support Balmain Tigers Rugby League Football Club up to an amount of \$1,050,000.

Other commitments

The consolidated entity entered into an arrangement with Westpac Banking Corporation with respect to the payment of its general insurance. The insurance premium is paid by the bank on behalf of Western Suburbs Leagues Club Limited, with payments to Westpac being made on a monthly basis by the consolidated entity. The estimated payments remaining under this agreement with respect to future periods is \$199,546 (2020: \$131,038).

Construction of Centre of Excellence

The company has entered into an agreement with the Canada Bay Council for the construction of a new Centre of Excellence facility at Concord Oval which is due for completion in the 31 October 2022 financial year. The construction of the facility will be funded through Government grants which the company has secured. The expected commitment at the reporting date which has not been recognised as a liability payable amounts to \$11,670,600.

19 Contingent Liabilities

Bank Guarantees

The Consolidated entity has given the following bank guarantees:

	2021 \$	2020 \$
Ashfield Municipal Council	220,000	220,000
TAB Limited	7,000	7,000
Roads and Maritime services	17,000	17,000
	244,000	244,000

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

20 Amalgamation of Balmain Leagues Club

On 19 September 2020 in the comparative period, the members of the consolidated entity approved an amalgamation with the Balmain Leagues Club. As a result, on 26 September 2020 in the comparative period, the consolidated entity acquired the net assets of the Balmain Leagues Club, resulting in a gain of amalgamation of \$363,296 for the year ended 31 October 2020.

	Note	26 September 2020 \$
Cash and cash equivalents		276,981
Other receivables		1,158,146
Inventory		20,847
Property, plant and equipment	9	201,160
Intangibles - poker machine entitlements	11	2,268,000
Trade and other payables		(819,656)
Loan to NRL		(2,500,000)
Employee benefits		(219,456)
Fair value of net identifiable assets acquired		<u>363,296</u>
Gain on amalgamation		<u>363,296</u>
Cash paid in consideration for amalgamation		<u>-</u>
Cash used to amalgamate, net of cash acquired		<u>276,981</u>
Acquisition costs		<u>-</u>

21 Key Management Personnel Details

(a) Directors

The following persons were non-executive directors of the company during the financial year (unless otherwise stated):

Michael Bailey OAM - resigned June 2021

Dennis Burgess

Frederick Wayde

Anthony Andreacchio

Michael Liubinskis

Julie Romero

Vince Tropiano

David Gilbert

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

21 Key Management Personnel Details (continued)

(b) Other Key Management Personnel

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

Name	Position
Simon Cook	Chief Executive Officer
Daniel Paton	Chief Financial Officer
Tim McAleer	Chief Operating Officer
David Walsh	Chief Gaming Officer
Michelle Nielsen	Executive Manager - HR/People & Culture

(c) Key Management Personnel Compensation

	2021 \$	2020 \$
Benefits and payments made to the Directors and Other Key Management Personnel	1,800,243	1,840,254

22 Related Parties

Key Management Personnel

Disclosures relating to key management personnel are set out in Note 21.

Directors' Transactions with the Company

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

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

Related Party Transactions

Western Suburbs Leagues Club Limited supports Western Suburbs District Rugby League Football Club Limited through the provision of funding. The amount paid during the year was \$122,511 (2020: \$182,006).

Western Suburbs Leagues Club Limited supports Wests Tigers Rugby League Football Pty Ltd. The amount paid during the year ended 31 October 2021 was \$1,100,000 (2020: \$1,350,000).

Western Suburbs Leagues Club Limited supports Balmain Tigers Rugby League Football Club Limited. The amount paid during the year ended 31 October 2021 was \$116,500 (2020: \$100,000).

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

23 Controlled Entities

The controlled entities of Western Suburbs League Club Limited are:

- Wests Magpies Pty Limited (formerly known as Western Suburbs Rugby League Football Group Pty Limited.)
- Western Suburbs District Rugby League Football Club Limited; and
- Wests Tigers Rugby League Football Pty Ltd

The controlled entities are incorporated in Australia.

	Consolidated percentage interest	
	2021 %	2020 %
Western Suburbs District Rugby League Football Club Limited	100%	100%
Wests Magpies Pty Limited	100%	100%
Wests Tigers Rugby League Football Pty Ltd	90%	90%

The non-controlling interest has a 10% (2020: 10%) equity holding in Wests Tigers Rugby League Football Pty Ltd.

24 Events Subsequent to Reporting Date

The consolidated entity entered into the following arrangements subsequent to the balance sheet date:

No other matters or circumstance have arisen since 31 October 2021 that has significantly affected, or may significantly affect the consolidated entity's operations, the results of those operations, or the consolidated entity's state of affairs in future financial years.

25 Company Details

Western Suburbs Leagues Club Limited is incorporated and domiciled in Australia as a company limited by guarantee. In accordance with the constitution of the company, every member of the company undertakes to contribute an amount limited to \$4 per member in the event of the winding up of the company during the time that he is a member or within one year thereafter. As at 31 October 2021 there were 34,945 members (2020: 36,711). The liability at 31 October 2021 was \$139,780 (2020: \$146,844).

The registered office of the Company is 115 Liverpool Road, Ashfield NSW 2131.

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

26 Summary of Other Significant Accounting Policies

Principles of Consolidation

The consolidated financial report incorporates the assets and liabilities of all subsidiaries of Western Suburbs League Club Limited as at 31 October 2021 and the results of all subsidiaries for the year then ended. Western Suburbs League Club Limited and its subsidiaries together are referred to in these financial report as 'the consolidated entity'.

Subsidiaries are all those entities over which the consolidated entity has the power to govern the financial and operating policies so as to obtain benefits from its activities. In assessing the power to govern, the existence and effect of holdings of actual and potential voting rights are considered.

A list of controlled entities is contained in Note 23 to the financial report.

All inter-group balances and transactions between entities in the consolidated group, including any unrealised profits or losses, have been eliminated on consolidation.

The acquisition of subsidiaries is accounted for using the acquisition method of accounting.

Non-controlling interests in the results and equity of subsidiaries are shown separately in the statement of profit or loss and other comprehensive income, statement of financial position and statement of changes in members' funds of the consolidated entity. Losses incurred by the consolidated entity are attributed to the non-controlling interest in full, even if that results in a deficit balance.

Goods and Services Tax

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

The net amount of GST recoverable from, or payable to, the Australian Taxation Office is included as a current asset or liability in the Statement of Financial Position. Cash flows are included in the Statement of Cash Flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows. Commitments and contingencies are disclosed net of the amount of GST recoverable from, or payable to, the Australian Taxation Office.

Notes to the Consolidated Financial Report

For the Year Ended 31 October 2021

26 Summary of Other Significant Accounting Policies (continued)

Current and Non-Current Classification

Assets and liabilities are presented in the statement of financial position based on current and non-current classification.

An asset is classified as current when: it is either expected to be realised or intended to be sold or consumed in normal operating cycle; it is held primarily for the purpose of trading; it is expected to be realised within 12 months after the reporting period; or the asset is cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period. All other assets are classified as non-current.

A liability is classified as current when: it is either expected to be settled in normal operating cycle; it is held primarily for the purpose of trading; it is due to be settled within 12 months after the reporting period; or there is no unconditional right to defer the settlement of the liability for at least 12 months after the reporting period. All other liabilities are classified as non-current.

Deferred tax assets and liabilities are always classified as non-current.

Fair Value Estimation

The fair value of financial assets and financial liabilities must be estimated for recognition and measurement or for disclosure purposes.

The fair value of financial instruments traded in active markets such as trading and available for sale securities is based on quoted market prices at the end of the reporting period. The quoted market price used for financial assets held by the consolidated entity is the current bid price.

The carrying value of trade receivables and payables are assumed to approximate their fair value due to their short term nature.

The fair value of financial liabilities for disclosure purposes is estimated by discounting the future contractual cash flows at the current market interest rate that is available to the consolidated entity for similar liabilities.

Comparatives

Comparative figures have been adjusted to conform to changes in presentation for the current financial year.

Customer Loyalty Program

The consolidated entity operates a loyalty program where customers accumulate points for dollars spent. The award points are recognised as a separately identifiable component of the initial sale transaction, by allocating the fair value of the consideration received between the award points and the other components of the sale that the award points are recognised at their fair value. Revenue from the award points is recognised when the points are redeemed. The amount of revenue is based on the number of points redeemed relative to the total number expected to be redeemed.







Wests Ashfield

115 Liverpool Road, Ashfield 2131

T. (02) 8752 2000

www.westsashfield.com.au

