

2017

NSW RUGBY ANNUAL REPORT



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1. INTRODUCTION

OFFICE BEARERS

PRESIDENT

Mick Mathers

VICE PRESIDENT

Marty Roebuck

CHIEF EXECUTIVE OFFICER

Andrew Hore

NSW RUGBY UNION

BOARD OF DIRECTORS

Roger Davis (Chairman)

Kerry Chikarovski

Chuck Ardron

Arthur Laundry

David Begg

John Morrison

Barry Ruddy

NSW WARATAHS

BOARD OF DIRECTORS

Roger Davis (Chairman)

Alastair Baxter

Ross Grant

Sally Loane (retired 23/5/17)

Paul Timmins

David Giffin

Damian Fitzpatrick

HONORARY LIFE MEMBERS

Dick Byres OAM

Peter Crittle

Peter Falk OAM

Peter Fenton OAM

JE (John) Freeman OAM

Ron Graham AM

PA (Phil) Harry AM

Richard (Dick) Hart

JWT (Terry) MacBride

Laurie Maher OAM

Jeff Sayle OAM

Richard (Dick) Shaw

JW (Bill) Simpson – deceased

25/8/17

Robin Timmins OAM

Terry Willis

SPONSORS

PRINCIPAL PARTNER



MAJOR PARTNERS



PARTNERS



MEDIA PARTNERS



2. REPORTS

CHAIRMAN & CEO'S REPORT

Welcome to the 2017 New South Wales Rugby Union (NSWRU) and NSW Waratahs Annual Report.

We would like to take this opportunity to thank you for your continued support as the organisation embarked on wide scale changes across the business as well as our team.

Throughout the last 18 months our organisation grew stronger through the unification of the NSWRU and NSW Waratahs, which brought together the community side of rugby with the elite. With these changes to business operations came significant cultural changes as roles within the organisation were modified to better meet the needs of the organisation and our stakeholders for the future.

Although there is still work to be done the foundations are in place to create a well-rounded organisation equipped with a greater understanding of the various components that make up New South Wales. For us, the focus has been on unification and mutual understanding to drive better outcomes for the business.

STRATEGIC IMPERATIVES

There were six key strategic imperatives we set out to achieve in 2017, namely:

1. Communicate our vision, identity and strategy and ensure support and alignment across our boards, staff and stakeholders
2. Implement a best practice governance model that outlines the case for change and related benefits
3. Put in place a diverse and sustainable funding model
4. Secure optimal playing, training and administration facilities across the sport
5. Develop and execute a comprehensive Marketing and Communications Plan.
6. Development of World Class Operating Model

GOVERNANCE REFORM

The AGM will see the final step of signing off a reformed Board structure that has been in formation for the past 18 months. The new structure has been undertaken with the best of intentions by all parties and for the betterment of the game. The final presentation is the culmination of wide scale consultation, benchmarking against best practice reforms and working closely with key affiliations.

We believe the case for change is well founded and has been well considered. The positive outcomes the new governance model will bring include greater role clarity, collaboration, understanding and utilisation of limited resource across the game in NSW.

FINANCE

In a challenging 12-month period, NSW Rugby and the NSW Waratahs were able to record a consolidated break-even profit and loss position, and conclude with a consolidated positive net equity of AU\$1.1m at year end.

Contributing factors such as the NSW Waratahs' performance, external rugby sentiment due to the changes of the Super Rugby format, the issues surrounding the removal of the Western Force as well as unfavourable weather conditions at the start of 2017, resulted in a decline in membership and ticket sales of AU\$921k (24%) from 2016, while sponsorship and hospitality revenue decreased by AU\$641k (13%).

In addition, there was a decrease in Rugby Australia funding by AU\$1.2m (15%) across both NSW Rugby and NSW Waratahs Rugby. The impact of the loss in funding meant that all departments were required to evaluate programmes and how objectives could still be met with less funding.

BRAND AND REPUTATION

We need to continue to unify the sport and galvanise the game and we had examples of that happening in 2017, including the NSW Rugby Awards night incorporating the whole of rugby.

When designing the NSW Rugby marketing branding position, For the Love of Rugby, we wanted to create a clear identity for the whole of rugby in New South Wales. We needed the brand position to demonstrate what we stand for as a code and create an identity that appeals to our wide audience of stakeholders.

In developing the new brand positioning, the following objectives were identified:

1. To engage the whole of the New South Wales Rugby community
2. To enhance the sentiment around rugby, reconnecting the public and rugby community to the reasons why they enjoyed the game in the first instance
3. To connect all aspects of rugby - from clubs to schools, juniors to seniors, volunteers to coaches, fans through to loyal members
4. To integrate with the communications strategy already in place across the whole sport
5. To celebrate the proud history of New South Wales Rugby
6. To rally a call to action through:
 - a. Becoming a member of the NSW Waratahs
 - b. Buying a ticket to a NSW Waratahs game
 - c. Joining a rugby Club
 - d. Following us online
 - e. Becoming a volunteer/coach/referee

MARKETING

Throughout the year we created an integrated website and social media channels to deliver all NSW Rugby and NSW Waratahs news through one destination, across multiple platforms. The change means that all rugby in New South Wales can be found, and we can continue to build a stronger digital presence.

The unification of the two businesses saw the development of a combined Marketing and Communications strategy across the community and elite areas of the business. This allowed NSW Rugby and the NSW Waratahs to better connect to the rugby community, fans and followers. This combination of resource has had teething problems, however, the intention is to create a far greater unified presentation of this great game in our State.

We also gained a deeper understanding of our Salesforce database to help communicate with our members and fans with more targeted and engaging content. In addition, we also used data analytics across our digital channels to understand the levels of engagement and give us clear direction of what type of content will drive higher engagement.

COMMUNITY ENGAGEMENT

As highlighted in the Finance section, we had a reduction in funding for community rugby, which is further outlined in the Community Report. NSW Rugby Union and the NSW Waratahs committed AU\$1.16 million to the community game and we will continue to support programmes and initiatives that help grow the game.

A strong growth in participation numbers during 2017 saw more boys and juniors playing rugby in country New South Wales coupled with an increase in the number of girls playing the game. Country NSW recorded a four percent rise in registered junior club players aged 4 to 18 years and the number of registered senior men's players in the metro region is up five percent.

While many sports continue to struggle to increase registered player numbers, NSWRU recorded 37,987 players registered players in 2017 compared to 37,379 in 2016.

Additionally, NSWRU met our Rugby Australia targets for Game On, which reached 18,579 children in 2017. But while the Game On programmes continue to prove very popular, a key focus for NSWRU is to further develop a strategy to convert participants to registered club participants as well as supporting schools and junior levels of the game.

Throughout the year we also introduced the trial of a Hub model into the Northern Beaches. This initiative is designed to tailor our approach to rugby development based on the needs of respective regions. The outcomes of the pilot programme in the Northern Beaches will help to expand the initiative across other areas of the State with the aim of growing rugby in a way that best suits the needs of the local community.

Safety in rugby is the most important part of the game and together with Rugby Australia, NSWRU has helped formulate the size for age dispensation and the introduction of the blue card for concussion. NSW Rugby takes safety seriously and the community team has been conducting education sessions on both of these initiatives, with a positive response.

In 2017 NSWRU also confirmed the introduction of a State participation fee as a result of a reduction in funding. The fee came into effect in 2018 and will go towards supporting the work of development officers in each regional hub, supporting match officials, coach education, developing the Positive Rugby Foundation to increase investment into community rugby and initiating the NSW rugby community grants programme.

We recognise that more work needs to be done to support our Clubs and to that end, NSWRU has appointed a Government Relations Manager to develop and implement a plan that would generate funding for our community initiatives. Similarly, the Positive Rugby Foundation was established to do the same whereby coteries commit their financial support to specific programmes to further grow and develop rugby in NSW.

COMMERCIAL

In the last 12 months, three new partners in People and Culture Strategies, PM-Partners and Patties Foods have come on board through diversity of product, community integration and the introduction of Super W for the 2018 season. Diversifying our income streams are important to drought proof the community game.

As outlined in the Finance section, several factors impacted on our bottom line, including memberships, ticket sales, commercial sponsorship and hospitality, which all had reductions in income. In part, the reason for this was a disconnect between the professional arm of the organisation and the community. However, diversity and stability have been the key to turning things around this season and those results area already starting to be felt.

NSWRU and the NSW Waratahs are also looking beyond our State borders for revenue opportunities and this includes exploring the emerging Asian market. In 2017 we commenced conversations with influential partners

in Japan, which is fast becoming a strong rugby commercial market. Part of this process was the NSW Waratahs playing a match against Suntory Sungoliath in June.

Closer to home, our corporate hospitality team continues to look at innovative ways to attract Australia businesses to our events and in 2017 a new hospitality offering was developed for implementation in 2018.

We would like to extend our sincere thanks to our major partners Daikin, Ray White, CMC Markets and Volvo, whose ongoing support through a difficult year has been fantastic.

HIGH PERFORMANCE

There was no hiding that the NSW Waratahs' 2017 season was a disappointment, both for the organisation and the fans. The organisation conducted an internal and external review of the 2017 campaign and the key recommendations have been embraced and implemented in 2018.

While 2017 was a challenging year for our senior team, our other representative teams' performance was mixed. Congratulations to the NSW Women's Sevens team, the NSW Boys Sevens team and the Sydney Women's XVs team who all won national titles and represented New South Wales with pride.

SUPER W

At the end of last year, the exciting announcement was made that the inaugural Buildcorp Super W competition would be launched in 2018. Thank you to all of those who manage, coach, officiate and organise competitions in NSW. We sincerely appreciate your ongoing hard work and dedication to our sport helping to build the pathways for girls and women.

FACILITIES AND PEOPLE

NSWRU and the NSW Waratahs relocated from Moore Park to new facilities at the University of New South Wales (UNSW) at the David Phillips Sports Complex in Daceyville in December 2017. The motivations for the move was made for a number of reasons but fundamentally to ensure the organisation could engage more effectively integrated with the community.

A large amount of work goes into sourcing and creating a new home for NSW Rugby and the NSW Waratahs and we would like to thank all those who contributed to making this vision a reality.

Work has begun to make Daceyville a more permanent home and a special thank you must go out to the UNSW whose warm welcome, assistance and support has been second to none.

In terms of the development of our people, the organisation introduced a leadership development consultant to assist staff in career and skill progression along with a formal review system.

In the community space, NSWRU focus is to move to support our staff, players and volunteers in whatever role they would like to pursue in rugby, whether that is as a coach, player, administrator, match official or other, we want to support our people to grow this great game.

DESIRE FOR CHANGE

The business during 2017 continued to combine resource and personnel for the good of the game. As with any change management process, this presented both internal and

external challenges to contend with. That being said, the need for change has been met with wide-scale support, as people understand we need to be united if we want to grow rugby. The changes afoot at Rugby Australia has complimented the changes to NSW Rugby and the NSW Waratahs.

IN MEMORY

We would like to pay our respects to those we lost in 2017.

Dan Vickerman passed away in February 2017. He was a respected player for both the NSW Waratahs, the Brumbies and Australia, and was also a NSWRU Board member. His legacy lives on in the Dan Vickerman Cup, which is contested by the NSW Waratahs and the Brumbies during the Super Rugby competition.

NSW Waratahs player and coach, and respected Honorary Life Member Bill Simpson passed away in August 2017. He was instrumental in the establishment of the Warringah Rugby Club.

In December 2017, the rugby world farewelled Ken Catchpole, who was widely regarded as one of the finest scrumhalves that Australia has ever produced. His contribution to the game is highlighted with the Ken Catchpole Medal for the Shute Shield's most valuable player awarded to the winner of a season-long vote by referees.

Please refer to the Obituaries section of the Annual Report for the acknowledgement of our other rugby team mates who sadly passed away in 2017.

TO THE FUTURE

While we have gone through a lot of change in a short amount of time, the new-look business structures combined with the implementation of the NSW Waratahs' review from 2017, has set a new course of stability and strength.

We have confidence that the 2020 Roadmap for Success developed will allow us to further grow the game, reconnect with fans as well as deliver performance. Across everything we do, no matter how people get involved in our game we want them to love rugby.

We look forward to working with all our stakeholders, partners, members and supporters throughout 2018.

ROGER DAVIS

Chairman, NSW & Waratahs Rugby Union

ANDREW HORE

CEO, NSW & Waratahs Rugby Union

PRESIDENT'S REPORT

This year has seen NSW Rugby go from strength to strength across areas of the sport, and while the results didn't go to plan for the NSW Waratahs, the team performed admirably both on and off the field.

What 2017 demonstrated for the NSW Waratahs is that there is a good team culture and through the tough times, the team were strongly united as one. Across the Rugby community in New South Wales there is a lot of pride in our NSW teams and I encourage all to continue supporting the flagships.

As part of the work started in 2015 that saw NSW Rugby and NSW Waratahs come back together as one entity, 2017 saw further consultation with the affiliate Unions to implement change for NSW Rugby. I want to thank the NSWRU CEO Andrew Hore and his staff for their hard work throughout this year, with all staff demonstrating outstanding leadership skills. As a management group, goals were set and while it has not always been the easiest of environments, they have worked hard to meet those goals, which this report highlights. As President of the NSWRU I have been impressed with both the administration and the coaching staff and would like to thank them all for their commitment to NSW Rugby Union.

Congratulations to all premiership winners, representative players and those players that reached milestones throughout the year. To the club presidents, coaches, administrators, strappers, physios, doctors, gear stewards and many others that contribute to our game, we thank you for making rugby a game available to all. A special mention to the referees and touch judges who take on the challenging role but whom without our sport could simply not run.

We sadly lost members of the NSW Waratahs family this year, guardians of the game in Ken Catchpole, the legendary Bill Simpson and the great Dan Vickerman. I think it's fitting I include the famous quote from the 1927/28 NSW Waratahs philosophy that all men exhibited these traits:

"We understand that with regard to actual play a certain policy was to be followed. Firstly, that the winning of matches was not to be our only consideration. Secondly, that our type of play should be such that it indicated a desire on our part to make the game attractive to both player and an exhibition between friendly sportsmen. We believe above all things we must show that our ideas and ideals of sportsmanship and general conduct were such as would absolutely commend themselves to our hosts."

It is a reminder that experiencing that winning feeling is important however let us not forget that sport is about having fun and enjoyment. Our sponsors have endorsed the changes focusing on grassroots and community rugby and I encourage Alumni and Rugby supporters to do likewise. We need our district and sub-district clubs, country, women's, juniors, schools to back the changes and support the decisions we make in order to maintain NSW as the premier rugby state.

I have been honoured and privileged to serve as President of NSW Rugby Union. It's been a pleasure to attend many events to witness the great work being done in the name of Rugby throughout the state. Thank you to NSW Rugby Union Chairman Roger Davis and the Board for all their hard work and support. NSW Rugby is in good hands with the current executive team, and NSWRU wish everyone all the best for the future.

MICK MATHERS

President, NSW & Waratahs Rugby Union

3.

NSW WARATAHS

MATCH 1

25/02/2017

19 - 13

NSW WARATAHS v WESTERN FORCE

SCORERS W Skelton try; R Robinson con., 4 pen.goals

REFEREE Ben O'Keefe

VENUE Allianz Stadium Sydney

CROWD 11,964

NSW WARATAHS LINEUP

1. TOM ROBERTSON
2. TOLU LATU
3. SEKOPE KÉPU
4. DEAN MUMM
5. WILL SKELTON
6. JACK DEMPSEY
7. MICHAEL HOOPER (C)
8. MICHAEL WELLS
9. NICK PHIPPS
10. BRYCE HEGARTY
11. ROB HORNE
12. IRAE SIMONE
13. ISRAEL FOLAU
14. REECE ROBINSON
15. ANDREW KELLAWAY

RESERVES

16. HUGH ROACH
17. PADDY RYAN
18. DAVID LOLOHEA
19. DAVE MCDULING
20. SENIO TOLEAFOA
21. MATT LUCAS
22. DAVID HORWITZ
23. TAQELE NAIYARAVORO

MATCH 2

04/03/2017

36 - 55

NSW WARATAHS v LIONS

SCORERS R Horne, M Hooper, B Hegarty, D McDuling, I Folau tries; R Robinson 3 cons., pen.goal; B Hegarty con.

REFEREE Jaco van Heerden

VENUE Emirates Airline Park Johannesburg

CROWD 18,890

NSW WARATAHS LINEUP

1. TOM ROBERTSON
2. TOLU LATU
3. SEKOPE KÉPU
4. DEAN MUMM
5. SENIO TOLEAFOA
6. JACK DEMPSEY
7. MICHAEL HOOPER (C)
8. MICHAEL WELLS
9. MATT LUCAS
10. BRYCE HEGARTY
11. ROB HORNE
12. IRAE SIMONE
13. ISRAEL FOLAU
14. REECE ROBINSON
15. ANDREW KELLAWAY

RESERVES

16. HUGH ROACH
17. PADDY RYAN
18. DAVID LOLOHEA
19. DAVE MCDULING
20. MACLEAN JONES
21. JAKE GORDON
22. DAVID HORWITZ
23. TAQELE NAIYARAVORO

MATCH 3

11/03/2017

14 - 37

NSW WARATAHS v SHARKS

SCORERS I Folau 2 tries; R Robinson 2 cons.

REFEREE Marius van der Westhuizen

VENUE King's Park
Durban

CROWD 21,268

NSW WARATAHS LINEUP

1. TOM ROBERTSON
2. TOLU LATU
3. SEKOPE KEPU
4. DEAN MUMM
5. DAVE MCDULING
6. JACK DEMPSEY
7. MICHAEL HOOPER (C)
8. MICHAEL WELLS
9. NICK PHIPPS
10. BRYCE HEGARTY
11. ROB HORNE
12. IRAE SIMONE
13. ISRAEL FOLAU
14. REECE ROBINSON
15. ANDREW KELLAWAY

RESERVES

16. HUGH ROACH
17. PADDY RYAN
18. DAVID LOLOHEA
19. DAVE MCDULING
20. MACLEAN JONES
21. MATT LUCAS
22. DAVID HORWITZ
23. CAM CLARK

MATCH 4

18/03/2017

12 - 28

NSW WARATAHS v BRUMBIES

SCORERS T Robertson, J Gordon tries; R Robinson con.

REFEREE Glen Jackson

VENUE Allianz Stadium
Sydney

CROWD 15,911

NSW WARATAHS LINEUP

1. TOM ROBERTSON
2. TOLU LATU
3. SEKOPE KEPU
4. DEAN MUMM
5. WILL SKELTON
6. JACK DEMPSEY
7. MICHAEL HOOPER (C)
8. JED HOLLOWAY
9. NICK PHIPPS
10. BRYCE HEGARTY
11. ROB HORNE
12. IRAE SIMONE
13. ISRAEL FOLAU
14. REECE ROBINSON
15. ANDREW KELLAWAY

RESERVES

16. HUGH ROACH
17. PADDY RYAN
18. DAVID LOLOHEA
19. DAVE MCDULING
20. NED HANIGAN
21. MICHAEL WELLS
22. JAKE GORDON
23. DAVID HORWITZ

MATCH 5

24/03/2017

32 - 25

NSW WARATAHS v MELBOURNE
REBELS

SCORERS N Hanigan, R Robinson, M Wells,
D Horwitz tries; B Foley 3 cons., 2
pen.goals

REFEREE Brendon Pickerill

VENUE AAMI Park
Melbourne

CROWD 8,142

NSW WARATAHS LINEUP

1. TOM ROBERTSON
2. TOLU LATU
3. SEKOPE KEPU
4. DEAN MUMM
5. WILL SKELTON
6. NED HANIGAN
7. MICHAEL HOOPER (C)
8. JED HOLLOWAY
9. JAKE GORDON
10. BERNARD FOLEY
11. ANDREW KELLAWAY
12. DAVID HORWITZ
13. ROB HORNE
14. REECE ROBINSON
15. ISRAEL FOLAU

RESERVES

16. DAMIEN FITZPATRICK
17. PADDY RYAN
18. DAVID LOLOHEA
19. DAVE MCDULING
20. MICHAEL WELLS
21. NICK PHIPPS
22. CAM CLARK
23. TAQELE NAIYARAVORO

MATCH 6

04/03/2017

22 - 41

NSW WARATAHS v CRUSADERS

SCORERS M Hooper, J Gordon, T
Naiyaravoro tries; R Robinson 2
cons., pen.goal

REFEREE Marius van der Westhuizen

VENUE Allianz Stadium
Sydney

CROWD 18,227

NSW WARATAHS LINEUP

1. TOM ROBERTSON
2. TOLU LATU
3. SEKOPE KEPU
4. DEAN MUMM
5. WILL SKELTON
6. NED HANIGAN
7. MICHAEL HOOPER (C)
8. JED HOLLOWAY
9. JAKE GORDON
10. MACK MASON
11. ANDREW KELLAWAY
12. DAVID HORWITZ
13. ISRAEL FOLAU
14. REECE ROBINSON
15. CAM CLARK

RESERVES

16. DAMIEN FITZPATRICK
17. PADDY RYAN
18. DAVID LOLOHEA
19. DAVE MCDULING
20. MICHAEL WELLS
21. NICK PHIPPS
22. IRAE SIMONE
23. TAQELE NAIYARAVORO

MATCH 7

7/04/2017

28 - 38

NSW WARATAHS v HURRICANES

SCORERS N Hanigan, B Hegarty, J Gordon, A Kellaway tries; B Foley 4 cons.

REFEREE Marius van der Westhuizen

VENUE Westpac Stadium
Wellington

CROWD 14,064

NSW WARATAHS LINEUP

1. PADDY RYAN
2. TOLU LATU
3. SEKOPE KEPU
4. DEAN MUMM
5. WILL SKELTON
6. NED HANIGAN
7. MICHAEL HOOPER (C)
8. MICHAEL WELLS
9. JAKE GORDON
10. BERNARD FOLEY
11. CAM CLARK
12. DAVID HORWITZ
13. ISRAEL FOLAU
14. TAQELE NAIYARAVORO
15. BRYCE HEGARTY

RESERVES

16. DAMIEN FITZPATRICK
17. SAM NEEDS
18. DAVID LOLOHEA
19. DAVE MCDULING
20. JED HOLLOWAY
21. NICK PHIPPS
22. IRAE SIMONE
23. ANDREW KELLAWAY

MATCH 8

21/04/2017

24 - 26

NSW WARATAHS v SOUTHERN KINGS

SCORERS T Naiyaravoro 2, R Horne, C Clark tries; B Foley 2 cons.

REFEREE Rohan Hoffmann

VENUE Allianz Stadium
Sydney

CROWD 10,555

NSW WARATAHS LINEUP

1. PADDY RYAN
2. TOLU LATU
3. TOM ROBERTSON
4. DAVE MCDULING
5. WILL SKELTON
6. NED HANIGAN
7. MICHAEL HOOPER (C)
8. MICHAEL WELLS
9. JAKE GORDON
10. BERNARD FOLEY
11. CAM CLARK
12. DAVID HORWITZ
13. ROB HORNE
14. TAQELE NAIYARAVORO
15. ISRAEL FOLAU

RESERVES

16. HUGH ROACH
17. ANGUS TA'AVAO
18. DAVID LOLOHEA
19. DEAN MUMM
20. JED HOLLOWAY
21. NICK PHIPPS
22. BRYCE HEGARTY
23. HARRY JONES

MATCH 9

29/04/2017

29 - 26

NSW WARATAHS v QUEENSLAND REDS

SCORERS N Phipps, M Hooper tries; B Foley 2 cons., 5 pen.goals

REFEREE Paul Williams

VENUE Suncorp Stadium
Brisbane

CROWD 18,781

NSW WARATAHS LINEUP

1. TOM ROBERTSON
2. HUGH ROACH
3. SEKOPE KEPU
4. DAVE MCDULING
5. DEAN MUMM
6. NED HANIGAN
7. MICHAEL HOOPER (C)
8. MICHAEL WELLS
9. NICK PHIPPS
10. BERNARD FOLEY
11. CAM CLARK
12. DAVID HORWITZ
13. ROB HORNE
14. TAQELE NAIYARAVORO
15. ISRAEL FOLAU

RESERVES

16. DAMIEN FITZPATRICK
17. PADDY RYAN
18. ANGUS TA'AVAO
19. WILL SKELTON
20. JED HOLLOWAY
21. MATT LUCAS
22. IRAE SIMONE
23. BRYCE HEGARTY

MATCH 10

06/05/2017

33 - 40

NSW WARATAHS v BLUES

SCORERS I Folau 2, T Latu, B Foley, P Ryan tries; B Foley 4 cons.

REFEREE Angus Gardner

VENUE Allianz Stadium
Sydney

CROWD 18,381

NSW WARATAHS LINEUP

1. TOM ROBERTSON
2. TOLU LATU
3. SEKOPE KEPU
4. DEAN MUMM
5. DAVE MCDULING
6. NED HANIGAN
7. MICHAEL HOOPER (C)
8. JED HOLLOWAY
9. JAKE GORDON
10. BERNARD FOLEY
11. CAM CLARK
12. DAVID HORWITZ
13. ROB HORNE
14. REECE ROBINSON
15. ISRAEL FOLAU

RESERVES

16. HUGH ROACH
17. PADDY RYAN
18. ANGUS TA'AVAO
19. WILL SKELTON
20. MICHAEL WELLS
21. NICK PHIPPS
22. BRYCE HEGARTY
23. IRAE SIMONE

MATCH 11

21/05/2017

50 - 23

NSW WARATAHS v MELBOURNE
REBELS

SCORERS I Folau 2, N Phipps, D Mumm, N Hanigan, M Hooper, D Fitzpatrick, B Hegarty tries; B Foley 5 cons.

REFEREE Angus Gardner

VENUE Allianz Stadium
Sydney

CROWD 15,469

NSW WARATAHS LINEUP

1. TOM ROBERTSON
2. TOLU LATU
3. SEKOPE KEPU
4. DEAN MUMM
5. WILL SKELTON
6. NED HANIGAN
7. MICHAEL HOOPER (C)
8. MICHAEL WELLS
9. NICK PHIPPS
10. BERNARD FOLEY
11. CAM CLARK
12. DAVID HORWITZ
13. ROB HORNE
14. TAQELE NAIYARAVORO
15. ISRAEL FOLAU

RESERVES

16. DAMIEN FITZPATRICK
17. PADDY RYAN
18. ANGUS TA'AVAO
19. DAVE MCDULING
20. JED HOLLOWAY
21. JAKE GORDON
22. BRYCE HEGARTY
23. IRAE SIMONE

MATCH 12

27/05/2017

28 - 44

NSW WARATAHS v HIGHLANDERS

SCORERS J Gordon 2, I Folau, T Naiyaravoro tries; B Foley 4 cons.

REFEREE Ben O'Keefe

VENUE Forsyth Barr Stadium
Dunedin

CROWD 15,692

NSW WARATAHS LINEUP

1. TOM ROBERTSON
2. TOLU LATU
3. SEKOPE KEPU
4. DEAN MUMM
5. WILL SKELTON
6. NED HANIGAN
7. MICHAEL HOOPER (C)
8. MICHAEL WELLS
9. NICK PHIPPS
10. BERNARD FOLEY
11. CAM CLARK
12. DAVID HORWITZ
13. ROB HORNE
14. TAQELE NAIYARAVORO
15. ISRAEL FOLAU

RESERVES

16. DAMIEN FITZPATRICK
17. PADDY RYAN
18. ANGUS TA'AVAO
19. DAVE MCDULING
20. JED HOLLOWAY
21. JAKE GORDON
22. BRYCE HEGARTY
23. IRAE SIMONE

MATCH 9

29/04/2017

29 - 26

NSW WARATAHS v QUEENSLAND REDS

SCORERS N Phipps, M Hooper tries; B Foley 2 cons., 5 pen.goals

REFEREE Paul Williams

VENUE Suncorp Stadium
Brisbane

CROWD 18,781

NSW WARATAHS LINEUP

1. TOM ROBERTSON
2. HUGH ROACH
3. SEKOPE KEPU
4. DAVE MCDULING
5. DEAN MUMM
6. NED HANIGAN
7. MICHAEL HOOPER (C)
8. MICHAEL WELLS
9. NICK PHIPPS
10. BERNARD FOLEY
11. CAM CLARK
12. DAVID HORWITZ
13. ROB HORNE
14. TAQELE NAIYARAVORO
15. ISRAEL FOLAU

RESERVES

16. DAMIEN FITZPATRICK
17. PADDY RYAN
18. ANGUS TA'AVAO
19. WILL SKELTON
20. JED HOLLOWAY
21. MATT LUCAS
22. IRAE SIMONE
23. BRYCE HEGARTY

MATCH 13

03/06/2017

31 - 46

NSW WARATAHS v CHIEFS

SCORERS R Horne, W Skelton, C Clark, S Kepu tries; B Foley 4 cons., pen. goal

REFEREE Paul Williams

VENUE FMG Stadium
Hamilton

CROWD 13,104

NSW WARATAHS LINEUP

1. TOM ROBERTSON
2. TOLU LATU
3. SEKOPE KEPU
4. DEAN MUMM
5. WILL SKELTON
6. NED HANIGAN
7. MICHAEL HOOPER (C)
8. MICHAEL WELLS
9. JAKE GORDON
10. BERNARD FOLEY
11. CAM CLARK
12. DAVID HORWITZ
13. ROB HORNE
14. TAQELE NAIYARAVORO
15. ISRAEL FOLAU

RESERVES

16. DAMIEN FITZPATRICK
17. PADDY RYAN
18. ANGUS TA'AVAO
19. DAVE MCDULING
20. JED HOLLOWAY
21. JACK DEMPSEY
22. MATT LUCAS
23. BRYCE HEGARTY

MATCH 11

21/05/2017

50 - 23

NSW WARATAHS v MELBOURNE
REBELS

SCORERS I Folau 2, N Phipps, D Mumm, N Hanigan, M Hooper, D Fitzpatrick, B Hegarty tries; B Foley 5 cons.

REFEREE Angus Gardner

VENUE Allianz Stadium
Sydney

CROWD 15,469

NSW WARATAHS LINEUP

1. TOM ROBERTSON
2. TOLU LATU
3. SEKOPE KEPU
4. DEAN MUMM
5. WILL SKELTON
6. NED HANIGAN
7. MICHAEL HOOPER (C)
8. MICHAEL WELLS
9. NICK PHIPPS
10. BERNARD FOLEY
11. CAM CLARK
12. DAVID HORWITZ
13. ROB HORNE
14. TAQELE NAIYARAVORO
15. ISRAEL FOLAU

RESERVES

16. DAMIEN FITZPATRICK
17. PADDY RYAN
18. ANGUS TA'AVAO
19. DAVE MCDULING
20. JED HOLLOWAY
21. JAKE GORDON
22. BRYCE HEGARTY
23. IRAE SIMONE

MATCH 12

27/05/2017

28 - 44

NSW WARATAHS v HIGHLANDERS

SCORERS J Gordon 2, I Folau, T Naiyaravoro tries; B Foley 4 cons.

REFEREE Ben O'Keefe

VENUE Forsyth Barr Stadium
Dunedin

CROWD 15,692

NSW WARATAHS LINEUP

1. TOM ROBERTSON
2. TOLU LATU
3. SEKOPE KEPU
4. DEAN MUMM
5. WILL SKELTON
6. NED HANIGAN
7. MICHAEL HOOPER (C)
8. MICHAEL WELLS
9. NICK PHIPPS
10. BERNARD FOLEY
11. CAM CLARK
12. DAVID HORWITZ
13. ROB HORNE
14. TAQELE NAIYARAVORO
15. ISRAEL FOLAU

RESERVES

16. DAMIEN FITZPATRICK
17. PADDY RYAN
18. ANGUS TA'AVAO
19. DAVE MCDULING
20. JED HOLLOWAY
21. JAKE GORDON
22. BRYCE HEGARTY
23. IRAE SIMONE

MATCH 14

11/06/2017

21 - 19

NSW WARATAHS v SUNTORY
SUNGOLIATH

SCORERS M Wells, D Horwitz, B Hegarty
tries; B Hegarty 3 cons.

REFEREE Akihisa Aho

VENUE Prince Chichibu Memorial
Stadium
Tokyo

CROWD 9,848

NSW WARATAHS LINEUP

1. PADDY RYAN
2. DAMIEN FITZPATRICK
3. ANGUS TA'AVAO
4. DAVE MCDULING
5. WILL SKELTON
6. MICHAEL WELLS
7. MACLEAN JONES
8. JED HOLLOWAY
9. MATT LUCAS (C)
10. ANDREW DEEGAN
11. HARRY JONES
12. IRAE SIMONE
13. ANDREW KELLAWAY
14. TAQELE NAIYARAVORO
15. BRYCE HEGARTY

RESERVES

16. HUGH ROACH
17. DAVID LOLOHEA
18. SAM NEEDS
19. SENIO TOLEAFOA
20. PAT MCCUTCHEON
21. DAVID HORWITZ
22. CAM CLARK
23. REECE ROBINSON
24. MACK MASON

MATCH 15

08/07/2017

27 - 40

NSW WARATAHS v JAGUARES

SCORERS B Foley 2, I Folau tries; B Foley 3
cons., 2 pen.goals

REFEREE Ben O'Keefe

VENUE Allianz Stadium
Sydney

CROWD 10,992

NSW WARATAHS LINEUP

1. TOM ROBERTSON
2. DAMIEN FITZPATRICK
3. SEKOPE KEPU
4. NED HANIGAN
5. DEAN MUMM
6. JACK DEMPSEY
7. MICHAEL HOOPER (C)
8. MICHAEL WELLS
9. JAKE GORDON
10. BERNARD FOLEY
11. CAM CLARK
12. DAVID HORWITZ
13. ROB HORNE
14. BRYCE HEGARTY
15. ISRAEL FOLAU

RESERVES

16. HUGH ROACH
17. PADDY RYAN
18. ANGUS TA'AVAO
19. DAVE MCDULING
20. RYAN MCCAULEY
21. MATT LUCAS
22. TAQELE NAIYARAVORO
23. ANDREW KELLAWAY

MATCH 16

15/07/2017

11 - 40

NSW WARATAHS v WESTERN FORCE

SCORERS H Roach try; B Foley 2 pen.goals

REFEREE Nic Berry

VENUE nib Stadium
Perth

CROWD 10,384

NSW WARATAHS LINEUP

1. TOM ROBERTSON
2. DAMIEN FITZPATRICK
3. SEKOPE KEPU
4. NED HANIGAN
5. DEAN MUMM
6. JACK DEMPSEY
7. MICHAEL HOOPER (C)
8. MICHAEL WELLS
9. JAKE GORDON
10. BERNARD FOLEY
11. CAM CLARK
12. DAVID HORWITZ
13. ROB HORNE
14. TAQELE NAIYARAVORO
15. ISRAEL FOLAU

RESERVES

16. HUGH ROACH
17. FDAVID LOLOHEA
18. ANGUS TA'AVAO
19. DAVE MCDULING
20. RYAN MCCAULEY
21. NICK PHIPPS
22. MACK MASON
23. ANDREW KELLAWAY



4. NSW WARATAHS

2017 NSW WARATAH AWARDS

NSW WARATAHS BEST BACK

ISRAEL FOLAU

NSW WARATAHS BEST FORWARD

MICHAEL HOOPER

MATTHEW BURKE CUP FINAL STANDINGS

1	MICHAEL HOOPER	340
2	ISRAEL FOLAU	188
3	BERNARD FOLEY	183
4	TOLU LATU	164
5	WILL SKELTON	87
6	MICHAEL WELLS	69
7	JAKE GORDON	65
8	NED HANIGAN	64
9	DAVID HORWITZ	49
10	SEKOPE KEPU	45

NSW WARATAHS MILESTONES

DEBUTANTS

#1633 Irae Simone v Force (Allianz Stadium)
#1634 Michael Wells v Force (Allianz Stadium)
#1635 David Lolohea v Force (Allianz Stadium)
#1636 Senio Toleafoa v Force (Allianz Stadium)
#1637 Dave McDuling v Force (Allianz Stadium)
#1638 Maclean Jones v Lions (Emirates Airline Park)
#1639 Jake Gordon v Lions (Emirates Airline Park)
#1640 Cameron Clark v Sharks (King's Park)
#1641 Mack Mason v Crusaders (Allianz Stadium)
#1642 Andrew Deegan v Suntory Sungoliath (Prince Chichibu Memorial Stadium)
#1643 Harry Jones v Suntory Sungoliath (Prince Chichibu Memorial Stadium)
#1644 Sam Needs v Suntory Sungoliath (Prince Chichibu Memorial Stadium)
#1645 Ryan McCauley v Force (nib Stadium)

100 NSW CAPS

Sekope Kepu v Brumbies (Allianz Stadium)

100 NSW PENALTY GOALS

Bernard Foley v Queensland (Suncorp Stadium)

50 NSW POINTS

Reece Robinson v Sharks (King's Park)

200 NSW POINTS

Israel Folau v Blues (Allianz Stadium)

700 NSW POINTS

Bernard Foley v Chiefs (FMG Stadium)

100 WARATAH SUPER RUGBY CAPS

Sekope Kepu v Brumbies (Allianz Stadium)

100 SUPER RUGBY CAPS

Michael Hooper v Brumbies (Allianz Stadium) (31 for Brumbies)
Nick Phipps v Brumbies (Allianz Stadium) (47 for Rebels)

15 WARATAH SUPER RUGBY TRIES

Michael Hooper v Rebels (Allianz Stadium)
Taqele Naiyaravoro v Highlanders (Forsyth Barr Stadium)

100 WARATAH SUPER RUGBY PENALTY GOALS

Bernard Foley v Queensland (Suncorp Stadium)

50 WARATAH SUPER RUGBY POINTS

Reece Robinson v Sharks (King's Park)

200 WARATAH SUPER RUGBY POINTS

Israel Folau v Blues (Allianz Stadium)

700 WARATAH SUPER RUGBY POINTS

Bernard Foley v Chiefs (FMG Stadium)

100 SUPER RUGBY POINTS

Michael Hooper v Rebels (Allianz Stadium) (25 for Brumbies)

INDIVIDUAL ALL-TIME RECORDS SET IN 2017

Dean Mumm 6th most NSW caps (128)
Rob Horne 8th most NSW caps (116)
Sekope Kepu equal 10th most NSW caps (110) with Kurtley Beale
Most NSW caps at Flyhalf: Bernard Foley (76)
Most NSW caps at 2nd row: Dean Mumm (105)
Bernard Foley 2nd most NSW points (735)
Israel Folau 10th most NSW points (225)

Israel Folau 2nd most NSW tries (45)

Rob Horne equal 6th most NSW tries (29) with Lote Tuqiri

Bernard Foley 2nd most NSW conversions (148)

Bernard Foley 3rd most NSW penalty goals (108)

Matt Lucas 168th NSW captain v Suntory Sungoliath (Prince Chichibu Memorial Stadium)

Bernard Foley equal most penalty goals in a match v Queensland (5) with Marty Roebuck (1993) & Kurtley Beale (2011)

Team All-time Records set in 2017

Highest Score v Rebels: 50 (Allianz Stadium)

Highest Score v Australian Opponent: 50 (v Rebels Allianz Stadium)

First-ever match v Suntory Sungoliath (Prince Chichibu Memorial Stadium)

First-ever match v Jaguares (Allianz Stadium)

Biggest ever half-time deficit (6-25) to win a match v Rebels (AAMI Park)

1800 conversions

INDIVIDUAL SUPER RUGBY RECORDS SET IN 2017

Dean Mumm 6th most caps (116)

Rob Horne 7th most caps (115)

Sekope Kepu equal 8th most caps (110) with Kurtley Beale

Most caps at Fullback: Israel Folau (58)

Most caps at Flyhalf: Bernard Foley (75)

Most caps at 2nd row: Dean Mumm (99)

Bernard Foley 2nd most points (735)

Israel Folau 6th most points (225)

Israel Folau most tries (45)

Rob Horne equal 2nd most tries (29) with Lote Tuqiri

Bernard Foley equal 6th most tries (23) with Scott Staniforth

Bernard Foley 2nd most conversions (148)

Bernard Foley 2nd most penalty goals (108)

Most Caps v Rebels: Sekope Kepu (12)

Equal Most Caps v Kings: Israel Folau, Bernard Foley, Michael Hooper, Rob Horne & Paddy Ryan (2)

Most Career Tries v Rebels: Israel Folau (6)

Equal Most Career Tries v Blues: Israel Folau (4) with Daniel Halangahu

Equal Most Career Tries v Crusaders: Taqele Naiyaravoro (3) with Nathan Grey, Mat Rogers, Morgan Turinui, Lachie Turner & Rob Horne

Most Career Penalty Goals v Queensland: Bernard Foley (15)

Most Career Penalty Goals v Force: Bernard Foley (11)

Equal Most Penalty Goals in a Match v Queensland: Bernard Foley (5) with Kurtley Beale (2011)

Most Career Points v Force: Bernard Foley (55)

Most Career Tries by a Forward: Michael Hooper (15)

Most Capped Back: Rob Horne (115)

TEAM SUPER RUGBY RECORDS SET IN 2017

Highest Score v Rebels: 50 (Allianz Stadium)

Highest Score v Australian Opponent: 50 v Rebels (Allianz Stadium)

First-ever match v Jaguares (Allianz Stadium)

Biggest ever half-time deficit (6-25) to win a match v Rebels (AAMI Park)

600 Conversions

4.

NSW WARATAHS

2017 SUPER RUGBY PLAYER APPEARANCE & SCORING STATISTICS

Player	Caps	Run On	Sub	Not Used	T	C	PG	DG	Pts
Cameron Clark	12	10	2		2				10
Jack Dempsey	7	6	1						
Damien Fitzpatrick	9	2	7		1				5
Israel Folau	15	15			9				45
Bernard Foley	10	10			3	31	12		113
Jake Gordon	12	8	4		5				25
Ned Hanigan	12	11	1		3				15
Bryce Hegarty	11	6	5	1	3	1			17
Jed Holloway	10	4	6						
Michael Hooper	15	15			4				20
Rob Horne	13	13			3				15
David Horwitz	14	11	3	1	1				5
Harry Jones				1					
Maclean Jones	1		1	1					
Andrew Kellaway	9	6	3		1				5
Sekope Kepu	14	14			1				5
Tolu Latu	12	12			1				5
David Lolohea	8		8	1					
Matt Lucas	6	1	5						
Mack Mason	2	1	1						
Ryan McCauley	1		1	1					
Dave McDuling	15	4	11		1				5
Dean Mumm	15	14	1		1				5
Taqele Naiyaravoro	12	7	5		4				20
Sam Needs				1					
Nick Phipps	12	6	6		2				10
Hugh Roach	9	1	8		1				5
Tom Robertson	14	14			1				5
Reece Robinson	7	7			1	9	6		41
Paddy Ryan	14	2	12		1				5
Irae Simone	10	4	6						
Will Skelton	11	9	2		2				10
Angus Ta'avao	8		8						
Senio Toleafoa	3	1	2						
Michael Wells	15	11	4		1				5
Penalty Try									



4.

NSW COMMUNITY RUGBY

REPORT

New South Rugby Union community team once again worked collaboratively with Clubs, volunteers and stakeholders to get more people playing rugby across the whole State.

As part of NSW Rugby's "2020 Vision and Picture of Success" community and participation rugby, along with all departments, developed a strategy to focus on the priorities for growing and improving rugby.

The key community pillars included building a world class community structure, building sustainable revenue streams, improving and developing relations with rugby stakeholders, implementing best practice competitions and administration, develop and grow the game as well as improved communication.

Each area within the community team from coach education to referees, development, competitions as well as country, undertook their own planning in an effort to ensure the department's success and good progress was made across the board.

NSWRU's agreed values (respect, accountability, pride and inclusiveness) and behaviours (leadership, united, work hard and integrity) as well as the underlying principle "Interdependence" were instilled in all our staff training, camps, education and touch points with the Community.

The strength of rugby in New South Wales can be highlighted in the strong numbers across the board including:

- Registered regular players **increased 1.6% to 37,987** with Country Juniors, Sydney Premiership and Suburban Rugby, particularly colts, experiencing the best growth. Whilst regular School XVs numbers remained steady at 17,000.
- **18,579 children participated in Game On**, the National five week primary school rugby program the delivery of which is provided by our Development staff and partly funded through the Federal Government and RA. Our challenge here is to ensure more of these students and schools go on and play in our 7s and 15s Gala Days and then register with their local rugby club.
- Our 7s numbers within Schools and sanctioned tournaments was well up with over 19,000 players participating in this format across the year. Fortunately a number of these participants are playing in regular 7s tournaments with female participation in this area experiencing significant growth.

These strong numbers are a testament to the work that has been achieved despite the reduction in funding received throughout 2017. NSWRU were advised at the start of 2017 that due to funding constraints the 2016 National Strategic Grant from Rugby Australia (RA) could not be maintained in 2017. The resulting \$500K deficit meant;

- Closure of the Western Sydney office
- Staff redundancies made in Western Sydney and Country NSW
- Two Country zones to be consolidated into one territory with a single development officer covering both.

While these scenarios were not ideal, without RA's financial support these programs had to be scaled back. It should be noted that these positions were new positions funded with additional RA support in 2016 but could not be continued in 2017.

The funding reductions along with the strategic changes to the whole business, did see a lot of change in a short amount of time for the community department.

Our largest source of income for Community Rugby derives from the NSW Waratahs (\$1.16M) and these monies coupled with the National Participation Fee allows us to provide the necessary administrative and development support around the State.

Despite the changes NSWRU's focus was sharpened and pleasingly Community Rugby met and exceeded all National Participation targets which guaranteed \$1.03M in National Participation Funding from RA, which is most appreciated. This funding allowed NSWRU to put Development Officers into the field.

A key focus for NSWRU is getting the balance right between recruitment focused targets versus retention and developing those already within the system. This remains a key priority across the whole of NSWRU, including working collaboratively with other departments.

KEY SUCCESSES

NORTHERN BEACHES HUB. The establishment of a Northern Beaches Hub to assist with the focus of Development activities in their area. Combining representatives from premiership, junior, women, suburban, schools and golden oldies into a single meeting discussing rugby activities, problems and initiatives within their region.

GOVERNANCE GRANT. NSWRU successfully applied for and received a Governance grant from the NSW State Government, to assist in the strategic planning, constitutional reform and volunteer training across affiliates and sub-unions.

UNDERSTANDING OUR COMMUNITY. We surveyed all current and non-returning players to ascertain benchmark data and undertook weekly analysis of registration rates and trends which was presented to development staff, zones, clubs and sub-unions in an effort to better understand our participants.

RUGBYLINK. The transition of all SJRU onto RugbyLink and the shift to per person on-line payments for a number of affiliates has allowed NSWRU to better streamline our processes.

SAFETY. A emphasis on working with RA on a number of new safety initiatives through involvement on the National Safety and Welfare Committees particularly around Size for Age and Blue Card Concussion policy.

GAMEON. Increased effort to better connect GameOn activities into regular rugby participants. Some improvement was made in this area however more work to be done to ensure that GameOn leads to participants in a gala day and ultimately registration at a local club.

DEVELOPMENT OFFICERS. Attendances by development staff at Junior Club Committee meetings in the off-season to assist with recruitment, retention, coach education ideas and offerings.

GAME DAY APP. Subbies developed a Game Day APP for Team managers allowing them to enter team sheets, statistics and scores live and in turn then provide real time scoring and to the general public anywhere anytime. This technology was also used across the Premiership and Women's rugby competitions improving the capacity of clubs and communication and accessibility of results.

NEW COMPETITIONS. Several new competitions kicked off including girls and women's 7s, additional Sydney Colts competitions and Friday night youth competitions in regional areas.

WARATAH CLUB LEGENDS PROGRAM. The Waratah Club legends program aimed at recognising and rewarding volunteers who in turn provide great support to NSW RU.

REBRAND. The rebranding of all affiliates which included the representative team uniforms incorporating the new logo that fits in with the overall business rebrand of NSW Schools, NSW Suburban, NSW Juniors, NSW Country, NSW Women and NSW 7s

AWARDS NIGHT. Combined Waratah and NSW RU awards night which saw Community awards and Waratah awards presented on the same night. It allowed both the community arm of rugby and our elite to celebrate the game we all love.

FEMALE RUGBY PARTICIPATION. An increase in female opportunities and participation at 7s level for girls and women, girls representative teams, the new NSW NRC competition, AON 7s Series through two teams in NSW and the announcement last in December of a five team Super W competition.

PATHWAYS PROGRAMS. Our Pathway programs allows players and volunteers to participate at a higher level. For the first time in many years a NSW 16s team was selected to participate in a reformatted 16s Nationals Tournament. Unfortunately our team lost the final to QLD. In the U15s Junior Gold Cup, the Sydney Rays were winners of the Southern Conference however also lost the final to QLD.

NSW Schoolboys were unable to emulate 2016's winning form and finished the carnival in third position. However, our representation at National school boy level increased despite the team's performance.

Our Women and Boys 7s teams won their respective National Titles in Brisbane and Bendigo respectively and our Girls were runners-up. Congratulations to Sydney Women that took out the National Women's XVs championships without having a point scored against them. Thank you to the countless volunteer coaches, managers and support staff that often undertake these representative team duties in addition to their own club commitments.

TRYTONS. In its fifth year our Trytons special needs rugby program continued with two centres - Maroubra and Killara. This inclusive program provides the opportunity for children to play rugby that may not otherwise be able to participate.

FREE TAHS MEMBERSHIP FOR JUNIORS. In an effort to improve community engagement at a Junior level NSW RU continued our free junior membership offer, Waratah player Blitz at all Sydney Junior Clubs, player appearances at holiday camps, junior march involving 4,000 players prior to the Waratahs versus Blues game, on-field Waratah match day activities aimed at junior clubs around the state, a new trial of Waratah skype visits into Country schools and with the assistance of SJRU over 20 clubs were involved in the Waratah Way Coach Education program at their club.

OPERATIONS

As part of the restructure, former Country Executive Officer Terry Woodward (who served in the role for 15 years) took on a role in the Waratahs Team Department and was replaced by Stephen O'Brien whose purview increased to also oversee our Regional Development staff. I would like to thank Terry for his passionate support of Country rugby. I want to also thank my Community Leadership Team of Stephen, Matt Evrard (Coach Education & Pathway), Tim Richards (Competitions), Owain Roberts (Metro Development), Michael Doyle (Referees) and particularly Andrew Hill (Development) for their support during 2017.

The NSWRU Board and Executive took the option to introduce a State levy, which is charged by all other States, rather than reducing development staffing and services. As such, a \$12 per person fee was introduced in the off-season with every cent received in 2018 to be allocated back to Community rugby. CEO of NSWRU Andrew Hore and I attended affiliate AGMs and Board meetings to outline the rationale for the fee, which essentially allows NSWRU to offer the same level of service across the state. More recently a Government Relations and Foundation staff members have been added to the team for the first time in an effort to introduce alternative revenue streams and to reduce the reliance on funding grants.

Coach education and development will be one of our key areas moving forward and good progress was made in 2017. A weekly junior coaching plan was circulated via email to all current Smartrugby coaches. Coach Education courses eclipsed last year's numbers with a good spread of courses state wide that were well attended.

The Waratah Way (42 in 2017 versus 22 in 2016)

Coaching Kids Rugby (15 v 19)

Foundation/Level 1 (29 v 19)

Developing Coach/ Level 2 (6 v 2)

Emerging Coach (1 v 1)

Pleasingly the Assistant Referee course switched to online making it more accessible and appealing than a face to face course and provides more grass-roots "touch judges" available for matches. In addition, Refereeing Kids Rugby as well as Level 1 and Level 2 Referee and Referee Coach courses were held around the state attended by 415 people. Most referees volunteer their time each weekend to ensure games are played in the best possible manner. Their attendances at referee education nights and training is appreciated. Thank you to all our referees for their invaluable support of the game.

In 2018 we look forward to the Active Kids Voucher, the adoption of Size for Age, an evolving Results App across all Unions, Super W, Positive Rugby Foundation and increased funding support from RA to Community Rugby.

I would like to thank Rugby Australia as well as those affiliate and sub-affiliate chairs and Boards whom I work closely with and enjoy good relations. To all our Community Rugby department staff thank you for your commitment over and above what is expected, your efforts in the field and behind the scenes do not go unnoticed and are most appreciated. To Andrew Hore and the Board thank you for your wise counsel and unwavering support of Community Rugby. To our volunteers whose jobs are many and varied and without whom we would have no game thank you for your contributions and look forward to your continued support of the game at all levels.

MARK GREEN

General Manager, Community & Participation



5. NSW PREMIERSHIP RUGBY (SHUTE SHIELD)

REPORT

Sydney Rugby Union (SRU) had a very successful season throughout 2017 with many major highlights.

The Final Series in 2017 delivered record crowds and gate income. It also culminated in an outstanding grand final day at the iconic North Sydney Oval. Congratulations to all finalists and Premiers, in particular the Warringah Rats who were brilliantly led by President Phil Parsons and coach Darren Coleman.

In the television coverage it was another strong year for the Shute Shield across the free-to-air network of Seven. The SRU have a strengthening and highly collaborative partnership with Nick Fordham and John Murray from CRTV and Channel 7, with all parties looking at further innovations in the 2018 season.

The SRU is committed to increasing rugby participation across the women's game, looking at collaborative approaches that may include more women's XV games played under floodlights at 5pm, or more women's 7s games played before the main game at 2.30pm.

A greater focus on trying to take games back to rural and regional New South Wales was also a key discussion point throughout 2017. This is where so many players come from, and the SRU believe it is incumbent on the Sydney rugby community to build strong ties with NSW country rugby.

The strength of the Sydney club competition remains the envy of Australian rugby and the SRU are committed to further growing and evolving the competition every year. The aim is for all clubs to be stronger, financially independent as well as reflect their local communities better. In so doing, Sydney Rugby Union strongly believe that each club will be the recipient of greater support through the gate, across the season.

Sydney Rugby Union would like to thank all directors and co-optees who worked so hard in making the season a success, as well as the staff at NSW Rugby Union (NSWRU) for their efforts throughout the season.

Off the field, the SRU were pleased to introduce a formal Ken Catchpole Medal dinner, season launch at Charter Hall as well as an end of season dinner for Presidents and sponsors, Fuseport application, Sydney Rugby Union website and of course the marquee on Grand Final day.

The Ken Catchpole Dinner this year returned to the original format of a dinner and was held at the Boulevard Hotel. This dinner was a prestigious occasion to recognise the various award winners voted by the Shute Shield Clubs and in the case of the Ken Catchpole Medal by the referees during the season:

Ken Catchpole Medal: Tayler Adams (West Harbour)
Coach of the Year: Darren Coleman (Warringah)
Dick Byres Referee of the Year: Matt Kellahan
Rookie of the Year: Kevin Fuavao (Manly)
Congratulations to all the worthy winners and to all those nominated.

Sydney Rugby Union are looking onwards and upwards for a successful and enjoyable 2018.



GRADE RESULTS

GRADE GRAND FINALS

26TH AUGUST 2017	NORTH SYDNEY OVAL
Shute Shield	Warringah 30 v Northern Sub 25
Colin Caird	Eastwood* 14 v Sydney Uni 51
JR Henderson	Manly 17 v Warringah 41
Henderson	Sydney Uni *17 v Norths 14

GRADE SEMI FINALS

19TH AUGUST 2017	PITTWATER RUGBY PARK
Shute Shield	Warringah 27 v Manly* 17
Colin Caird	Sydney Uni 45 v Manly 14
JR Henderson	Warringah 25 v Sydney Uni 10
Henderson	Sydney Uni 9 v Gordon 6
20th August 2017	North Sydney Oval
Shute Shield	Norths 42 v Eastwood 32
Colin Caird	Eastwood 23 v Souths 18
JR Henderson	Eastwood* 5 v Manly 20
Henderson	Norths 18 v Eastwood 8

Grade Qualifying Finals

12TH AUGUST 2017	MANLY OVAL
Shute Shield	Manly 34 v Eastwood 40
Colin Caird	Manly 39 v Souths 38
JR Henderson	Eastwood 29 v Randwick 29
Henderson	Sydney Uni 21 v Randwick 12
12th August 2017	Pittwater Rugby Park
Shute Shield	Warringah 49 v Randwick 13
Colin Caird	Sydney Uni 28 v Warringah 15
JR Henderson	Warringah 17 v Gordon 7
Henderson	Norths 28 v Warringah 20
13th August 2017	Forshaw Rugby Park
Shute Shield	Southern Dist 18 v Norths 47
Colin Caird	Eastwood 23 v Randwick 17
JR Henderson	Sydney Uni 20 v Manly 18
Henderson	Eastwood 12 v Gordon 8

* denotes minor premiers

COLT RESULTS

Colts Grand Finals

27th August 2017	CONCORD OVAL
W. McMahon	Sydney Uni* 63 v Eastern Sub 15
Shell	Sydney Uni 27 v Eastern Sub 10
Bill Simpson	Sydney Uni* 12 v Randwick 29

COLTS SEMI FINALS

19TH AUGUST 2017	FORSHAW RUGBY PARK
W. McMahon	Sydney Uni 48 v Eastwood 5
Shell	Eastern Sub 24 v Northern Sub 13
Bill Simpson	Sydney Uni 34 v Eastern Sub 7
20th August 2017	Chatswood Oval
W. McMahon	Randwick 24 v Eastern Sub 44
Shell	Randwick* 20 v Sydney Uni 22
Bill Simpson	Eastwood 14 v Randwick 36

COLTS QUALIFYING FINALS

12th August 2017	CHATSWOOD OVAL
W. McMahon	Sydney Uni 50 v Warringah 12
W. McMahon	Randwick 61 v Souths 28
Shell	Randwick 33 v Gordon 7
Bill Simpson	Sydney Uni 41 v Parramatta 5
Bill Simpson	Randwick 12 v Eastern Sub 12
13th August 2017	Chatswood Oval
W. McMahon	Eastwood 25 v Easts 42
Shell	Sydney Uni 24 v Northern Sub 27
Shell	Eastern Sub 38 v Southern Dist 13
Bill Simpson	Eastwood 20 v Warringah 15

* denotes minor premiers

GRADE STANDINGS

SHUTE SHIELD - FIRST GRADE

TEAM	P	W	D	L	F	A	BP	PTS
Manly	18	14	1	3	703	455	16	74
Southern Dist	18	13	0	5	722	473	14	66
Warringah	18	11	2	5	602	389	17	65
Randwick	18	11	2	5	637	414	16	64
Northern Sub	18	10	0	8	656	439	20	60
Eastwood	18	10	1	7	597	453	13	55
Sydney Uni	18	10	1	7	624	527	13	55
West Harbour	18	10	0	8	591	629	14	54
Eastern Sub	18	6	1	11	527	516	13	39
Gordon	18	6	0	12	525	712	15	39
Parramatta	18	3	0	15	369	855	9	21
Penrith	18	0	0	18	321	1012	10	10

COLIN CAIRD SHIELD - SECOND GRADE

TEAM	P	W	D	L	F	A	BP	PTS
Eastwood	18	13	1	4	670	406	14	68
Sydney Uni	18	12	1	5	761	417	15	65
Manly	18	12	0	6	672	407	16	64
Southern Dist	18	11	1	6	673	369	14	60
Warringah	18	11	1	6	549	268	13	59
Randwick	18	11	1	6	640	413	11	57
Northern Sub	18	10	1	7	504	440	14	56
Eastern Sub	18	10	0	8	595	380	11	51
Gordon	18	8	0	10	463	558	8	40
West Harbour	18	5	0	13	432	671	7	27
Parramatta	18	2	0	16	421	811	9	17
Penrith	18	0	0	18	126	1366	1	1

J.R. HENDERSON SHIELD - THIRD GRADE

TEAM	P	W	D	L	F	A	BP	PTS
Eastwood	18	14	1	3	541	252	16	74
Warringah	18	14	1	3	500	253	15	73
Sydney Uni	18	13	1	4	572	305	12	66
Manly	18	12	0	6	502	310	14	62
Gordon	18	12	0	6	446	360	14	62
Randwick	18	11	1	6	557	346	16	62
Northern Sub	18	10	0	8	440	311	10	50
Eastern Sub	18	7	0	11	415	387	11	39
Southern Dist	18	6	0	12	363	528	7	31
West Harbour	18	4	0	14	316	554	8	24
Parramatta	18	3	0	15	247	789	4	16
Penrith	18	0	0	18	0	504	0	0

HENDERSON CUP - FOURTH GRADE

TEAM	P	W	D	L	F	A	BP	PTS
Sydney Uni	18	16	0	2	560	208	14	78
Northern Suburbs	18	15	2	1	510	210	8	72
Eastwood	18	12	1	5	565	188	15	65
Gordon	18	12	0	6	418	310	13	61
Warringah	18	10	2	6	352	211	13	57
Randwick	18	10	1	7	391	334	11	53
Manly	18	9	0	9	356	344	10	46
West Harbour	18	7	0	11	268	302	9	37
Southern Districts	18	5	1	12	248	439	5	27
Parramatta	18	5	0	13	271	614	6	26
Eastern Suburbs	18	3	1	14	191	466	5	19
Penrith	18	0	0	18	0	504	0	0

SYDNEY RUGBY UNION STANDINGS

W.MCMAHON MEMORIAL SHIELD - COLTS 1

TEAM	P	W	D	L	F	A	BP	PTS
Sydney Uni	18	18	0	0	860	241	16	88
Randwick	18	15	0	3	756	342	15	75
Eastwood	18	11	1	6	695	423	15	61
Eastern Sub	18	11	0	7	582	409	17	61
Southern Dist	18	10	1	7	604	433	15	57
Warringah	18	9	1	8	550	503	17	55
Manly	18	9	1	8	491	414	14	52
Northern Sub	18	9	0	9	440	451	8	44
Gordon	18	6	0	12	394	528	9	33
Parramatta	18	5	1	12	494	623	10	32
West Harbour	18	2	1	15	322	934	3	13
Penrith	18	0	0	18	159	1046	1	1

SHELL TROPHY - COLTS 2

TEAM	P	W	D	L	F	A	BP	PTS
Randwick	18	17	0	1	945	212	15	83
Eastern Sub	18	16	0	2	671	236	16	80
Sydney Uni	18	15	0	3	707	212	16	76
Northern Sub	18	14	0	4	619	317	16	72
Southern Dist	18	11	0	7	549	462	15	59
Gordon	18	9	0	9	429	474	11	47
Warringah	18	8	0	10	428	516	8	40
Eastwood	18	7	0	11	537	453	16	39
Manly	18	3	0	15	297	687	9	21
West Harbour	18	3	0	15	249	833	4	16
Penrith	18	3	0	15	180	791	4	16
Parramatta	18	2	0	16	301	719	6	14

BILL SIMPSON SHIELD - COLTS 3

TEAM	P	W	D	L	F	A	BP	PTS
Sydney Uni	18	16	0	2	587	197	15	79
Eastwood	18	13	0	5	551	249	13	65
Randwick	18	16	0	2	787	180	16	60
Eastern Sub	18	12	0	6	395	273	8	56
Warringah	18	10	1	7	441	388	14	56
Parramatta	18	11	0	7	374	365	10	54
Manly	18	7	0	11	274	515	10	36
Gordon	18	6	0	12	291	368	12	36
Northern Sub	18	6	1	11	341	480	9	35
Southern Dist	18	6	0	12	359	471	8	32
West Harbour	18	4	0	14	223	633	6	22
Penrith	18	0	0	18	0	504	9	14

**GREGOR GEORGE CUP
CLUB CHAMPIONSHIP**

Sydney University	2901
Randwick	2757
Eastwood	2612
Warringah	2602
Manly	2563
Northern Suburbs	2436
Southern Districts	2316
Eastern Suburbs	1982
Gordon Rugby	1870
West Harbour	1464
Parramatta Rugby	977
Penrith Rugby	212

**ERIC SPILSTED SHIELD COLTS
CLUB CHAMPIONSHIP**

Sydney University Colts	914
Randwick Colts	919
Eastern Suburbs Colts	718
Eastwood Colts	613
Souther Districts Colts	583
Warringah Colts	562
Northern Suburbs Colts	550
Manly Colts	447
Gordon Rugby Colts	411
Parramatta Colts	342
West Harbour Colts	170
Penrith Rugby Colts	54

6.

NSW SUBURBAN RUGBY

REPORT

The 2017 season saw NSW Suburban Rugby Union (Subbies) partner with 'Fusesport' to pioneer new competition management portal with the development of a match results application (APP). This APP has proved to be a huge advantage for administrators and supporters, with other competitions now looking to access the APP to aid their operation. The dedication and huge support from the team at Fuseport has allowed this new technology to be implemented to wide acclaim in its first year along with the tremendous support from all volunteers who embraced the new technology and helped in its adoption.

Unlike many organised sports, Subbies continues to see a solid growth in player and team numbers. The number of competitions offered in Subbies has increased and Suburban Rugby Union would like to thank those clubs participating in the Sutherland, Noice and Radford Cups in particular.

The 2017 season saw a huge resurgence in Colts numbers, with Colts teams increasing from 19 to 30. Congratulations to all the clubs who entered teams in this important age group – particularly all the Division Three clubs fielding Colts for the first time. Petersham, Lindfield, Redfield Old Boys and Colleagues were the eventual premiers in the four Colts competitions, with Lindfield Colts the only undefeated team in 2017, winning 16 games straight.

Petersham took out the Bruce Graham Shield for Division One Club Champions for the first time in their long history. Petersham also took out the Cowboy Cup (Inter-divisional Club Champions) as well as the Kentwell and Barbour Cups – capping off the year by being named the Suburban Club of the Year for 2017.

Celebrating their 125th anniversary, Hunters Hill took out the Blunt Cup premiership and a Division Two club championship. The historic club returns to our Premier division in 2018 following their well-deserved recognition by NSWRU as their Club of the Year.

Epping won the Keith Harris Shield for Division Three Club Champions as well as the Clark Cup, which now see them enter Division Two in 2018. Epping's Rob Kealy was recognised as the Suburban Rugby Coach of the Year, after guiding his team to the Clark Cup, dropping only one game along the way.

A resurgent Canterbury took out the Herlihy Shield for Division Four Club Champions and in a remarkable achievement made the grand final in all three grades, finishing the season with the prestigious McLean Cup. Canterbury set the stage for the finals matches and are to be congratulated for hosting the events.

In 2017 the Jeffrey Cup in Division Five was taken out by Menai. Suburban Rugby Union would like to recognise the five clubs; Alexandria Dukes, Chatswood, Lane Cove, Maccabi and the Sydney Convicts, who took the step up and competed in both the Jeffery and Noice grades within this division.

In Division Six, Merrylands piped Manly Savers to secure the Meldrum Cup for 2017 to Greg Cummings and Laura Sturrock and their management team for their brilliant leadership. Merrylands are now a well-run, efficient club, and deserving winners of the Division Six Club of the Year.

In the annual Subbies 7s competition saw 16 teams entered and ready to take to the field in March, but due to adverse weather conditions, the competitions were washed out unable to be rescheduled.

The Subbies representative team had a condensed season, only playing the one match against NSW Country Cockatoos, who proved to be too tough and were a class outfit. Suburban Rugby Union thank all the selected players and coaches, clubs and coaches who nominated players, and also the 58 players who trialled. Special mention to Drummoyne's Tiger Parker, winner of the inaugural Dan Moore Medal for Representative Player of the Year.

Almost 200 people attended the annual presentation night which saw Drummoyne's Chris Sefo awarded the Kentwell Medal. Rob Sinclair was a popular winner of the Peter Kelly Medal for service to Rugby. Rob's involvement with Lane Cove and Subbies goes back 60 years as a premiership winning player, referee, judiciary member and administrator. More recently, Rob has been instrumental in the success of the Radford Cup Colts competition.

The Union will report a financial surplus for 2017 and record members' equity at a near all-time high, the first operating surplus since 2010.

Suburban Rugby Union are pleased and thankful for the generous sponsors that help cover costs, in particularly The Rugby Club Foundation. The strong association with the Rugby Club Foundation, a great Sydney rugby institution, and we hope that our fans and supporters consider becoming a member of the Rugby Club.

Recognition must also be paid to partners AGL and long-term sponsors Coca-Cola (23 years), Fusesport (21 years), Gilbert (21 years), Leuko/Elastoplast (19 years), Icons of Sport (13 years) and Unified Security for their ongoing association with the Union.

Congratulations to Graeme Kennan who was honoured with life membership at the AGM. Graeme is well known within Subbies having been an active member of the St Ives Committee since the 1970s and has been ground marshalling Subbies finals series games since 1984. The Union was delighted to present all living Life Members with honour caps at this year's Kentwell Cup Grand Final.

Special thank you to all volunteers on the Integrity, Judiciary and Appeals panels. The Judiciary was unfortunately busier this year, with send-offs up markedly. The website will be updated regularly with initiatives to be implemented to combat this and the Union will be working to have coaches involved in a bigger role in a bid to stamp out ill-discipline.

The Union welcomed Angus Bruxner to the Board in 2017. Angus' experience as a rugby administrator and passion for grass-roots rugby has been advantageous for the Union. Thank you to all Board members for their service over and above their own club commitments.

Suburban Rugby Union would also like to thank out-going Board members Jack Shute, Phil Richardson, Danny Hinton and Paul Timmins who dedicated much of their time in support of growing rugby. All four of these gentlemen have given great service to our Union and our game.

During 2017 Tim Richards took over as Executive Director, Suburban Rugby Union, taking over from Mark Green. Suburban Rugby Union would like to take this opportunity to thank Mark for not only his work with Suburban Rugby over the last 20 years, but also for his continued assistance in his new role as General Manager of NSW Community Rugby.

Suburban Rugby Union would like to thank all our staff; Matt Kellahan, Premiership Competition Manager and our Administration Assistant Beth Ward who recently stepped down from their roles. Also Kerry Brady and Susan Stenning who continue their incredible work managing the demanding Sydney Junior competition.

In closing, thank you to all club administrators, volunteers, coaches, managers and players for the great effort during 2017. Suburban Rugby Union appreciates the support and looks forward to doing it all again bigger and better in 2018.

DIVISION 1

Grand Finals

Kentwell	Petersham* 38 bt Drummoyne 30
Burke	Waverley* 34 bt Petersham 15
Barbour	Petersham* 20 bt Mosman 14
Whiddon	Drummoyne 13 bt Petersham 7
Judd	Knox 13 bt Mosman* 11
Sutherland	Mosman* 18 bt Colleagues 0

DIVISION 2

Grand Finals

Barraclough	HAC 15 bt Hunters Hill* 13
Stockdale	Beecroft* 26 bt Lindfield 22
Robertson	Lindfield* 18 bt UNSW 17
Blunt	Hunters Hill* 31 bt Hills 10
Richardson	Hills 26 bt Forest* 18

DIVISION 3

Grand Finals

Clark	Epping* 33 bt Barker OBs 12
Farrant	Old Ignatians* 17 bt Newport 10
Nicholson	Redfield OBs* 24 bt Old Ignatians 17
Campbell	Newport 22 bt Epping* 14

DIVISION 4

Grand Finals

McLean

Canterbury 19 bt Blacktown* 12

Grose

Sydney Irish* 13 bt Canterbury 12

Walker

Oatley* 24 bt Canterbury 17

DIVISION 5

Grand Final

Jeffrey

Menai* 31 bt Maccabi 12

Noice

Lane Cove 26 bt Alex Dukes* 21

DIVISION 6

Grand Final

Meldrum

Merrylands 33 bt Manly Savers* 27

Grand Final

Halligan

Colleagues* 31 bt Mosman 7

7.

NSW COUNTRY RUGBY UNION

REPORT

Another year and another season passes with NSW Country Rugby Union maintaining our strong position in the NSW country sporting landscape.

It doesn't happen by accident with a lot of hard work from dedicated people across the zones sees with more than 17,000 players participating in rugby. The army of volunteers that make this happen is outstanding and their efforts are a major asset.

Newcastle Hunter returned to the winner's circle in the flagship event, the NSW Country Rugby Union Championships held in Port Macquarie. In the Colts, Central Coast had an amazing Championships taking out their maiden title with the inaugural women's 7's competition title going to Central West. Mid North Coast zone and the Port Macquarie club held a magnificent event, and it was great to see Mid North Coast win their maiden Country Championships trophy.

In 2018 the NSW Country Rugby Union Championships moves to Warren as plans continue to finalise the current sharing of the Championships in every zone. There continues to be a very broad level of commitment and excitement to the Country Championships with the Board looking to grow this important piece of the NSW Country Rugby Union landscape.

On the field the Country Cockatoos came very close to winning their three key games, only just going down to Queensland Country in the dying seconds of the game in Newcastle. Great wins over NSW Subbies and Brumbies Provincial preceded this game, and the style of rugby being played was certainly of a high standard.

In the Colts this year NSW Country Rugby Union looked to align with the Cockatoos where possible, and it was pleasing to see sharing of team culture between the Cockatoos to the Colts. A new generation of rugby ambassadors and leaders are coming through the ranks to keep the game and traditions alive.

The Country Corellas had a positive development year and while the results did not go their way throughout the Southern States Championships and National Championships, the team still managed to claw their way into the plate final. The Corellas narrowly lost the plate final but were delighted when team mate Katrina Barker was selected into the Wallaroos squad.

Congratulations also to Paul Verrell (Coach) and Amanda Ferguson (Manager) on their Wallaroo appointments.

In 2017 important steps were taken to continue to grow the connection with the NSW Country Eagles. Terry Woodward took on a role as Match Day Manager for the National Rugby Championship (NRC) which helped continue to lift the professionalism in presenting these games and it was great to see George Connaughton contributing his expertise as well. The NRC is a great style of fast, physical and open rugby which is a delight to watch.

Thank you to the NSW Country Rugby Union Board for their continued hard work and dedication. Additionally, we'd like to acknowledge outgoing Board member Peter Veenstra for his contribution and support.

In 2017 Stephen O'Brien took on the role of Executive Officer, handed over by Terry Woodward. He has ensured all the administration tasks run smoothly and NSW Country Rugby Union appreciate all his efforts.

NSW Country Rugby Union look forward to kicking off a big 2018, hoping to remain at the forefront of Rugby in NSW.

STANDINGS & RESULTS

CENTRAL COAST

1 ST GRADE	2 ND GRADE
Grand Final Terrigal 39 – Ourimbah 11	Grand Final Terrigal 25 – Ourimbah 10
PRESIDENTS CUP	COLTS
Grand Final Ourimbah 22 – Gosford 10	Grand Final Avoca Beach 18 – Karingong 3

CENTRAL NORTH

1 ST GRADE	2 ND GRADE
Grand Final Pirates 40 – Walcha 39	Grand Final Moree 22 – Narrabri 18
UNDER 17'S	COLTS
Grand Final Moree 39 – Tamworth 15	Grand Final Pirates 36 – Moree 19

CENTRAL WEST

1 ST GRADE	2 ND GRADE
Grand Final Forbes 28 – Orange Emus 20	Grand Final Orange Emus 20 – Bathurst 16
3 RD GRADE	COLTS
Grand Final Orange City 25 – Bathurst 3	Grand Final Bathurst 12 – Orange City 11
WOMENS COMPETITION	SOUTHERN DIVISION
Grand Final Bathurst 15 – Cowra 5	Grand Final Blayney 47 – Temora 8
NORTHERN DIVISION	
Grand Final Narromine 31 – Molong 10	

FAR NORTH COAST

1ST GRADE

Grand Final
Wollongbar 39 – Ballina 29

2ND GRADE

Grand Final
Ballina 18 – Mullumbimby 17

PRESIDENT CUP

Grand Final
Evans River 19 – Yamba 10

ILLAWARRA

1ST GRADE

Grand Final
Avondale 27 – Vikings 12

2ND GRADE

Grand Final
Bowral 35 – Vikings 10

3RD GRADE

Grand Final
Shoalhaven 24 – Vikings 0

MID NORTH COAST

1st Grade

Grand-Final
Southern Cross UNI 36 – Hastings Valley 35

2nd Grade

Grand-Final
Hastings Valley 41 – Grafton 0

Under 18's

Grand-Final
Southern Cross UNI 24 – Coffs Harbour 5

Under 16's

Grand-Final
Southern Cross UNI 33 – Hastings Valley 0

UNDER 14'S

Grand-Final
Southern Cross UNI 26 – Kempsey 13

Women's

Grand-Final
Port Macquarie 15 – Wauchope 0

LOWER MID NORTH COAST COMPETITION

1ST GRADE

LMNC Grand Final:
Wallamba 15 – Forster/ Tuncurry 14

NEWCASTLE HUNTER

1ST GRADE

Grand Final
Hamilton 45 – Wanderers 12

2ND GRADE

Grand Final
Merewether Carlton 20 – Wanderers 19

3RD GRADE

Grand Final
Wanderers 20 – Maitland 8

COLTS

Grand Final
Wanderers 28 – Maitland 3

4TH GRADE

Grand Final
Merewether Carlton – Maitland 7

3rd place playoff
Southern Beaches 31 – Hamilton 0

DIVISIONAL

Grand Final
Easts (1) 17 – Muswellbrook 6

NEW ENGLAND

1ST GRADE

Grand Final
St Alberts College 37 - Robb College 29

2ND GRADE

Grand Final
St Alberts College 48 - Armidale 15

3RD GRADE

Grand Final
Armidale Blues 28 - St Alberts College 3

WOMENS 7'S

Grand Final
Robb College Girls 7's 24 - Barbets 7's 17
Barbets 7's 36 - Robb College Girls 7's 19

Overall Winner: Barbets 53 - Robb College Girls 43

WESTERN PLAINS

1ST GRADE

Grand Final
Walgett 22 – Warren 20

2ND GRADE

Grand Final
Nyngan 31 – Walgett 27

8.

NSW WOMENS RUGBY

REPORT

In a landmark year for women's rugby in New South Wales, the NSWRU introduced the NRC Women's XVs competition, providing further representative opportunities for women's.

NSW teams of Greater Sydney Rams, Sydney Rays and Country Eagles all fielded strong teams to contest the inaugural Chikarovski Cup as part of the NRC, with the Sydney Rays taking out the maiden title in a thrilling competition.

The explosion of 7s rugby has particularly been felt across the female ranks, with the showcase event at Boronia Park in Hunters Hill, demonstrating this with the 'Festival of Women's Rugby'.

The Jack Scott Cup (XVs) Grand Final between Warringah and Sydney University delivered a high quality game, going down to the wire with Warringah prevailing 21-17. Following the Grand Final, the Sydney Junior Sizzling 7s with more than 500 girls playing rugby participating across the day. On the day it was Pride that won the Sydney 7s – congratulations on a well played match.

The Country Championships were held in Forster in March with Hunter successfully defending their title in a closely fought match. In preparation for the nationals, the Country Corellas also attended the Southern States Championships in Wagga Wagga, walking away with a one win and one loss.

Sydney again performed well at the XVs Nationals going through the tournament undefeated and recording their fourth successive Championship title. While the Country team performed admirably at the XV's Nationals, qualifying for the Plate Final but going down in extra time.

On the international stage, New South Wales was well represented in the Australian teams for both the New Zealand Tests as well as the World Cup in Ireland. NSW players representing Australia included Grace Hamilton, Evelyn Horomia, Ash Hewson, Emily Robinson, Kayla Sauvao, Alex Salusi (Sydney), Katrina Barker (Country) as well as two Country stalwarts in Wallaroos Coach Paul Verrell and Manager Amanda Ferguson. The dedication and passion on display from each of these players makes them true ambassadors for rugby.

New South Wales had two senior women's and youth 7s team attend the Nationals held in Bendigo and Brisbane at the end 2017. NSW won back-to-back Women's Championships defeating QLD 24-5 in the final, while the youth 7s had a disappointing finish going down to Queensland in the final.

As the year drew to a close Rugby Australia announced the introduction of a Super Women's XV competition for 2018. This is an exciting time for Women's rugby in Australia and New South Wales Rugby is pleased to continue to help grow and promote the game.



9.

NSW JUNIOR RUGBY UNION

REPORT

NSW Juniors continues to provide competitions and pathways to representative rugby for over 20,000 junior club players across the State. Both Sydney Junior Rugby Union (SJRU) and Country Junior Rugby Union (CJRU) ran very healthy club competitions across the age groups with the mini rugby programs offering a fantastic introduction to the game for the youngest players.

The highlight of the calendar was the NSWJRU State Championships which in 2017 was also the wettest weekend of the year. This created some last minute logistical challenges for the various organisers to ensure all the teams were able to get onto the park and compete. Unfortunately, the weather was beyond control and many of the back-up venues were washed out before the primary venues, making the job just that little bit harder. In the end all the State Championships were run and won, and NSW Junior Rugby Union would like to thank all those involved. Valuable lessons were learnt under these conditions that can improve upon for future tournaments.

NSW Junior Rugby Union would like to thank all State Championship hosts and their wonderful volunteers who without, these events would not be possible.

The host venues, number of district/zone teams competing and eventual aged champions for 2017 were:

U10's – North Narrabeen Reserve, Narrabeen – 24 teams

U11's – Koola Park, Lindfield – 26 teams

U12's – Camden Rugby Park, Camden & Tudor House, Moss Vale & Koola Park, Lindfield – 18 teams. Winners - Parramatta

U13's – The Ridge, Menai – 17 teams. Winners - Penrith

U14's – Endeavour Park, Orange – 15 teams. Winners - Eastwood

U15's – North Narrabeen No. 4 & Lake Park, Narrabeen – 12 teams. Winners - Eastwood

U16's – Kierle Park, Manly – 12 teams. Winners - Eastern Suburbs

U17's – Wakehurst Rugby Park, Wakehurst - 8 teams. Winners – Hunter.

The representative calendar continued into the NSW Regionals which were again hosted by Hunters Hill at Boronia Park. CJRU sent teams in the U15's and SJRU provided teams from their four zones in both the U15 and U16's. Adding to the mix was the SJRU and CJRU U14's both playing in showpiece games intertwined into the carnival. This carnival continues to be enjoyed by all involved with high quality rugby and further selection opportunities adding to the excitement. MNZ won both the U15 and U16 competitions – but the real prize for MNZ was the selection into the Sydney and Country teams.

CJRU and SJRU U16's was also selected and competed in the NSW Invitational at Narrabeen. This was a selection trial for the two NSW teams that would compete in the U16's Nationals at the Southport School on the Gold Coast in late September. NSW Junior Rugby Union had a number of players were selected into the two NSW teams and with players also going on to be named in the Australian U16. This type of selection is a great validation of the junior club pathway and NSW Junior Rugby Union would like to congratulate all of the participants in this year's season, as well as those selected.

The annual City vs Country games were hosted in Bathurst by the Bathurst Bulldogs. 2017 there was the added bonus of the inaugural U17's Girls City vs Country, which was a great addition to this traditional fixture. The winners and scores this year were:

U14's (Tim Gavin Cup / Dave McCormack Shield) SJRU 36 defeated CJRU 10

U15's (Steve Tuynman Cup) SJRU 40 defeated CJRU 7

U16's (Ella Cup) SJRU 19 defeated CJRU 12

U17's (Michael Brial Cup) CJRU 35 defeated SJRU 32

U17's Girls (yet to be named Cup) CJRU 27 defeated SJRU 15.

For NSW Junior Rugby Union, one of the real positive and progressive steps made in the past few seasons has been in development of the club pathway in the U18's age group. It is an area that has been overlooked in recent times and the pathway has not been clear for players who want to follow a rugby pathway to higher honours.

The CJRU and SJRU U18's teams contested a three-way competition with the ACT Schools U18's – congratulations to the Sydney team taking the line honours. Proceeding this competition both teams moved on to play the GPS Representative teams (Blue and White) and in its third year the NSW Country side gained club rugby's first victory defeating AAGPS White 33-5. The Sydney U18's went down valiantly to AAGPS Blue by 38-24.

The NSW Junior Rugby Union U18's team was selected to compete against the Victorian Schools U18's and although the team only had one day of preparations, they overcame a slow start to power home and win the second half. The final score of 39-19 didn't reflect the quality of the game. A number of the players were identified by the NSW Gen Blue selectors and invited into their U19 program for 2018.

One unexpected highlight for the representative program was the selection of Jack Winchester from the NSW Country U17's into the Australian Combined States team for the Australian Schoolboys Nationals. Jack performed so well he was rewarded with selection into the Australian Barbarians, a great honour.

There are many people to thank once again including the volunteers and board members who dedicate so much of their time. Additionally, the support of the staff and team from the NSW RU who also support the volunteers and the juniors programs.

There are exciting times ahead in 2018, with continued opportunities arising to help us improve the game at both club and representative level. NSW Junior Rugby Union look forward to what will hopefully be a bright and vibrant rugby season next year.

10.

NSW SCHOOLS RUGBY

REPORT

It was an action packed representative program throughout 2017, providing many players with opportunities to represent their Association and State. While the New South Wales team did not achieve the desired result at the Australian Championships, players were rewarded many from NSW selected into the Australian teams.

1. NSW TRIALS

Paul Geddes (Chairman of Selectors) again led the extensive and transparent selection process. Players for the NSW 1 and NSW 2, were selected from the following Association games:

- CHS v CCC
- CHS, AICES, ISA and CCC
- CAS v GPS
- NSWSRU U18 Trials 23 June, Knox Grammar School.

The final selection meeting was held after the last match on Friday 23 June with two teams and three shadow teams selected.

Thank you to all our coaches, managers and physiotherapists for your outstanding care of all teams.

CHAMPIONSHIP AWARDS

Congratulations to the following players who were recognised for their outstanding contribution to their respective teams:

- NSW 1 Syd Sugarman Award: Bo Abra, St Stanislaus College
- NSW 2 Syd Sugerman Award: Angus Bell, Newington College
- Matthew Street Award: Donny Feeman, Kinross Wolaroi School.

REPRESENTATIVE HONOURS

Congratulations to the following players who gained further selection into the Australian Schools Teams.

NSW 1

AUSTRALIAN SCHOOLS PLAYERS

Bo Abra- St Stanislaus College

Darcy Breen-The Scots College

Ben Donaldson- Waverley College

Nick Frost- Knox Grammar School

Albert Hopoate- St Augustine's College

Ciaran Loh- The King's School

Luca Moretti- Waverley College

Charlie Rorke- St Ignatius College, Riverview

Thomas Woodcock- Knox Grammar School

AUSTRALIAN BARBARIANS PLAYERS

Max Douglas- St Augustine's College

Apenisa Driti- Griffith High School

William Lloyd- Barker College

NSW 2

Australian Schools:

Angus Bell - Newington College

Finn Wright - Waverley College

AUSTRALIAN BARBARIANS:

Marco Bell- Waverley College

Thomas Yassmin- Scots College

2017 ASSOCIATION 1ST XV WINNERS

GPS: The Scots College

CAS: Waverley College

ISA: St Stanislaus College

Waratah Shield: St Augustine's College

NSW SCHOOLS 16'S

Thank you to all associations for their participation in the NSWSRU U16s carnival, in particular to the Independent Sporting Associations (ISA) for entering two teams to help with the competition format.

Congratulations to NSW Combined Catholic Colleges (CCC) who defeated NSW Combined High Schools (CHS) 16-15 in a thrilling final. It is the first time NSWCCC have won the title.

Two NSW Schools' teams were selected from the carnival to compete at the NSW Invitational held in July against Sydney Juniors and NSW Country. Both teams made the final with NSWSRU U16 1's winning an exciting game. 32 players were selected to represent NSWRU U16s 1s and 2s teams that compete in the Australian U16 Championships at The Southport School in September.

The new format worked well and NSWSRU looks forward to an even better year in 2018.

NSW PRIMARY SCHOOLS

Thanks to Matt Lewis and his team for the successful organisation of the regional Primary Schools competition and the selection of the NSW Primary Schools team that competed in Darwin.

Disappointingly both ACT and Victoria Primary School teams withdrew from the competition due to costs.

NSW Schools would like to thank the many people involved in NSW Schools Rugby for the tireless work ensuring that we continue to provide our students with a great representative experience, the NSW Schools committee, Association delegates, coaches, managers, and selectors.

Following a successful planning workshop at the end of 2017 with the key focus areas and outcomes:

- NSWRU CEO addressed the planning group on the organisation's 2020 strategic roadmap and the importance of Schools Rugby
- Discussions around how the NSWSRU constitution and or a charter might be updated and implemented to make it more current and relevant
- It was agreed to continue this process and have a second planning workshop in February 2018.



11.

NSW REFEREES

REPORT

In 2017, the referee department focused on addressing issues identified in the first ever survey of match officials that was conducted nationally in October 2016. Pleasingly the overall satisfaction of match officials in New South Wales rose from 7.44 to 7.79 out of 10. There is still considerable work to be done, but efforts to date have centred around documenting and improving policies and processes, making some much needed renovations to the many different referee systems, and continuing to build the capability of our people.

DEVELOPMENT PATHWAYS

For those referees that have embarked on the match officials' pathway, there was concern around the transparency or fairness within the pathway. The NSW Rugby Referees Associations (NSWRRA) addressed this issue by removing some of the exclusivity of coaching groups and engaging more than half the association in a coaching group. Throughout the entire association, NSWRRA encouraged all referees to set goals with their referee coach at the start of the season and regularly check-in on progress toward achieving them.

The individual season plan was introduced to 'Sideline' (online referee coach database) to allow for these plans to be documented. Rugby Australia introduced a talent ID matrix to clearly communicate where referees need to improve if they want to be competitive for selection at the National/SANZAAR level. The results were a nine per cent reduction in 'dissatisfaction with the pathway' in comparison to the 2016 survey results.

A clear pathway now exists for country referees to achieve recognition on a national level. A number of referees from various country associations have been identified by Rugby Australia and are being monitored and provided with development opportunities. The Newcastle zone has become a testing ground for referees from all over the State with the processes used for identification and development working well.

For junior representative appointments an online nomination form was introduced to allow the selection panel could consider all nominations. The panel is drawn from the three Sydney District referee associations and NSW Country Referees, with increasing collaboration between the four groups on representative appointments.

The Rugby Australia School Student Scholarship (SSS) for Match Officials had 14 members. This major development and retention initiative aims to keep referees involved past the transition from school. Half of the members were from country associations and provided excellent service to the NSW Country U13/14 Championships and NSW Junior U14 State Championships.

Rugby Australia introduced a target for every referee to be seen by a referee coach twice per season. In 2017 NSWRRA achieved this for 66 per cent of referees registered to a NSW Referees association.

RUGBY 7S REFEREEING

Rugby 7s refereeing formed a large and increasing part of the Referee Department calendar. The below table shows referee representation across State events in the 2017 year:

Competition	Location	Referees	Referee coaches
February			
Inaugural Beach 5s	Cronulla Beach	7	0
Kiama 7s	The Kings School	16	5
June			
State Finals of Secondary School 7s	The Kings School	13	4
October			
State U13/15 Finals	Coffs Harbour	9	3
State U17 and Women's Final	Narrabeen	14	5
Central Coast Youth 7s	Wyong	10	1
November			
Western Sydney 7s	Granville	9	1
December			
Blue Mountains 7s	Blue Mountains	14	1

There were a lot of referees who attended multiple tournaments and the standard and consistency of Rugby 7s refereeing was good.

Referee Mistreatment

The issue of most concern to referees in NSW (and nationally, across sports) remains to be referee mistreatment. In 2016 this was mainly from players and coaches, but in 2017 the greater concern was from spectators.

The Respect Rugby program was introduced in 2013, with Rugby Australia adapting the Codes of Conduct in 2017 and planning to take on the incident reporting function nationally in 2018. A focus in 2017 was ensuring that people who reported an incident of mistreatment were advised how their case was being dealt with and this will be continued throughout 2018 in addition to the relaunch of the Respect Rugby program with new ambassadors.

System Improvements and Continuing Education

During 2017 NSWRRRA worked with Rugby Australia to make the first major changes to the Referee Appointments System in five years. These changes will make it easier for referees to interact with the system and for appointment officers to accurately appoint them.

Additionally, work has been completed to update 'Sideline' to reflect the current Rugby Australia Referee Profile. This will be supported by an accompanying APP to allow referee coaches ability to create electronic run-sheets that can be provided to referees straight after a game as well as allow them to upload and attach to the coaching report. This is intended to improve transparency and consistency of coaching advice, as well streamline the sharing of run-sheets.

Game Management Guidelines presentations and other education for each Referee Association continues to be held at the start of each season. Ensuring existing referees are current in their referee knowledge and practice is vital and a key priority for NSW Rugby Union.

Gear and Sponsorship

NSW Rugby Union reached the end of the three-year agreement with Gilbert to provide referee kit. For 2018 NSW Rugby Union has again signed with Canterbury which will see a new jersey for the coming season released.

This coincides with NSW Referees securing Patties (manufacturer of Four and Twenty Pies) as a sponsor, who will support all referees in Sydney (and potentially other locations) for the next three years.

12.

OBITUARIES

NSW Rugby Waratahs would like to acknowledge the following players who represented NSW Waratahs, and sadly passed away in 2017:

- Dan Vickerman 53 caps 2004-11
- Terry Reid 11 caps 1958-62
- Denis O'Callaghan 3 caps 1963-66
- Peter Phipps 2 caps 1955-56
- Bryan Palmer jnr 3 caps 1950
- Bill Simpson 1 cap 1945
- Reg Richards 5 caps 1948
- Eric Morcombe 3 caps 1946
- Ron Campbell 5 caps 1948-51
- Barry Roberts 9 caps 1953-60
- Ken Catchpole 26 caps 1959-68.



13. FINANCES

CONSOLIDATED INCOME STATEMENT SUMMARY

FOR THE YEAR ENDED 31 DECEMBER 2017

	2017	2016
	\$	\$
Revenue		
Sponsorship revenue	4,001,731	4,456,064
Corporate hospitality sales	214,691	401,136
Match day proceeds (membership & ticketing)	2,867,255	3,787,835
Stadium rebates	2,491,424	2,757,946
Membership subscriptions	320,735	269,655
Licensing revenue	164,732	231,655
ARU funding	6,994,102	8,256,385
National participation fees & community programs	1,368,979	1,340,804
Other income	433,510	620,749
Finance income	218,775	84,810
Total Revenue	19,075,935	22,207,039
Expenditure		
Auditor remuneration	57,956	39,046
Depreciation	294,546	66,051
Employee expenses (staff)	3,719,999	3,890,834
Legal fees	36,797	79,130
Marketing costs	685,253	1,106,719
Match day expenditure	1,255,076	1,696,792
Membership servicing costs	285,318	512,852
Other overheads	307,347	391,729
Property charges	1,405,405	1,091,920
Sponsorship servicing costs	758,504	898,150
Waratah team costs (incl player salaries)	6,666,984	7,273,966
Community rugby	3,588,519	4,897,239
Total Expenditure	19,061,705	21,944,428
Net profit / (loss) for the year	14,230	262,611

CONSOLIDATED BALANCE SHEET SUMMARY

AS AT 31 DECEMBER 2017

	2017 \$	2016 \$
ASSETS		
Current assets		
Cash and cash equivalents	9,571,144	8,410,566
Trade and other receivables	503,876	596,392
Prepayments	16,341	114,290
Total current assets	10,091,361	9,121,248
Non-Current assets		
Property, plant and equipment	253,856	349,919
Intangible assets	47,219	43,982
Total non-current assets	301,075	393,901
Total assets	10,392,436	9,515,149
LIABILITIES		
Current liabilities		
Trade and other payables	1,377,129	1,245,462
Provisions – Employee Entitlements	295,983	693,210
Deferred revenue	1,681,571	3,314,009
Total current liabilities	3,354,683	5,252,681
Non-Current liabilities		
Deferred revenue	5,776,000	3,082,000
Provisions	131,851	64,798
Total non-current liabilities	5,907,851	3,146,798
Total liabilities	9,262,534	8,399,479
Net assets	1,129,902	1,115,670
EQUITY		
Accumulated surplus / (losses)	1,129,902	1,115,670
Total Equity	1,129,902	1,115,670



New South Wales Rugby Union Ltd

ABN 70 000 222 711

Special purpose annual report for the year ended 31 December 2017

New South Wales Rugby Union Ltd ABN 70 000 222 711

Special purpose annual report - 31 December 2017

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Directors' report

Your directors present their report on New South Wales Rugby Union Ltd for the year ended 31 December 2017.

Directors

The directors of the Company at any time during or since the end of the financial year are:

Roger Davis (Chairman)
Arthur Laundry
Kerry Chikarovski
Barry Ruddy
John Morrison
David Begg (appointed on 01/01/2017)
John Ardron (appointed on 01/01/2017)

Principal activities

The principal continuing activities of the Company during the course of the year ended 31 December 2017 were the organisation, development and promotion of the game of rugby union in the State of New South Wales.

Limited by guarantee

The Company is a company limited by guarantee. In the event of the Company being wound up each member is liable to contribute to the debts of the Company incurred whilst they were a member or within one year from them ceasing to be a member, or for the purpose of adjusting the rights of the contributors amongst themselves, such amount as may be required not exceeding \$10.

Likely developments and expected results of operations

Further information on likely developments in the operations of the Company and the expected results of operations have not been included in this financial report because the directors believe it would be likely to result in unreasonable prejudice to the Company.

Insurance of officers

During the financial year the Company has paid premiums in respect of directors' and officers' liability for legal expenses and insurance contracts for the year ended 31 December 2017. Such insurance contracts insure against certain liability (subject to specific exclusions) persons who are or have been directors or executive officers of the Company.

The directors have not included details of the nature of the liabilities covered or the amount of the premiums paid in respect of the directors' and officers' liability and legal expenses insurance contracts, as such disclosure is prohibited under the terms of the contract.

Proceedings on behalf of the company

No person has applied to the Court under section 237 of the *Corporations Act 2001* for leave to bring proceedings on behalf of the company, or to intervene in any proceedings to which the company is a party, for the purpose of taking responsibility on behalf of the company for all or part of those proceedings for the year ended 31 December 2017.

No proceedings have been brought or intervened in on behalf of the Company with leave of the Court under section 237 of the *Corporations Act 2001*.

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 3.

Auditor

PwC continues in office in accordance with section 325 of the *Corporations Act 2001*.

This report is made in accordance with a resolution of directors.



Roger Davis
Director
Sydney
29 March 2018



Auditor's Independence Declaration

As lead auditor for the audit of New South Wales Rugby Union Ltd for the year ended 31 December 2017, I declare that to the best of my knowledge and belief, there have been:

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

James McElvogue
Partner
PricewaterhouseCoopers

Sydney
29 March 2018

PricewaterhouseCoopers, ABN 52 780 433 757
One International Towers Sydney, Watermans Quay, Barangaroo, GPO BOX 2650, SYDNEY NSW 2001
T: +61 2 8266 0000, F: +61 2 8266 9999, www.pwc.com.au
Level 11, IPSQ, 169 Macquarie Street, Parramatta NSW 2150, PO Box 1155 Parramatta NSW 2124
T: +61 2 9659 2476, F: +61 2 8266 9999, www.pwc.com.au

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New South Wales Rugby Union Ltd ABN 70 000 222 711

Special purpose annual report – year ended 31 December 2017

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These financial statements cover New South Wales Rugby Union Ltd as an individual entity. The financial statements are presented in the Australian currency.

New South Wales Rugby Union Ltd is a company limited by guarantee, incorporated and domiciled in Australia. Its registered office and principal place of business is:

New South Wales Rugby Union Ltd
David Phillips Sports Complex
Banks Avenue
DACEYVILLE NSW 2032

A description of the nature of the Company's operations and its principal activities is included in the directors' report on pages 1-2, which is not part of these financial statements.

The financial statements were authorised for issue by the directors on 29 March 2018. The company has the power to amend and reissue the financial statements.

New South Wales Rugby Union Ltd
Statement of comprehensive income
For the year ended 31 December 2017

	Notes	2017 \$	2016 \$
Revenue from continuing operations	3	6,032,394	6,357,266
Expenses	4		
Premiership Rugby		(455,837)	(659,778)
Community Rugby		(3,098,721)	(3,561,923)
Corporate		(2,207,289)	(1,828,650)
Finance costs	4	(16,252)	(20,025)
Profit / (Loss) for the year		254,295	286,890
Other comprehensive income for the year		-	-
Total comprehensive income / (loss) for the year		254,295	286,890

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

New South Wales Rugby Union Ltd
Balance sheet
As at 31 December 2017

	Notes	2017 \$	2016 \$
ASSETS			
Current assets			
Cash and cash equivalents	5	77,031	2,218,463
Trade and other receivables	6	127,344	62,130
Related party receivables	7	2,156,981	-
Total current assets		2,361,356	2,280,593
Non-current assets			
Property, plant and equipment	8	25,408	253,500
Intangible assets	9	47,219	43,983
Total non-current assets		72,627	297,483
Total assets		2,433,983	2,578,076
LIABILITIES			
Current liabilities			
Trade and other payables	10	599,468	485,934
Deferred revenue	11	71,958	20,769
Provisions	12	136,737	109,869
Related party payables	13	-	247,972
Total current liabilities		808,163	864,544
Non-current liabilities			
Provisions	14	50,000	392,007
Total non-current liabilities		50,000	392,007
Total liabilities		858,163	1,256,551
Net assets		1,575,820	1,321,525
EQUITY			
Accumulated surplus	15	1,575,820	1,321,525
Total equity		1,575,820	1,321,525

The above balance sheet should be read in conjunction with the accompanying notes.

New South Wales Rugby Union Ltd
Statement of changes in equity
For the year ended 31 December 2017

	Accumulated surplus \$	Total equity \$
Balance at 1 January 2016	1,034,635	1,034,635
Profit / (loss) for the year	286,890	286,890
Other comprehensive income / (loss)	-	-
Total comprehensive income / (loss) for the year	286,890	286,890
Balance at 31 December 2016	1,321,525	1,321,525
Balance at 1 January 2017	1,321,525	1,321,525
Profit / (loss) for the year	254,295	254,295
Other comprehensive income / (loss)	-	-
Total comprehensive income / (loss) for the year	254,295	254,295
Balance at 31 December 2017	1,575,820	1,575,820

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

New South Wales Rugby Union Ltd
Statement of cash flows
For the year ended 31 December 2017

	Notes	2017 \$	2016 \$
Cash flows from operating activities			
Cash receipts from matches, supporters, sponsors, members, (inclusive of GST)		4,444,940	7,869,361
Cash payments to suppliers and employees (inclusive of GST)		(6,534,092)	(6,651,021)
Net cash inflow / (outflow) from operating activities	21	(2,089,152)	1,218,340
Cash flows from investing activities			
Payments for property, plant and equipment and intangibles		(36,529)	(15,711)
Net cash inflow / (outflow) from investing activities		(36,529)	(15,711)
Cash flows from financing activities			
Finance income received		501	4,283
Finance costs paid		(16,252)	(20,025)
Net cash inflow / (outflow) from financing activities		(15,751)	(15,742)
Net increase / (decrease) in cash and cash equivalents		(2,141,432)	1,186,888
Cash and cash equivalents at the beginning of the financial year		2,218,463	1,031,575
Cash and cash equivalents at end of year	5	77,031	2,218,463

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

Notes to the financial statements

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1 Summary of significant accounting policies

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

(a) Basis of preparation

In the directors' opinion, the Company is not a reporting entity because there are no users dependent on general purpose financial statements.

This is a special purpose financial statement that has been prepared for the sole purpose of complying with the *Corporations Act 2001* requirements to prepare and distribute financial statements to the members and must not be used for any other purpose. The directors have determined that the accounting policies adopted are appropriate to meet the needs of the members.

The financial statements have been prepared in accordance with the recognition and measurement principles of Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board and the *Corporations Act 2001*. It contains only those disclosures considered necessary by the directors to meet the needs of the members. New South Wales Rugby Union Ltd is a not-for-profit entity for the purpose of preparing the financial statements.

Historical cost convention

The financial statements have been prepared in accordance with the historical cost convention.

Critical accounting estimates

The preparation of financial statements requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements, are disclosed in note 2.

The expenditure in the statement of comprehensive income has been classified to better present the functional nature of the Company's activities.

(b) Revenue recognition

Revenue from match day tickets and grants is measured at fair value and taken to income in the period to which it relates.

Revenue from sponsorship is measured at fair value and recognised evenly on a monthly basis within the financial year to which it relates. Sponsorship advances are deferred until earned pursuant to the sponsorship agreement.

Interest income is recognised on a time proportion basis using the effective interest method.

(c) Income tax

The Company is exempt from income tax in accordance with the provisions of section 23(g) of the *Income Tax Assessment Act*.

1 Summary of significant accounting policies (continued)

(d) Leases

Leases of property, plant and equipment where the Company has substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the lease's inception at the lower of the fair value of the leased property and the present value of the minimum lease payments. The corresponding rental obligations, net of finance charges, are included in other long-term payables. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the statement of comprehensive income over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The property, plant and equipment acquired under finance leases are depreciated over the shorter of the asset's useful life and the lease term.

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to the statement of comprehensive income on a straight-line basis over the period of the lease.

(e) Property, plant and equipment

All property, plant and equipment are stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Depreciation is calculated using the straight line method to allocate its cost or revalued amounts, net of its residual values, over its estimated useful lives, as follows:

- Leasehold improvements	Over the lease term (i)
- Office equipment	5 years
- Leased motor vehicles	5 years
- Plant and equipment	10 years

- (i) The cost of other leasehold improvements to or on leasehold properties is amortised over the unexpired period of the lease or the estimated useful life of the improvement to the Company, whichever is the shorter.

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

(f) Intangible assets

Trademarks, licences and website costs

Trademarks, licences and website costs have a finite useful life and are carried at cost less accumulated amortisation and impaired losses. Amortisation is calculated using the straight line method to allocate the cost of trademarks, licences and website costs over its estimated useful lives, which is 10 years.

(g) Impairment of assets

Intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are 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. Non-financial assets other than goodwill that suffered impairment are reviewed for possible reversal of the impairment at each reporting date.

(h) Trade and other payables

These amounts represent liabilities for goods and services provided to the Company prior to the end of the financial year and which are unpaid. The amounts are unsecured.

(i) Borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred.

Borrowings are classified as current liabilities unless the Company has an unconditional right to defer settlement of the liability for at least 12 months after the balance sheet date.

1 Summary of significant accounting policies (continued)

(j) Borrowing costs

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use or sale. Other borrowing costs are expensed.

(k) Provisions

Provisions for legal claims are recognised when: the Company has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the balance sheet date. The discount rate used to determine the present value reflects current market assessments of the time value of money and the risks specific to the liability.

(l) Employee benefits

(i) Wages and salaries, annual leave and sick leave

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

(ii) Long service leave

The liability for long service leave is recognised in the provision for employee benefits and measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on corporate bond rates with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

(iii) Retirement benefit obligations

All employees of the Company are entitled to benefits on retirement, disability or death from BT Lifetime Super Employer Plan or other nominated funds of those employees. The BT Lifetime Super Employer Plan is an accumulation fund, contributions being made by the Company at a rate of 9.5% (2016: 9.5%) (up to the maximum contribution base) of wages and salaries on behalf of the employees. The entities contributions are legally enforceable.

(m) Cash and cash equivalents

For cash flow statement presentation purposes, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the statement of financial position.

(n) Trade receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost, less provision for doubtful debts. Trade receivables are due for settlement no more than 30 days from the date of recognition.

Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. A provision for doubtful receivables is established when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. The amount of the provision is recognised in the statement of comprehensive income.

1 Summary of significant accounting policies (continued)

(o) Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

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

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

(p) Deferred income

Income is deferred on the statement of financial position until it has been earned, at which point the deferred income is recognised as income.

(q) New accounting standards and interpretations

Certain new accounting standards and UIG Interpretations have been published that are not mandatory for the 31 December 2017 reporting period. The directors assessment of the impact of these new standards is that they will not materially affect any of the amounts recognised in the financial statements or significantly impact the disclosures in relation to the company.

2 Critical accounting estimates and judgements

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Company and that are believed to be reasonable under the circumstances.

Management believes that there are no areas involving a higher degree of judgement or complexity, or where assumptions and estimates are significant to the financial statements.

3 Revenue

	2017 \$	2016 \$
From continuing operations		
Sponsorship	135,713	66,650
Match day proceeds - Premier rugby	324,393	172,814
NSW Waratahs Limited Licensing fee	1,100,000	1,100,000
Other grants	-	-
ARU Funding	1,316,603	2,219,187
National Participation Fees	964,078	880,984
Other Development Income	404,901	459,821
	4,245,688	4,899,456
<i>Other revenue</i>		
Rental income	1,151,121	1,173,137
Other income	635,084	280,390
Interest	501	4,283
	6,032,394	6,357,266

4 Expenses

	2017 \$	2016 \$
Loss from continuing operations includes the following specific expenses:		
<i>Depreciation and amortisation</i>		
Buildings – Centre of excellence	218,187	337,328
Plant and equipment	8,591	19,933
Intangible Assets - Trademarks	6,742	5,366
Total depreciation and amortisation	233,520	362,627
<i>Finance costs</i>		
Interest and finance charges	16,252	20,025
Total finance costs	16,252	20,025
<i>Rental expense relating to operating leases</i>		
Minimum lease payments	957,406	1,037,587
Total rental expense relating to operating leases	957,406	1,037,587
<i>Defined contribution superannuation expense</i>	139,708	151,349
Total defined contribution superannuation expenses	139,708	151,349

5 Current assets – Cash and cash equivalents

	2017 \$	2016 \$
Cash at bank and in hand	77,031	2,218,463
	77,031	2,218,463

6 Current assets - Trade and other receivables

Current assets

	2017 \$	2016 \$
Trade receivables	93,460	58,664
Other assets (a)	29,410	201
Prepayments	4,474	3,265
	127,344	62,130

(a) Other receivables

These amounts relate to sundry debtors and unused contra sponsorship.

7 Current assets - Related party Receivables

	2017 \$	2016 \$
Receivables from NSW Waratahs Limited	2,156,981	-
Total other receivables	2,156,981	-

8 Non-current assets – Property, plant & equipment

	Centre of Excellence \$	Plant and equipment \$	Total \$
Year ended 31 December 2016			
Opening net book amount	598,667	7,473	606,140
Additions	-	4,620	4,620
Written down value of disposals	-	-	-
Depreciation and amortisation	(352,616)	(4,644)	(357,260)
Closing net book amount	246,051	7,449	253,500
At 1 January 2017			
Cost	3,748,652	988,294	4,736,946
Accumulated depreciation and amortisation	(3,502,601)	(980,845)	(4,483,446)
Net book amount	246,051	7,449	253,500
Year ended 31 December 2017			
Opening net book amount	246,051	7,449	253,500
Additions	-	26,551	26,551
Written down value of disposals	(27,864)	-	(27,864)
Depreciation and amortisation	(218,187)	(8,592)	(226,779)
Closing net book amount	-	25,409	25,408
At 31 December 2017			
Cost	-	272,821	272,821
Accumulated depreciation and amortisation	-	(247,413)	(247,413)
Net book amount	-	25,408	25,408

9 Non-current assets – Intangible assets

	Intangible Trademarks \$
Year ended 31 December 2016	
Opening net book amount	38,258
Additions	11,091
Written down value of disposals	-
Depreciation and amortisation	(5,366)
Closing net book amount	<u>43,983</u>
At 1 January 2017	
Cost	61,979
Accumulated depreciation and amortisation	(17,996)
Net book amount	<u>43,983</u>
Year ended 31 December 2017	
Opening net book amount	43,983
Additions	9,978
Written down value of disposals	-
Depreciation and amortisation	(6,742)
Closing net book amount	<u>47,219</u>
At 31 December 2017	
Cost	71,957
Accumulated depreciation and amortisation	(24,738)
Net book amount	<u>47,219</u>

10 Current liabilities – Trade and other payables

	2017 \$	2016 \$
Trade payables	256,544	191,483
Other payables	342,924	294,451
	<u>599,468</u>	<u>485,934</u>

11 Current liabilities - Deferred revenue

	2017 \$	2016 \$
Donations received in advance	32,190	5,855
Other	39,768	14,914
	<u>71,958</u>	<u>20,769</u>

12 Current liabilities - Provisions

	2017 \$	2016 \$
Employee benefits	136,737	109,869
	<u>136,737</u>	<u>109,869</u>

13 Current Liabilities – Related Party Payables

	2017 \$	2016 \$
Payables to NSW Waratahs Limited	-	247,972
	-	247,972

14 Non-current liabilities – Provisions

	2017 \$	2016 \$
Make-good on rental premises	50,000	392,007
	50,000	392,007

15 Accumulated funds

Opening accumulated surplus	1,321,525	1,034,635
Total comprehensive profit/(loss) for the year	254,295	286,890
Balance 31 December	1,575,820	1,321,525

16 Remuneration of auditors

During the year the following fees were paid or payable for services provided by the auditor of the Company:

	2017 \$	2016 \$
PwC Australia		
Audit of financial statements	12,500	11,000
PwC Australia		
Other assurance services	-	-
Total remuneration	12,500	11,000

17 Commitments

Lease commitments

	2017 \$	2016 \$
Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:		
Within one year	87,890	1,035,611
Later than one year but not later than five years	50,773	4,200,688
Later than five years	-	1,084,301
Commitments not recognised in the financial statements	138,663	6,320,600

18 Related party transactions

(a) Australian Rugby Union Limited ("ARU")

The Company conducts numerous transactions with the ARU in the normal course of the administration of the game of Rugby Union in the State of New South Wales. Under an agreement with the ARU the annual grants to the Company were \$1,316,603 in the period to 31 December 2017 (2016: \$2,219,187).

(b) NSW Waratahs Limited ("WL")

Total income from NSW Waratahs Limited was \$2,099,266 (2016: \$2,134,035). This total includes an annual licence fee of \$1,100,000 (2016: \$1,100,000) to New South Wales Rugby Union Ltd for granting them the license to operate the Waratahs professional rugby team. The remaining balance relates to the recharge of overhead expenses incurred by New South Wales Rugby Union Ltd on behalf of NSW Waratahs Limited.

19 Contingencies

The entity had no contingent liabilities as at 31 December 2017 (2016: \$nil)

20 Events occurring after the reporting period

No matter or circumstances have occurred subsequent to year end that has significantly affected, or may significantly affect, the operations of the company, the results of those operations or the state of affairs of the company in subsequent financial years.

21 Reconciliation of profit/(loss) to net cash flow from operating activities

	2017 \$	2016 \$
Profit / (loss) for the year	254,295	286,890
Depreciation and amortisation	233,520	362,627
Loss on sale of assets	27,865	-
Change in operating assets and liabilities		
Decrease / (increase) in receivables	(2,206,444)	906,367
Increase / (decrease) in creditors & other payables	(83,249)	(263,330)
Increase / (decrease) in provisions	(315,139)	(74,214)
Net cash inflow / (outflow) from operating activities	<u>(2,089,152)</u>	<u>1,218,340</u>

Directors Declaration

As stated in Note 1(a) to the financial statements, in the directors' opinion, the Company is not a reporting entity because there are no users dependent on general purpose financial statements. These are a special purpose financial statements that have been prepared to meet *Corporations Act 2001* requirements.

The financial statements have been prepared in accordance with Accounting Standards and mandatory professional reporting requirements to the extent described in Note 1.

In the directors' opinion:

- (a) the financial statements and notes set out on pages 5 to 18 are in accordance with the *Corporations Act 2001*, including:
 - (i) complying with Accounting Standards and other mandatory professional reporting requirements as detailed above, and the *Corporations Regulations 2001*; and
 - (ii) giving a true and fair view of the Company's financial position as at 31 December 2017 and of its performance for the financial period ended on that date; and
- (b) there are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

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



Roger Davis
Director

Sydney
29 March 2018



Independent auditor's report

To the members of New South Wales Rugby Union Ltd

Our opinion

In our opinion:

The accompanying financial report of New South Wales Rugby Union Ltd (the Company) is in accordance with the *Corporations Act 2001*, including:

- (a) giving a true and fair view of the Company's financial position as at 31 December 2017 and of its financial performance for the year then ended
- (b) complying with Australian Accounting Standards to the extent described in Note 1 and the *Corporations Regulations 2001*.

What we have audited

The financial report comprises:

- the balance sheet as at 31 December 2017
- the statement of comprehensive income for the year then ended
- the statement of changes in equity for the year then ended
- the statement of cash flows for the year then ended
- the notes to the financial statements, which include a summary of significant accounting policies
- the directors' declaration.

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

Independence

We are independent of the Company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

PricewaterhouseCoopers, ABN 52 780 433 757
One International Towers Sydney, Watermans Quay, Barangaroo, GPO BOX 2650, SYDNEY NSW 2001
T: +61 2 8266 0000, F: +61 2 8266 9999, www.pwc.com.au
Level 11, 1PSQ, 169 Macquarie Street, Parramatta NSW 2150, PO Box 1155 Parramatta NSW 2124
T: +61 2 9659 2476, F: +61 2 8266 9999, www.pwc.com.au

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Emphasis of matter - basis of accounting and restriction on use

We draw attention to Note 1 in the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the directors' financial reporting responsibilities under the *Corporations Act 2001*. As a result, the financial report may not be suitable for another purpose. Our report is intended solely for New South Wales Rugby Union Ltd and its members and should not be used by parties other than New South Wales Rugby Union Ltd and its members. Our opinion is not modified in respect of this matter.

Other information

The directors are responsible for the other information. The other information comprises the information included in the Company's annual report for the year ended 31 December 2017, including the directors' report, but does not include the financial report and our auditor's report thereon.

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

In connection with our audit of the financial report, our responsibility is to read the other information identified above 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 and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of *Corporations Act 2001* and is appropriate to meet the needs of the members. The directors' responsibility also includes 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 Company to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have 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 the financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:
http://www.auasb.gov.au/auditors_responsibilities/ar4.pdf. This description forms part of our auditor's report.

Matters relating to the electronic presentation of the audited financial report

This auditor's report relates to the financial report of New South Wales Rugby Union Ltd for the year ended 31 December 2017 included on New South Wales Rugby Union Ltd's web site. The directors of the Company are responsible for the integrity of New South Wales Rugby Union Ltd's web site. We have not been engaged to report on the integrity of this web site. The auditor's report refers only to the financial report named above. It does not provide an opinion on any other information which may have been hyperlinked to/from the financial report. If users of this report are concerned with the inherent risks arising from electronic data communications they are advised to refer to the hard copy of the audited financial report to confirm the information included in the audited financial report presented on this web site.

PricewaterhouseCoopers

James McElvogue
Partner

Sydney
29 March 2018

NSW Waratahs Limited

ABN: 99 141 002 904

Special Purpose Consolidated Financial Report

31 December 2017

These financial statements are the consolidated financial statements of the consolidated entity consisting of NSW Waratahs Limited and its subsidiaries. The financial statements are presented in the Australian currency.

NSW Waratahs Limited is a company limited by guarantee, incorporated and domiciled in Australia. NSW Waratahs Limited was incorporated on 17 December 2009. Its registered office and principal place of business is:

David Phillips Sports Complex
Banks Avenue
Daceyville
NSW 2032

A description of the nature of the Company's operations and its principal activities is included in the directors' report on pages 1-2, which is not part of these financial statements.

The financial statements were authorised for issue by the directors on 29 March 2018. The Company has the power to amend and reissue the financial statements.

NSW Waratahs Limited

Special Purpose Consolidated Financial Report

For the year ended 31 December 2017

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NSW Waratahs Limited

Directors' Report

For the year ended 31 December 2017

Your directors present their report on the consolidated entity (referred to hereafter as the Company) consisting of NSW Waratahs Limited and the entities it controlled for the year ended 31 December 2017.

1. Directors

The directors of the Company at any time during or since the end of the financial year are:

Roger Davis (Chairman)
Ross Alan Grant
Paul Timmins
Kerry Chikarovski
David Terry Giffin
Damien Fitzpatrick (appointed on 01/05/2017)

2. Principal activities

The principal continuing activities of the Company during the course of the year ended 31 December 2017 were the business operations and management of a professional rugby union team. There were no significant changes in the nature of the activities of the Company during the year.

3. Review of operations

The operating loss for the year ending 31 December 2017 for the Company amounted to \$240,062 (2016: \$24,280 loss).

4. Significant changes in state of affairs

The registered office changed during the year, with all staff and players situated in the new offices. There were no other significant changes in the state of affairs of the Company during the financial year.

5. Limited by guarantee

The Company is a company limited by guarantee. In the event of the Company being wound up each member is liable to contribute to the debts of the Company incurred whilst they were a member or within one year from them ceasing to be a member, or for the purpose of adjusting the rights of the contributors amongst themselves, such amount as may be required not exceeding \$10.

6. Proceedings on behalf of the Company

No person has applied to the Court under section 237 of the *Corporations Act 2001* for leave to bring proceedings on behalf of the company, or to intervene in any proceedings to which the company is a party, for the purpose of taking responsibility on behalf of the company for all or part of those proceedings.

No proceedings have been brought or intervened in on behalf of the Company with leave of the Court under section 237 of the *Corporations Act 2001*.

7. Matters subsequent to the end of the financial year

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the directors of the Company, to affect significantly the operations of the Company, the results of those operations, or the state of affairs of the Company, in future financial years.

NSW Waratahs Limited

Directors' Report

For the year ended 31 December 2017

8. Likely developments

The Company will continue to pursue its strategic plans, develop its business base and ensure the strengthening of its business share resulting in continued profitability.

Further information about likely developments in the operations of the Company and the expected results of those operations in future financial years has not been included in this report because disclosure of the information would be likely to result in unreasonable prejudice to the Company.

9. Indemnification and insurance of officers and auditors

Indemnification

Since the end of the previous financial year, the Company has not indemnified or made a relevant agreement for indemnifying against a liability any person who is or has been an officer or auditor of the Company.

Insurance premiums

During the financial year the Company has paid premiums in respect of directors' and officers' liability for legal expenses and insurance contracts for the year ended 31 December 2017. Such insurance contracts insure against certain liability (subject to specific exclusions) persons who are or have been directors or executive officers of the Company.

The directors have not included details of the nature of the liabilities covered or the amount of the premiums paid in respect of the directors' and officers' liability and legal expenses insurance contracts, as such disclosure is prohibited under the terms of the contract.

10. 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 3.

11. Auditor

PricewaterhouseCoopers continues in office in accordance with section 325 of the *Corporations Act 2001*.

This report is made in accordance with a resolution of directors.



Roger Davis
Director
Sydney
29 March 2018



Auditor's Independence Declaration

As lead auditor for the audit of NSW Waratahs Limited for the year ended 31 December 2017, I declare that to the best of my knowledge and belief, there have been:

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

This declaration is in respect of NSW Waratahs Limited and the entities it controlled during the period.

James McElvogue
Partner
PricewaterhouseCoopers

Sydney
29 March 2018

PricewaterhouseCoopers, ABN 52 780 433 757
One International Towers Sydney, Watermans Quay, Barangaroo, GPO BOX 2650, SYDNEY NSW 2001
T: +61 2 8266 0000, F: +61 2 8266 9999, www.pwc.com.au
Level 11, 1PSQ, 169 Macquarie Street, Parramatta NSW 2150, PO Box 1155 Parramatta NSW 2124
T: +61 2 9659 2476, F: +61 2 8266 9999, www.pwc.com.au

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NSW Waratahs Limited

Consolidated Statement of Comprehensive Income

For the year ended 31 December 2017

	Note	2017 \$	2016 \$
Revenue from continuing operations	3	15,277,961	17,702,027
Other income		478,746	340,356
Professional rugby expenses	4	(12,506,743)	(14,665,183)
Corporate expenses	4	(2,596,247)	(2,369,977)
New South Wales Rugby Union Ltd Licence fee and other Grants	4,15	(1,100,000)	(1,100,000)
Results from operating activities		(446,283)	(92,777)
Finance income		218,274	80,527
Finance expense	4	(12,050)	(12,030)
Net finance income	5	206,221	68,497
Net profit / (loss) for the year		(240,062)	(24,280)
Other comprehensive income for the year		-	-
Total Comprehensive Income/(Loss) for the year		(240,062)	(24,280)

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

NSW Waratahs Limited

Consolidated Balance Sheet

As at 31 December 2017

	Note	2017	2016
		\$	\$
ASSETS			
Current assets			
Cash and cash equivalents	6	2,793,992	6,192,303
Cash in Term Deposits	6	4,200,121	-
Trade and other receivables	7	376,533	785,300
Prepayments		16,340	111,025
Total current assets		7,386,986	7,088,628
Non-Current assets			
Cash in Term Deposits	6	2,500,000	-
Property, plant and equipment	8	228,448	96,418
Total non-current assets		2,728,448	96,418
Total assets		10,115,434	7,185,046
LIABILITIES			
Current liabilities			
Trade and other payables	9	2,934,643	759,529
Provisions – Employee Entitlements	13	159,245	191,335
Deferred revenue	10	2,835,613	3,293,240
Total current liabilities		5,929,501	4,244,104
Non-Current liabilities			
Provisions – Employee Entitlements	13	81,851	64,798
Deferred revenue	10	4,550,000	3,082,000
Total non-current liabilities		4,631,851	3,146,798
Total liabilities		10,561,352	7,390,902
Net assets		(445,918)	(205,856)
EQUITY			
Accumulated surplus / (losses)	14	(445,918)	(205,856)
Total Equity		(445,918)	(205,856)

The above consolidated balance sheet should be read in conjunction with the accompanying notes.

NSW Waratahs Limited

Consolidated Statement of Changes in Equity

For the year ended 31 December 2017

	Note	Accumulated surplus / (losses) \$	Total equity \$
Balance at 1 January 2016		(181,576)	(181,576)
Profit / (loss) for the year		(24,280)	(24,280)
Total comprehensive income / (loss) for the year		(24,280)	(24,280)
Balance at 31 December 2016	14	(205,856)	(205,856)
Balance at 1 January 2017		(205,856)	(205,856)
Profit / (loss) for the year		(240,062)	(240,062)
Total comprehensive income / (loss) for the year		(240,062)	(240,062)
Balance at 31 December 2017	14	(445,918)	(445,918)

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

NSW Waratahs Limited

Consolidated Statement of Cash Flows

For the year ended 31 December 2017

	Note	2017 \$	2016 \$
Cash flows from operating activities			
Cash receipts from customers		18,846,203	24,287,133
Cash paid to suppliers and employees		(15,557,557)	(20,324,774)
		3,288,646	3,962,359
Interest received		218,274	80,527
Finance costs (paid)		(12,053)	(12,030)
Net cash inflow / (outflow) from operating activities	18	3,494,867	4,030,856
Cash flows from investing activities			
Acquisition of property, plant and equipment		(193,057)	(18,127)
Investment in term deposits		(6,700,121)	-
Net cash inflow / (outflow) from investing activities		(6,893,178)	(18,127)
Cash flows from financing activities			
Net cash inflow / (outflow) financing activities		-	-
Net increase / (decrease) in cash and cash equivalents		(3,398,311)	4,012,729
Cash and cash equivalents at the beginning of the year		6,192,303	2,179,574
Cash and cash equivalents at the end of the year	6	2,793,992	6,192,303

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

NSW Waratahs Limited

Notes to the Consolidated Financial Statements

For the year ended 31 December 2017

1. Basis of preparation

(a) Statement of compliance

In the directors' opinion, the Company is not a reporting entity because there are no users dependent on general purpose consolidated financial statements.

These are special purpose consolidated financial statements that have been prepared for the sole purpose of complying with the *Corporations Act 2001* requirements to prepare and distribute consolidated financial statements to the members and must not be used for any other purpose. The directors have determined that the accounting policies adopted are appropriate to meet the needs of the members.

The consolidated financial statements have been prepared in accordance with the recognition and measurement principles of Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board and the *Corporations Act 2001*. It contains only those disclosures considered necessary by the directors to meet the needs of the members. NSW Waratahs Limited is a not-for-profit entity for the purpose of preparing the consolidated financial statements.

The Company is a company limited by guarantee, incorporated and domiciled in Australia. The address of the Company's registered office and principal place of business is David Phillips Sports Complex, Banks Avenue, Daceyville, NSW 2032.

The consolidated financial statements of NSW Waratahs Limited ("the company") for the year ended 31 December 2017 were authorised for issue in accordance with a resolution of the directors on 29 March 2018 and cover NSW Waratahs Limited as a consolidated entity as required by the *Corporations Act 2001*.

NSW Waratahs Limited is the parent and ultimate parent entity of the group.

(b) Basis of measurement

The consolidated financial statements have been prepared in accordance with the historical cost convention. The concept of accruals accounting has been adopted in the preparation of the consolidated financial statements. The accounting policies have been consistently applied to all years presented, unless otherwise stated.

(c) Principles of consolidation

The consolidated financial statements incorporate the assets and liabilities of all subsidiaries of NSW Waratahs Limited ("Company" or "parent entity") as at 31 December 2017 and the results of all subsidiaries for the year then ended. NSW Waratahs Limited and its subsidiaries together are referred to in these consolidated financial statements as the Company or the consolidated entity.

Subsidiaries are all entities (including special purpose entities) over which the Company has the power to govern the financial and operating policies, generally accompanying a shareholding of more than one-half of the voting rights. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Company controls another entity.

Subsidiaries are fully consolidated from the date on which control is transferred to the Company. They are de-consolidated from the date that control ceases. The acquisition method of accounting is used to account for business combinations by the Company.

NSW Waratahs Limited

Notes to the Consolidated Financial Statements

For the year ended 31 December 2017

1. Basis of preparation (continued)

(c) Principles of consolidation

Intercompany transactions, balances and unrealised gains on transactions between Group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of the impairment of the asset transferred. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Company.

(d) Functional and presentation currency

These financial statements are presented in Australian dollars, which is the Company's functional currency.

(e) Use of estimates and judgements

The preparation of financial statements requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

Management believes that there are no areas involving a higher degree of judgement or complexity, or where assumptions and estimates are significant to the financial statements.

(f) Going concern

As at 31 December 2017, the Company has a deficiency of capital and reserves of \$445,918 (2016: deficiency of \$205,856), and a working capital surplus of \$1,457,485 (2016: surplus of \$2,952,386). The Company has also experienced operating losses of \$240,062 and positive operating cash flows of \$3,494,867 during the financial year ending on that date. We note the total liabilities of the company includes \$7,385,613 of deferred revenue, which will be recognised as revenue in subsequent financial periods.

As a result of these matters, the directors believe that the Company will be successful in meeting its debts and commitments as they fall due and, accordingly, have prepared the financial report on a going concern basis.

NSW Waratahs Limited

Notes to the Consolidated Financial Statements

For the year ended 31 December 2017

2. Significant accounting policies

The principal accounting policies adopted in the preparation of the consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated

(a) Cash and cash equivalents

For cash flow statement presentation purposes, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the statement of financial position.

(b) Trade receivables

Trade receivables are recognised at original invoice amount and do not bear interest. Trade receivables are due for settlement no more than 30 days from the date of recognition.

Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. A provision for doubtful receivables is established when there is objective evidence that the Company will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. The amount of the provision is recognised in the statement of comprehensive income.

(c) Property, plant and equipment

(i) Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses except for owner occupied office building.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment and are recognised net within "other income" in profit or loss.

(ii) Depreciation

Depreciation is recognised in profit or loss on a straight-line basis over the estimated useful lives of each part of an item of property, plant and equipment. Land is not depreciated. The estimated useful lives for the Company are:

- | | |
|-----------------------------|-----------|
| • Team and office equipment | 4 years |
| • Motor vehicles | 5 years |
| • Computer and IT equipment | 3-4 years |

Depreciation methods, useful lives and residual values are reviewed at each reporting period.

2. Significant accounting policies (continued)

(d) Impairment of assets

At each reporting period the entity assesses whether there is any indication that individual assets are impaired. Where impairment indicators exist, recoverable amount is determined and impairment losses are recognised in the statement of comprehensive income where the asset's carrying value exceeds its recoverable amount. Recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purpose of assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

(e) Employee benefits

(i) Other long-term employee benefits

The Company's net obligation in respect of long-term employee benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods plus related on costs.

(ii) Short-term benefits

Liabilities for employee benefits for wages, salaries, annual leave and sick leave represent present obligations resulting from employees' services provided to reporting date and are calculated at undiscounted amounts based on remuneration wage and salary rates that the Company expects to pay as at reporting date including related oncost, such as workers compensation insurance and payroll tax.

(f) Provisions

A provision is recognised if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

(g) Revenue

(i) Memberships, match day tickets and grants

Revenue from memberships, match day tickets and grants is measured at fair value and taken to income in the period to which it relates.

NSW Waratahs Limited

Notes to the Consolidated Financial Statements

For the year ended 31 December 2017

2. Significant accounting policies (continued)

(g) Revenue (continued)

(ii) Stadium Revenue

Incentives received from host stadiums for matches played are measured at fair value and taken to income in the period in which it relates.

(iii) Sponsorships

Revenue from sponsorship is measured at fair value and recognised evenly on a monthly basis within the financial year to which it relates. Sponsorship advances are deferred until earned pursuant to the sponsorship agreement.

(iv) Interest income

Interest income is recognised in the profit or loss as it accrues using the effective interest method.

(h) Finance income

Finance income comprises interest income on funds invested (included available-for-sale financial assets) and gains on the disposal of available-for-sale financial assets. Interest income is recognised as it accrues in profit or loss, using the effective interest method.

(i) Income tax

The company is exempt from income tax in accordance with the provisions of section 23(g) of the *Income Tax Assessment Act*.

(j) Parent entity financial information

The financial information for the parent entity, NSW Waratahs Limited, disclosed in note 12 has been prepared on the same basis as the consolidated financial statements, except as set out below:

(i) Investments in subsidiaries

Investments in subsidiaries are accounted for at cost in the financial statements of NSW Waratahs Limited. Dividends received from associates are recognised in the parent entity's profit or loss, rather than being deducted from the carrying amount of these investments.

(ii) Financial guarantees

Where the parent entity has provided financial guarantees in relation to loans and payables of subsidiaries for no compensation, the fair values of these guarantees are accounted for as contributions and recognised as part of the cost of the investment.

NSW Waratahs Limited

Notes to the Consolidated Financial Statements

For the year ended 31 December 2017

2. Significant accounting policies (continued)

(k) Goods and services tax

Revenue, 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 taxation authority. 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 are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the ATO is included as a current asset or liability in the balance sheet.

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

(k) Deferred revenue

Income is deferred on the balance sheet until it has been earned, at which point the deferred income is recognised as income.

(l) New accounting standards and interpretations

Certain new accounting standards and UIG Interpretations have been published that are not mandatory for the 31 December 2017 reporting period. The directors' assessment of the impact of these new standards is that they will not materially affect any of the amounts recognised in the financial statements or significantly impact the disclosures in relation to the company.

NSW Waratahs Limited

Notes to the Consolidated Financial Statements

For the year ended 31 December 2017

3. Revenue

	2017 \$	2016 \$
From continuing operations		
Sponsorship income	3,866,018	4,389,414
Corporate hospitality	214,691	401,133
Matchday membership and ticketing proceeds	2,542,862	3,615,022
Stadium rebates	2,491,424	2,757,949
Membership subscriptions	320,735	269,655
Licensing revenue	164,732	231,655
ARU funding	5,677,499	6,037,199
Total revenue from continuing operations	15,277,961	17,702,027

4. Expenses

	2017 \$	2016 \$
Auditor remuneration	45,338	39,046
Depreciation	61,026	66,051
Employee expenses	3,719,999	3,890,834
Legal fees	36,797	79,130
Marketing costs	685,253	1,106,719
Match day expenditure	1,255,072	1,696,792
Membership servicing costs	285,318	512,852
NSWRU Licence fee	1,100,000	1,100,000
Overheads – other	295,294	391,731
Property charges	1,305,455	1,091,920
Sponsorship servicing costs	758,504	898,150
Waratahs team costs	6,666,984	7,273,966
Total expenses	16,215,040	18,147,191

5. Finance income and expense

	2017 \$	2016 \$
Finance income	218,274	80,527
Finance charges	(12,053)	(12,030)
Net finance income	206,221	68,497

NSW Waratahs Limited

Notes to the Consolidated Financial Statements

For the year ended 31 December 2017

6. Cash and cash equivalents

	2017 \$	2016 \$
Current		
Bank and cash balances	2,793,992	6,192,303
Current – Term deposits	4,200,121	-
	6,994,113	6,192,303
Non - Current		
Term deposits	2,500,000	-
Cash and cash equivalents	2,500,000	-

7. Trade and other receivables

	2017 \$	2016 \$
Current		
Trade receivables	390,897	551,691
Provision for bad debts	(14,364)	(14,364)
Related party receivables-NSWRU	-	247,973
	376,533	785,300
Trade and other receivables	376,533	785,300

8. Property, plant and equipment

	2017 \$	2016 \$
Team and office equipment at cost	245,856	145,035
Accumulated depreciation	(113,663)	(87,547)
	132,193	57,488
Computer equipment at cost	175,155	110,240
Accumulated depreciation	(78,900)	(78,874)
	96,255	31,366
Motor vehicles at cost	-	41,031
Accumulated depreciation	-	(33,467)
	-	7,564
Total property, plant and equipment	228,448	96,418

NSW Waratahs Limited

Notes to the Consolidated Financial Statements

For the year ended 31 December 2017

9. Trade and other payables

	2017 \$	2016 \$
Current		
Trade payables	440,057	137,202
Related party payables -NSWRU	2,156,980	-
Non-trade payables and accrued expenses	198,207	446,323
Employment liabilities	139,399	176,004
Total trade and other payables	2,934,643	759,529

10. Deferred revenue

	2017 \$	2016 \$
Current		
Membership revenue	1,111,600	1,601,118
Other	1,724,013	1,692,122
	2,835,613	3,293,240
Non-current		
Income received in advance	4,550,000	3,082,000
	4,550,000	3,082,000

Income received in advance relates to upfront payments received from contractual arrangements with sponsors.

11. Contractual commitments

Player remuneration commitments

Commitments for the payment of salaries and other remuneration under long-term player contracts in existence at the reporting date but not recognised as liabilities is as follows:

	2017 \$	2016 \$
Within one year	5,251,345	5,102,000
Between one and five years	2,695,000	3,667,500
Total commitments	7,946,345	8,769,500

NSW Waratahs Limited

Notes to the Consolidated Financial Statements

For the year ended 31 December 2017

11. Contractual commitments (continued)

Lease commitments

Commitments for minimum lease payments in relation to non-cancellable operating leases are payable as follows:

	2017 \$	2016 \$
Within one year	613,077	158,804
Between one and five years	1,981,116	291,927
Total commitments	2,594,193	450,731

License Fee to New South Wales Rugby Union Ltd

NSW Waratahs Limited pays an annual licence fee to NSWRU for granting them the licence to use Waratahs intellectual property. This fee is calculated as the sum of 5% of total Gross Revenues and 50% of the net surplus of NSW Waratahs Limited. The minimum annual licence fee payable under the agreement is \$1,100,000 for the year ending 31 December 2017 and for the duration of the Trade mark agreement, which expires on 31 December 2020 with an option to extend.

12. Parent entity financial information

(a) Summary financial information

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

	2017 \$	2016 \$
Current assets	9,369,327	6,063,033
Total assets	9,369,428	6,075,321
Current liabilities	(12,691,738)	(9,714,464)
Total liabilities	(12,691,738)	(9,714,464)
Retained earnings	(3,322,311)	(3,639,143)
Profit or (loss) for the year	(3,116,455)	(3,457,567)

NSW Waratahs Limited owns 100% of the shares in Waratahs Rugby Pty Ltd, acting as agent for NSW Waratahs Limited, managing the professional Waratahs rugby team in New South Wales.

(b) Contingent liabilities of the parent entity

The parent entity did not have any contingent liabilities as at 31 December 2017.

NSW Waratahs Limited

Notes to the Consolidated Financial Statements

For the year ended 31 December 2017

13. Provisions

	2017 \$	2016 \$
Current		
Annual leave	159,245	191,335
	159,245	191,335
Non-Current		
Long service leave	81,851	64,798
	81,851	64,798

14. Accumulated surplus / (losses)

	2017 \$	2016 \$
Opening balance	(205,856)	(181,576)
Net profit/(loss) for the year	(240,062)	(24,280)
Closing balance	(445,918)	(205,856)

15. Related party transactions

(a) Australian Rugby Union "ARU"

The Company conducts transactions with the ARU in the normal course of managing Waratahs rugby in the State of New South Wales. NSW Waratahs Limited received \$5,400,000 in funding during 2017 (2016: \$5,716,201) from the ARU under the Super Rugby participation deed. This amount excludes any Wallaby player payments.

(b) New South Wales Rugby Union Ltd "NSWRU"

NSW Waratahs Limited pays an annual licence fee to NSWRU for granting them the licence to use the Waratahs and other related trademarks. In 2017 NSW Waratahs Limited paid NSWRU \$1,100,000 (2016: \$1,100,000) in licence fees under the licensing agreement.

NSW Waratahs Limited

Notes to the Consolidated Financial Statements

For the year ended 31 December 2017

16. Contingencies

The entity had no contingent liabilities as at 31 December 2017 (2016: \$nil)

17. Events occurring after the reporting period

No matter or circumstances have occurred subsequent to year end that has significantly affected, or may significantly affect, the operations of the company, the results of those operations or the state of affairs of the company in subsequent financial years.

18. Reconciliation of cash flows from operating activities

	2017 \$	2016 \$
Cash flows from operating activities		
Profit/(loss) for the year	(240,062)	(24,280)
Adjustments for:		
Depreciation	61,026	66,051
Operating profit before changes in working capital and provisions	(179,036)	41,771
(Increase) / decrease in trade and other receivables	503,452	(210,071)
Increase / (decrease) in trade and other payables	2,175,114	(143,296)
Increase / (decrease) in deferred revenue	1,010,373	4,402,609
Increase / (decrease) in provisions	(15,036)	(60,157)
Net cash inflow / (outflow) from operating activities	3,494,867	4,030,856

NSW Waratahs Limited

Directors' Declaration

As stated in Note 1(a) to the consolidated financial statements, in the directors' opinion, the Company is not a reporting entity because there are no users dependent on general purpose consolidated financial statements. These are special purpose consolidated financial statements that have been prepared to meet *Corporations Act 2001* requirements.

The consolidated financial statements have been prepared in accordance with Accounting Standards and mandatory professional reporting requirements to the extent described in Note 1.

In the directors' opinion:

1. The consolidated financial statements and notes set out on pages 4 to 19 are in accordance with the *Corporations Act 2001*, including:
 - (a) complying with Accounting Standards and other mandatory professional reporting requirements as detailed above, and the *Corporations Regulations 2001*; and
 - (b) giving a true and fair view of the Company's financial position as at 31 December 2017 and of its performance for the financial period ended on that date; and
2. There are reasonable grounds to believe that the Company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors and is signed for and on behalf of the directors by:



Roger Davis
Director (Chairman)
Sydney
29 March 2018



Independent auditor's report

To the members of NSW Waratahs Limited

Our opinion

In our opinion:

The accompanying financial report of NSW Waratahs Limited (the Company) and its controlled entities (together the Group) is in accordance with the *Corporations Act 2001*, including:

- (a) giving a true and fair view of the Group's financial position as at 31 December 2017 and of its financial performance for the year then ended
- (b) complying with Australian Accounting Standards to the extent described in Note 1 and the *Corporations Regulations 2001*.

What we have audited

The Group financial report comprises:

- the consolidated balance sheet as at 31 December 2017
- the consolidated statement of comprehensive income for the year then ended
- the consolidated statement of changes in equity for the year then ended
- the consolidated statement of cash flows for the year then ended
- the notes to the consolidated financial statements, which include a summary of significant accounting policies
- the directors' declaration.

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

Independence

We are independent of the Group in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

PricewaterhouseCoopers, ABN 52 780 433 757
One International Towers Sydney, Watermans Quay, Barangaroo, GPO BOX 2650, SYDNEY NSW 2001
T: +61 2 8266 0000, F: +61 2 8266 9999, www.pwc.com.au
Level 11, IPSQ, 169 Macquarie Street, Parramatta NSW 2150, PO Box 1155 Parramatta NSW 2124
T: +61 2 9659 2476, F: +61 2 8266 9999, www.pwc.com.au

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Emphasis of matter - basis of accounting and restriction on use

We draw attention to Note 1 in the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the directors' financial reporting responsibilities under the *Corporations Act 2001*. As a result, the financial report may not be suitable for another purpose. Our report is intended solely for NSW Waratahs Limited and its members and should not be used by parties other than NSW Waratahs Limited and its members. Our opinion is not modified in respect of this matter.

Other information

The directors are responsible for the other information. The other information comprises the information included in the Group's annual report for the year ended 31 December 2017, including the directors' declaration, 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 identified above 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 and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of *Corporations Act 2001* and is appropriate to meet the needs of the members. The directors' responsibility also includes 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 have 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 the financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standards Board website at:
http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf. This description forms part of our auditor's report.

Matters relating to the electronic presentation of the audited financial report

This auditor's report relates to the financial report of NSW Waratahs Limited for the year ended 31 December 2017 included on NSW Waratahs Limited's web site. The directors of the Company are responsible for the integrity of NSW Waratahs Limited's web site. We have not been engaged to report on the integrity of this web site. The auditor's report refers only to the financial report named above. It does not provide an opinion on any other information which may have been hyperlinked to/from the financial report. If users of this report are concerned with the inherent risks arising from electronic data communications they are advised to refer to the hard copy of the audited financial report to confirm the information included in the audited financial report presented on this web site.

PricewaterhouseCoopers

James McElvogue
Partner

Sydney
29 March 2018



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