



*Your lifestyle, your club.*

A submission by the  
**Panthers Entertainment Group**

to the  
**Gambling Inquiry Productivity Commission**

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Submitted on behalf of  
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**Group CEO**

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## **PREAMBLE**

This submission to the Gambling Inquiry Productivity Commission is made on behalf of the Panthers Entertainment Group (PEG), which has 14 licensed club sites across NSW.

PEG believes that this geographic distribution – together with the experience of managing this number of clubs – puts it in a unique position to focus on some of the issues and opportunities facing the NSW Club Industry.

Having a well regulated and responsible gaming offering represents an integral component of that industry. It is our belief that the ownership and management structure of gaming machine operators is significant when weighing up the social benefits and costs of poker machines. Having gaming operated by an industry sector that is neither state nor private, but is community owned, presents a potentially different environment than other models.

We are grateful to have the opportunity to present our thoughts to the Commission.

**Glenn Matthews**  
**CEO Panthers Entertainment Group**

*March 2009*

## KEY FACTS

In 1954, a small club was established in Penrith with the sole purpose of supporting and promoting the game of Rugby League. By 1967, Penrith was elevated to the elite level of Rugby League.

In the years that followed, the licensed club grew to become one of the major tourist attractions in regional NSW – Panthers World of Entertainment.

As others copied many of the entertainment concepts begun by Penrith, and the grant of poker machines to hotels increased competition, Panthers realised that to survive it had to grow – and in the late 1990s an amalgamation strategy was born.

Today, the Panthers Entertainment Group has 14 licensed club sites in NSW - from Port Macquarie on the mid-north coast to Lavington, in the south.

These amalgamating clubs were set up originally to cater for different interest groups, including: Rugby League, Australian Football, general sports, bowling, golf, bocce, cultural, community and workers.

Since amalgamation, each of the amalgamating clubs continues to reflect its original purpose and tradition; and each provides a wide range of activities for members, their families and guests.

In all, the club has approximately 150,000 members.

## Geographic dispersion

The club sites are:

Bathurst Panthers	Rugby League
Bathurst City Bowling Panthers	Bowling
Cardiff Panthers	Workers
Glenbrook Panthers	Bowling
Lavington Panthers	Sporting
Mekong Panthers (Cabramatta)	Cultural
Newcastle Panthers	Workers
North Richmond Panthers	Sporting
Panthers World of Entertainment Penrith	Rugby League
Port Macquarie Panthers	RSL
Port Macquarie Panthers Sports Club	Sporting
St Johns Park Panthers	Cultural
Wallacia Panthers	Golf
West Epping Panthers	Bowling

**Poker Machine Statistics – 2006 & 2008**

Site	No of Machines		Annual Gross Revenue (\$)		Average Annual Revenue per Machine (\$)	
	2006	2008	2006	2008	2006	2008
Penrith	730	716	49,268,803	40,595,741	67,492	56,698
Port Macquarie	260	219	13,858,411	12,576,229	53,302	57,426
Cardiff	211	197	10,838,811	10,032,990	51,369	50,929
Mekong	90	95	7,348,496	7,094,334	81,650	74,677
Newcastle	223	142	5,960,961	5,571,781	26,731	39,238
Bathurst	118	96	5,224,875	4,391,050	44,279	45,740
Triglav	48	54	3,518,024	3,785,622	73,292	70,104
Lavington	120	90	3,779,996	3,209,815	31,500	35,665
North Richmond	80	80	3,104,811	2,816,724	38,810	35,209
Glenbrook	50	54	2,013,301	1,946,713	40,266	36,050
Wallacia	29	29	932,673	752,951	32,161	25,964
Hibbard	19	19	520,681	428,262	27,404	22,540
West Epping	20	20	274,858	198,701	13,743	9,935
Bathurst Bowling Club	16	15	222,927	108,423	13,933	7,228
<b>TOTAL</b>	<b>2,014</b>	<b>1,826</b>	<b>106,867,627</b>	<b>93,509,336</b>	<b>53,062</b>	<b>51,210</b>

*Figures as disclosed in the 2006 & 2008 Annual Reports*

## **ECONOMIC CONTRIBUTION**

### **Employment**

The NSW Club Industry is a very labour intense industry. The ratio of wages to revenue is considerably higher than most businesses. The result is therefore more employment.

For example, in 2007-8 the Tabcorp Wagering (TAB Betting) business generated \$1.4billion in revenue and employed 2,900 people – that is around \$500k in annual revenue per employee. Panthers generated revenues of around \$150m and employed 1,123 people – an average of \$113k per employee. Assuming efficiencies are on par this indicates Panthers employs 4.5 times more people per dollar earned in revenue than the Tabcorp Wagering business.

When looking at the online gambling providers, the picture would be even more stark.

Below is a table showing the employment levels at each of our venues. It is important to note that much of the training is on-the-job training and the wages column also incorporates the cost of this type of training.

	Employees				Wages (\$)	Volunteers	Training (\$)
	Part Time	Full Time	Casual	Total			
Penrith	124	162	114	400	14,553,268	0	31,990
Port Macquarie	48	29	56	133	5,358,212	0	31,950
Cardiff	24	19	7	50	2,334,838	0	15,986
Mekong	11	10	11	32	1,321,529	0	7,195
Newcastle	23	8	16	47	1,608,016	0	14,080
Bathurst	29	11	8	48	1,634,394	0	4,418
Lavington	23	8	22	53	1,717,645	A	5,012
Triglav	9	7	5	21	1,110,925	1	5,164
North Richmond	17	10	10	37	1,449,314	0	10,176
Glenbrook	21	9	8	38	1,412,244	4	6,873
Wallacia	3	10	4	17	898,333	0	5,962
Hibbard	4	5	5	14	614,103	0	
West Epping	1	1	6	8	226,912	2	1,883
Bathurst Bowling Club	#	#	#	#	112,365	#	
Corporate	x	x	x	x	5,475,464	x	81,110
Football	6	162	54	222	7,176,734	42	
	343	451	326	1120	47,004,295	48	221,799

A Volunteers are used for all major events at the oval, as many as 50 volunteers could be used for one event

# Figures combined and disclosed in Bathurst numbers

x Figures combined and disclosed in Penrith numbers

### Taxation (\$,000's)

	2008	2007
Poker Machine Tax	28,911	30,736
Payroll related taxes	3,303	3,542
Land Tax	732	670
<b>Total</b>	<b>32,946</b>	<b>34,948</b>
PAYG Tax for employees	8,571	9,358

### Redevelopment

Penrith Panthers is currently undergoing a major redevelopment. Stage 1 of this redevelopment is nearing completion and represents a \$30m investment in construction. Subsequent stages have been documented in a master plan for our Penrith property – the master plan helps with the goals of NSW as outline in the State's Regional Plan.

Similar projects are envisaged for the other precincts that host Panthers venues

### SOCIAL CONTRIBUTION

The contribution that a registered club plays in its community varies, and is influenced by a number of factors including: its original reason for being; its financial position and size; geographic location; and local needs.

The recent IPART inquiry commissioned by the NSW Government found that social contribution of the NSW Club Industry could be evaluated at \$800m annually.

The following table shows the contributions made by PEG on a site by site basis for the CDSE year ended 31 August 2008.

Note that it also includes 'Other' community donations over and above CDSE.

For the CDSE year ended 31 August 2008

	CDSE 1	CDSE 2	TOTAL	Statutory Requirement	Other*		Member of Local Donation Committee Yes/No	% CDSE Breakdown from Donation Committee
Penrith	348,289	1,733,139	2,081,428	561,975	2,667,000	Total net loss PDR/LFC \$4,282m (Excludes \$1,140k grant to Penrith District Junior Rugby League and \$474k maintenance of CUA Stadium shown in CAT 2)	Yes	30% of CAT 1
Port Macquarie	92,911	95,066	187,977	174,237	200,000	Sponsorship of the Ironman \$150k and \$50k donation to the council for the regional sports stadium.	Yes	50.00%
Cardiff	84,520	102,316	186,836	136,034	70,000	Newcastle Trades Hall council \$60k and sponsorship Newcastle Knights \$10k	Yes	50% of CAT 1
Mekong	84,915	1,000	85,915	84,239	-		Yes	Approx 11%
Newcastle	34,350	35,928	70,278	67,906	70,000	Newcastle Trades Hall council \$60k and sponsorship Newcastle Knights \$10k	Yes	50% of CAT 1
Bathurst	22,598	51,088	73,686	50,125	-		No	N/A
Lavington	16,864	41,755	58,619	34,495	154,000	AFL Oval, Cricket and Bowling Greens upkeep and maintenance (incl Ground staff wages)	Yes	Approx 50%
Triglav	21,849	30,690	52,539	41,743	100,000	Agreed annual allocation for Slovenian Cultural Events	Yes	Approx 75%
North Richmond	13,000	13,441	26,441	26,770	-		Yes	50% of CAT 1
Glenbrook	7,000	7,054	14,054	14,137	4,500	Support local council recommendations of CAT 1 donations of 50% for local group projects. Support local community sporting, school, and fundraising activities in CAT 2	Yes	50% of CAT 1
Wallacia	N/A	N/A	0	0	661,558	Golf course upkeep and maintenance (incl Grounds staff wages)	N/A	N/A
Hiltbard	N/A	N/A	0	0	106,923	Bowling Greens upkeep and maintenance (incl Grounds staff wages)	N/A	N/A
West Epping	N/A	N/A	0	0	113,380	Bowling Greens upkeep and maintenance (incl Grounds staff wages)	N/A	N/A
Bathurst Bowling Club	N/A	N/A	0	0	-		N/A	N/A

N/A - Under the \$1m CDSE threshold

\* Does not satisfy the criteria to be recognised as CDSE



In assessing the value of clubs to their communities it is necessary to look beyond the dollars spent, and look at what is achieved through both the expenditure and the organisational effort and intent. The results can be intangible and hard to quantify. The following are some examples.

### **Panthers on the Prowl**

The **Panthers on the Prowl** Community Development Foundation was set up in 2002. The Foundation is certainly well supported financially by Panthers Entertainment Group. However, more important in the establishment of the Foundation was a desire and passion to deliver something to our community that would have a lasting and ongoing impact.

The extent to which this was, and continues to be, achieved is illustrated by the continued support of both federal and State Government departments and other local businesses.

Originally the Foundation was instituted to support primary school programs. While there has been some expansion to this, the primary focus is on 5 elements:

*Classroom at Panthers* – targeting children at risk of disengaging from the school system and utilising the training environment of the Penrith Panthers 1<sup>st</sup> Grade Rugby League Team to stimulate a re-engagement.

*Family Skills* – aimed at enhancing family skills and building sustainable parenting support for children.

*Leadership Skills* – conflict resolution, leadership skills and mentoring program.

*Teacher's Aide/Mentoring Program* – utilizes young players as teacher's aides and mentors.

*Active Lifestyles* – developing awareness of personal development issues, nutrition, and fitness to combat obesity in children. Includes a breakfast program at 16 schools.

The full extent and details of **Panthers on the Prowl** can be found at [www.panthersontheprowl.com.au](http://www.panthersontheprowl.com.au).

An independent academic assessment of the Teacher's Aide program can be found in *The International Journal of Learning – Volume 15 Number 4*. The study is by Chessor, Gilbert, Pertz, and Usher and is entitled *Celebrity Football Players as Teacher's Aides to Enhance the Learning of Children Displaying Challenging Behaviours*.

### **Rugby League.**

The value of an elite Rugby League team to its community is immense.

Several years ago, a survey found that the value in media coverage of the Panthers National Rugby League team to Penrith was around \$24M a year. It is impossible to calculate the flow-on effect of this publicity in terms of visitations and dollars spent.

Penrith City Council and local business organisations realise that value, and express it in terms of civic receptions, street decorations and a close affiliation with the team.

In a good year, the feeling in the streets of Penrith is palpable. The team is the major talking point, even among people who do not follow the game.

In 1991 and 2003, the years Penrith won the competition, tens of thousands of people turned out to welcome the team back to the club.

New crowd records were set and broken several times at Penrith (now CUA) Stadium in 2003.

Even when the team is not doing well – as in 2007 – local interest remains high. Penrith's average home crowd stood at 12,746 with 7 home games played so far (up to July 14). In June, the Panthers football website attracted 42,000 unique visitors (11,000,000 hits) in a 30 day period.

Rugby League is the Penrith Panthers' reason for being. The club does not generate a profit from it. In fact, it invests more than \$3M a year – the shortfall – to finance this community asset. The total cost of the Rugby League operation is more than \$8.5M a year.

Whether a good year or not, local business supports the team in many ways – through sponsorship, through association and through a community foundation called *Panthers on the Prowl*.

The foundation is jointly supported by the club, State and Federal Government departments and local business, with the aim of improving the well being of our children.

Junior Rugby League is also a beneficiary to the exposure of the senior team.

The Penrith District Junior Rugby League is the largest in the world, with around 8,000 registered players, supported by more than 2,000 volunteers who run the competition week in, week out.

PDJRL has 22 clubs with a total of 495 teams, ranging from Under 6 to A-Grade.

It is regarded as the best managed Junior League in Australia and many of its development initiatives have been copied not only in this country but abroad.

PDJRL is helping to develop not only healthy, active bodies in the players, but a strong ethic of community involvement among the volunteers.

Panthers invests more than \$700K a year in junior development.

Furthermore, all players in the junior league who are 16 or under receive an entry pass to NRL games. At Panthers home games there is anything up to 2,000 entries from children using these passes – over 20,000 a season. The cost of providing free entry to this elite sport is not reported anywhere but it is a significant investment that provides access to fixtures that are both inspirational and entertaining.

### ***Supporting a culture***

Mekong Panthers plays a major role in the life of the Vietnamese community in Cabramatta and surrounding suburbs.

It is the Major Sponsor of events such as the Vietnamese New Year and Full Moon festivals - events that help preserve and strengthen the culture of Vietnamese Australians.

Mekong Panthers has substantially contributed towards the construction of the Vietnamese Cultural Centre at Bonnyrigg, which is used for meetings, teaching traditional arts, crafts, music and languages, including English.

### ***A \$10M annual event***

Our Port Macquarie club is the major sponsor of the Panthers Ironman Australia Triathlon – an annual event estimated to be worth \$10M a year to the city from competitors and associated tourism.

Such additional revenue supports and creates jobs in the area – no small achievement in a rural area. More than that, the event provides volunteer work for 2,000 every year – another example of community spirit.

Tourism is further strengthened in Port Macquarie by Panthers financial support for the Regional Sports Stadium, a project which would not have been possible but for the club.

Panthers committed to \$500K over 10 years toward the development of this important stadium, which plays host to many sporting events, attracting visitors from all over Australia.

### ***Culture & Lifestyle***

Clubs such as Panthers provide opportunities for people of all ages to participate in sport, as mentioned in other parts of this document. Without the facilities and backing provided by clubs, many of these opportunities for health and well-being would either disappear from some communities or become more exclusive.

But perhaps the biggest area in which clubs can help the governments, council and regulators deliver better communities is through their unique position to make a positive impact on community and social environments.

This is part of the rationale behind what Panthers calls the *Club of the Future*.

## *The Club of the Future*

What will these clubs offer? They will in some ways be different because each of the club sites must remain relevant to the wants and needs of its community and the aspirations which originally led to its formation.

Through the amalgamation process, described elsewhere in this document (see Section 6), PEG amassed a significant property portfolio – some 195ha of land, much of it located in NSW regional centres with great development potential.

Developments of this nature require capital and expertise, as well as co-operation between all potential stakeholders.

In the current economic climate for our industry – with higher poker machine taxes, restrictions on trading hours and anti-smoking legislation – capital investment is almost impossible to obtain from traditional sources such as banks.

As a means of pushing forward with its vision, the PEG late last year entered into a partnership venture with ING Real Estate (the Panthers Partnership) to jointly manage and develop its extensive real estate portfolio across NSW.

ING Real Estate is an international company active in investment management, development and finance. With a total business portfolio of over A\$130 billion and offices in 21 countries, it ranks among the world's strongest real estate companies.

As part of its investigation before partnership, ING commissioned research into the industry and specifically the concept of the *Club of the Future*.

Approval to enter into the partnership was given by members at two General Meetings and an information process that took more than 18 months to complete.

Not only has the partnership left PEG debt free, it has money in hand to develop and improve its club businesses, as promised to members as part of the agreement to proceed.

The objectives of the partnership between PEG and ING are to:

- Optimise development opportunities on each site
- Develop a *Club of the Future* at each site
- Grow and optimise earnings from property (sales and ongoing income)
- Diversify PEG's property holdings
- Improve property values
- Carry out developments that achieve the optimum balance of triple bottom line – social, environmental and economic – outcomes.

The developments will be guided by PEG's vision statement, *Panthers – your lifestyle, your club*. Key principles include:

- Use of physical amenities and soft programs to enhance the lifestyle of our communities.
- To provide these communities with a range of value for money services and experiences of a quality and level of sophistication found in major regional centres.
- To ensure each development is relevant to the local community, helping the town centres fulfill their role in providing jobs, quality amenities and services, and reasons for people from outside the area to visit.
- To make the clubs part of an integrated mixed use development that creates a destination and sense of place, thus attracting a higher level of foot traffic that would enable the club and businesses around it to survive and grow.
- To serve the broader community with a range of entertainment, food, beverage, sport, recreation, accommodation, well-being, health and fitness offers that have broad market appeal.
- To focus on people and the experiences they are seeking.
- To give the clubs regionally exclusive offers, differing from one region to another.

Some examples of how these principles will be applied are shown in Master Planning now underway:

Panthers 68ha property in Penrith will play a major role in its community.

In February 2006, Premier Morris Iemma announced a plan to establish a network of six key regional cities to underpin the State's economic growth and create more jobs. Penrith is one of these cities.

An underlying principle of the NSW Government's Metropolitan Strategy is that people should be able to access a range of jobs, health and education services, cultural, entertainment and recreation activities and shopping without travelling long distances.

The Department of Planning and Penrith City Council see Panthers as a destination with nationwide appeal, adding to Penrith's stock of regional tourist and visitor options. They anticipate further development of the entertainment facilities with the addition of associated retail and accommodation, and want planning of the area to consider the neighbouring areas and links to the river.

The Panthers Partnership's aspirations for the property are to create a major city precinct with the club at its heart, and resort style uses (club, cinemas, bowling, child play care, restaurants, day spas, gymnasiums, well being facilities, beauty, etc.) as the foundation use.

These will be integrated with a mix of other uses including another major employer on the site, commercial, related retail and residential. The residential could be a mix of seniors living, affordable housing, at market and above market products that suit families, empty nesters and singles. PEG sees up to 2,000 residential units on the site,

which is consistent with DoP plans for another 5,000 residences within 2km of Penrith railway station.

The government and PEG appear to have a strong coincidence of interest.

The partnership is currently assessing where it would be able to partner the NSW Government to help achieve some of its outcomes as outlined in the current State Plan.

There is a significant opportunity for government to leverage off existing infrastructure and for Panthers to expand and improve Penrith's sports, entertainment and events precinct to a level required for a regional city, at no ongoing cost to tax payers.

This is the reason that Panthers has:

- submitted a proposal seeking \$20-25M from Federal and State Governments as a contribution towards a new multi-purpose sports and entertainment venue for Penrith (Penrith Arena); and
- Commenced discussions with Penrith City Council about relocating the local swimming pool at Panthers.

The proposed arena fits in with a Penrith City Council plan for a 5,500 indoor stadium for basket ball.

The venue would have retractable seating, allowing for a capacity crowd of 5,500 for basket ball; and would also be used for concerts, conferences, events and sports such as gymnastics and tennis.

The local pool is aging and PEG understands that the upkeep cost to ratepayers is significant. If a replacement pool were built at Panthers, it would be managed by Panthers and would become part of a greater entertainment and recreation centre – at no cost to ratepayers.

Panthers can demonstrate a number of examples where it has successfully co-operated with various tiers of government.

One example of this is the *Panthers on the Prowl* Community Foundation, mentioned elsewhere in this document. It is a successful and growing coalition between Panthers, local business, and State and Federal Governments for the benefit of our children.

Another example is the development of a major local sporting venue, CUA Stadium.

The Federal Government provided Panthers with \$10M to upgrade the facility.

Working together with Penrith City Council, Panthers used the money to improve and extend an existing grandstand; add 2,500 seats; a 300-seat multi-purpose room; improved facilities for players, officials and media; and better access and facilities for the disabled.

CUA Stadium is now used for soccer as well as Rugby League and is suitable for international and national events which can be hosted at no ongoing cost to ratepayers or taxpayers.

Earlier this year, the State Government announced \$5M in funding to further improve this venue.

At Newcastle and Port Macquarie, as at Penrith, PEG has properties that can play a major role in these communities.

Newcastle is a regional centre under the NSW Government's Metropolitan Strategy and the Panthers club occupies nearly a complete city block (188m frontage to King St).

The idea is to create an integrated mixed use development of entertainment, retail, commercial and residential that will help the DoP and Newcastle Council achieve the objective of providing jobs, services and quality lifestyle to that part of the city.

Port Macquarie is a regional centre under the NSW Government's Mid North Coast Strategy. Port Panthers adjoins ING's Settlement City shopping centre. The Panthers Partnership is developing a Master Plan for the site. The aim is to provide an integrated shopping, entertainment, health and fitness complex that will help the town fulfill its role as a regional centre.

The Club of the Future concept is applicable to smaller sites, such as Wallacia Panthers, also. Wallacia Panthers is an aging golf and country club with an 18-hole championship course. Wallacia is a village under Penrith City Council's rural lands strategy. Council wants these villages to provide a certain level of jobs, services and amenities.

The plan is to build a new community club that will become a keystone for the development of the village and particularly the area around the club.

Promotion of intrastate tourism is an area which PEG believes would also be helpful to the NSW Government in achieving some of its goals.

As stated elsewhere, Panthers not only promotes its 14 club sites to the total membership but also highlights the areas in which each site is located. This is achieved through the traditional advertising and marketing mix as well as the Internet.

Another plank of the State Plan is to decrease anti-social behaviour and to increase participation and integration of community activities.

The second part of this we believe is covered in our preceding remarks about the *Club of the Future* and our plans for development across our 14 sites.

Clubs such as Panthers provide safe and secure environments for their members and guests through the use of highly trained security and surveillance personnel, up-to-date electronic equipment, and adherence to Harm Minimisation strategies.

This combination effectively reduces the amount of crime in licensed premises, helps the police in their investigations and tends to lessen backlogs in courts.

### ***In-house contributions for the club's primary purpose***

One example is in the provision of free or subsidised sporting facilities.

These have provided not only a benefit to members and guests but have helped many sportsmen and women achieve success on the world stage.

Clubs invest in these facilities and enable to public to use them free of charge.

The following table breaks down the range and size of sporting facilities provided at PEG's sites:

Site	Sporting
Penrith	<ul style="list-style-type: none"><li>- Aqua Golf</li><li>- Adventure Golf</li><li>- Children's play ground</li><li>- NRL team.</li></ul>
Port Macquarie	<ul style="list-style-type: none"><li>- 4 Snooker Tables</li></ul>
Cardiff	<ul style="list-style-type: none"><li>- 10 indoor bowls mats</li><li>- 4 snooker tables</li><li>- 12 dart boards</li></ul>
Mekong	<ul style="list-style-type: none"><li>- Nil</li></ul>
Newcastle	<ul style="list-style-type: none"><li>- 2 Indoor bowls mats</li><li>- 8 dart boards</li></ul>
Bathurst	<ul style="list-style-type: none"><li>- Squash Court</li><li>- 4 Snooker Tables</li><li>- 3 Darts</li></ul>
Lavington	<ul style="list-style-type: none"><li>- AFL oval</li><li>- Cricket</li><li>- Netball</li><li>- 2 Bowling Greens</li><li>- 6 Squash Courts</li></ul>
St Johns Park	<ul style="list-style-type: none"><li>- 6 bocce courts</li><li>- Children's play ground</li></ul>
North Richmond	<ul style="list-style-type: none"><li>- Nil</li></ul>
Glenbrook	<ul style="list-style-type: none"><li>- 2 bowling greens</li></ul>
Wallacia	<ul style="list-style-type: none"><li>- 18 hole Golf course</li></ul>
Hibbard (Port Macquarie Sports Club)	<ul style="list-style-type: none"><li>- 3 bowling greens</li><li>- 35 hectares of sporting fields</li></ul>
West Epping	<ul style="list-style-type: none"><li>- 3 bowling greens</li></ul>
Bathurst Bowling Club	<ul style="list-style-type: none"><li>- 4 bowling greens</li></ul>

### ***In-house contributions for general member benefit***

Clubs such as Panthers are not just places for members and their guests come for entertainment, gaming or food and drink. They are places where people come to socialise – or even be alone among others – in what they perceive to be a warm and secure environment.



A leading expert on the industry once remarked: "In many cases NSW clubs have taken the place of the village hall as the centre of social life."

The following table shows the number of restaurants, bars, meeting rooms and similar facilities on a site by site basis:

Site	Function Rooms	Bar	Catering
Penrith*	6	8	10
Port Macquarie	7	7	2
Cardiff	7	5	2
Mekong	1	2	2
Newcastle	12	9	1
Bathurst	2	6	1
Lavington	3	5	2
St Johns Park	1	1	1
North Richmond	2	2	1
Glenbrook	0	1	1
Wallacia	0	1	1
Hibbard	1	2	1
West Epping	1	1	1
Bathurst Bowling Club	2	1	0

\*Penrith also has 10 hectares of exhibition grounds

#### ***External contributions for community benefit***

At West Epping Panthers, for instance, local high schools are allotted days for students to play bowls. At Wallacia Panthers, free golf tuition is provided for juniors during school holidays.

Without clubs, scores of bowling greens, golf courses, tennis courts, cricket grounds and other sporting fields would either have to be totally supported by local or state governments or disappear.

On the entertainment front, it has long been recognised that the clubs of NSW are a place where entertainers can show off their talent. Some of Australia's leading artistes – past and present – got their start that way.

#### ***C 3 West***

Panthers has formed a unique alliance with the arts community – the The Museum of Contemporary Art (MCA), Sydney and the Casula Powerhouse. The vehicle for the alliance is a project called C 3 West - Creative, Commercial, Community - which involves engaging artists to facilitate innovative solutions for business opportunities/problems in a way that also deliver benefits to the community.

The project is not about commissioning works of art. The project is not philanthropy, nor is it about generating profit. The intention is to create processes and mindsets that offer a wider range of constructive outcomes than would be achieved otherwise.

Panthers is ideally positioned to help drive such an innovative and potentially powerful program. The hard edges of the entrepreneurs, the demands of shareholders of public companies and the bureaucracy of state owned enterprises all would present significant barriers to such a project.

Far more conducive to this type of innovation is the business structure that is community owned and whose profits must be used to benefit the community.

## **RESPONSIBLE GAMING COMMITMENT**

Panthers practices and is committed to the provision of an environment that encourage the responsible use of gaming machines.

The internal policies that apply are attached.

## **CONCLUSION**

The ownership of operators of gaming machines undoubtedly generates a different balance of costs and benefits.

The gaming ownership model that forms the basis for the NSW Club Industry was viewed, around the world, as the best model. It is far softer and more socially sympathetic than the hard edged world of private enterprise. It is far more innovative and entrepreneurial than the state owned enterprises.

Panthers, being part of the NSW Club Industry, is in a position to operate gaming machines in a way that minimizes the social cost and maximizes the benefit. The material provided in this is meant illustrate this fact.

Thank you for the opportunity to provide this information.

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## **PENRITH RUGBY LEAGUE CLUB LIMITED POLICY**

### **CORPORATE GOVERNANCE**

**POL0331**

#### **Responsible Gaming - Self Exclusion Policy**

1. Any Member, Visitor or Staff Member who identify themselves as having a problem with gambling are to be referred to either: -
  - (a) the Duty Manager at the time;  
or
  - (b) the site GM or nominated person.

Should any staff sight someone they think is a person who is self excluded they are to contact the above person/s who will take appropriate action.
2. The person is then counselled : -
  - (a) to seek help through the approved site counselling service.
  - (b) be given appropriate literature.
  - (c) be encouraged to sign 'Panthers Self Exclusion' document.
3. A register of all incidents and actions taken in relation to Patrons, families of Patrons and Staff with gambling problems is kept by the Duty Managers or nominated persons.
4. Blank copies of 'Panthers Self Exclusion' document are to be kept by Duty Managers and nominated persons.
5. Once a Patron has completed 'Panthers Self Exclusion' document – Do the following:-
  - (a) photocopy document and hand a copy to Patron.
  - (b) get patron photographed at Reception.
  - (c) circulate photograph to Security, Surveillance, Door Staff, Reception, Cashiers and Gaming Staff.
  - (d) forward original document to GM or nominated person.
6. All such personal information as documented on problem gamblers is to be handled sensitively and in strictest confidence.
7. A copy of the 'Register' of incidents is attached.

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## **PENRITH RUGBY LEAGUE CLUB LIMITED**

### **POLICY**

#### **CORPORATE GOVERNANCE**

**POL0325**

#### **Responsible Gaming Policy**

1. All staff in the Poker Machine Teams, Cash Desk Attendants, Poker Machine Maintenance, Security, Duty Managers, Hostesses, Switchboard, Reception and TAB are to attend an LAB approved Responsible Gaming Training course.
2. Patrons who have identified themselves as having a gaming problem are to be referred to the Duty Manager, who will issue the patron the Self Exclusion documents. DM is to make an entry in the Daily Shift Report.
3. All cash outlets - Cash Desks and ATM's must display the sign "Do you have a gambling problem? If so, contact Wesley Gambling Counselling Service on (02) 4731 3511".
4. Wesley Gambling Counselling Service, G Line Leaflets and Panthers' Gaming Guides are to be on display in the foyer and other strategic points in Panthers at all times.
5. No cheques are to be cashed for members or guests in the gaming areas without prior written arrangements.

#### **Panthers must not cash:**

- A cheque made payable to anyone other than the Club (Clause 30P, effective 14/10/00). Penrith only.
- A cheque for more than \$400 (Clause 30P, effective 14/10/00). Penrith only
- More than one cheque for the same person on a single day, or; a cheque for a person who has had a cheque cashed which has been dishonoured unless an amount has subsequently been paid to the Club. (Clause 30P, effective 14/10/00). Penrith only.
- A cheque that has been cashed by Panthers must be banked within 2 working days after the cheque is accepted (Clause 30P, effective 14/10/00). Penrith only.
- Panthers will only pay out payment of poker machine prize money in excess of \$2,000 by crossed cheque made payable to the prize winner (Clause 30Q,
- Panthers will not allow an automatic teller machine (ATM), or an EFTPOS terminal to be located in any of the poker machine areas (Clause 30R).

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**PENRITH RUGBY LEAGUE CLUB LIMITED**  
**POLICY**

**CORPORATE GOVERNANCE**

**POL0325**

**Responsible Gaming Policy**

6. The use of credit cards for the purpose of obtaining cash for gaming is not permitted.
7. Staff who believe they have a personal problem with gambling should be encouraged to discuss this with the Human Resources Manager.
8. Records are to be kept of :
  - All persons requesting self-exclusion.
  - Staff requiring gambling counselling.
  - The number of people referred to Wesley or other counselling services.
  - The number of brochures replaced each quarter.
9. Panthers will display in every poker machine area, a notice explaining the chances of winning the major prize on a gaming machine (regulation 2000 – clause 30H).
10. Panthers will make available to patrons in each poker machine area, copies of player information brochures approved The Minister.
11. Panthers will, following a request from a patron for a community language player information brochure, supply as soon as possible, following that request the appropriate approved brochure (clause 30K).
12. Panthers will prominently display on the front, or top of each gaming machine a gambling warning notice, and a problem gambling notice (clause 30L).

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**PENRITH RUGBY LEAGUE CLUB LIMITED**  
**POLICY**

**CORPORATE GOVERNANCE**

**POL0325**

**Responsible Gaming Policy**

13. Panthers will display at all entrances to the Club, a counselling sign. The sign must be in the following form:

**IS GAMBLING A PROBLEM FOR YOU?**

**Are you in control of your gambling?**

**Do you gamble more than you can afford?**

**Do you borrow money to gamble?**

**Do you gamble to win back losses?**

**Does your gambling affect your family and friends?**

**FOR INFORMATION, COUNSELLING AND REFERRAL**

**CALL G-line (NSW)**

**24 hours a day, 365 days a year**

**Free Call 1800 633 635**

**CONFIDENTIAL, ANONYMOUS AND FREE**

14. Panthers will display a problem gambling notice on the front or top of each ATM installed at the Club (Clause 30N).
15. Panthers will ensure that a clock that is set to or within 10 minutes of the correct time is kept in each poker machine area. The time on the clock must be able to be readily viewed by any person playing a gaming machine at Panthers (Clause 30O).

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**PENRITH RUGBY LEAGUE CLUB LIMITED**  
**POLICY**

**CORPORATE GOVERNANCE**

**POL0325**

**Responsible Gaming Policy**

16. Panthers or any employee of Panthers must not publish, or cause to be published any gambling advertising related to Panthers that:
- Encourages a breach of the law;
  - Depicts children;
  - Is false, misleading or deceptive;
  - Suggests that winning a prize is a likely outcome of participating in gambling activities;
  - Suggests that participation in gambling activities is likely to improve a person's social standing or financial prospects;
  - Suggests that a player's skill can influence the outcome of a game that is a game of chance;
  - Depicts or promotes the consumption of alcohol while engaging in gambling activities; and;
  - Is not conducted in accordance with decency, dignity and good taste and in accordance with the Commercial Television Code of Practice as in force at the time the advertisement is published.
17. Panthers or any employee of Panthers must not publish or cause to be published anything that identifies any person who wins a prize of more than \$1,000, if that person when claiming the prize makes a written request not to have their name published (Clause 30V).
18. Panthers must not:
- Offer or supply any free or discounted liquor as an inducement to participate in any gambling activity at Panthers, or
  - Offer free credits by means of letterbox flyers, shopper dockets or any other means as an inducement to play the gaming machines at Panthers (Clause 30W)
19. Panthers Club Secretary, Senior Managers and any employees whose duties are concerned with the conduct of gaming machines activities will complete the approved RCG (Responsible Conduct of Gambling) Course. This course to be completed within 6 months of the commencement day yet to be announced by NSW Government (Clause 30Y).

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**PENRITH RUGBY LEAGUE CLUB LIMITED**  
**POLICY**

**CORPORATE GOVERNANCE**

**POL0325**

**Responsible Gaming Policy**

20. Panthers will have a self exclusion scheme that;

- (i) Prevents Panthers from refusing a participant's request in the self-exclusion scheme.
- (ii) For the participant to be required to give a written and signed undertaking that the person will not gamble at Panthers for a period specified in the undertaking.
- (iii) For the participant to be given the opportunity to seek legal advice, at their own expense, as to the meaning and effect of the undertaking
- (iv) For the participant to be provided with information on gambling related counselling and treatment services
- (v) For the club to ensure the responsible persons can readily identify the participant.
- (vi) For Panthers to publicise the availability of the scheme, and information on how it operates to patrons and;
- (vii) Preventing a participant from withdrawing from the scheme within 3 months after requesting participation in the scheme (Clause 30Z).



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# **PENRITH RUGBY LEAGUE CLUB LIMITED POLICY**

## **CORPORATE GOVERNANCE**

**POL0328**

### **Responsible Gaming Code Of Practice**

This Club aspires to managing its gambling facility in a professional and responsible manner in accordance with the following principles:

**1. Legislative Requirements**

Panthers provides gambling services and practices that conform to the various acts of Parliament and upholds those requirements.

**2. Financial Transactions – Cheque, Cashing and Credit Betting**

Panthers has a written Policy for;

- Cheque cashing.
- Payment of winnings.
- Financial transactions.

and we encourage patrons to develop Responsible Practices in the use of their finances for gambling purposes.

**3. Safe Gambling Environment**

Panthers promotes a pleasant and safe gambling environment.

**4. Self-Exclusion**

Panthers encourages those of its patrons who are experiencing gambling problems to take responsibility for their gambling activity through an effective self-exclusion procedure. This self exclusion is for a minimum of 12 months and will usually only be rescinded if a written request is available from the site approved gambling counselling service.

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## **PENRITH RUGBY LEAGUE CLUB LIMITED POLICY**

### **CORPORATE GOVERNANCE**

**POL0328**

### **Responsible Gaming Code Of Practice**

**3. Promotion or Responsible Gambling**

Panthers will inform its patrons and staff of its Responsible Gambling Policy and Programme. The nature of its gambling products and the availability of support services for problem gamblers.

**4. Developing Links between Panthers and our Local Community**

Panthers will continue to develop its links with relevant community organisations that provide support and advice for problem gamblers and their families.

**5. Community Standards**

Panthers will promote responsible gambling practices that conform to local community standards and expectations.

**6. Complaints and Dispute Resolution**

Panthers has a Complaints Resolution Process.

**7. Responsible Advertising**

Panthers follows responsible practices in advertising, promotions and providing inducements to gamble.

**8. Handling Personal Information**

Panthers has procedures for 'Handling Personal Information' relating to gambling patrons.

**9. Staff Training**

Panthers will inform and train staff on legislative requirements, harm minimisation issues, the risks of not complying with legislative requirements or not adopting and practising harm minimisation strategies and taking appropriate steps to promote the idea of patron and employee care.