

northscollective

Cudgen Leagues Club Partnership Opportunity

A SUMMARY OF INFORMATION CAPTURING
THE NORTHS COLLECTIVE & CUDGEN LEAGUES CLUB PARTNERSHIP

MARCH – EARLY JUNE 2021

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We are a hospitality group that generates considerable revenue through the fast cash conversion of goods and services. Norths Collective has undertaken major capital investment works funded through a balance of cash-flow management and borrowings over the past few years in particular. These capital projects have diversified our portfolio strengthening our ability to generate cash well into the future with a minimal requirement to access free liquidity. This strategy was formed to ensure the protection of our community club assets. We operate with a high energy culture that has moved away from lazy balance sheet management.

Our profit for purpose strategy provides the foundation which continues to see more than \$1.5 million cash given annually back to our local communities including sporting and other not for profit community groups. We are also proud to offer our major sporting and community partners in-kind support at a level which pushes our contributions toward \$2 million each year.

We are comfortable with the lower bank balances a strategy of this kind can bring as when we are compared to competitor clubs of a similar size we simply deliver higher levels of support and we are OK with that. We are proud of our ongoing contributions and we see The Clubhouse Cudgen, with its very own connection to local sporting and community groups, as the perfect opportunity to do so much more in a local area where we are already invested.

Executive Summary

AN EXCITING PARTNERSHIP

Our purpose is to connect the communities within which we operate.

This means that in everything we say and do we concentrate on providing an inclusive, welcoming environment for all our local people to feel at home and relaxed when visiting our venues. A partnership with Norths Collective means the people of Cudgen and Kingscliff will have access to an energetic, friendly and forward thinking team of staff passionate about this very commitment. We bring people together and celebrate the connection we share with them.

Under the professional, resilient, eager leadership of Norths Collective we will deliver the Cudgen and Kingscliff community a strong food, beverage and responsible gaming offering drawing on the expertise we have within our group to successfully bring back to life a hospitality destination the local community and team of employees will proudly connect with.

We have the opportunity to strengthen our northern NSW community presence with a brand new club for the Cudgen community. This amalgamation provides a strategic opportunity for Norths Collective to sustainably grow its already established club operations across food and beverage in particular driven by our ability to provide members with unique, fun experiences underpinned by a connection to rugby league, bowls and numerous other sporting relationships. Such partnerships have already strengthened our diversified portfolio and ability to operate across many unique venues and locations across NSW.

By launching the Cudgen Leagues Club brand new site and in the process handing it back to the Cudgen community, we have the opportunity to future-proof the game of rugby league in northern NSW and engage a growing community with two of its great successful rugby league clubs; Seagulls and Cudgen.

This is not simply about achieving a strong return on investment, it is a partnership that aligns with our strategic goals to grow rugby league, bowls and other sporting club relationships throughout northern NSW. Such partnerships deliver our business a diversified and strengthened property portfolio to grow sustainably into the future.



A Perfect Fit - Norths Collective & Cudgen Leagues Club

WHY NORTHS COLLECTIVE?

The long standing, successful amalgamation partners we have carefully sought to connect with over the years have had the right fit and cultural match at their core. Norths Collective shares a passion for rugby league, same as Cudgen. We propagate the game of bowls, across both our North Sydney Bowling and Beecroft Bowling Clubs, same as Cudgen. We are proud of our relationship with the North Sydney RSL Sub-Branch housed within our bowling club in North Sydney, same as Cudgen with their links to Kingscliff. Cudgen Leagues Club has long been affiliated with numerous other sporting bodies such as hockey, cricket and athletics not too dissimilar from our organisation. A focus on sport and community is imbedded in our clubs Constitution originally formed in 1955.

One does not have to look too far at Norths Collective to see the level of investment we pour into our venues to ensure they remain relevant, attract new people and most importantly provide the community with fun, on trend and relaxed venues. A re-launch of the Cudgen Leagues Club property, with our design focus in mind, is a fantastic choice for the members of the Cudgen Leagues Club.



A wonderful opportunity still exists to develop a mutually beneficial partnership with your much loved club, situated in a growing region with a village atmosphere, leafy streets, the beach and a community with sport, family and togetherness at its heart.

With board and management already operating close by at Seagulls, the ability exists to leverage our capability and skill creating on trend guest experiences. This won't be a replica of Seagulls Club in Kingscliff. From the initial exciting launch celebrations at Cudgen to executing the ongoing operations, this venue will be a well-capitalised uniquely branded and locally staffed club that enables close community relationships to foster.

This partnership facilitates the growth of our group so we are afforded the opportunity to increase what we give back to our current and future membership, of which the Cudgen community will greatly benefit from well into the future.

Our Club group is not so much defined as not for profit but profit for purpose. A strong balance sheet coupled with a growing, healthy operating profit underpins our robust core business operations which ultimately supports our members and the greater community.

To leverage Norths Collectives knowhow in relation to offering our communities unique food and beverage experiences as we now operate across all our venues regularly.

THERE ARE COUNTLESS REASONS WHY WE ARE A GREAT FIT FOR CUDGEN LEAGUES CLUB. THESE ARE JUST SOME OF THEM

To bolster participation in and foster the growth of rugby league in northern NSW across senior, junior and women's competitions.

To reinvigorate participation in and foster the growth of lawn bowls in northern NSW.

We are focused on delivering a value packed venue that is renowned for great food, beverage and entertainment.

A Perfect Fit with Cudgen Leagues Club

northscollective

CONNECTING OUR COMMUNITY

OUR FIVE HOSPITALITY VENUES:

Seagulls
EST 1971



the greens
• NORTH SYDNEY •

THE
ALCOTT
LANE COVE

The
VERANDAH
BEECROFT

Currently The
Beecroft Club and
re-launching as
The Verandah
Beecroft in
Spring 21

OUR TWO HEALTH CLUBS:



ON PROPERTY PARTNERS:

**SEAGULLS
Dance
CLUB**

**COLLECTIVE
MARTIAL ARTS**

**TABATINGA
FUN AND SOCIAL CENTRE**



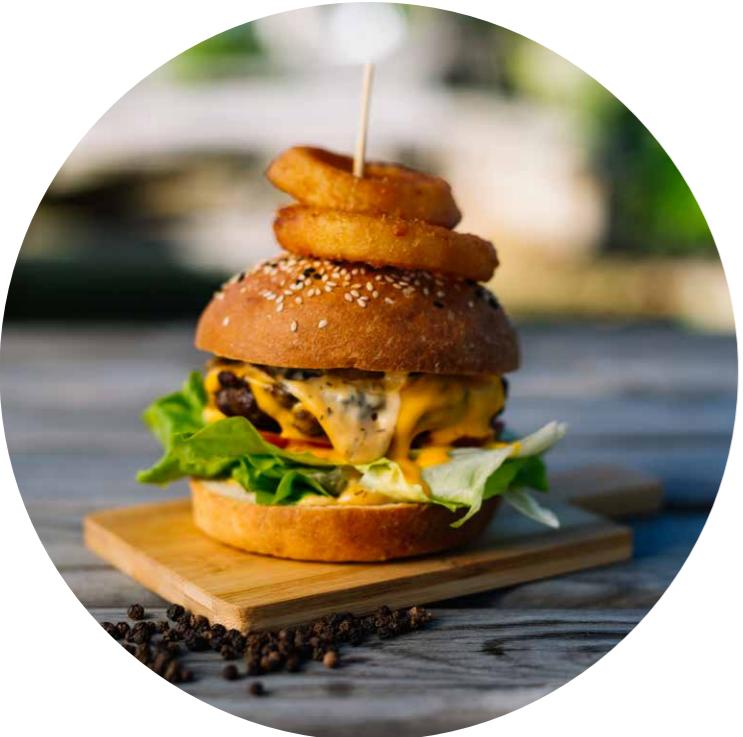
A Perfect Fit - Norths Collective & Cudgen Leagues Club

NORTHS COLLECTIVE ASSETS AND FINANCIAL STRENGTH

\$120 million
in assets

*New Beecroft property to be added to balance sheet end of 2021.

\$58 million
in total annual revenues



Annually
We...
Serve over 60,000 main meals
Pour over 200,000 beverages
Hold thousands of functions & events
Welcome members & visitors
on hundreds of thousands of occasions



We have invested over

\$32 million

in renovating our properties

and over

\$15 million

in direct sporting and community
contributions over the past decade

Your Profitable, Successful Partner

NORTHS COLLECTIVE YEAR TO DATE (YTD) ACTUALS & FORECASTS

	YTD ACTUAL 2015	YTD ACTUAL 2016	YTD ACTUAL 2017	YTD ACTUAL 2018	YTD ACTUAL 2019	YTD ACTUAL 2020	YTD FORECAST 2021	YTD FORECAST 2022	LONG RANGE FORECAST		
	2023	2024	2025								
REVENUE	51,227,072	52,235,378	55,213,984	57,379,687	58,729,819	43,238,468	57,527,493	59,669,193	61,459,269	63,303,047	65,202,138
EXPENSES	41,370,157	40,753,969	43,930,669	48,182,131	48,283,768	34,963,611	45,890,245	47,682,828	49,113,312	50,586,712	52,104,313
OPERATING PROFIT	9,856,915	11,481,409	11,283,314	9,197,556	10,446,051	8,274,858	11,637,248	11,986,365	12,345,956	12,716,335	13,097,825

COMMUNITY FOOTBALL	794,498	787,087	803,427	971,151	1,011,457	477,280	1,074,058	1,106,279	1,139,468	1,173,652	1,208,861
COMMUNITY CLUB GRANTS	399,576	508,873	363,705	408,995	394,236	326,680	428,742	441,604	454,852	468,498	482,553
COMMUNITY OTHER	87,862	67,341	77,055	80,049	84,921	48,960	86,789	87,657	88,534	89,419	90,313
TOTAL COMMUNITY SUPPORT	1,281,937	1,363,301	1,244,187	1,460,195	1,490,614	852,920	1,589,589	1,635,541	1,682,854	1,731,569	1,781,727

The sharing of further, more in depth data that underpins the results in the table above is available on request.

These figures do not include The Clubhouse Cudgen. Norths Collectives contribution to the sporting and community organisations within our offer is unconditional, and remains a commitment of the Club regardless of the positive or negative financial results achieved at the Cudgen Leagues Club.

A snapshot of Norths Collective History

1908

Both the North Sydney Bears and Seagulls Football Clubs are formed.

1991

We join forces with North Sydney Men's & Women's Bowling Club, continuing on the tradition of many generations past.

2010

We get active, adding two dynamic health and fitness clubs, Norths Fitness and Revolution at Seagulls to our portfolio.

Dec 2016

Norths Group see the potential in expanding the offering of clubs, amalgamating with and bringing The Lane Cove Club under our wing.

Nov 2018

Norths Group invest in the future – becoming clear on our mission, what is true to us and what the future looks like. We freshened up our brand identities, developed solid strategy and a strong digital presence, partnering with the world's #1 CRM company SALESFORCE to best deliver on our community club promise.

2021

The Beecroft Club amalgamation process is completed and Norths Collective immediately commences rebuilding the club and rebranding the hospitality offering as The Verandah Beecroft set to reopen Spring 21.

1955

North Sydney Leagues Club Ltd is established – home to The Mighty Bears.

1998

Formerly the biggest club in NSW, Seagulls joins the Norths family, supporting it to become the profitable club that it is today.

2014

The old proudly meets the new and November sees a multi-million dollar refurbishment and a turning point for Norths Group, with the re-launch of the Bowling Club as The Greens North Sydney, transforming it into the contemporary hub for the community that it is today.

July 2018

A full \$5.5 million makeover and a new lease of life is brought to The Lane Cove Club, reopening its doors as The Alcott Lane Cove.

2019

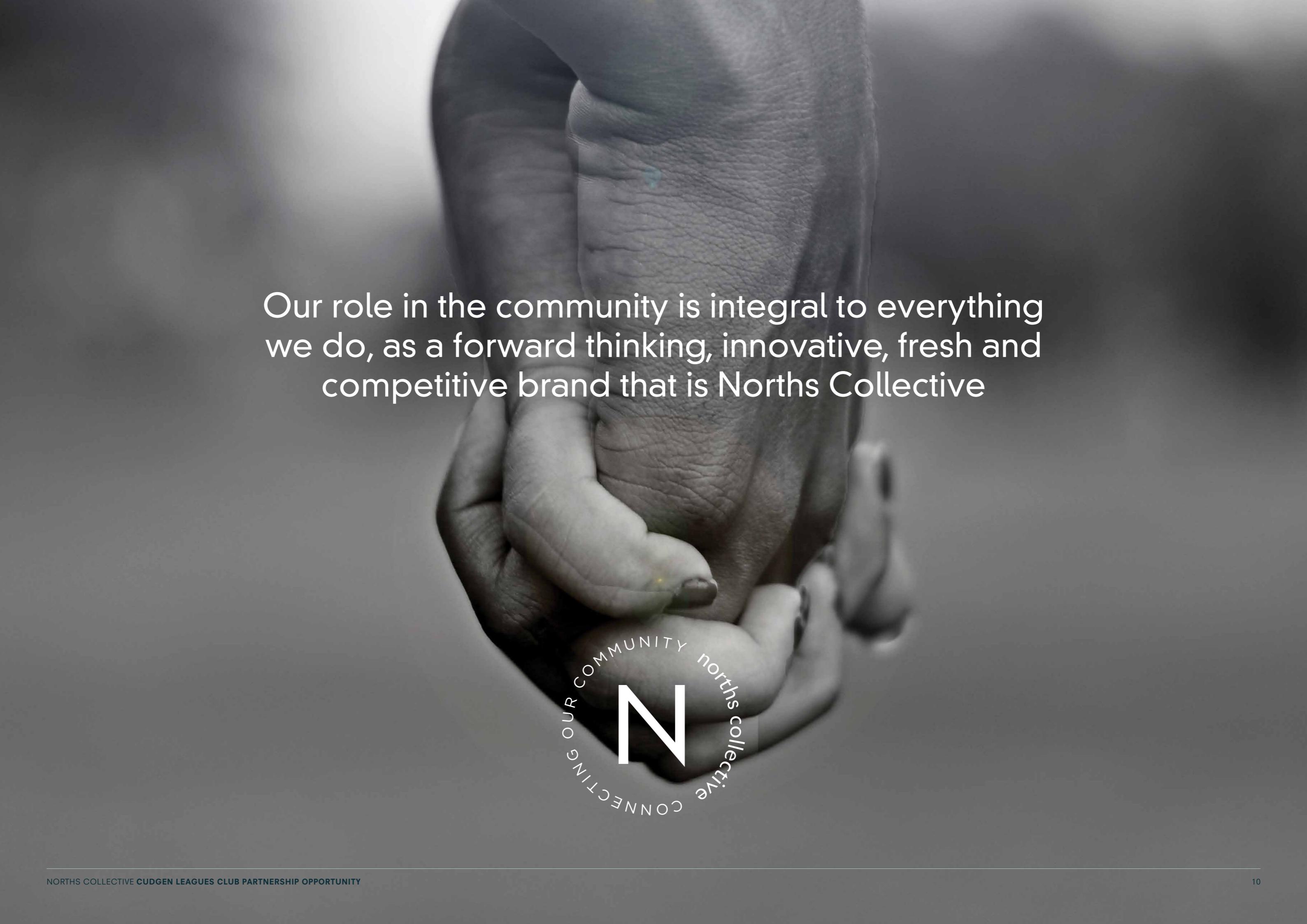
The start of a new chapter... Introducing Norths Collective! New name, same game

Norths Group becomes known as Norths Collective, aligning a fresh, new, contemporary group brand identity and digital presence with where we've evolved to today - an energetic, welcoming, innovative and forward thinking collection of clubs - ensuring our long-term sustainability, consistency and engagement with the communities in which we serve.

Today & Beyond

The future is bright and full of opportunity with further investment into developing our people, the experience we offer and the sporting, social and environmental impact we have for our people... our clubs are a unique collection and connect our communities.

The Cudgen Leagues Club membership have the opportunity to select the best partner for the future. We truly hope the membership choose us. We won't let them down.



Our role in the community is integral to everything we do, as a forward thinking, innovative, fresh and competitive brand that is Norths Collective

CONNECTING OUR COMMUNITY
norths collective

northscollective

northscollective

CONNECTING OUR COMMUNITY



From Group to Collective



And so as we continue to move forward and evolve, the flow on was for our identity to reflect where we are today, why we do it and where we are heading in the future, a continuous circle that represents us as a collective of clubs and the connection shared with and between our community.

To move forward, you have to give back, and that is the start of a continuous thread that runs through the fabric of our community and ties us together. A story about people; friends, family generations and the greater good, our responsibility and of the power of giving back.

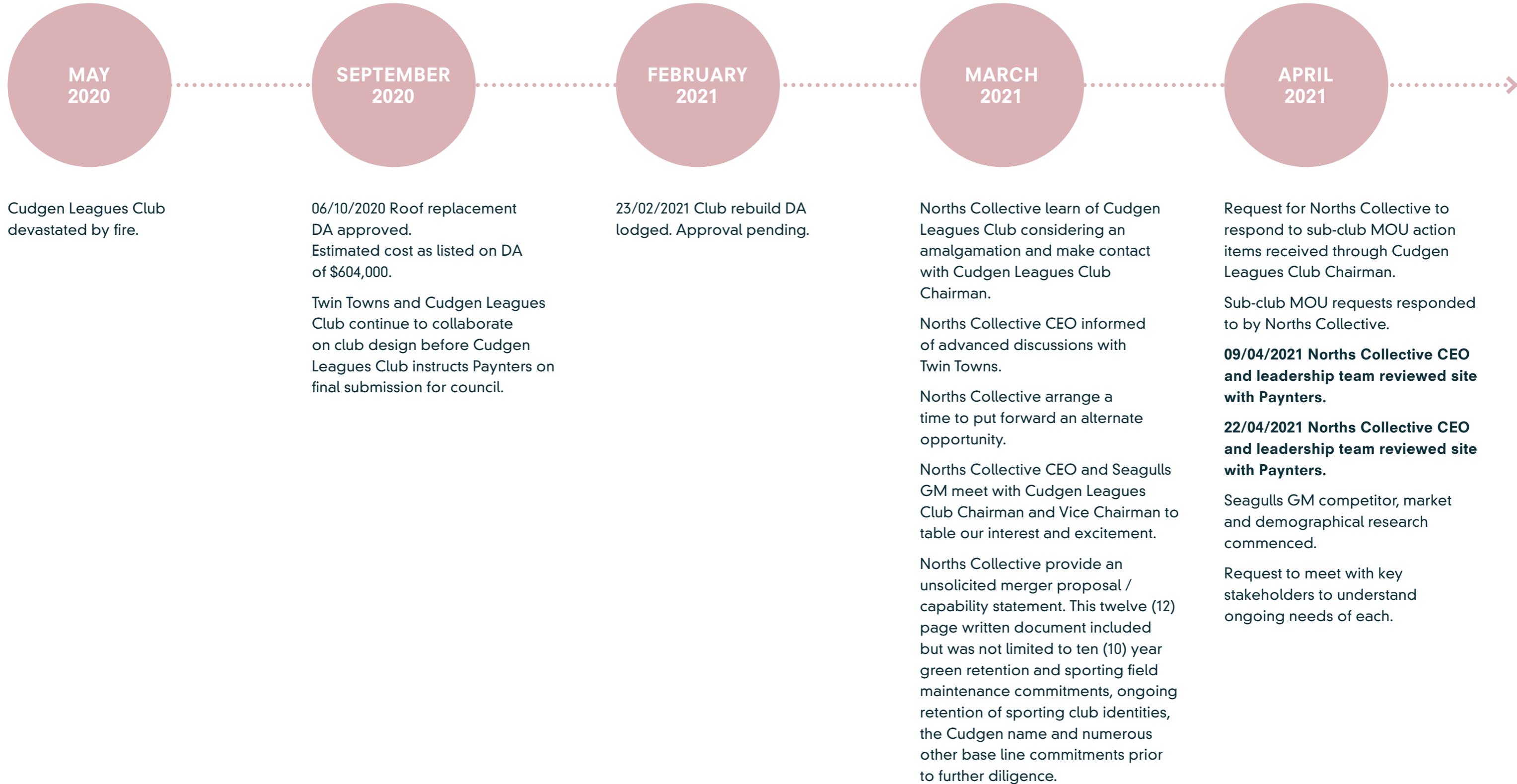
North Sydney Leagues Club was established in 1955 and was built on the foundation of bringing people together, creating connection, unity and driving the growth of our communities inspiring others to put people at the centre of everything we do. Every small step is a continuous movement forwards, towards empowering and inspiring positive change and improving the social cohesion of our community.

Norths Collective is led by a board & management team whose progressive approach has allowed the portfolio of clubs to grow to what they are today – a collection of

dynamic clubs and health and fitness centres – Norths, Norths Fitness, Seagulls, Revolution Health and Fitness, The Greens, The Alcott and The Beecroft Club, soon to be The Verandah all serving their communities throughout northern Sydney, Tweed Shire and the southern Gold Coast areas.

As a forward thinking, fresh and competitive brand, we are leaders in the club and gaming industry and bring an energetic, welcoming, light-hearted spirit to everything we do. Bringing people together, through the sharing of exceptional food, drinks, events, health and fitness and entertainment experiences. A not for profit business, we are passionate about our commitment to giving back through sport, social and sustainability initiatives, allowing people to live more meaningful lives, as we are Norths Collective and connection is part of our every day.

Our Research & Process to date



Our Research & Process to date



Norths Collective ASIC lodged 2020 Financial Accounts provided to Cudgen Leagues Club Board of Directors.

Feedback sought on Norths Collective responses provided to both Rugby League and Bowls Sub-Clubs requested.

13/05/2021 Norths Collective CEO and leadership team reviewed site with Paynters.

14/05/2021 Norths Collective CEO and leadership team reviewed site with Paynters.

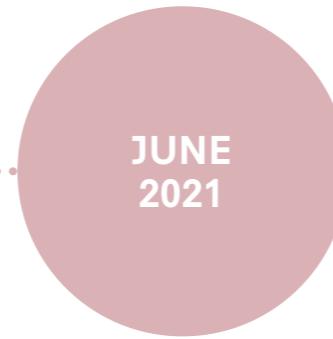
14/05/2021 Norths Collective CEO and Seagulls GM meeting with Tweed Shire Council.

Following numerous requests by Norths Collective to meet with ALL Cudgen Leagues Club stakeholders including however not limited to Senior Rugby League, Junior Rugby League, Bowls, Cricket, Athletics, The RSL, Rotary and Hockey, the Cudgen Leagues Club Board provides an opportunity to meet with stakeholders limited to Bowls, Senior Rugby League and Junior Rugby League.

Seagulls GM meeting with Cudgen team member to review operational insights paying particular attention to pre-fire trading.

16/05/2021 Seagulls GM reviewed site and competitor venues from Kingscliff to Burleigh Heads with Architect and Branding Consultant.

Invitation to Cudgen Leagues Club Chairman inviting the entire Board to attend a tour of all Norths Collective sites in Sydney at our cost reaffirmed.



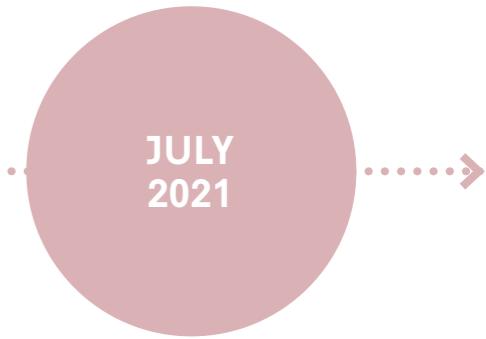
03/06/2021 Norths Collective team secures opportunity to present business case and unconditional offer to Cudgen Leagues Club Board with a pathway for the future with over \$14.5 million of overall investment.

Power Point presentation and sixty (60) A3 page commercial proposal provided for distribution to Senior Rugby League, Junior Rugby League, Bowls and the RSL. Copies provided per above distribution.

Forty three (43) A4 page document provided outlining The Lawn Clubhouse temporary club proposal. A proposed pathway to re-opening sooner. Copies provided per above distribution.

30/06/2021 Cudgen Leagues Club Chairman advises Norths Collective CEO of unsuccessful partnership proposal.

Norths Collective CEO informed the commercial offer put forward has and will be work shopped by the Cudgen Leagues Club Board and Twins Towns in parts so as to develop a final MOU between the two parties for members.



30/06/2021 Informed that Twin Towns will be put forward to a Cudgen Leagues Club Members Extraordinary Meeting prior to the Twin Towns MOU being provided for members at an AGM. Norths Collective informed no opportunity to present or further involvement necessary.

Norths Collective CEO confirms unconditional commitment with all parts of the Norths Collective commercial offer to remain as prescribed and on the table should a second Twin Towns offer be unsuccessful due to the members of Cudgen Leagues Club electing not to proceed with a Twin Towns amalgamation.

NORTHS COLLECTIVE REMAIN FOCUSED ON MEETING WITH AS MANY CUDGEN LEAGUES CLUB STAKEHOLDERS AS POSSIBLE.

WE ARE GRATEFUL TO THOSE GROUPS OF PEOPLE WHO HAVE DONATED THEIR TIME SHARING WITH US THEIR THOUGHTS ON WHAT A BRIGHT FUTURE FOR CUDGEN LEAGUES CLUB LOOKS LIKE.

WE ARE EAGER TO MEET WITH AS MANY REMAINING SUB-CLUBS AND COMMUNITY PARTNERS AS POSSIBLE. SUCH CONNECTIONS PROVIDE US WITH AN OPPORTUNITY TO COLLABORATIVELY PREPARE FURTHER SUPPORT MEASURES OVER AND ABOVE WHAT WE HAVE ALREADY COMMITTED IN-LINE WITH MEMBER EXPECTATIONS.



Our Offer

We Asked, You Answered, We Listened

\$14,744,700

Norths Collective Investment Road Map

\$5,700,000
Insurance Estimate

+

\$2,200,000

Cash investment to completely re-build the two level Club

+

\$6,594,700

Our Offer Items as prescribed

+

\$250,000

The Lawn Cudgen infrastructure
and bowling green make-over

RUGBY LEAGUE

The Clubhouse Cudgen to maintain rugby league as the heart of the club.

The Clubhouse Cudgen to protect the Rugby League Club heritage & name.

The Clubhouse Cudgen will share with the Cudgen Rugby League Club a comprehensive marketing plan to increase club awareness and the promotion of rugby league charity events aligned with the NRL program. This would include a twelve (12) month calendar of events and promotional means to support such initiatives.

Estimated minimum cost of \$150,000 over five (5) years.

The Clubhouse Cudgen will not seek to unduly become involved with football field accessibility. The Cudgen Rugby League Club will provide their schedule of play and other events so as to ensure all requirements are locked in as the priority.

The Clubhouse Cudgen will establish a Rugby League Liaison Officer at Board level through the creation of a Sub-Club Committee structure.

The Clubhouse Cudgen will seek approval from the Crown to assist in building a new amenities building on Crown land. The Clubhouse Cudgen will contribute \$225,000 toward the construction costs and fit-out of the new facility.

Cost of \$225,000.

The Clubhouse Cudgen will upgrade the canteen food preparation space including however not limited to the purchase of new cooking and cleaning equipment where necessary, the resurfacing of the kitchen floor and an upgrade in electrical works where required. The Clubhouse Cudgen will work with the Junior Rugby League Club on maintaining Tweed Shire Council certification of the service space.

Cost of \$25,000.

The Clubhouse Cudgen will re-clad, paint and refurbish the outside of the canteen and surrounds including the providing of added picnic table furniture to enhance the game day experience for Cudgen Rugby League Club supporters.

Estimated minimum cost of \$12,500

Our Offer

We Asked, You Answered, We Listened

The Clubhouse Cudgen will provide a minimum, annual, unconditional sponsorship grant of \$110,000 to the Cudgen Rugby League Club. Payments will be paid monthly each year for a minimum period of ten (10) years.

Estimated minimum cost of \$1,100,000 over ten (10) years.

The Clubhouse Cudgen will provide and maintain the Ned Byrne Field and surrounds at the cost of \$100,000 per year for a minimum period of ten (10) years.

Estimated minimum cost of \$1,000,000 over ten (10) years

The Clubhouse Cudgen to provide bathrooms in the main clubhouse in the location of the former dressing sheds for spectators.

The Clubhouse Cudgen to provide temporary change facilities until the new amenities building is opened.

Estimated minimum cost of \$10,000 for two (2) years.

The Clubhouse Cudgen will provide field and lighting maintenance whilst the lease remains in place for rugby league for a minimum period of ten (10) years.

Estimated minimum cost of \$50,000 over ten (10) years.

The Clubhouse Cudgen will cover all electricity costs for the Cudgen Rugby League Club game and training requirements on the Ned Byrne Field.

Estimated minimum cost of \$80,000 over ten (10) years.

The Clubhouse Cudgen produce a replacement program of lights for the main field within the first twelve (12) months of amalgamation with install to occur prior to the 2023 rugby league season opening home game.

Estimated minimum cost of \$40,000.

The service of liquor within the Ned Byrne Field to remain under the control of the Rugby League Club for fundraising purposes. All liquor served to be purchased from the licensed club at an agreed rate.

Estimated minimum cost of \$12,500 for a mobile tap beer bar service point.

The Clubhouse Cudgen to support the Rugby League Club with tap beer options for game day beverage so as to enhance the game day experience.

The Clubhouse Cudgen to resurface the Ned Byrne Rugby League Field to a high quality standard within three (3) years to a cooch grass based product or equivalent.

Estimated minimum cost of \$200,000

The Clubhouse Cudgen to purchase and brand headgear at its discretion for all Junior Rugby League players to be provided either as required or under a compulsory arrangement at the discretion of the Cudgen Junior Rugby League Club.

Estimated initial cost of \$7,500 with \$2,500 each year invested over a ten (10) years totaling \$32,500.

The Clubhouse Cudgen to provide game day entertainment to enhance connection.

Estimated minimum cost of \$1,000 per week for 26 weeks over a ten (10) year period.

Estimated minimum cost therefore to total \$260,000 over ten (10) years.

The Clubhouse Cudgen to provide the opportunity for the Rugby League Club to present a memorabilia display in the clubs Sports Bar.

Estimated minimum cost of \$20,000.



Our Offer

We Asked, You Answered, We Listened

BOWLS

The Clubhouse Cudgen will propagate the game of bowls.

The Clubhouse Cudgen will provide and maintain the two (2) existing bowling greens and the surrounds with the greens maintained by a professionally trained greenkeeper to championship surface standard for a minimum period of ten (10) years.

Estimated minimum cost of \$800,000 over ten (10) years.

Miscellaneous bowls costs will be met by The Clubhouse Cudgen such as mats, jacks, umpiring equipment, chalk, rule books, scorecards and scoreboards for a minimum period of ten (10) years.
Estimated minimum cost of \$25,000 over ten (10) years.

The Clubhouse Cudgen will replace all existing flood light fittings in preparation for evening bowls to re-commence within three (3) years of amalgamation.

Estimated minimum cost of \$45,000.

The Clubhouse Cudgen will make an application within the first six (6) months of our amalgamation to Tweed Shire Council for the installation of lights across the second green. Project to be completed within four (4) years of amalgamation should approval be obtained.
Estimated minimum cost of \$80,000.

Provide new, where necessary and maintain all associated grounds maintenance equipment.

Estimated minimum cost of \$100,000 over ten (10) years.

Any fencing around the bowling greens to be maintained by The Clubhouse Cudgen.

Estimated minimum cost of \$30,000 over ten (10) years.

The Clubhouse Cudgen to maintain the bowls office.

Estimated minimum cost of \$25,000 over ten (10) years.

The Cudgen Leagues Bowling Club governance to remain semi self-reliant and continue to maintain funds and bank accounts as required under the Registered Clubs Act.

The Cudgen Leagues Bowling Club will retain the right to elect its own small committee, sub-committee, life members and delegates as laid down and recognised within its own set of rules.

The Clubhouse Cudgen will support maintaining the rich heritage and name of the Cudgen Bowls Club and therefore will protect the Cudgen Bowls Club name.

The Bowling Club may remain affiliated with the Royal NSW Bowling Association, Bowls NSW and Women's Bowls NSW.

Bowlers to maintain access to the main club before and after games via The Clubhouse Cudgen main entry doors.

The Clubhouse Cudgen to provide external restroom facilities outside or in the large storage shed.

The Clubhouse Cudgen to provide a covered outdoor area.

The Clubhouse Cudgen to resurface the two (2) greens as it deems necessary to maintain championship green quality.

Estimated minimum cost of \$55,000 over ten (10) years. This cost equates to three (3) resurfaces.

The Clubhouse Cudgen to maintain the existing playing times for both competition and social bowls together with its associated social and fund-raising activities. Days and times to be confirmed.

The Clubhouse Cudgen will maintain space for social gathering before and after games as provided and managed through club event staff.

To rebuild bowling membership, fees to The Clubhouse Cudgen for the use of the club premises or for registered bowlers or trainee bowlers to use the greens at agreed times for both existing and new registered Cudgen Leagues Bowling Club members will be waived for a minimum of two (2) years following amalgamation. The fee structure will be reviewed prior to the expiry of the term.
Estimated minimum cost of \$200,000 over (2) years.

The Clubhouse Cudgen will share with the Cudgen Leagues Bowling Club a comprehensive marketing plan to increase club awareness and the promotion of bowls to aid an increase of membership. This would include a rolling twelve (12) month calendar of events and promotional means to achieve the desired outcomes planned.
Estimated minimum cost of \$100,000 over five (5) years.

Our Offer

We Asked, You Answered, We Listened

The Cudgen Leagues Bowling Club will retain the existing uniforms. The Clubhouse Cudgen will work with Cudgen Leagues Bowling Club to ensure consistency and alignment with brand in future and/or as any changes are suggested or necessary to improve the uniform at the Bowlers discretion.

The Clubhouse Cudgen will assist Cudgen Leagues Bowling Club with the provision of subsidised registered bowls uniforms to both new and existing registered bowling members for a minimum period of three (3) years from the date of amalgamation. Note, once only for each member every three (3) year period. The uniform may comprise shirt (either long or short sleeve), trouser or shorts or skirt, jacket and a cap. The Clubhouse Cudgen will hold stock of uniforms as it deems necessary.

Estimated minimum cost of \$30,000 over three (3) years.

The Clubhouse Cudgen will meet the annual fees per bowler payable to state, zone and district bowls groups for a minimum period of three (3) years for registered bowlers as at 1st January 2021. The fee structure will be reviewed prior to the expiry of the term where the club will determine any new fee structure.

Estimated minimum cost of \$15,000 over three (3) years.

The Clubhouse Cudgen will assist players representing Cudgen Leagues Bowling Club in pennant games with club vouchers or other like win rewards from time to time including however not limited to state, mid-week and club challenges.

Estimated minimum cost of \$15,000 over ten (10) years.

The Clubhouse Cudgen will provide menu options and discounted member based pricing for players after pennant games.

The Clubhouse Cudgen will work with Cudgen Leagues Bowling Club to provide any necessary support for fundraising events, whilst acknowledging their may be less fundraising initiatives required due to parent club support.

The Clubhouse Cudgen events team will work with Cudgen Leagues Bowling Club to understand the requirements of major event days and provide support for pennant team managers and volunteers where required to make any event a success.

Cudgen Leagues Bowling Club to manage any player fees required for entry to zone, district and state championships and representative events.

Estimated minimum cost of \$5,000 over ten (10) years.

The Clubhouse Cudgen will authorise all individual and or collective sponsorships to ensure there is no conflict with Norths Collective supplier arrangements.

The Clubhouse Cudgen will assist players representing Cudgen Leagues Bowling Club in a winning state or final game with club vouchers or other like win rewards from time to time.

The Clubhouse Cudgen will support major bowling club tournaments with resources available to it such as triples and gala days etc.

The Clubhouse Cudgen will support major bowling club tournaments with resources available to it such as zone championships, both zone and or district and state pennant finals as well as inter-zone championships that may be allocated to Cudgen Leagues Bowling Club or The Clubhouse Cudgen venue.

The Clubhouse Cudgen will support Cudgen Leagues Bowling Club with the provision of new computer hardware and software with printing, copying and scanning capability including technical and maintenance support to enable bowls committees to undertake necessary bowls administrative, finance as well as accounting requirements.

Estimated minimum cost of \$10,000 over ten (10) years.

The Clubhouse Cudgen will enable the provision of space for bowls management, secure storage space including lockers for registered bowls members bowls equipment and room availability for Bowls Committee meetings as available with the club events team.

The Clubhouse Cudgen will maintain the provision of a dedicated telephone number and email address for the bowls sub-groups.

Estimated minimum cost of \$6,000 over ten (10) years.

The Clubhouse Cudgen will provide a permanent notice board for bowlers.

Our Offer

We Asked, You Answered, We Listened

The Clubhouse Cudgen will provide financial support for club championships trophies and prize money at its discretion. Support may come in the form of sponsorship or supplier arrangements. *Estimated minimum cost of \$5,000 over ten (10) years.*

The Clubhouse Cudgen will display Cudgen Bowling Club honour board records and provide a computer-based record easily accessible to members and guests.

The Cudgen Leagues Bowling Club will liaise with the Seagulls General Manager or their delegate for matters relating to bowls or additional club requirements on a daily basis. At any time, they may escalate the conversation to Group CEO to resolve any matters of concern.

The Clubhouse Cudgen will cover necessary insurance costs for venue public liability and activity of members and guests participating in bowls on club greens. The Clubhouse Cudgen will work with its insurance broker and Cudgen Leagues Bowling Club to articulate any additional requirements that may be required at the professional participation level and covered by association insurances.

The Clubhouse Cudgen will work through the bowling requirements of Cudgen Leagues Bowling Club with green staff and the Bowls Committee. A process of clarifying when the greens are required to be in operation and then working back from the desired position to ensure the best outcome from a playing surface point of view, the commercial viability of green use and ensuring competition timelines are met will be adopted. Some history of the bowling greens and their challenges is worthy of further professional review to ensure we keep a high standard of facility.



Our Offer

We Asked, You Answered, We Listened

RSL

The Clubhouse Cudgen to provide a RSL sub-branch office space in the main clubhouse with corresponding memorabilia display space as determined and agreed.

The Clubhouse Cudgen will provide Anzac Day service support. \$7,500 annually equating to \$75,000 over ten (10) years.

The Clubhouse Cudgen will provide Remembrance Day service support.

\$3,500 annually equating to \$35,000 over ten (10) years.

The Clubhouse Cudgen to provide a ceremonial breakfast service with pricing which will not exceed \$10 per person over the next five (5) years.

Estimated minimum cost of \$12,500 over five (5) years. Calculated at the rate of \$5 per person for 500 people for the five (5) years.

Two-up to be operated by The Clubhouse Cudgen each Anzac Day with fundraising opportunities to be available for the Kingscliff Sub-Branch or other charitable organisations as they see fit.

Estimated fundraising to total \$1,500 each year or \$15,000 over a ten (10) year period.

Estimated minimum cost of \$15,000 over a ten (10) year period.

The Clubhouse Cudgen to provide a community meeting space, complimentary for use by the RSL and other not for profit charitable organisations on an as need, booking system basis.



Our Offer

We Asked, You Answered, We Listened

LICENSED CLUB

The Clubhouse Cudgen will provide a \$5 schooner price for classic Lion full, mid and light strength beers for the first twelve months of trade.

Estimated minimum \$150,000 in discounts provided to the full membership based on forecasted litres.

The Clubhouse Cudgen will have a competitive food pricing model encouraging sub-clubs to leverage from the food operation of the licensed club. A \$12.50 per person limited menu to be created for use by the sub-clubs at official group gatherings.

Estimated minimum cost based on a \$6.50 subsidy per meal for fifty (50) people per month for ten (10) years totaling \$39,000.

The Clubhouse Cudgen to purchase a new courtesy bus.

Estimated minimum cost of \$70,000.

The Clubhouse Cudgen will provide a booking of the Hoodoo Gurus or equivalent for the club re-launch celebrations at a ticket price which will not exceed \$15 per person for club members as at the date of amalgamation.

Estimated cost of \$21,000. \$30,000 booking less 600 covers at \$15.

The Clubhouse Cudgen will provide member events for club launch celebrations, complimentary for those members considered integral to the history and ongoing operation of the club.

Estimated minimum cost of \$32,500 based on \$55 per person for a total of 500 people.

The Clubhouse Cudgen will provide a fundraising opportunity via a Sunday raffle for sub-club groups - \$300 per week club contribution to be locked in for the first two (2) years of trade.

Estimated contribution value \$31,200.

The Clubhouse Cudgen will create a Sub-Club Committee elected and then led by members from the sub-clubs themselves with grant funding of \$6,000 per annum for distribution to clubs based on club activity and support.

Estimated minimum cost of \$60,000 over ten (10) years.



The Clubhouse Cudgen will host monthly sub-club meetings with management and board representation to be present. The Clubhouse Cudgen will host a Christmas party and one other mid-year social event at a cost of no more than \$35 per person including food and two (2) hour beverage package for the sub-club committee and guests to one hundred (100) people. Guests in attendance at such events that exceed this amount to be charged at the clubs advertised functions and events per person rate.

Estimated \$30,000 based on a \$15 discount for 100 people twice per year over a ten (10) year period.

The Clubhouse Cudgen to fund any gaps between insurance and final constructions costs so as to open both floors in the partnering clubs design.

Estimated cost of \$2,200,000.

The Clubhouse Cudgen to provide and maintain new and up to date gaming machines.

Estimated minimum spend \$1,200,000.

Norths Collective will immediately after any announcement confirming its position as Cudgen Leagues Club preferred amalgamating partner take reasonable steps to provide a food and beverage operation during peak periods on the clubs property offering pop-up food and beverage products and services so as to re-engage the community from a licensed club perspective. Peak periods meaning Thursday to Sunday from 3pm to 10pm (to be used as a guide only).

Estimated set-up costs of \$60,000.

Business Case

THE CLUBHOUSE CUDGEN P&L PROJECTIONS

	2022	2023	2024	2025	2026	TOTAL OVER 5 YRS
POKER MACHINES	\$2,439,422	\$2,634,576	\$2,845,342	\$3,072,969	\$3,318,807	\$14,311,117
BEVERAGE	\$1,896,500	\$2,048,220	\$2,212,078	\$2,389,044	\$2,580,167	\$11,126,009
CATERING	\$1,602,500	\$1,730,700	\$1,869,156	\$2,018,688	\$2,180,184	\$9,401,228
OTHER INCOME	\$270,980	\$289,018	\$308,391	\$329,200	\$351,559	\$1,549,148
TOTAL REVENUE	\$6,209,402	\$6,702,514	\$7,234,966	\$7,809,902	\$8,430,717	\$36,387,501
COGS	\$1,372,601	\$1,413,779	\$1,456,193	\$1,499,878	\$1,544,875	\$7,287,326
GROSS PROFIT	\$4,836,801	\$5,288,735	\$5,778,774	\$6,310,023	\$6,885,842	\$29,100,175
GP%	78%	79%	80%	81%	82%	80%
EMPLOYMENT COSTS	\$2,272,768	\$2,340,951	\$2,411,179	\$2,483,515	\$2,558,020	\$12,066,432
GAMING TAX	\$333,395	\$343,397	\$353,699	\$364,310	\$375,239	\$1,770,039
OVERHEADS	\$1,966,680	\$2,025,680	\$2,086,451	\$2,149,044	\$2,213,516	\$10,441,371
EBITDA	\$263,958	\$578,707	\$927,445	\$1,313,155	\$1,739,067	\$4,822,333
DEPRECIATION	\$204,750	\$210,893	\$217,219	\$223,736	\$230,448	\$1,087,046
BANK INTEREST	\$60,000	\$61,800	\$63,654	\$65,564	\$67,531	\$318,548
EBIT	-\$792	\$306,015	\$646,572	\$1,023,856	\$1,441,089	\$3,416,739

Norths Collective are well experienced in running profitable Clubs... from our perspective, with us Cudgen would be too.

The sharing of further, more in depth data that underpins the results in the table above is available on request.

SWOT Analysis

We have thoroughly enjoyed meeting as many of you as we possibly could over the past few months listening to your thoughts on what you would like to see in an amalgamating partner, your fond memories of your club as well as sharing with you who we are and what makes us tick. For us it is our members and employees feedback that we deem most valuable when it comes to the way our venues operate. Numerous members of the Norths Collective leadership team have found the gathering of information, relevant to the local Cudgen and Kingscliff community to form a comprehensive SWOT Analysis, vital in forming the operational strategy we share in this presentation. Such research was conducted largely through several Cudgen Leagues Club site visits, discussions with Cudgen Leagues Club Members, interviews with the clubs builders, a thorough competitor analysis program undertaken at various times and days throughout the week over the past three months as well as the studying of local demographical data.

An amalgamation with Cudgen Leagues Club brings with it some fantastic opportunities, as this partnership will allow us the chance to further embed the connections we have built, in particular over the past decade on the Tweed with the people of Cudgen and Kingscliff. Seagulls has over the past ten (10) years recorded significant EBITDA growth with 2021 on track for an impressive \$4 million operating profit result.

The potential amalgamation of Cudgen Leagues Club with Norths Collective presents numerous opportunities highlighted in the SWOT tables below:

STRENGTHS

- Norths Collective boasts a proven track record in successful amalgamations
- We have a proven track record in operating professional and compliant food, beverage and club operations
- Ability to upgrade and maintain first class green surfaces and to grow both social and competitive lawn bowls
- Ability to propagate the game of rugby league across all levels from juniors to elite
- Amalgamation and ongoing maintenance of facilities is supported by our strong balance sheet
- Availability of suitably qualified and capable board and management resources to drive and implement current and future performance improvement
- We have robust governance, policies and practices in place and a high level of club management skills complemented by a strategic performance-orientated board
- Significant land ownership
- Adjacent sporting field utilisation is high and an opportunity for enhanced leverage
- Previous strong beverage sales volume
- An existing connected community exists through sport
- Available gaming entitlements which can be used to enhance the gaming product at the Cudgen Leagues Club

- A strong rugby league club culture which extends across both the senior and junior clubs
- Passionate, loyal membership base of 3,000 people prior to the fire

WEAKNESSES

- Cudgen Leagues Club has faced challenges with reinvestment over the past few years
- The impact of the fire has cut all revenue streams dating back to May of last year
- Cudgen Leagues Clubs unaffected facilities are due for upgrade such as the canteen and bowlers space
- The Clubhouse Cudgen is located 3km from the town-centre
- Limited immediate residential population of 10,500
- Population growth is to the south at present
- Street appeal requires enhancement

SWOT Analysis

OPPORTUNITIES

- The Cudgen Leagues Club once re-launched will be repositioned as a brand new venue
- Cudgen Leagues Club is currently in a good position. Insurance payments are providing much needed funds at this time. There are no overdrafts or bank loans creating an opportunity to attract further funding through Norths Collective leverage
- Cudgen Leagues Clubs property assets will connect to our own land holdings, strengthening our balance sheet
- There is a real interest across the local community enthusiastic about the Cudgen Leagues Club re-launch
- Cudgen Leagues Club has thirty (30) gaming machine entitlements, very similar to the two competing hotels. Kingscliff Bowls Club has eighty (80) machines. Growth in gaming is a key opportunity at this site especially utilising the Seagulls service model and floor design concepts executed in Tweed Heads West and presented to the Cudgen Leagues Club members
- Cudgen Leagues Club will have the capability to host a range of unique events on the first floor including meetings, parties, functions, entertainment and sporting team celebrations. The first floor seating capacity could extend to seven hundred (700)
- The flexibility in first floor room design will also suit yoga or pilates classes and card games connecting the community across the facilitation of countless activities
- The outdoor terrace areas could be used as extended spaces for functions or hired separately for unique pop-up outdoor food service theatre
- Cudgen Leagues Club has two bowling greens with the capacity to host major bowls events plus unique comfortable spaces for spectators
- Cudgen Leagues Club facilities were used most days of the week for community activities including however not limited to RSL gatherings and rotary meetings
- There are significant long-term master planning benefits
- Destination positioning of the venue
- This part of the Tweed region appears to be under gaming machined
- Gaming smoking space comfort
- Gaming service modelling replicated from what is in place at present at Seagulls
- Brand new renovated greenfield site has the opportunity to provide a WOW factor on launch
- Seagulls operational efficiencies are available with skilled staff within close proximity
- Food value and freshness an opportunity to position the bistro offer in a manner more appealing than competitors. A family focus is also of strategic benefit for the site due to mediocre competitor offerings
- Beverage pricing strategy positioning as great value
- Unique functions & events capability differing from local competitors
- Enhance rugby league in northern NSW
- Growth levels in domestic tourism
- Affluence levels high in southern Kingscliff suburbs
- Entertainment, both free and ticketed
- Local developments such as the hospital and Kings Forrest residential construction of great benefit in the long-term
- Carparking at Cudgen Leagues Club is significant
- Membership levels close to 3,000 people prior to Covid-19 quite strong
- Ample space to expand the game of bowls
- One of the favoured regional rugby league fields in the local area

SWOT Analysis

THREATS

- Cudgen Leagues Club's long-term sustainability and viability as a going concern was a threat over recent years however, this will be significantly mitigated through the construction of a freshly designed Norths Collective property and amalgamation
- The registered club industry, particularly for bowing clubs, is under significant pressure as a consequence of COVID-19 restrictions imposed over the past twelve months. Many clubs are predicted to close permanently in the near future as the financial impact of COVID-19 and other factors render them unsustainable
- Cudgen Leagues Club has survived on the strength of its community, a stable bowling and rugby league membership with neither of these guaranteed to remain strong. Taking such support for granted will heighten this threat
- Government legislative changes. Smoking appears to be appearing once again in the media
- Planned expansion of Chinderah Tavern
- Kingscliff Beach Bowls Club outsourcing of food may lead to an improved overall product at this venue
- Kingscliff Beach Hotel supported by the Taphouse Group can compete with strength on multiple fronts
- Quality restaurant growth in Kingscliff
- The perception of clubs as being dated and for an older demographic



Kingscliff Community

2016 KINGSCLIFF CENSUS DATA - SNAPSHOT

	
PEOPLE	7,464
MALE	3,568
FEMALE	3,896
MEDIAN AGE	46
	
FAMILIES	1,977
AVERAGE CHILDREN PER FAMILY	1.8
	
ALL PRIVATE DWELLINGS	3,670
AVERAGE PEOPLE PER HOUSEHOLD	2.4
MEDIAN WEEKLY HOUSEHOLD INCOME	\$1,230
MEDIAN MONTHLY MORTGAGE REPAYMENTS	\$2,000
MEDIAN WEEKLY RENT	\$360
AVERAGE MOTOR VEHICLES PER DWELLING	1.7

2016 KINGSCLIFF CENSUS DATA - AGE

AGE	KINGSCLIFF	%
MEDIAN AGE	46	--
0-4 YEARS	412	5.5
5-9 YEARS	426	5.7
10-14 YEARS	434	5.8
15-19 YEARS	441	5.9
20-24 YEARS	288	3.9
25-29 YEARS	304	4.1
30-34 YEARS	374	5.0
35-39 YEARS	399	5.3
40-44 YEARS	507	6.8
45-49 YEARS	450	6.0
50-54 YEARS	515	6.9
55-59 YEARS	577	7.7
60-64 YEARS	526	7.0
65-69 YEARS	513	6.9
70-74 YEARS	408	5.5
75-79 YEARS	338	4.5
80-84 YEARS	262	3.5
85 YEARS AND OVER	287	3.8

Kingscliff Community

KINGSCLIFF POPULATION & GROWTH



MEMBERSHIP CATCHMENT

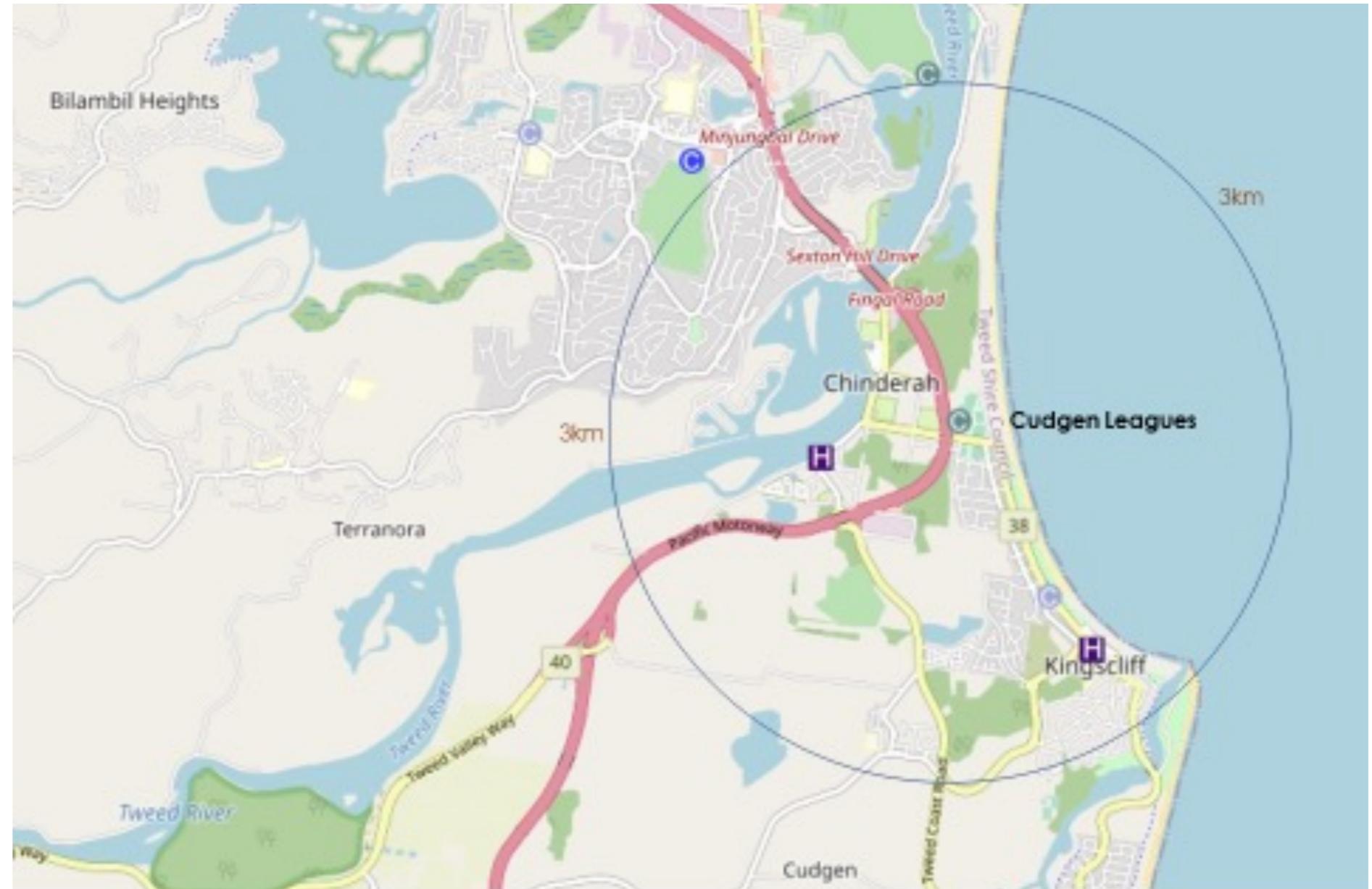
Kingscliff Population Forecast

Membership Catchment of Cudgen Leagues

	2021	2041
NORTH OF TWEED RIVER		
TERRANORA	3,025	8,389
TWEED HEADS SOUTH - BANORA POINT	25,003	25,591
BILAMBIL - BILAMBIL HEIGHTS	3,844	7,057
TWEED HEADS	9,234	12,641
TWEED HEADS WEST	6,501	6,719
COBAKI - PIGGABEEN	516	8,574
TOTAL CATCHMENT NORTH	48,123	68,971
		43%
SOUTH AND WEST OF TWEED RIVER		
NORTH COAST - KINGSCLIFF	10,551	11,196
MID COAST - CASUARINA	4,545	13,622
CABARITA	3,403	3,414
NORTH EAST HINTERLAND - TOMBULGUM	3,048	3,166
TOTAL CATCHMENT SOUTH AND WEST	21,547	31,398
		46%
TOTAL CATCHMENT AREA	67,670	100,369
		44%

Kingscliff Community

KINGSCLIFF CLUBS & HOTELS



Licensed venues within 3km of Cudgen Leagues

There are 4 licensed gaming venues in the Kingscliff-Chinderah market.

The dominant players are Chinderah Hotel (25 EGM's) and Kingscliff Hotel (29 EGM's)

Target Market Analysis

As part of our SWOT observations and research we also undertook a market analysis to examine the following key items:

	TARGET MARKET Traditional bowlers Social bowlers – 30 + males and females Rugby league and other sports sub-clubs Cudgen, Kingscliff, Chinderah, Banora Point families First floor entertainment and events – 30 + males and females Sports Bar – males & females 30 - 50 Gaming – 55+ females
	WANTS & NEEDS A lack of variety in the immediate area is creating an opportunity for a casual relaxed venue, that provides quality product and service targeting families Poor competing smoking gaming spaces provides an opportunity for a Seagulls quality approach in the market
	COMPETITORS Kingscliff Beach Hotel, Chinderah Hotel, Salt Bar Kingscliff Kingscliff Beach Bowls Club, Cudgen Headland Surf Life Saving Club, Twin Towns Club Banora, Twin Towns Juniors
	CUISINE A gastro pub style bistro offer with steaks, burgers, fish & chips, schnitzels Wood fired pizza oven potentially outdoors Theatrical roasts prepared on outdoor rotisserie burners First floor, peak period pop-up restaurant option. Potential Mexican cantina
	BEVERAGE A great selection of Australian classic, contemporary and craft beers Limited yet regularly changing built and shaken cocktails Great value wine list featuring Australian wines with limited international options for celebration A selection of American whisky's, local gins and on trend seltzers
	PRICE POINT Entrees from \$6, mains from \$15, Kids meals \$10 Glass wine from \$6, cocktails from \$14 Australian beers from \$5 (Schooner)
	LOOK & FEEL The design needs to be fun and family friendly being mindful the kids need to be entertained away from bowling greens Access to the rugby league field for children play to be permitted Coastal influences, celebrating the 80's, beach pavilion influences
	FUNCTIONS Social bowls focus Cater to family and friends celebrations and "get-togethers" (milestone birthdays, christenings, engagement parties, sporting team achievements etc.) Destination events on the first floor. Travel, stay and party with friends and family

Target Market Analysis

GAMING

We are proud of the service we provide our members. Our dedicated staff are well trained to deliver a responsible gaming experience. As an operator of community clubs, we are privileged to own multiple gaming licences. We trade with a strong governance approach and remain critically aware of how important the provision of responsible and sustainable gaming is to our entire business model. We aim to provide the most professional, welcoming gaming experience in our industry.

We are in a position to contribute to and significantly enhance the gaming experience for Cudgen Leagues Club members and guests in future with a true club model underpinning the local sport and community.

Locally, Seagulls strives to deliver the most responsible and sustainable gaming environment we possibly can and we do not utilise all available entitlements we own on our trading floor for the simple fact that they exist.

Norths Collective established its inaugural Responsible and Sustainable Gaming Committee in March of this year.



Target Market Analysis



BEVERAGE

We have a passion for beer at Norths Collective, in particular at Seagulls.

Seagulls sells the most amount of tap beer across all five of our venues. In 2019, the best measure of recent performance as it removes the Covid-19 pandemic impacts, saw Seagulls sell a total of 114,494 litres. We are excited about bringing our sales approach to the Cudgen community.

Having staff who are passionate about the products they sell, being well trained to provide friendly, fun service experiences and most importantly being rewarded for their efforts through brewery tours and other activities are the foundations required to ensure tap beer sales remain a focal point of a venues sales culture.

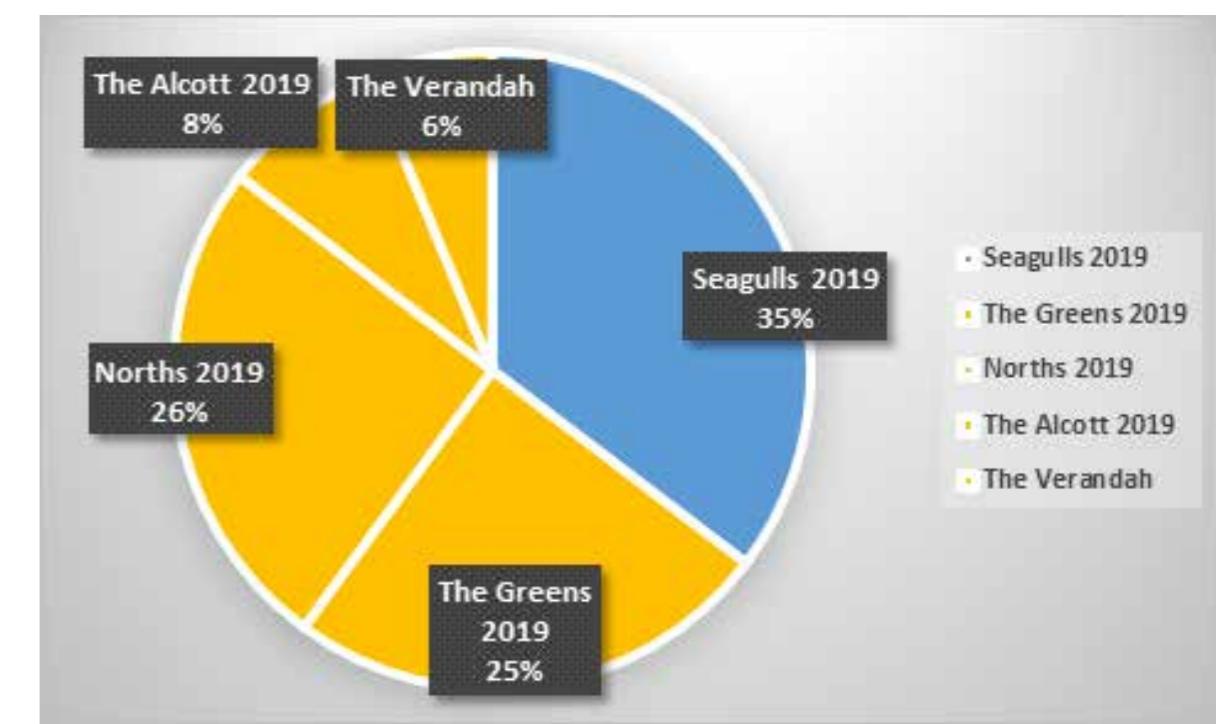
Re-launching The Clubhouse Cudgen with a \$5 classic schooner price, great food, an aggressive promotional calendar and fantastic live entertainment will see The Clubhouse Cudgen rival most of the properties within our collective. We anticipate strong tap beer sales at The Clubhouse Cudgen immediately after re-launch. Those predictions, coupled with the Norths Collective Clubs performance is listed in the table below:

Norths Collective Venue	Litres Sold
Seagulls 2019	114494
The Greens 2019	80190
Norths 2019	82121
The Alcott 2019	26928
The Verandah Estimated	20295
The Cudgen Leagues Club 2019	65000
The Clubhouse Cudgen Forecast	86616



Maintaining perfectly clean beer lines is another important part of delivering an overall superior tap beer sales experience. Our Cellarman ensures that all tap beer related equipment is kept in pristine condition at all times with beer lines cleaned every two weeks, an industry benchmark.

We work very closely with our brewery business development managers to bring our communities the latest products, at great prices served in a unique, on-trend fashion. The Cudgen community will be able to leverage off the relationships we have developed over the past ten years under a Norths Collective partnership.



Target Market Analysis

FOOD

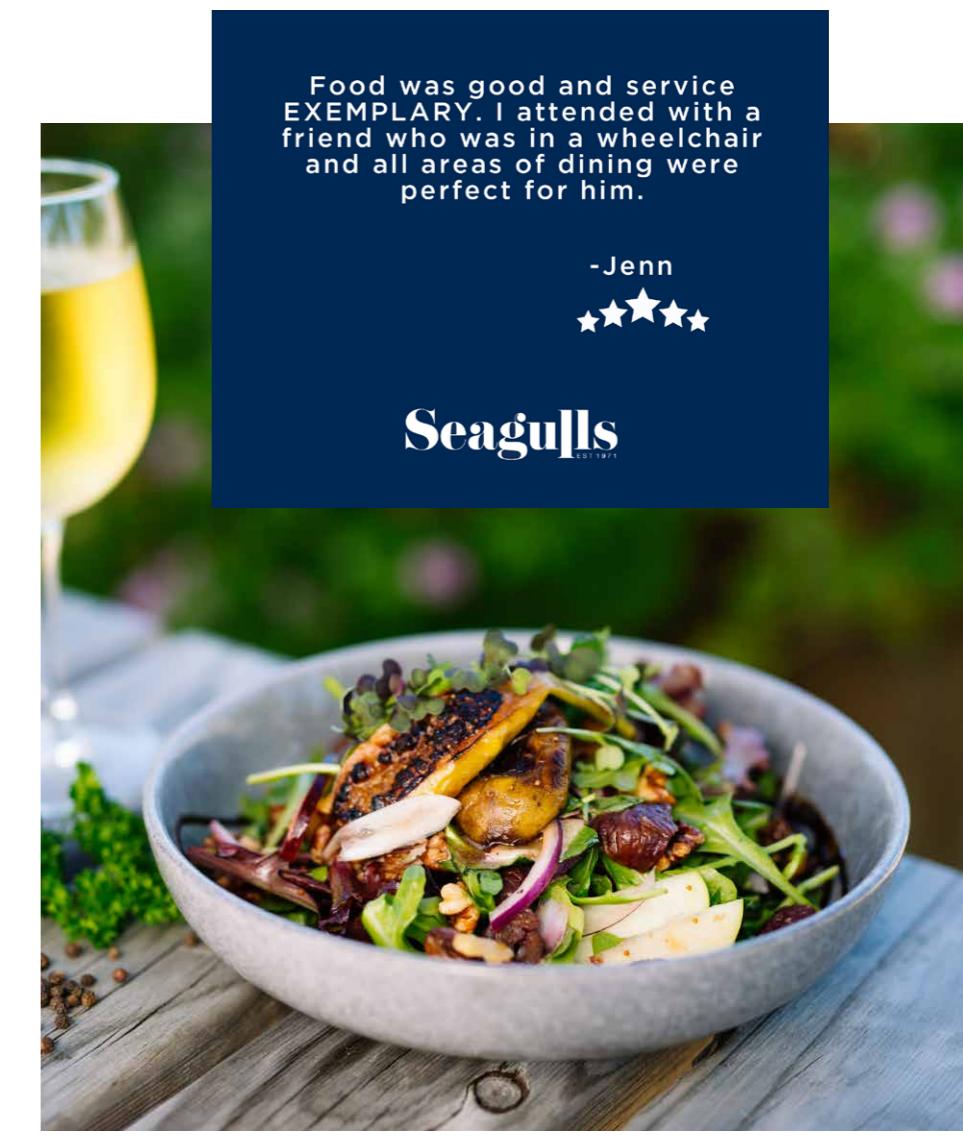
The past five (5) years have seen us at Norths Collective transition from a leased approach in our restaurants and function facilities, to an in-house model now across all our clubs. This is certainly a brave approach as there are significant clubs trading in our industry that prefer a leased, safer and conservative operation.

Our firm view is to do what's right for our members and guests. Maintaining control of our food businesses means we can provide a much better, more agile, interesting product. We remain in full control of what is widely known as the number one reason people visit our venues. Maintaining full leadership of our food businesses allows us to deliver great food at value packed prices. We can alter menus quickly, take advantage of fresh produce opportunities locally, provide seasonal changes and create ever-changing specials boards to name just a few advantages we have discovered over the past few years across our company.

Having full control of our food business does mean we can connect our community much more effectively as we can produce food offerings at a much better, sustainable price than those who choose to engage contracted caterers.



I just wanted to say a big THANKS for a great lunch yesterday. It was my first visit to Seagulls and I must say my experience was 10/10.
Delicious food, the staff were fantastic, and my Southern Fried Chicken Burger, WOW. That is probably the best burger I have ever had.
I look forward to visiting again soon!
-Troy
★★★★★
Seagulls



Food was good and service EXEMPLARY. I attended with a friend who was in a wheelchair and all areas of dining were perfect for him.

-Jenn



Seagulls
EST 1971

Target Market Analysis

FUNCTIONS AND EVENTS

One of our greatest strengths is our ability to drive a strong functions and events business across all our venues. Whether this be in Sydney where the corporate market is very competitive or at Seagulls where family celebrations are more the focus. We ask ourselves, how can we be different? With over 11,000 unique event experiences organised each year, we ask how can we provide guests something not available in every other club venue? A partnership with us will see Cudgen Leagues Club unlock significant events expertise with a twist and family focus.

In the summer, our events team at The Greens North Sydney, serve thousands of guests achieving revenues of well over \$2,500,000 from November to the end of December alone, sales results that places this venue in the upper echelon of functions businesses in the city. Bowls visitation during this period can also top 20,000 across the two (2) months, extraordinary interest in the game of bowls.

At Seagulls we have been known in recent times to serve up to eight hundred (800) guests in our famous Stardust Room. Whether the event be championship boxing, a charity fundraiser, high school formal or even the annual police ball which will be returning to us next year in August and is expected to attract close to seven hundred (700) guests we have the capability to deliver unique offerings in a big way.

It is exciting to report we are in the process of creating a fantastic waterfront events precinct this year at Seagulls. The precinct will see the community benefit from three outdoor terrace spaces right on the lake which we expect will be quite unique and very popular with locals looking for a point of difference for their next event.



Greatest Asset – Our Team

Kylie Channels is one highly valued team member employed by Cudgen Leagues Club at present. Kylie has been most helpful, welcoming and friendly throughout this entire proposal process and we would be grateful if Kylie would accept a role within our Norths Collective upon being announced as a preferred partner for Cudgen Leagues Club. As part of our development of future leaders, Kylie would enjoy access to our Norths Academy which aims to professionally develop those people within our organisation move through the ranks looking for longer term careers in clubs and hospitality with certificate level qualifications all the way to the completion of an MBA.

There is an amazing level of enthusiasm and pride amongst our management and staff as they follow our proposed partnership with Cudgen Leagues Club. An organisational analysis will be completed soon after amalgamation formalities to address cultural items such as management support requirements, employee roles and responsibilities as well as other organisational action items for the Cudgen Leagues Club to launch and remain successful.

Other key components that will form part of our cultural preparations include:

- Interview all former Cudgen Leagues Club employees that may wish to return to working at their club.
- Employ locally.
- A training needs analysis.
- Recruitment planning. We will encourage applications from local residents.
- Resources required including the specific employees that would be involved in the early launch phase.
- Cudgen Leagues Club operations and strategic direction would be overseen by the Seagulls General Manager.
- Our Seagulls Operations Manager would oversee the day to day running of the venue and report into the Seagulls General Manager.
- A full-time Senior Chef would oversee the day to day kitchen operation and report to The Clubhouse Cudgen Food & Beverage Manager. The role will also closely collaborate with the Seagulls Head Chef to achieve food preparation and service efficiencies.
- A Food & Beverage Manager would be engaged to lead all aspects of the Cudgen Leagues Club Bistro, Functions and Bar operations reporting to the Seagulls General Manager.
- All functions enquiries would be managed via the Seagulls Events Team Leader and functions would be staffed by a mixture of local and Seagulls employees for most efficient results.
- Any supplementary staff (Bar Attendants, Food Attendants, Kitchen Hands etc.) would be trained and rostered via local operational management



Meet Team Seagulls



MICHAEL HILL
Finance Manager

Michael's title might be Finance Manager, and he may always be on everyone's case to remain efficient, especially stopping any un-necessary use of power, Michael's knowledge, experience and leadership is just as valuable to the management team as his finance expertise. He's also a bit of an IT gun, which means when anyone has a problem with their computers, they go to Michael! Michael and Accounts Assistant Cheryl are responsible for managing the accounts for four (4) of the five (5) Norths Collective venues, including Seagulls, The Alcott, The Greens and soon to be The Verandah Beecroft.

Quote to live by:

"Enjoy every day because one day it won't happen"



STUART BURROWS
General Manager

As most GMs do, Stuart started out bussing tables in pubs before moving into larger hotel groups and clubs. After moving to the Gold Coast from Sydney, he and his wife ran their own espresso business until the opportunity arose for General Manager at Seagulls. Stuart's commitment to Seagulls and passion for the Hospitality Industry is evident in the progression our club has seen during his tenure as GM. His open door policy and easy going nature makes it easy for staff to follow his lead into the exciting times ahead.

Quote to live by:

"Never give up"



DAVID MCBETH
Operations Manager

Operations Manager, David McBeth, also got an early start in the club industry, making his way up the ranks to Duty Manager at St. Johns Park before landing the same role at Seagulls Club. David's role as Operations Manager includes overseeing lots of figures and all the fun stuff. He's also responsible for creating rosters, mentoring the Duty Managers, and happens to be pretty handy at mixing a cocktail or pouring a beer.

Quote to live by:

"Fortune favours the brave"

Meet Team Seagulls



CATHY FORBES
People & Culture Manager

Cathy hasn't always been in HR at Seagulls. As our longest employed staff member, Cathy, who is quickly approaching fifty (50) years at Seagulls, started out in the bar! Fifty (50) years is an incredible achievement and we are lucky to have her knowledge, not only of HR, but also of the history of our Club. As People & Culture Manager, Cathy is responsible for overseeing the health and wellbeing of 80+ staff members. Cathy is a leader with grace and style.

Quote to live by:

"Great things never came from comfort zones"



CHELSEA BOOTH
Food & Beverage Manager

Chelsea hails from the Northwest of England; a small town called Westhoughton. By the age of 19, Chelsea was a Sous Chef at a fine dining restaurant. She decided to take a year out and travel Australia, however a gig running a Greek café in Sydney ended up being too good to leave, so she stayed put. Chelsea moved to Banora Point nearly 3 years ago and immediately began working at Seagulls as Lot Two Supervisor. Today she is our Food & Beverage Manager and responsible for all things Lot Two, developing our new cocktail menu, and running our special events.

Quote to live by:

"Go hard or go home"

Meet Team Seagulls



AROHA WEZNER

Marketing Manager

After fifteen (15) years in the golf industry, Aroha decided to pursue a Masters in Marketing, which ultimately landed her the role of Marketing Assistant at Seagulls. Now four (4) years later, as Marketing Manager, Aroha is responsible for creating the marketing collateral across all departments, maintaining all digital and social media, producing staff and membership communications as well as developing strategy and marketing campaigns for promotions and events.

Quote to live by:

"You are who you surround yourself with"



STEVEN ANNAKIN

Facilities & Duty Manager

He might be the biggest of the management team, but he's also the youngest. This in no way means he's the least experienced, having started in the industry at just eighteen (18) years of age. After rising to the role of Duty Manager at Twin Towns, Steve kicked forward his career in hospitality leadership joining us here at Seagulls. As the Facilities Manager his role takes on many different descriptions, as he juggles new projects, liaises with club stakeholders, and learns more about operations behind the scenes on a daily basis.

Quote to live by:

"Never give up"



RUSTY ROBERTS

**Operations Manager –
Revolution Health & Fitness**

The only thing Rusty loves almost as much as Elvis is Revs Gym! Rusty is responsible for the day to day operations of Revolution Health & Fitness, which may sound like a walk on the treadmill, but it's really more like a sixty (60) minute spin class! Rusty not only manages the group trainers and staff, he's also responsible for the upgrades you'll be seeing around Revs. From new equipment purchasing to keeping the gym well presented, Rusty's passion for the Health & Fitness Industry is evident in just one conversation with him and the grand ideas he has to take Revs to the next level in gym offers.

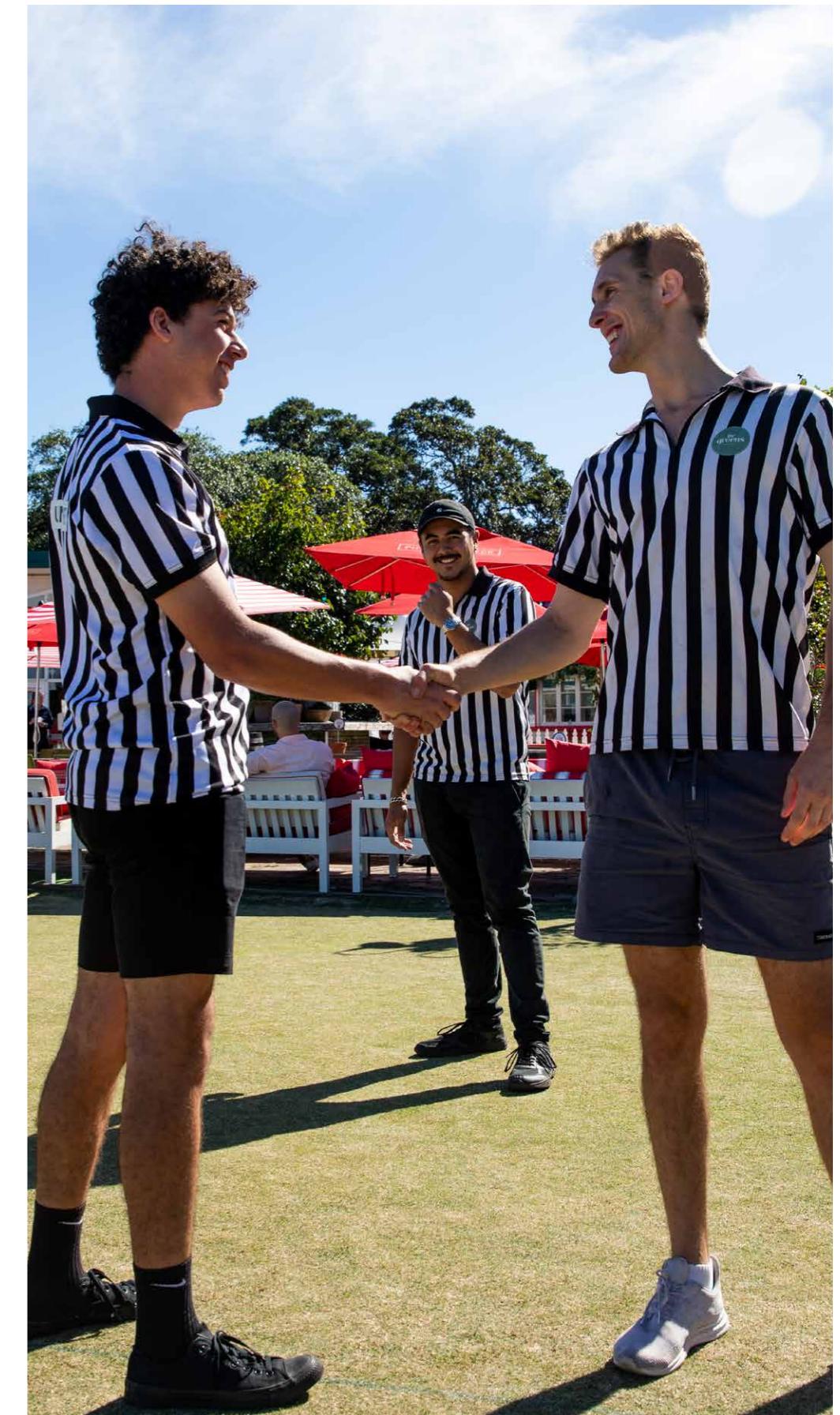
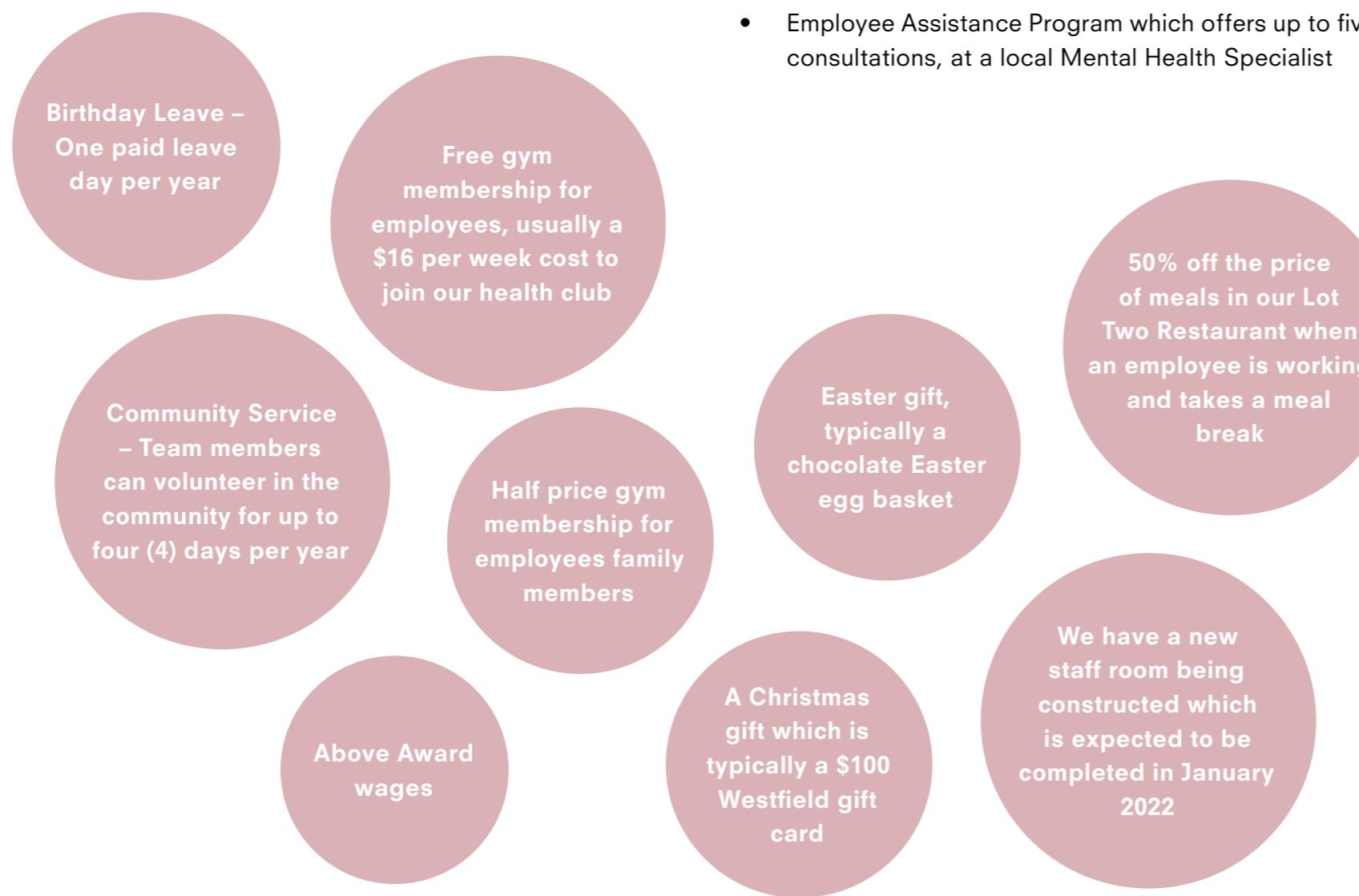
Quote to live by:

"The image is one thing and the human being is another"

Greatest Asset – Our Team

We are proud of our team of staff and we do all we can to provide them with a welcoming, engaging, fun environment that is far superior to what they would experience working anywhere else. We have listed some of the key working condition benefits below, all of which are included in our Enterprise Agreement and other contract of employment documentation:

- Flexibility of rosters as oppose to set rosters under the Award
 - This allows our team the opportunity to pick up extra shifts without the need to have a change of roster dealt with in writing which can become slow and bureaucratic
- Casual shifts are to be rostered at the minimum of three (3) hours, two (2) hours is the minimum under the Award
- Emergency Service Leave – Two (2) days per year
- Free flu vaccinations each year
- Employee Assistance Program which offers up to five (5) free consultations, at a local Mental Health Specialist



Greatest Asset – Our Team

OUR PURPOSE

We exist to bring people together, building connections, unity and driving the growth of our local and wider communities, inspiring others to put people at the centre of everything we do. It's our reason for being and why we do what we do.

Defining our ethos

OUR VALUES

We're all about developing our people, the experiences we share and the sporting, social and environmental impact we have for our people.

Within Norths Collective, our values define our culture



and are part of everything we do.



Greatest Asset – Our Team



WHAT OUR STAFF SAY

“

In my 45 years as a Seagulls employee, I have seen many changes throughout the years. From the golden era of the 80's, to the lean times of the 90's to when North's took over management of Seagulls and a whole new era began. Throughout my time I have been given the opportunity to work in most areas of the Club and, under North's Management, the chance to improve my career, define my aspirations and feel fulfilled in my employment.

The culture so predominant at Seagulls, is one of caring, family orientation and support. This allows for personal situations to be catered to. Flexible days, hours, time off for family commitments, study, illness or simply time out requests are always addressed. If an issue does arise with any employee, Management are always there to help in any way they can. I am particularly grateful, as I am a carer of an ill family member who needs to be taken to various specialist appointments on a regular basis.

Working with the current Management team has been rewarding. Management are always available to listen to any employee, whether it be a personal issue, a suggestion for improvement or feedback on operations. Managers always make the time to listen.

Current Management are flexible, vibrant and forward thinking. The club has grown over the years and is a successful venue with immediate plans to renovate parts of the building with additional plans to ensure long term viability. From my perspective, managers have been empowered and encouraged to make decisions and to seek solutions – they have authority to actively manage.

Overall, Seagulls is a safe, protective, friendly, fun place to work. Every employee is made to feel important. Lifelong friendships are forged between fellow workmates and customers, creating a feeling of a family atmosphere rather than just a workplace.

I am grateful to have been employed by Seagulls over the years. It has given me stability to raise my family, pay off my home and attain a position that I love.

– Cathy Forbes – People & Culture Manager

Since 1976

“

We've been working at Seagulls Club for a combined 63 years! In that time we have seen a lot of changes, made a lot of friends, and met a lot of people in different walks of life.

We have a great team of Management, who not only run the business but also value their staffs' wellbeing, our club and who also make themselves readily available to our members. We can proudly say that our club is very accommodating to our patrons and you will not get better service elsewhere!

We actually look forward to coming to work and seeing our extended family. We couldn't imagine working anywhere else.

”

**– Tayna Purcell & Nenning Van Schaik –
Jills of all Trades**

Since 1988 & 1991 respectively



Greatest Asset – Our Team



“

North Sydney Leagues Club took over management of Seagulls when the club was on its knees. They quickly recognised that things operated differently on The Tweed. A major factor of their ongoing success has been the importance of their emphasis on staff. Norths have encouraged our ability to maintain friendly connections with members, locals and visitors.

I have been at Seagulls for nearly 25 years, and when it came time to retire, I couldn't do it. I am thankful to the management who allowed me to continue to work here one day a week post retirement so I can continue to do the job I love with the people who have become family to me.

The benefits of working here are endless, but the discounted meals while working as well as free gym membership are such great value.

During their time on the Tweed, Norths have extended a welcome to many local sporting associations, both junior and senior. They have also assisted many local charity groups.

I can see the immediate benefits that Norths Collective can bring to the Cudgen Leagues Club. It would be a fantastic opportunity to consolidate your past and now grow the famous Green and Gold legend into the future.

– John Bell, Tray Service

Since 1997

“

I just wanted to share a quick note with the Board of Directors from Cudgen Leagues Club to let you know that the management for Norths Collective Group and Seagulls Club have done an exceptional job of keeping their valued staff and patrons protected during the COVID pandemic. Seagulls was one of few clubs that were offering other duties to staff doing maintenance and cleaning during the lock down period to keep their workers connected and involved whilst they had to go through an unprecedented experience. Seagulls club were also the first club in the area to implement the hand sanitiser station all around the club.

Luke Simmons and Stuart Burrows committed to continuing the 3% annual increase to their workers during the pandemic even though their current Enterprise Agreement had expired in May 2019 proving that they value their employees and did not want to see them suffer from money concerns during the pandemic.

Stuart and Luke are always committed to hearing and consulting with their workers on their concerns and issues and will generally commit to an amicable and beneficial resolution for all parties.

I trust that the Norths Collective will be the right choice for amalgamation and will commit to employ local community members and ensuring the longevity of Cudgen Leagues Club and its history.

– Meegan Edwards

United Workers Union
Clubs NSW Team Organiser

”



Design & Construction

The development application currently in for determination by Tweed Shire Council is still weeks away from completion according to the Cudgen Leagues Club Chairman. It was pleasing to hear however that requests for information from Tweed Shire Council are likely to be released anytime now if they have not already to the clubs builders. That said, it appears most unlikely that a club operation will be delivered to members prior to Christmas. We have a solution. Our "The Lawn" concept is detailed further in this partnership proposal. A decision to partner with us will see an on-trend, fun, family focussed hospitality experience delivered promptly. Unfortunately, recent developments have put some pressure on delivering this concept for the benefit of Cudgen Leagues Club members prior to the festive season. That said, we remain committed to seeing this through and have commenced the gathering of relevant information to support a development application process. With the necessary financial investment also at the ready, we hope the Cudgen Leagues Club members wish to see a Norths Collective partnership.

In order to bring a successful hospitality business repositioning to the people of Cudgen, Kingscliff and Chinderah, multiple modifications must be made to the lodged drawings in our view. The plans currently before Council do not adequately deal with the requests put forward by the Bowls and Rugby League Sub-Clubs. The risks of launching an underwhelming hospitality experience to an excited community are high with the current plan. The need for further investment in the future will likely become an issue should the necessary adjustments remain incomplete.

It's easy to visualise kicking back on the weekend enjoying dinner with all the family, especially with the kids entertained in their very own space! True sports fans will love our venue design. Watch your team win live on Foxtel on the multiple large screens that will be within view no matter where you go at The Clubhouse Cudgen.

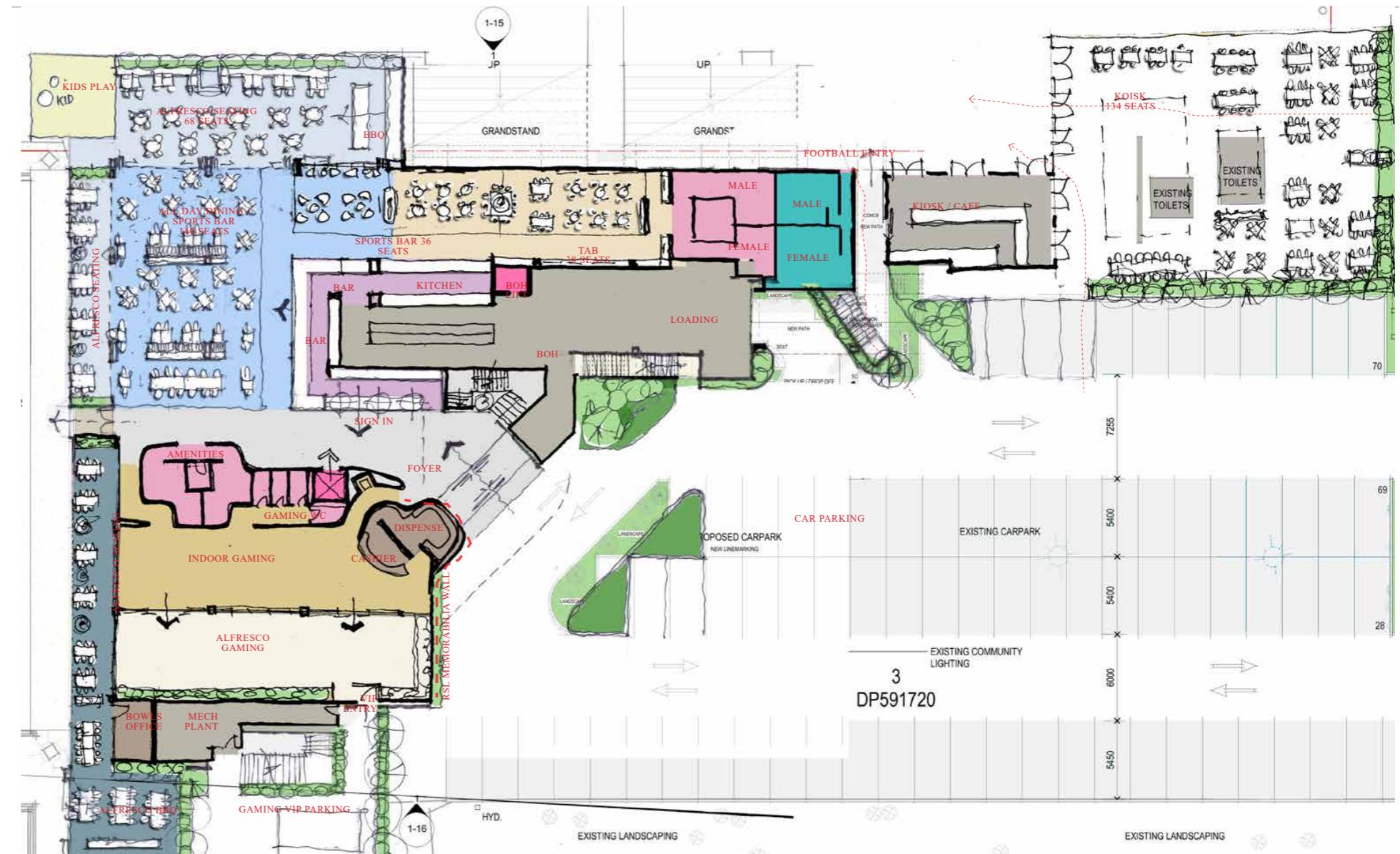
Please find below a series of key issues related to the current building designs:

- The entry is not centralised and therefore creates accessibility issues.
- The gaming smoking space is located adjacent to the rugby league field canteen, a place which often serves children participating in weekend sport.
- Bathroom amenities are not ample for an anticipated busy venue nor are they easily accessible from all areas throughout the property. They also appear to impede on ones view of the nice grounds.
- Back of house loading is located in the prime central location of the clubhouse.
- The Kingscliff RSL Sub-Branch do not appear to have a space allocated to them, a space they were most grateful for prior to the fire.
- The kitchen space as a percentage of total food floor space is far too large and limits valuable customer facing opportunities.
- The bowlers requests for an undercover space do not appear to have been considered.
- Accessibility for bowling members to and from the entry to the club is challenging.
- The first floor design is cavernous and inflexible.
- The provision to watch televised sport does not appear to be included.



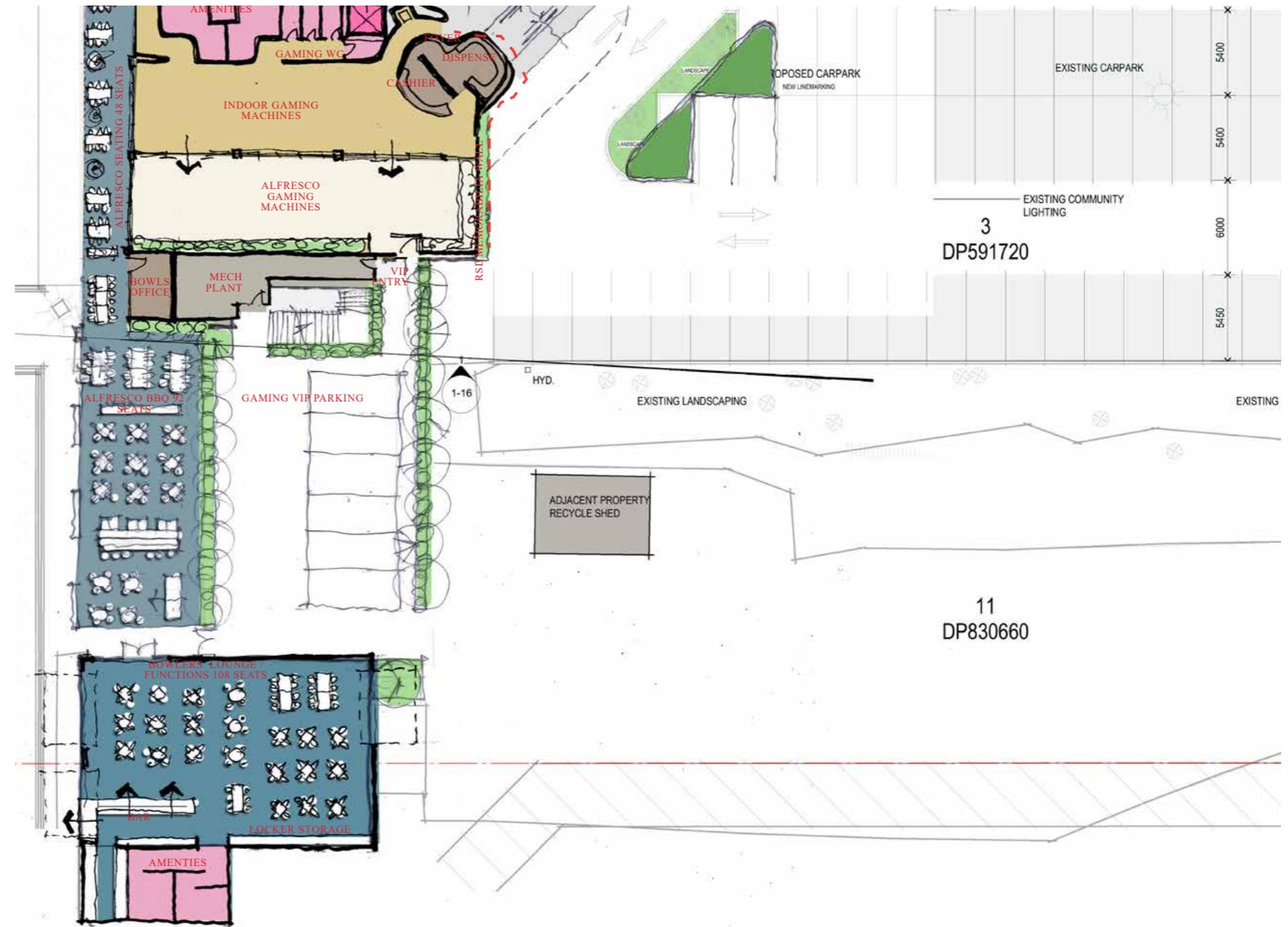
Design & Construction

Norths Collective Proposed Ground Floor Re-Design – Table 2.1



Design & Construction

Norths Collective Proposed Bowlers Lounge Re-Design – Table 2.2



Design & Construction

Norths Collective Proposed First Floor Re-Design – Table 2.3



Should we be elected as the preferred partner of Cudgen Leagues Club, we would lodge our alterations as soon as possible in an attempt to reduce any wait times delivering Cudgen Leagues Club their brand new venue without any further unnecessary delays.

A timeline of planning outcomes and construction works will be designed with all stakeholders involved including key people such as Tweed Shire Council and the builders so Cudgen Leagues Club members can be comforted in the fact that any fears of lengthy delays can be addressed through our negotiations.

Design & Construction

We are committed to delivering a series of planning outcomes as we work through the process that will see our proposed building designs brought to life once approved by Tweed Shire Council. Whilst we acknowledge the community is eager to re-launch the club, we highlight the importance of making sure the property will not only attract but retain customers that choose to call The Clubhouse Cudgen their new home.

Whilst we do anticipate some delays as we submit and hence await approval for the venue designs we have shared, we remain committed to delivering on our promise to engage with the community at the earliest possible time, that being immediately after signing an MOU with the Cudgen Leagues Club.

Our proposal includes the necessary funding to erect a huge temporary marquee on the site for members to enjoy, in the short-term, while we watch the new look venue be constructed.

The operation would largely focus on food, beverage and numerous forms of entertainment.

We will do all we can to create an opportunity for us to host end of season rugby league celebrations, summer holiday activations, Christmas and New Year parties. We remain hopeful that all of the above festivities will be possible under our plan should we be selected as a preferred partner by the members of Cudgen Leagues Club in the very near future.

We believe this would be a unique, fun and engaging way to connect the community quickly and watch our new look Clubhouse rise once again from what has been a tough period on everyone involved with the club.



Heritage, History & Brand

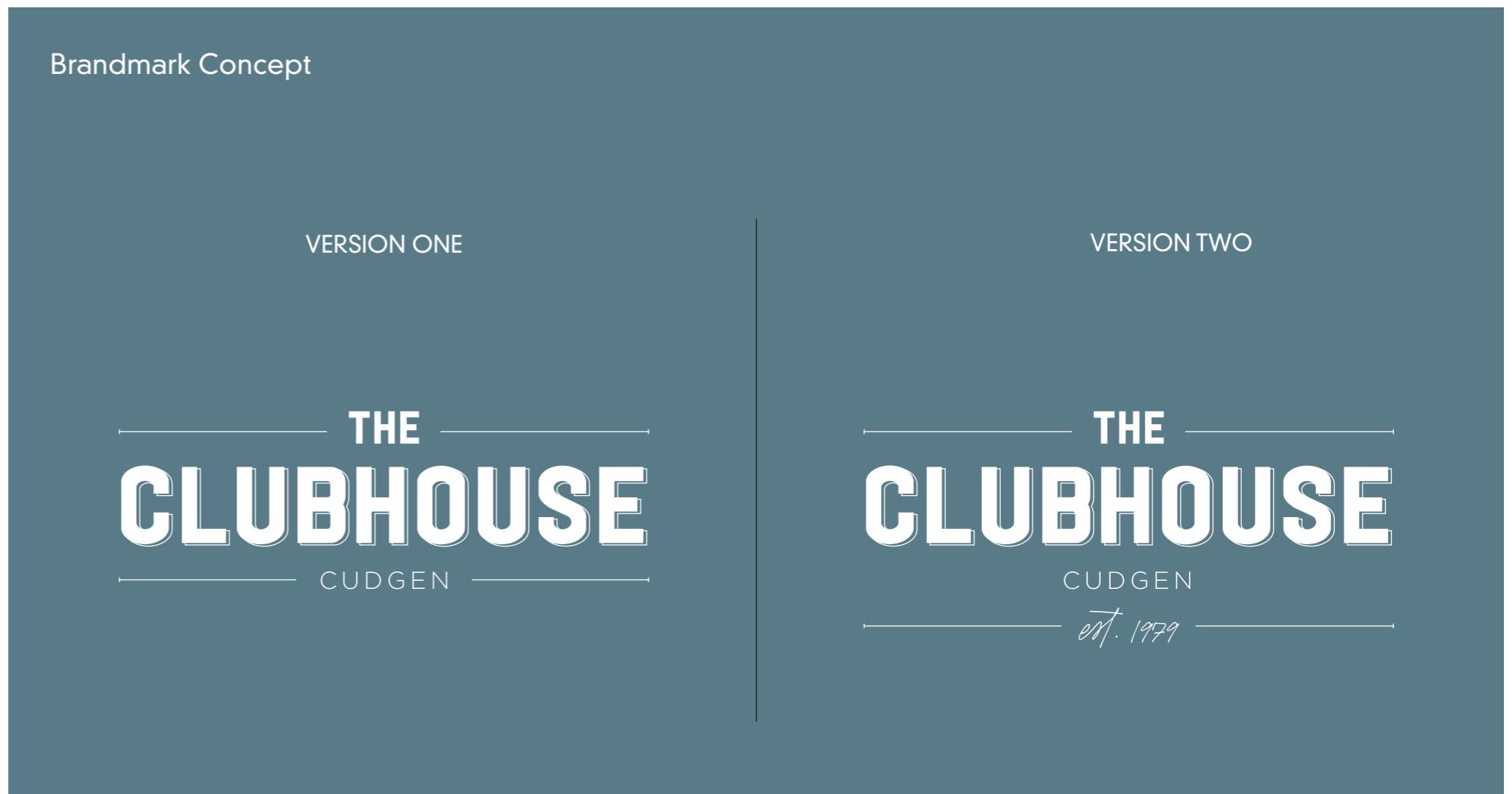
The word Clubhouse refers to a local meeting point for the community and a place for everyone loyal and new to come together once constructed. The multi-space is welcoming, casual and relaxed with a social vibe and a genuine sense of camaraderie. This cuts through to the core of our DNA at Norths Collective being to connect our community.

The Clubhouse pays homage to the history of the existing building and the local sporting clubs. Painted on the front of the existing building is "Paul Prichard Clubhouse." We celebrate this history and preservation of this building within the Cudgen area, as well as a clear lineage to local sport. It is a place of transformation, where men and women come together to celebrate all things sport and local, where everyday rugby league players, bowlers and athletes are transformed into super stars.

Located next to the sweeping sporting grounds, the Clubhouse is a destination venue for locals and out of towners attending sports, music and cultural events around the Cudgen area, serving up all the excitement of the pre-event preparation and the jubilation of the post-event celebrations.

Because The Clubhouse Cudgen is located in the heart of the growing townships of Cudgen and Kingscliff, it's also a local meeting place. A vibrant, social hub for residents, sporting clubs and construction workers to meet up and hang out.

Please find below a collage introducing the new brand:





The Brand Symbol can be utilised throughout the entire multi-use space, simply by changing the colour palette to vary the experience



Brand Personality

The Clubhouse is;

Authentic & Humble
Energetic & Playful
Passionate
Inspirational
Contemporary
Sociable
Inclusive



The Clubhouse is not;

Arrogant
Clinical
Ordinary & Boring
Stereotypical
Overbearing
Elitist





Brandmark Development – External 'Game Day' Canteen

THE SHACK

THE CLUBHOUSE

CUDGEN

Brandmark Development – Upstairs Terrace Bar

the Terrace

THE CLUBHOUSE

CUDGEN

Brandmark Development – External Cafe

PAULS

THE CLUBHOUSE

CUDGEN

Brandmark Development – Bowlers Lounge

BOWLERS *Lounge*

THE CLUBHOUSE

CUDGEN

A Perfect Fit with Cudgen Leagues Club

northscollective

CONNECTING OUR COMMUNITY

OUR HOSPITALITY VENUES:



OUR SUB-CLUBS:



CUDGEN HORNETS RLFC



CUDGEN HORNETS JRL



CUDGEN BOWLING CLUB



CUDGEN CRICKET CLUB



HOCKEY CLUB



SOCCER CLUB

& MANY MORE....

ONGOING VALUED PARTNERSHIPS:



The Bistro

Mood-board

Family Friendly
Casual & Playful
All Day Dining



Outdoor Mood-board

Family Friendly
Vibrant
All Day Dining



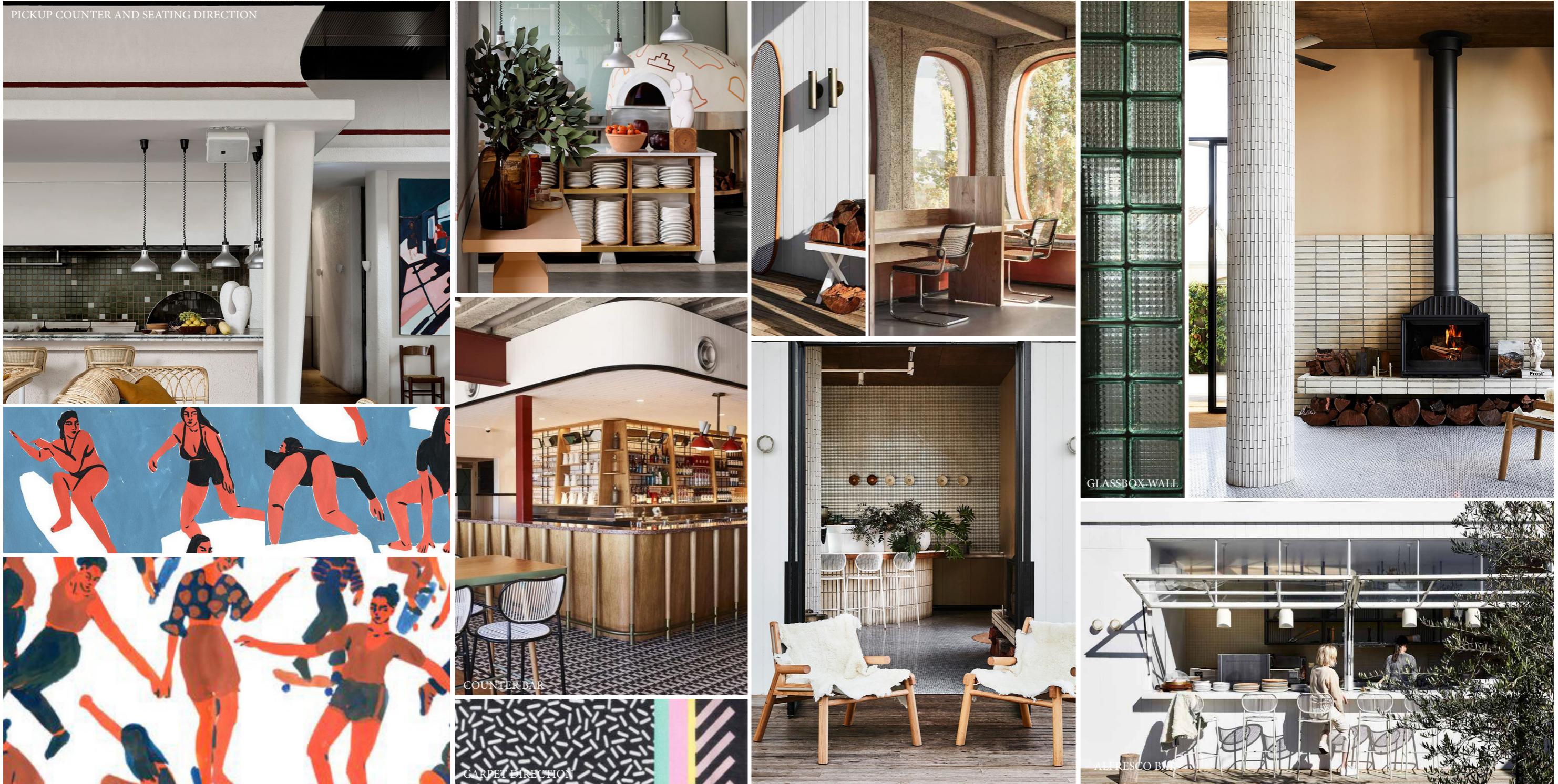
Gaming Mood-board

Indoor & Afresco
Contemporary
Action



Upper Floor Food & Beverage Mood-board

Intimate
Functions
Elevated F&B
Live Music



Our Collection



Across our collection,
you'll be sure to find
warm, light-hearted
hospitality, unforgettable
experiences and
seriously good times.



An energetic, lively hub tucked away in the heart of leafy Cammeray, this is the space for eating, drinking and meeting.

A destination for live shows, an entertainment hot spot and with a whole floor of dedicated events spaces, a health and fitness centre and a swimming pool, Norths Cammeray covers all bases.



Norths



Norths Cammeray

Dining
Events
Entertainment
The Ruby Lounge
Intra Clubs

Between 1st June 2020 &
30th June 2021 there was:

199,313
Beers Poured

50,811
Wines Poured

77,910
Dishes Served

NORTHS FITNESS
Fitness Centre
Personal Training
Group Classes
Crèche





The Alcott

The Alcott brings its' heritage, personalised guest experience and seasonal Mediterranean inspired fare to the local Lane Cove and wider community. A welcoming and approachable, contemporary dining & social space, it's a place for all ages.



LANE COVE

The Alcott Lane Cove

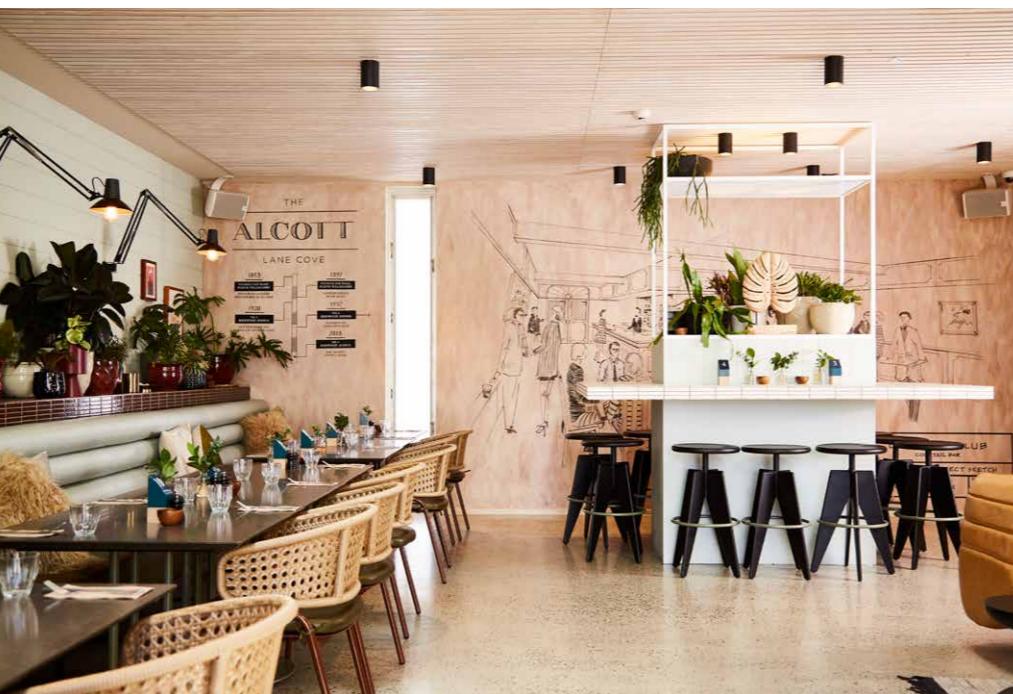
Dining
Events
Entertainment
The Emerald Lounge

Between 1st June 2020 &
30th June 2021 there was:

55,852
Beers Poured

30,714
Wines Poured

57,709
Dishes Served



With an adventurous, playful spirit, the best harbour backdrop Sydney has to offer and a passion for eating, drinking, events, music and sharing in a spirited game of barefoot bowls - The Greens is one of Sydney's best kept secrets.



NORTH SYDNEY



The Greens North Sydney

Dining
Penant Bowls &
Casual Bowls
Events
Entertainment
RSL Sub Branch

Between 1st June 2020 &
30th June 2021 there was:

85,989
Beers Poured

28,617
Wines Poured

29,423
Dishes Served





Seagulls

A home away from home for locals to meet, share and be social. Where you can depend on honesty and a welcoming, friendly approach. Where sea meets land and the Terranora Broadwater with a beautiful water backdrop - Seagulls brings the laidback seaside vibe of the Tweed and Gold Coast region to the community.



TWEED HEADS

Seagulls Tweed Heads

Dining
Events
Entertainment
The Sapphire Lounge
Intra Clubs

Between 1st June 2020 &
30th June 2021 there was:

219,343
Beers Poured

33,740
Wines Poured

71,638
Dishes Served

**REVOLUTION
HEALTH & FITNESS**
Fitness Centre
Physiotherapy & Chiropractor
Personal Training &
Group Classes
Crèche



The Verandah is the new kid on the block
and following a cosmetic makeover this
Winter, it will reopen late Spring 21!



The Verandah Beecroft

Dining
Pennant Bowls &
Casual bowls
Events
Entertainment



The Norths Collective Way

DIGITAL INNOVATION STRATEGY

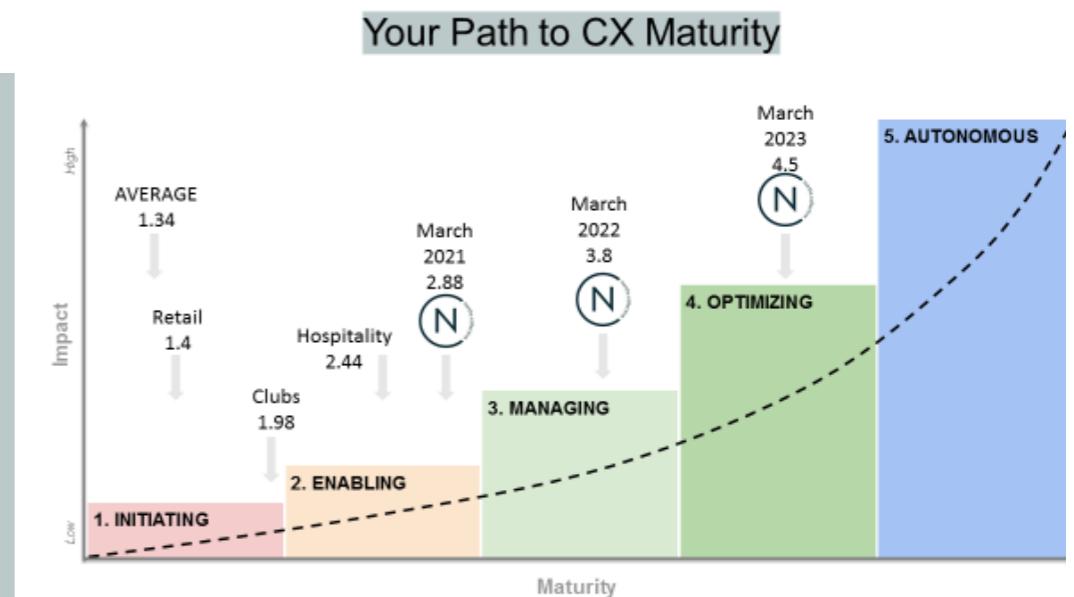
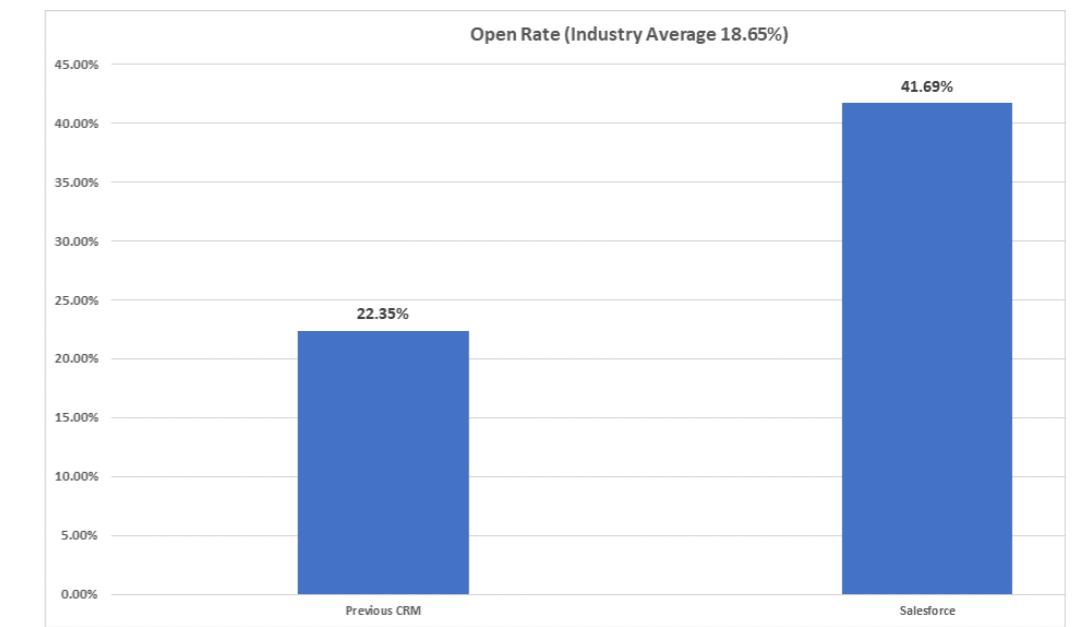
At the core of what we do are our communities, these include our members and potential members. Our highly targeted marketing strategy allows us to engage with these groups on a personal level, a move away from the traditional one size fits all style of marketing.

Norths Collective has an extremely aggressive digital innovation strategy that is made up of a number of objectives including:

- Develop strong, personalised (one-on-one) communication journeys with our members and potential members through a multi-faceted approach
- Develop a single source of truth Customer Relationship Management platform that enables us to utilise the power of Artificial Intelligence to make educated decisions based on the multiple sources of data at hand
- Develop a 360-degree view of our members and potential members to enable us to better service and engage with these groups
- Be seen as the leaders in digital innovation and marketing practices within not just the Registered Clubs industry but beyond that sector.

To achieve these goals and continue to develop a strong data focused approach to digital innovation and customer communication we implemented Salesforce as our CRM across Norths Collective. Salesforce allows us to target the right customer, at the right time, with the right message and through the right channel.

Since activating Salesforce and their Marketing Cloud product in 2019 we have seen extremely strong growth across all email metrics as shown in the chart below.

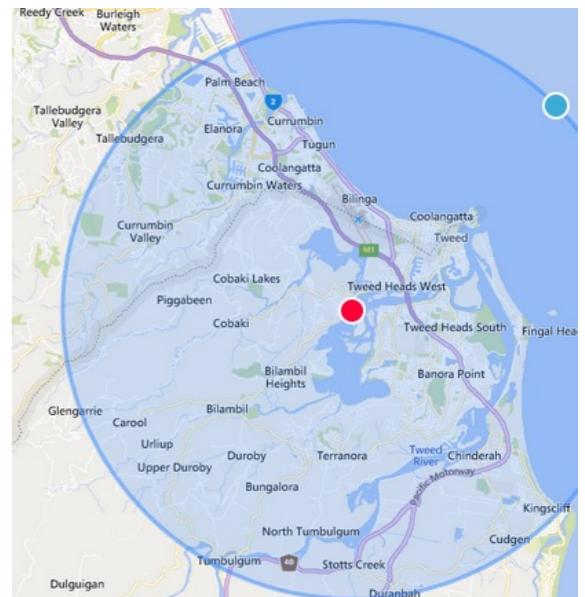


The Norths Collective Way

SOCIAL IS A KEY TO SUCCESS

Across Norths Collective our social channels have been an instrumental part of our marketing strategy. Collectively we have over 55,000 followers on these channels however our reach is much further than that in our local communities across our social channels.

Seagulls Club, Tweed Heads has reached over 190,000 potential members through its social media advertising channels in 2020 and 2021. The map adjacent shows the region that these 190,000 potential members are within. These audiences can be re-targeted and engaged for all future social media advertising campaigns.



The collage consists of four separate screenshots from the Facebook Business Tools interface:

- Top Left:** A screenshot of the Seagulls Club's Facebook page. It shows a promotional post for "STATE OF ORIGIN" with a banner that says "GAME 1 ON THE OUTDOOR SCREEN BEANBAGS, BLANKETS, BEER & BBQ WEDNESDAY 9 JUNE FROM 7PM". Below the post are sections for "Create Ad", "Free Facebook Business Tools", and "Insights".
- Top Middle:** A screenshot of the NORTHS Social Club's Facebook page. It shows a promotional post for "STATE OF ORIGIN" with a banner that says "CATCH ALL OF THE STATE OF ORIGIN ACTION LIVE ON THE BIGGEST SCREEN IN TOWN". Below the post are sections for "Create Ad", "Free Facebook Business Tools", and "Insights".
- Top Right:** A screenshot of the "the greens" Facebook page. It shows a grid of images featuring food, drinks, and people at events. The page has a green circular logo with the word "greens" and a white letter "A".
- Bottom:** A screenshot of the "the greens" Facebook page showing a grid of images related to their "PINOT & PICASSO" event, featuring wine glasses, food, and people.

Norths Collective & Seagulls in the Community

STRONGER TOGETHER - A SECURE FUTURE

While Norths Collective goes from strength to strength as a group, Seagulls alone has experienced strong growth over the past few years. A focus on creating a brand our community can be proud of is the primary driving force behind such promising advancement. Further investment into the Seagulls property this year will see our guests' expectations exceeded once again.

The second half of 2021 will see us invest heavily in our next venture - a unique outdoor American BBQ food offer which will incorporate a family focused food and beverage events precinct right on the waterfront. An upgrade of our existing bar and sports bar spaces also forms part of this investment and gives us a chance to proudly display our history, paying tribute to those who came before us and who had the vision to create Seagulls, from the football club to the licensed club which celebrates 50 Years this year.



SUPPORTING OUR SEAGULLS COMMUNITIES

\$15,000,000 +

2011 – 2021





The LAWN

THE CLUBHOUSE

CUDGEN

A PATHWAY
TO RE-OPENING

The Lawn

With a minimum build period of at least six (6) months for The Clubhouse Cudgen once its DA is approved, The Lawn is the temporary go-to place, bringing people together from all ages whilst everyone awaits the ability to get into their new club.

Located on the bowling green closest to the football field temporarily, The Lawn is a transformative space with everything from family fun events, to watching the game with your team on Kingscliff's biggest outdoor screen whilst The Clubhouse Cudgen completes its rebuild.

And, demonstrating its temporary setting, once The Clubhouse Cudgen reopens we are committing a full green renovation valued at over \$60k to bring the playing surface back better than ever before.

Presented to the Cudgen Board June 3rd, The Lawn truly is a way forward for The Clubhouse Cudgen members to re-join each other once again. Imagine enjoying each other's company over some great food, beverage and of course with some fun entertainment earlier than expected!



The Lawn opens
in 2021!

The Cudgen Community
can meet and celebrate
together once again

The Lawn
Cudgen plays
host to a unique
festive season full
of family fun

Cudgen
Members share
summer inspired
food, beverage and
entertainment
experiences

The
Clubhouse
Cudgen is rebuilt
following
DA approval

The Clubhouse
Cudgen re-launches in
early 2022 with The Lawn
immediately renovated so it
can be returned to Bowling
Members in its new look
championship form

Our Commitment to returning The Lawn to Bowling

SCOPE OF WORKS

Spray bowling green with two applications of non-selective herbicide beginning one month prior to renovation

Turf cut up to 50mm (2") off bowling green

Bobcat T-140 track machine remove cut turf from green

Pick up & remove cut material off site and dispose at a registered facility

De-compact green using Shattermaster sub soil aerator

Prepare green for Basimid application

Supply and apply Basimid to completely sterilise soil and eliminate weeds, grasses, nematodes and disease for a healthy and vigorous start for new turf

Prepare green for base laser level

Supply and install 20 tonne of soil to prepare for the laser level

Base laser level green

Supply, deliver, spread and punch in Tiff dwarf couch shavings

Final laser level upon establishment of green including additional soil where required

Heavily fertilise entire green and confirm grow in period

1. EXCAVATION AND STERILISATION



2. LEVELLING & RE-GASSING



3. TOP DRESSING & READY TO PLAY



An estimated
\$66,550
in cash value invested by Norths Collective

Design & Construction

We acknowledge the community is eager to re-launch the club. We highlight the importance of making sure the property will not only initially attract but retain customers that choose to call The Clubhouse Cudgen their new home. This part of our proposal summarises the presentation we provided in-person on the 3rd of June to the Cudgen Leagues Club Board. It should be read in conjunction with our commercial proposal detailed above in this document.

Our proposal provides a pathway for the erection of a huge temporary marquee and shipping containers on the site for members to enjoy, in the short-term, while we watch the new look venue be constructed.

The Operation would largely focus on food, beverage and numerous forms of entertainment.

Tweed Shire Council are aware of our plans for this temporary venue and we will continue to work closely with them to deliver this project as soon as possible once the members of Cudgen Leagues Club have selected their preferred amalgamating partner.



The Cudgen Leagues Club Current DA Facade - Architect Impression

The Lawn Pop-up

Some of the consultants across the project already and who remain readily aware to the legal & governance requirements for operating The Lawn, The Clubhouse Cudgen are below.

- Town Planning
- Mechanical Engineering
- Lighting Design
- Electrical Engineering
- Fire Engineer
- Certifier
- Acoustic
- Traffic



Areas of discipline:

- A. Proposed mechanical design and exhaust solution.
- B. Proposed lighting solutions - to select feature lights fittings and lux levels compliance.
- C. Proposed Hydraulic design for kitchen, bathrooms, bars.
- D. Acoustic consultant
- E. BCA and certifier
- F. Fire and compliance works.
- G. Comms - fit out across The Lawn and AC to areas as needed.
- H. Structural engineer.
- I. Civil engineer if needed.
- J. Check gas main supply capacity RE kitchen.
- K. Check Electrical main Supply and DB board.

Tweed Shire Council and Liquor & Gaming are major stakeholders we will continue to work closely with.

The Lawn

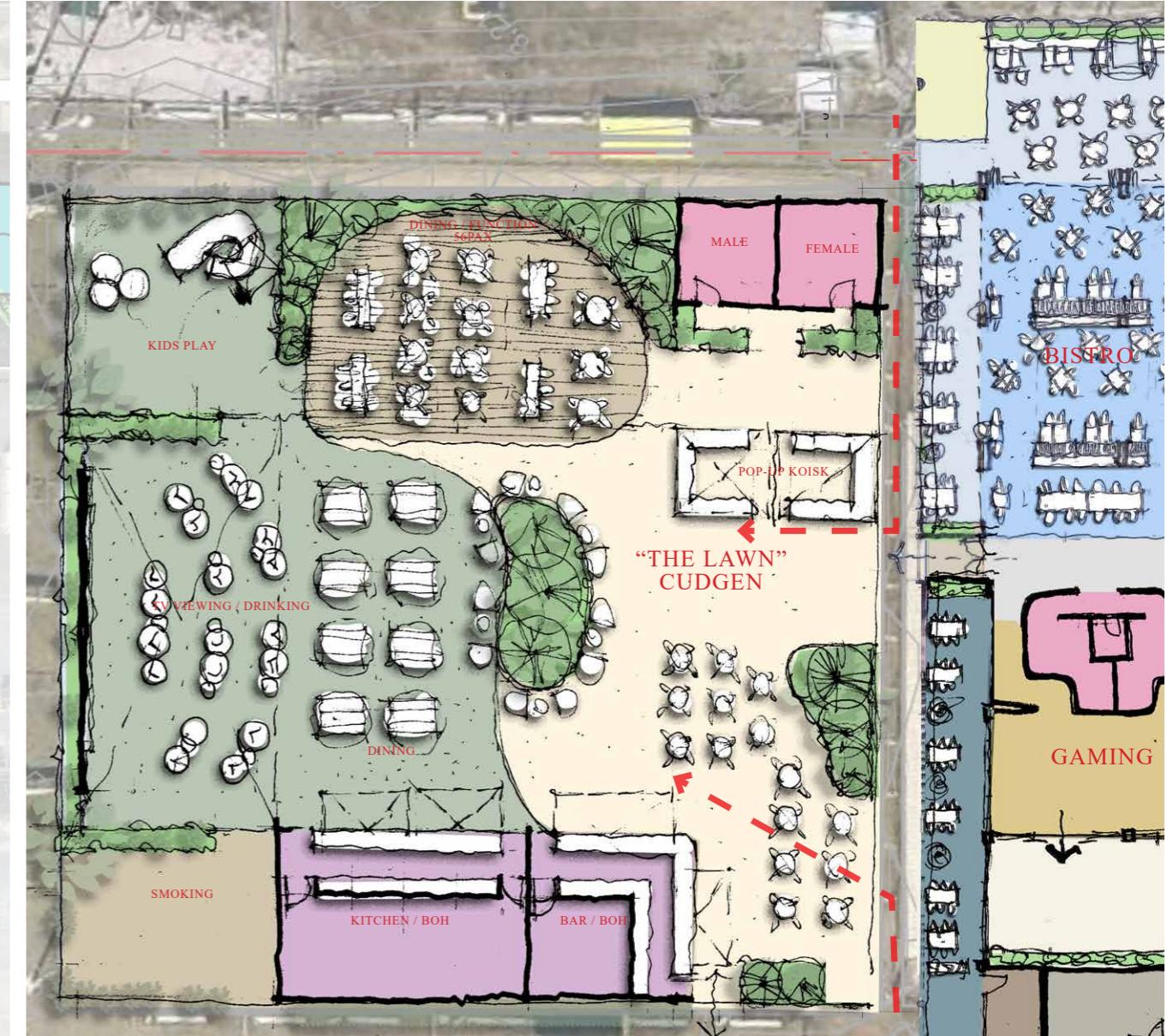
Mood-board

Stage 1 Works
to open 2021



Extent of Works

Stage 1 Works
to open 2021

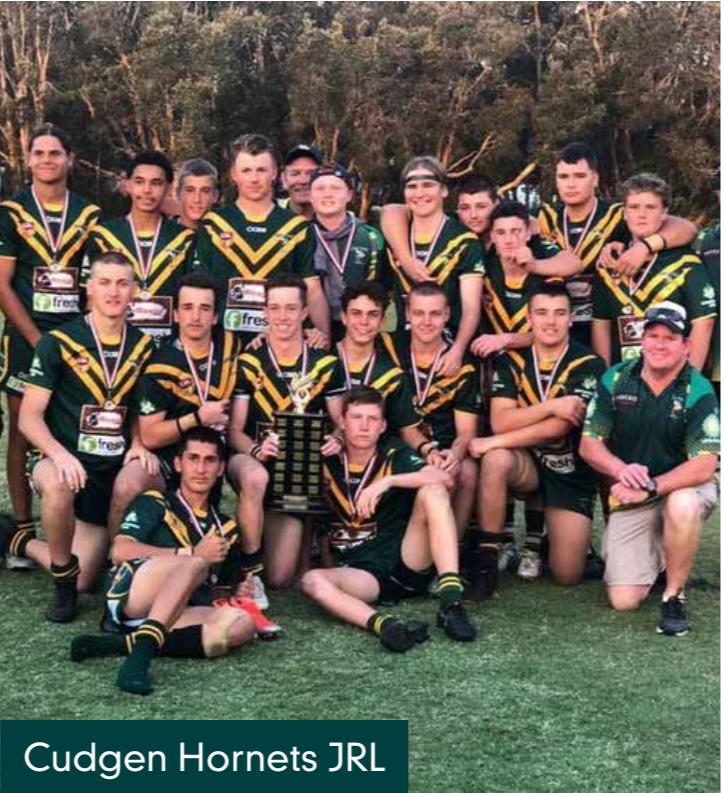


Sport & Community remains at the heart of 'The Clubhouse'

PLUS many more sports!



Cudgen Hornets RLFC



Cudgen Hornets JRL



Little Athletics



Hockey



Cudgen Bowling Club



Kingscliff RSL



Cricket Club



Soccer

Football is in our DNA



Driving participation of social bowling



Supporting our Local RSL

Norths Collective are proud to support our Returned Services League Sub-Branch in every way we can.

In North Sydney, we already help to provide well-being, care, compensation and commemoration of returned, ex-serving and current serving Defence Force men and women and their families in the local community, raising awareness towards a more progressive Australia.

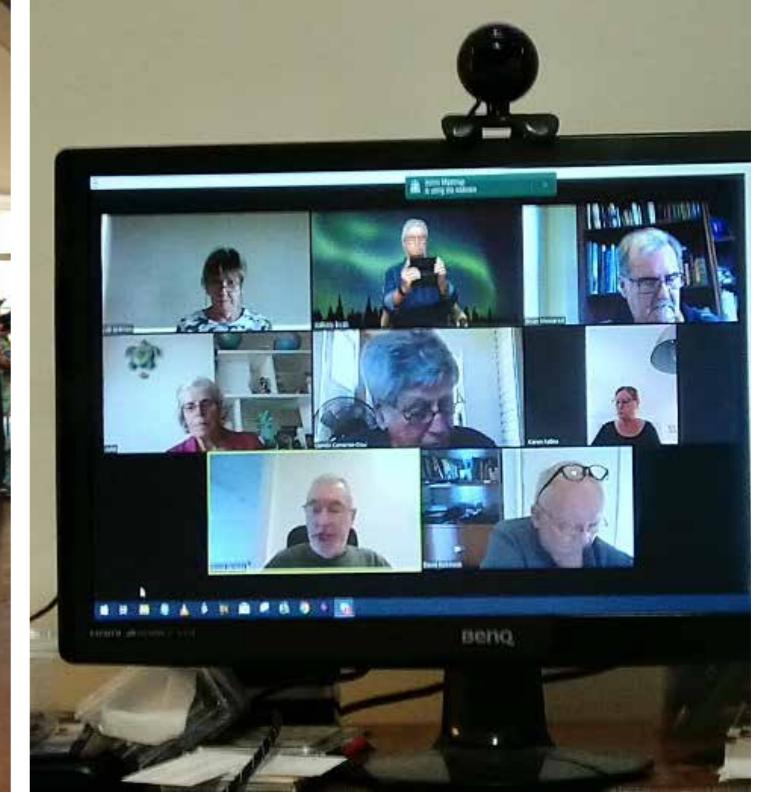
The Clubhouse Cudgen will proudly share the venue with the local RSL sub-branch with a dedicated office space, offering assistance with pensions, welfare & other services, whilst also providing a solid support network for the younger generation of veterans.

The RSL sub-branch will also help to organise commemorative services for events such as Remembrance Day and also Anzac Day which are special days for both the RSL and across our Collective, with commemorative events held at all of our venues.

We respectfully salute the past, present and future, for the honour and courage shown by our men and women serving our country ensuring they will always be remembered.



We Welcome Community



Community Sporting Team \$ Sponsorships

Use Your Membership Card

Remember to swipe your card at The Clubhouse Cudgen or Seagulls Club every time you visit

Earn & Allocate Points

When you spend in The Clubhouse Cudgen or Seagulls Club

Share The Benefits

Pledge community points for your chosen sporting team so they receive increased financial sponsorship

Enjoy

Earn your own points whilst you drive additional sponsorship for your chosen team

Local sport matters to us. Get as many parents and friends nominating your favourite local sporting team so points are added every time you order food & beverage. At the end of the month we will convert your team points into cash dropping money right into your teams account. Watch the dollars add up quickly!

Addendum Our Offer

\$14,744,700

Norths Collective Investment Road Map

\$5,700,000
Insurance Estimate

+

\$2,200,000

Cash investment to completely re-build the two level Club

+

\$6,594,700

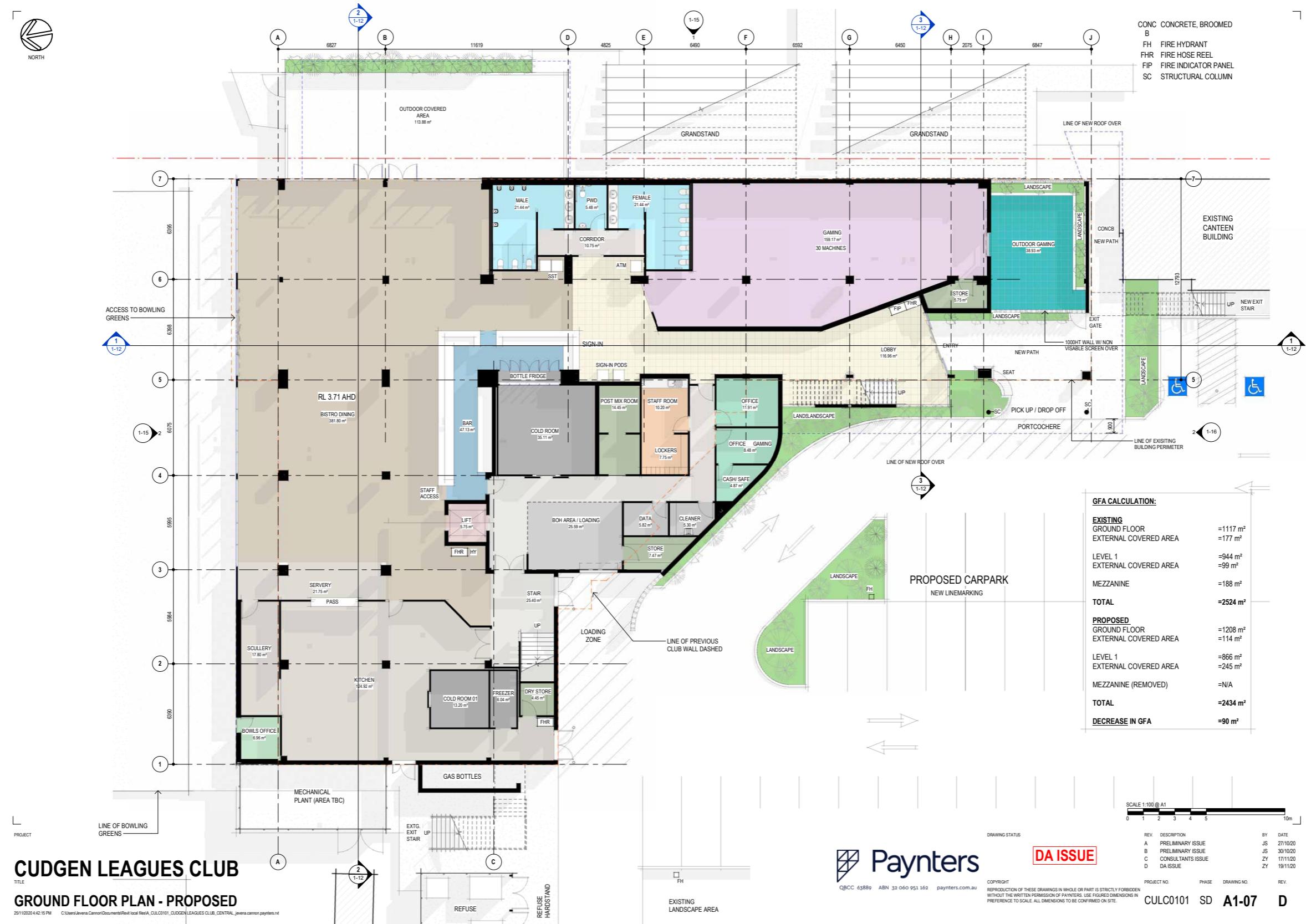
Our Offer Items as prescribed

+

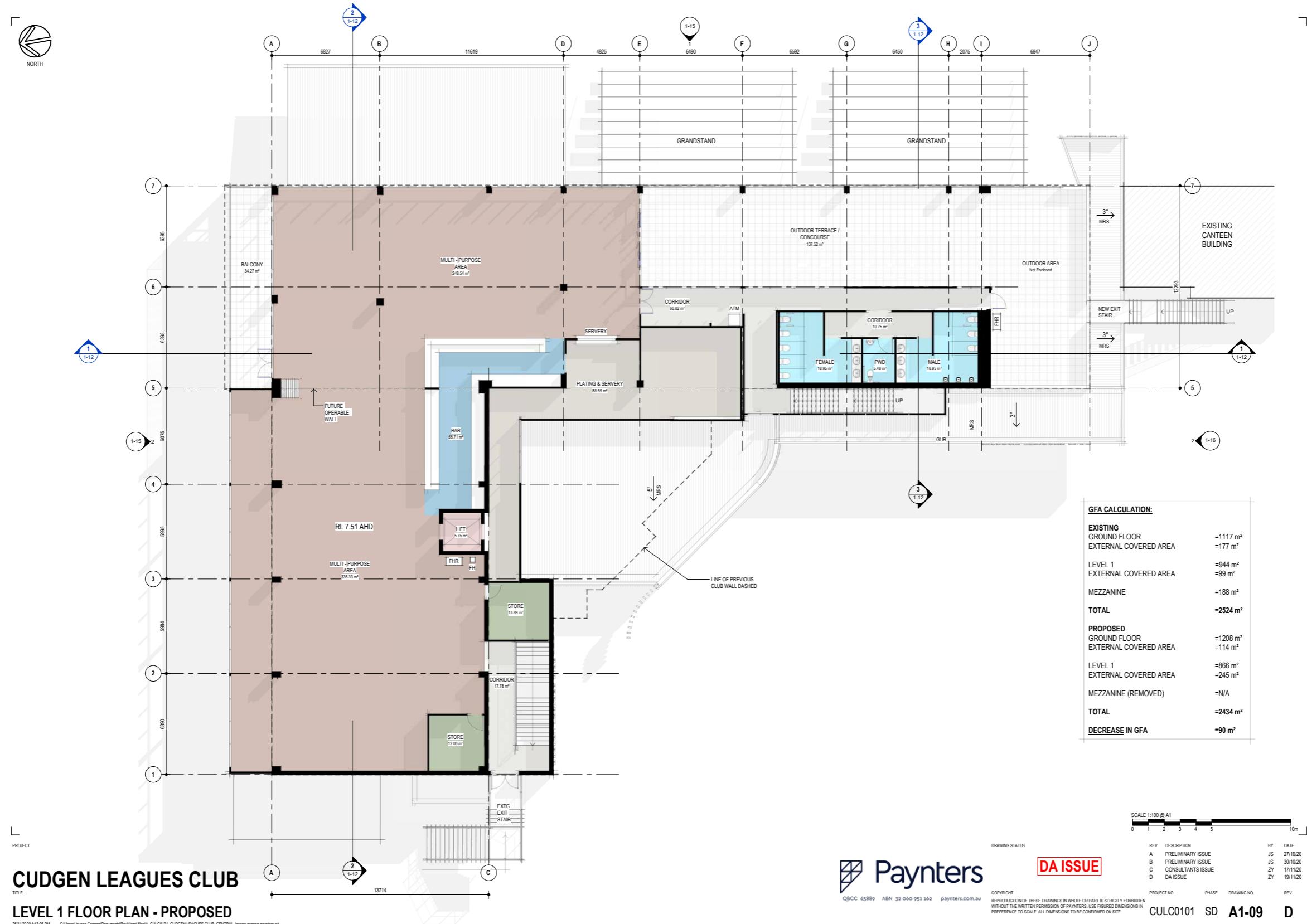
\$250,000

The Lawn Cudgen infrastructure and bowling green make-over

Current DA plans before Tweed Shire Council



Current DA plans before Tweed Shire Council



Closing Statement

We are most grateful for and have welcomed the opportunity to speak with many of you over the past few months about the hospitality capabilities of our team, our collective financial strength, the synergies we share and the passion we have for building strong relationships and of course successful venues. We hope you have noticed our enthusiasm, passion, excitement and sheer determination to forge a fantastic partnership with all of you at Cudgen Leagues Club.

We have the balance sheet assets, operational power, proven capability, industry foresight and the demonstrated drive to work toward delivering a safe and secure Cudgen Leagues Club for decades to come.

Partnering with a progressive organisation such as ours will provide the Cudgen Leagues Club community with certainty. Certainty in that all relationships connected to Cudgen Leagues Club will be nurtured by a team of hands on, local leaders. Certainty in re-launching the Cudgen Leagues Club in a way that will have a meaningful impact on the entire region. Certainty in that all sub-clubs connected to the Cudgen Leagues Club will be protected, supported and hence positioned well for the future. Certainty in that a collaborative approach will be adopted by Norths Collective through an exciting transition period that ultimately sees this historic venue returned to the local community as quickly as possible.

Cudgen Leagues Club has, like Seagulls, played an important role in the social lives of the people of Cudgen, Kingscliff and Tweed Heads particularly during the challenging early years when the clubs were first formed as places where like-minded people could meet and were always welcomed. We will consider it a great privilege to be involved in a partnership that sets out to protect this legacy.

We call upon you as members of Cudgen Leagues Club to protect what could be a wonderful community asset and secure it for your families to enjoy for generations to come. We ask you to reflect on your own experiences, use your professional judgement, consider all factors relevant to selecting a suitable partner and progress the opportunity before you with a decision in favour of Norths Collective. Your friends, family, future club team members, suppliers, sub-clubs and stakeholders will thank you for it in years to come.



A handwritten signature in black ink, appearing to read "Stuart Burrows".

Stuart Burrows
General Manager, Seagulls
stuart.burrows@seagullsclub.com.au
0439 465 873



A handwritten signature in black ink, appearing to read "Mark Holman".

Mark Holman
President & Chairman



A handwritten signature in black ink, appearing to read "Luke Simmons".

Luke Simmons
Chief Executive Officer
luke.simmons@norths.com.au
0421 059 179

Amalgamation

North Sydney Leagues Club Ltd (trading as Norths Collective) seeks Expressions of Interest from other registered clubs with a view to exploring the possibility of an amalgamation.

Norths Collective proudly conducts its business from premises located below with evidenced experience in club amalgamations where the Club continues to maintain its local identity, is supported with considerable capital investment, operating expenditure and sponsorship budgets for Bowls, Football, RSL amongst numerous other ongoing key sporting and community partnerships.

- 12 Abbott Street, Cammeray (Norths); and
- 50 Ridge Street, North Sydney (The Greens); and
- 1 Birdwood Avenue, Lane Cove (The Alcott); and
- Gollan Drive, Tweed Heads West (Seagulls); and
- 128 Copeland Road Beecroft (The Beecroft Club). To reopen as The Verandah Beecroft in Spring 21.

Any amalgamation would result in North Sydney Leagues Club Ltd remaining the parent club.

In accordance with regulatory requirements, initial preference will be given to Expressions of Interest received from registered clubs located within a 50-kilometre radius of the Cammeray premises. However, this does not preclude expressions of interest from registered clubs located outside the 50-kilometre radius also being taken into consideration. The club will also consider amalgamating with more than one club at the same time.

For more information, please contact Luke Simmons on 0421 059 179.

Please submit all Expressions of Interest to:

CEO Luke Simmons
Norths Collective
Email: luke.simmons@norths.com.au
www.northscollective.com.au

Thank You

northscollective

WWW.NORTHSCOLLECTIVE.COM.AU