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Chairman’s Report

“On behalf of the uwsconnect Board, it is my pleasure to present the 2013 uwsconnect Annual Report. This report condenses a busy year, with a wide range of services provided by uwsconnect for UWS and the broader community, into a compact document.”

uwsconnect is a not-for-profit entity of UWS. Governed by an independent Board, uwsconnect is both student centred and community focused. A number of our services enhance the student experience, such as Campus Life and clubs, UWS sport, retail services, food services and the shuttle bus operation. In addition to this, uwsconnect operates facilities and programs for the wider community such as sports and venues hire, fitness centre membership programs, and graduations for a number of other tertiary organisations.

UWS students played an important role within uwsconnect this year as Board Directors, in a food focused Student Advisory Group and as employees. In addition, over 400 local people from the Greater Western Sydney area were also employed by uwsconnect.

In 2013, UWS sent its largest ever contingent of athletes to the Australian University Games. More than 340 students participated in 120 games; winning 9 medals and achieving 7 “Green and Gold” awards. Overall UWS ranked 14th out of the 40 participating Universities, moving up the rankings from 25th place in 2012, an impressive achievement.

uwsconnect played a significant role in supporting the first summer sessions at UWS. Our food and retail outlets were available for Summer School students as well as a range of exciting Campus Life activities.

Campus Life Officers organised over 900 activities for students, and highlights included the Halloween Cruise, a full and varied Orientation program and weekly free breakfasts. Student Clubs saw significant growth with over 880 club activities run by students for students.
The retail services were given a rebranding and were relaunched as The University Store, with a new look and feel. UWS students bought over 100,000 textbooks and more than 700,000 other items were sold through the campus outlets and online.

Connect Fitness held 2,500 hours of fitness classes and motivated a membership of over 2,000 people to get fit and stay healthy. The Penrith gym was named winner of the Penrith Local Business Awards for outstanding fitness services and the other gyms were finalists in their respective award schemes.

Food Services were busy serving nearly 600,000 meals and 360,000 coffees across all campuses. Sales of the Good Choices program saw a healthy growth of 17%. The low cost, nutritional meals were a popular choice for staff and students alike. The meal deal combinations were also in demand, with sales growing by 23%.

UWSconnect is very fortunate to have a Board comprised of committed students, UWS staff and experienced external Directors. In October 2013, the Board said farewell to the following Board members: Vicki Buchanan who served on the Board for 8 years, James Majarich and Aisha Parsons, student representatives who served a 2 year term and Thea Seabrook who served a period as a UWS representative and a further 2 years as an independent Director. I thank them for their valued contributions to the Board.

I would also like to thank the UWS Board of Trustees and UWS Management and staff for their support and involvement in the development of UWSconnect. I wish to record the Board’s thanks to the hard working staff of UWSconnect for their ongoing commitment and good work in a time of change. In particular, I would like to extend gratitude to Tony Geange, the former General Manager. Under Tony’s leadership UWSconnect has grown into a complex organisation, with several operating units, servicing a diverse range of needs for both the UWS community and the Greater Western Sydney community. In November 2013, after almost 10 years of dedicated service, Tony moved on to other opportunities. We wish him well in his new role.

Unfortunately financial results for the year were disappointing, being severely impacted by soft textbook sales through the University Stores during the Spring Semester. Against a budget for the year of a surplus of $107K, the operating result was a deficit of $450K. In addition, in December 2013 UWSconnect took a provision of $442K for its obsolete retail and book inventory to make the reported deficit for the year $892K. Overall this is a very disappointing result and well outside our plans.

Late in 2013, UWSconnect underwent an external review which provided an exciting roadmap for change and development. Universities are becoming increasingly competitive and part of the strategic focus of the University of Western Sydney (UWS) is on improving the student experience. It is essential that UWSconnect is aligned with the delivery of UWS strategy and UWSconnect will use the review to undertake significant changes in 2014 and beyond. These will ensure that our operations better support the University in its drive to provide a leading educational service.

Our operations are also challenged by factors such as changes to technology and attendance patterns on campus; as one example, the disappointing results for book sales in 2013 are evidence of the need to adapt the role of UWSconnect to contemporary student and university needs. Growth in online learning is also a factor that will influence the future direction of UWSconnect and the University.

2014 will be an interesting year for the University of Western Sydney, with the expansion of the Summer School program, continued growth and development of several campuses and leadership under our new Vice Chancellor. UWSconnect will continue to play an important although different role for UWS and I look forward to seeing the operations evolve and the new model for UWSconnect emerge in 2014.

Tim Ferraro
Chairman, UWSconnect Ltd
3 new large shuttle buses were added to the fleet.

UWS Orientation was a resounding success with over 35,000 students participating.

UWS won 3 pennants and 8 medals - placing 2nd in the Eastern University Games.

rawr Energy Juice bar was launched at UWS Kingswood Campus to accommodate a growing desire for healthy food options.

Throughout the month of August, over 600 staff and students added pledges to Sustainability Trees on all campuses for Sustainability Month.

Connect Central and Connect Books were consolidated into a single brand - The University Store.

UWS staff went head to head in the NSW Barista Championships.

UWS Orientation was a resounding success with over 35,000 students participating.
Clubs Hub, the new Student Clubs magazine was launched.

UWS sent its largest team ever to the Australian University Games - 336 students!

International Food Week went off with a bang! A week of taste sensations from around the globe were served during October.

Over 180 students attended Clubs Awards Night representing more than 45 Student Clubs.

Connect Fitness Penrith was named winner of the Local Business Awards for Outstanding Fitness Services.

A record number of students attended the maiden voyage of the 2013 Halloween Cruise.

The all new uwsfood website was launched for UWS Summer.

UWS sent its largest team ever to the Australian University Games - 336 students!
2013 presented new challenges to the Community Services team in terms of growth, activity and expansion of portfolios to meet the growing needs of the UWS community.

Via the Campus Life Officers, their student assistants and central resources, 2013 highlights included:

- The development of the Campus Life Assistant program to expand the skills of existing students
- A great focus and involvement in the clubs area highlighted by the Solar Car Club participating in the World Solar Car challenge travelling across 3 states of Australia
- Further enhancement of the sports portfolio for UWS and success at the 2 major Australian University Sport competitions for 2013
- Additional bus services and a new fleet in place to cater for the increasing usage patterns emerging across campuses
- A successful O’Week program across 6 campuses
- The Campus Life inclusion in the new UWS Summer School initiative for 2013/14.
**Shuttle Buses**

In 2013 uwsconnect managed the 13 shuttle bus services in operation around Bankstown, Campbelltown, Hawkesbury, Parramatta and Penrith campuses, and during the year assisted with UWS Graduation services, planned field trips and social trips for the UWS community.

2013 saw the introduction of the Bankstown services operating between the campus and Revesby station, as well as further growth in their passenger numbers.

The fleet also added 3 new larger buses to help accommodate the increased passenger numbers on the Campbelltown, Penrith and Hawkesbury campuses.

**Facts About Shuttle Buses**

- Over 30,000 passengers carried per week
- Equivalent to over 4 road trips around Australia

**Out & About**

In 2013 the work done in 2012 was consolidated when trips were again conducted in-house. Trips were open to UWS students and were particularly focused on the new and developing clubs, as a means of promoting the clubs, as well as providing an opportunity to meet and mix with new members.

Trips were conducted from the picturesque Royal National Park to iconic Bondi, from the Hunter Valley to the Blue Mountains and locations in between.
Activities included bushwalking, sight-seeing, wine tasting, camping and canoeing, with all participants enthusiastic about future activities.

>> Sustainability Month
uwscobinet, in conjunction with the UWS Office of Sustainability, offered a month-long event during August centred purely on sustainability, creating awareness and involvement in the UWS community as a whole. The event was launched at UWS Parramatta Campus with a welcome to all by the Vice Chancellor, Janice Reid. The launch also incorporated free Karma Kup refills of coffee, free sustainability sample bags, tree giveaways, plastic bags and used clothing drop-off points. In addition, the Unisafe program was launched by Adam Byrne from Campus Safety and Security.

Throughout August over 600 staff and students added pledges to Sustainability Trees on all campuses, plastic bags and recycled clothing were dropped off at various points, a Sustainability Fact of the Day was displayed on all digital signage, free locally grown fruit was distributed to the UWS community, and free native plants and seeds were also popular.

Student Clubs were enthusiastically involved in the event, incorporating gardening days and bushwalks into the extensive program offered by uwscobinet and the Office of Sustainability.

> Facts About Sustainability Month
  • 600 students and staff added pledges
  • 1,000s of native seeds and plants distributed
2013 provided students with the chance to participate in over 900 activities organised by the Campus Life Officers. Over 24,000 students took part in activities that included table tennis, pool, social sport, free breakfasts, entertainment, trivia, art and crafts and many more. These activities were supported by student campus life assistants who were engaged to assist the Campus Life Officers – this opportunity was taken up by over 50 students during 2013.

Campus Life also played an integral role in the UWS Summer School program on all UWS campuses. Activities, chill out areas, events and free food initiatives were all on offer to help those studying in what is traditionally a break period, to get through the Summer School semester.

>> Halloween Cruise

Uniball was transformed in 2013 and became the Halloween Cruise for students to celebrate the end of the traditional academic year. The 2013 cruise saw in excess of 780 people on board a boat to cruise Sydney Harbour and enjoy the end of semester celebration.
UWS Orientation

UWS Orientation spanned a 5 week period incorporating Academic Orientation in Week 0, O’Week in week 1, through to the Student Services Fairs in weeks 4 and 5.

During Week 0, the academic orientation week, prior to the first lectures, Connect Campus Life operated stalls on all UWS campuses that gave the perfect opportunity to interact with incoming first year students in a relaxed atmosphere, as opposed to the hectic nature of O’Week. A lot of interest was generated in the first year students towards Campus Life, in particular University Sport and Student Clubs and Groups. Involvement in Campus Life helps to make the transition into University life easier for all incoming students, giving them a sense of friendship and belonging.

In O’Week, the first week of the academic year, all UWS campuses came alive with the O’Week carnival. It was a week full of vibrancy, activity and entertainment that involved the participation of over 60 student clubs, adding to the atmosphere. Typically a week of fun and freebies, O’Week is a welcome to new students and welcome back to existing students –for the new academic year.
Over the 4 days, nearly 4,000 students signed up to win a GoPro Hero 3 camera, over 3,700 sausages were cooked, over 35,000 free food items were handed out, over 1,200 students participated in the Ducky $$ promotion, over 1,200 hours were manned in stalls across our campuses and over 114 hours of live entertainment were provided. Our Orientation Duck mascot had over 2,500 photos with students across the 4 days, and the general consensus from students was that it was a fun week and a great start to the new year.

> Facts about Orientation
- 3,700 sausages cooked
- 35,000 free food items handed out
- 1,200 students participated in the Lucky Duck Promotion
- 2,500 photos taken of the Duck with students
>> Eastern University Games
UWS took away its largest team in many years to compete across 17 sports in and around the Wollongong area. The result was outstanding. UWS came 2nd just behind UTS, overtaking all but one of our eastern area competition.

This was the result of many hours of hard work and commitment, not only by staff but also by student helpers, including team managers, who have shared a very close ‘team spirit’ culture that will encourage the development of sport at UWS.

UWS won 3 pennants and 8 medals, including 3 Gold and came a very close 2nd in the Spirit of the Games award, which we won in 2012.

>> Australian University Games
The Gold Coast again played host to the 2013 Australian University Games where 42 universities battled it out for pennants and medals in 21 sports. They also hosted the Australian T/20 University Championships at venues from Coolangatta to Brisbane.

In 2013 UWS sent its largest team to compete across 18 sports and totalled 336 athletes! As a result of having a larger team, and also the increasing profile of sport at UWS, the quality of our teams is improving, and thus UWS finished 14th - inside the top 15 universities group for the first time.

UWS received 7 Green and Gold nominations for outstanding athlete performance and games spirit,
and won 1 Gold medal, 4 Silver medals and 4 Bronze medals.

The aim for 2014 and beyond is to build on our competitiveness and consolidate our place in the top 15 universities across Australia.

In addition to the AUGs, UWS was also represented in 2013 at the National Snow Sports Championships, the National Rowing Championships, and had an athlete selected to compete at the World University Games in early 2014.

UWS was also recognised at an administration level, as one of our University Games team captains was selected as a delegate representing Australia to the Oceania Conference for University Sport in November.

> Facts about University Sport

- 2nd place for UWS in the Eastern University Games (EUGs)
- 14th place in the Australian University Games (AUGs)
- 17 medals won across the EUGs and AUGs
- 7 Green and Gold awards
- 2 participants at the World University Championships
- 1 Athlete selected for the Winter Olympic Team 2014.
uwsconnect has committed to assist The University of Western Sydney (UWS) to become the leading Australian University that works to improve sporting performance, participation and the quality of facilities available.

**Duntroon**

In 2013 the 91st annual sporting competition between UWS Hawkesbury Campus (formerly Hawkesbury Agricultural College – HAC) and the Royal Military College (RMC Duntroon) was held in the nation’s capital where 7 sports were contested between the 2 teams.

The overall winner of this year’s event was the RMC, but across the sports there was fierce competition and rivalry on the field, with the spirit of mateship and social interaction enjoyed post-match by all participants.
Sports Scholarships and Elite Athletes

In 2013 a renewed focus on the delivery of sport to UWS was complemented by the support provided to athletes recognised as elite within their chosen sports. Over 100 applications for scholarships and elite athlete status were reviewed and assessed against specific criteria. Five of UWS’s top athletes were awarded a financial scholarship, while an additional 46 athletes were recognised during the year as part of the Elite Athlete and Performers scheme.

In 2013 UWS not only provided assistance with athlete welfare and flexibility, each athlete for the first time received recognition of their status with an Elite Athlete pack and access to additional facilities such as the Connect Fitness Gyms, free of charge.

This year’s selected athletes ranged from junior world champions to Olympians, national and state record holders to NRL and ARU contracted players. Athletes selected participated in a range of sports that included both able-bodied and disability sports as well as national dance champions.
2013 saw a significant increase in the activity of Student Clubs and Groups on all campuses. Over 880 individual activities were run by over 80 student clubs throughout the year.

Regular attendance at Student Club Forums on all UWS campuses gave students the chance to provide input on systems and offer suggestions and feedback on the general running and operation of the Student Club portfolio.

Clubs Hub was also launched in late 2013, a magazine for all students written by student club members to promote the benefits of becoming involved and getting the most out of the UWS experience. It’s an informative and fun magazine, showcasing a diverse cross-section of UWS clubs.

In 2013 Student Club members delivered some impressive achievements. The dedication and commitment of some students to their Club’s extracurricular activities is outstanding. The UWS Solar Car Club participated in the 2013 World Solar Car Challenge from Darwin to Adelaide, the UWS Debating Club travelled to India to proudly represent UWS, the UWS Quidditch Club held the National competition at Parramatta, and the Robotics Club represented UWS at a National Competition in Melbourne.

These remarkable achievements are only a highlighted few; many more were recognised at the Annual Student Clubs Awards Night held at UWS Parramatta Campus. Over 180 students attended the event, representing more than 45 individual clubs. Club Leaders Chris Shepherd and Robert Barrie were recognised for their...
unparalleled commitment through their involvement in the Property, Boating and Debating Clubs. The UWS Solar Car Club took out the overall Best Club at UWS for the second year in a row, for their brilliant result in the World Solar Car Challenge and their commitment to UWS Campus Life as a whole.

> Facts About Campus Life
- 900 activities organised by Campus Life Officers
- 24,000 students participating in Campus Life events
- 780 students partied on the Halloween Cruise

> Facts About Student Clubs
- 80 active clubs
- 880 activities run by clubs
- 180 students attended the Student Clubs Awards Night
In 2013 the number of food outlets operated by uwsconnect remained at 30 across the 7 campuses: Parramatta, Bankstown, Campbelltown, Hawkesbury, Kingswood/Werrington South/ Werrington North, Nirimba and Westmead, and services continued to be updated and trading times adjusted to suit the needs of the UWS community.

The Good Choice $3, $4 and $5 options were consistently popular throughout the year with sales up by 17% from 2012.

Meal deals were also very popular with sales up by 22.78% for the year.

The external HACCP audits were conducted in 2013 and all campuses received excellent results. HACCP is an independent body which monitors and audits food safety, establishing the highest measurable standard of cleanliness, food handling and storage.
> New in 2013

Implementation of Event Pro, catering/booking software system commenced fully operating in March 2013 and has been very effective. Event Pro allows us to effectively link venue bookings and catering together.

A vast new range of products have been trialled and so a wide variety of products are now available across campuses.

uwsfood website was launched for UWS Summer. The site lists all food outlets, their opening hours, menus, special offers and which outlets cater for various dietary needs: www.uwsfood.com.au.

rawr juice bar opened at Kingswood and sells an impressive variety of fresh juices, smoothies and fruits.

Internal coffee competitions, judged by coffee experts from Grinders, were held along with coffee workshops for staff and students during 2013 and had everyone’s attention. In addition an e-coffee card was launched for regulars to collect their loyalty points online and on their smart phones. The Think Green initiative also
encouraged regulars to purchase and use a Karma Kup, with $2 refills on the first Monday of each month.

International Food Week was a great success. Outlets across all campuses dressed up both the staff and interiors to celebrate different countries and served cuisine from each area. The team at Campbelltown put on an outstanding, memorable show and won the intercampus award for 'Best Dressed Outlet'.

Bankstown Food Services Community Panel was created to involve stakeholders more directly in decisions that affect them. The deliberative democracy process was applied in this instance and the objectives of the panel were:

- to advise on an optimum model of food services that reflects the changing needs of the campus community, within the required financial return for investment into Campus Life.
UWSVenues

uwsconnect manages a wide range of UWS venues for use by external clients, such as conference facilities for businesses, lecture theatres for religious groups, theatres for stage performances, and filming facilities for the TV program Home and Away. The dedicated facility at Northside, on the Hawkesbury campus, hosted an NRL Rookie Camp; and at Parramatta, uwsconnect hosted an evening for Western Sydney Wanderers Fans.

Yarramundi House

2013 was an excellent year for Yarramundi House with the popularity of this immaculately maintained, unique heritage building increasing over all the different social functions and events offered. These events included: weddings, private events, corporate and Christmas functions, wine appreciation dinners, Valentine’s Day, Mother’s Day lunch, Christmas in July and Melbourne Cup festivities. Open days greatly assisted in showcasing this stylish and versatile venue.

The website was also relaunched which generated a 14% increase in unique visitors who spent more time browsing through the new-look pages of the site.

The Police Leadership Centre was a very popular client with a great presence at Yarramundi House using the venue and its catering services for 201 days in 2013, which is an increase from 2012. They enjoyed breakfasts, lunches, afternoon teas and dinners.
The Boilerhouse Restaurant and Pavilion has continued to grow in popularity.

The clientele at restaurant lunches has increased so that on some days it is almost difficult to get a seat, and the pavilion continues to be a very popular quick, tasty take-away option.

Throughout 2013, the restaurant has hosted many significant events and major clients:

- Coca-Cola Amatil
- UWS Grad Team
- UWS Law School and many more.

The Boilerhouse is thriving and often has returning external clients.

Facts about Food Services

- There are 30 outlets HACCP Certified across 6 campuses
- 597,069 meals were served over the year
- 360,000 coffees were sold
- 201 days were dedicated to catering in Yarramundi House for the NSW Police Leadership Centre
- 3230 people attended events at Yarramundi House in 2013.
2013 saw a lot of activity and change in Retail at UWS. Here are some of our achievements:

- We facilitated sales of 724,759 items to students through 379,766 transactions.
- We sold 102,488 textbooks to UWS students and assisted with the Apple iPad giveaway.
- We moved 417,052 items through our centralised distribution centre out to all campuses and off-site locations.
- We also refined and developed our pop-up store strategy and presence at many distinguished UWS events.
- As part of our core business our team partnered with NSW Surf Life Saving and helped to provide 234 UWS students with First Aid certification.
- A new relationship was developed with the Western Sydney Institute TAFE network and 3 pop-up stores were successfully trialled; selling out stock and turning over $40,000 worth of stock in two slots of four hours each.
Connect Books, the UWS Bookshop operates from seven locations across UWS, including Nirimba Education Precinct and a small textbook service out of College Café on the Westmead campus. Outlets at Bankstown, Hawkesbury and Nirimba are located within the Connect Central stores.

170 meetings were held with UWS, UWS College and TAFE staff to ensure that the right books and materials were being stocked for students. The Western Sydney Institute endorsed uwsconnect services at selected TAFE locations and TAFE Nepean College commenced using uwsconnect textbook services in February. Pop-up stalls at these locations have proved very successful, supplying nursing equipment and selling over $40,000 worth of stock in just two half-day stalls.

The number of First Aid courses held on campus doubled, due to a negotiated fee reduction for UWS students. New course materials were requested by academics and added to the range of support items for students.
>> Connect Central
Connect Central outlets on six campuses serve as convenience stores, offering general stationery items, course needs, confectionery, newspapers and magazines, corporate giftware and memorabilia. Tickets for a wide variety of Campus Life programs can be purchased from Connect Central outlets, including University events (such as the University Games and the Halloween Cruise) and recreational trips and tours.

The range of UWS branded clothing and giftware launched in 2012 was extended in 2013 and a dedicated concept store was opened on the Parramatta campus. The most popular items were a boxed UWS flash drive and a boxed UWS pen set. The “Greening UWS” range, which was also introduced in 2012, was expanded in 2013 with over 85 lines meeting the sustainable criteria for “Green”.

>> The University Store
In August The Connect Central and Connect Books branding was consolidated into one new brand: The University Store. The look and feel of The University Store aligned more closely with UWS values and it was rolled out across all stores over a number of months. 2013 was a year of rebirth and development, laying the foundation to provide services which meet the needs of a changing and dynamic learning environment.
Connect Graduation Services have been coordinating graduations for external tertiary education groups since 2005. Clients range from small private colleges and high schools, from Rose Bay to Leura, to high profile institutions such as the Australian Defence Force Academy and the Australian Catholic University. Graduations have been held in Canberra, Brisbane, Melbourne, Ballarat and, of course, Sydney.

With such a broad cross section of clients, our services are tailored to suit their requirements and include: regalia hire, gowning service, online regalia hire and ordering and payment processing, on-the-spot studio photograph printing, online photographic packages, testamur and photo framing, memorabilia relevant to the institution and general event coordination.

In 2013, our team of experienced and dedicated staff gowned over 6,000 graduands.

**Facts About Retail Services**

- Product lines = 5,850
- Greening UWS products = 85
- Book Launches = 12
- Giftware most popular = boxed UWS flash drive and a boxed UWS pen set.
- Adopted texts in stock = 100%
- Distance travelled by uwsconnect Graduation Services = 7,200 km.
Connect Fitness facilities are located at Bankstown, Campbelltown, Hawkesbury and Penrith Campuses with a combined membership of approximately 2,000. Discounted memberships are available to all UWS students and staff.

Achievements in 2013 included:

- Connect Fitness Penrith was named Winner of the Penrith Local Business Awards for Outstanding Fitness Services.
- Bankstown, Campbelltown & Hawkesbury were named as finalists for Outstanding Fitness Services/Outstanding Specialised Business in their respective Local Business Awards.
- The Body Ultimate 6-week program was run in September 2013. Participants took part in one-on-one personal training sessions as well as weekly group training sessions.
- Another successful program was the introduction of Free Terrain Training classes.
>> New in 2013

Hawkesbury outdoor facilities were upgraded to multi-purpose courts including a covered competition court that offers a range of sports options, e.g. futsal, volleyball, badminton, tennis, basketball and more.

The Hockey Centre upgrade was completed with a $1M funding injection from the Federal Government.

To streamline back-of-house operations across all Connect Fitness facilities, a new direct debit system was introduced. Linkspay enables a more efficient and cost effective handling of membership payments.

Early Bird memberships were introduced, providing an affordable option for students and staff to use the facilities before classes or work.

Connect Fitness continued its involvement in the Fitness Passport program. This program is run through local government and NSW emergency services, enabling employees to attend Connect Fitness facilities at a corporate rate.

Facts About Connect Fitness Services
- 2,500 hours of fitness classes held throughout the year
- 6,700+ patrons used Nirrimba pool
- 125,000+ gym visits in 2013
- 4,000+ hours of paid court hire throughout the year
2013
Total Income
$27,121,207

SALE OF GOODS
$20,844,192

RENDERING OF SERVICES
$2,416,354

OTHER REVENUE
$511,617

UWS FUNDING
$3,349,044

Financials
Statement of Comprehensive Income
### EXPENSES

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<tr>
<th>Expense</th>
<th>2013</th>
<th>2012</th>
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<td>Raw Materials and Consumables Used</td>
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<td>$11,505,818</td>
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<tr>
<td>Employee Benefits Expense</td>
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<td>Depreciation and Amortisation Expense</td>
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<td>Occupancy Expenses</td>
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<td>Minor Equipment</td>
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<td>Finance Costs</td>
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<td><strong>Total Expenses</strong></td>
<td><strong>$28,012,998</strong></td>
<td><strong>$25,638,450</strong></td>
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**Surplus (deficit) for the Year**

- 2013: $(891,791)
- 2012: $(158,227)

**Other Comprehensive Income for the Year**

- 2013: -
- 2012: -

**Total Comprehensive Income for the Year**

- 2013: $(891,791)
- 2012: $(158,227)

**Comprehensive Income for the Year Attributable to Non Controlling Interests Owner of the Parent**

- 2013: $(891,791)
- 2012: $(158,227)

**Total Comprehensive Income for the Year**

- 2013: $(891,791)*
- 2012: $(158,227)

* Includes provision for Retail inventory obsolesence of $442,409.
Statement of Financial Position

2013
Total Assets
$7,561,567

Current Assets
- Cash and Cash Equivalents
- Trade and Other Receivables
- Inventories

Non-Current Assets
- Property, Plant and Equipment
- Intangible Assets
### LIABILITIES

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2012</th>
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<tbody>
<tr>
<td><strong>Current Liabilities</strong></td>
<td></td>
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<tr>
<td>Trade and Other Payables</td>
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<tr>
<td>Borrowings</td>
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<td>Provisions</td>
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<td>Other Liabilities</td>
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<td><strong>Total Current Liabilities</strong></td>
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<td><strong>Non-Current Liabilities</strong></td>
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<td>Borrowings</td>
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<td>Provisions</td>
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<td><strong>Total Non-Current Liabilities</strong></td>
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<td><strong>Net Assets</strong></td>
<td>$626,583</td>
<td>$1,518,374</td>
</tr>
</tbody>
</table>

### EQUITY

<table>
<thead>
<tr>
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<th>2013</th>
<th>2012</th>
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<tbody>
<tr>
<td>Retained Earnings</td>
<td>$626,583</td>
<td>$1,518,374</td>
</tr>
<tr>
<td><strong>Total Equity</strong></td>
<td>$626,583</td>
<td>$1,518,374</td>
</tr>
</tbody>
</table>
Board of Directors

The Board of Directors met seven times in 2013:

- 25 February 2013
- 19 March 2013
- 15 April 2013
- 17 June 2013
- 19 August 2013
- 14 October 2013
- 03 December 2013

uwsconnect Board Committees

- Audit and Risk Management Committee
- Strategy and Planning Committee
- Executive Committee

UWS / uwsconnect Liaison Committee

The primary communication forum with UWS is the UWS / uwsconnect Liaison Committee with representatives from the UWS Executive, uwsconnect Board and Management.