

2017-18



Dragon Boat Victoria Incorporated

Annual Report

Dragon Boat Victoria Annual Report

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Dragon Boat Victoria (DBV)

DBV is the peak body for Dragon Boating in Victoria. It is a member of the Australian Dragon Boat Federation (AusDBF) and provides support to nearly 1000 members across 23 clubs.

In a Dragon Boat, the best results are obtained when the crew is of one mind; working in unison. The same can be said for our Board. *Our Purpose* is to govern, manage and promote the sport in Victoria for the benefit of the Dragon Boat Community. *Our Vision* is that Dragon Boating in Victoria has a state-wide and national reputation for excellence in participation and performance, delivered by sustainable organisations. *Our Mission* in realising this Vision is to inspire and create opportunity through the sport in Victoria

As a peak organisation, we have as a goal to attract more people to be involved in Dragon Boat racing and retain those who already participate in the sport. We value honesty, openness and collaboration in our operations and endeavour to do so in an inclusive manner in identifying and meeting the needs of paddlers, coaches, sweeps, officials, volunteers, clubs and corporate supporters. As an organisation Dragon Boat Victoria knows that its strength as a governing body relies on the strength of clubs - our motto is *Strong State means Strong Clubs: Strong Clubs means Strong State*.

Board of Directors

Elected President: Adrian Stephens



Adrian was co-opted on to the Board in April 2016 to assist DBV to prepare for AusChamps 2017, specifically to develop a funding submission to the Victorian Government. Later in 2016 he was elected to a Board position and has been President in 2017-18. Adrian is a member of Dragon Masters, has represented Victoria and Australia and been Team Manager for Victoria from 2016-2018. In his work life he has been a senior executive in Victorian and Australian Government departments and agencies and is currently a Director of a consultancy company specialising in education & training.

Elected Vice-President: Amanda Furse



Amanda has been paddling for 5 years, first in the UK as part of the Kingston Royals for the National winning ladies crew and then as part of Yarra River Dragons after moving to Melbourne. Amanda has been lucky to experience the club's growth as YRDs progressed from strength to strength, most recently becoming National champions. Amanda's experience is broad across Dragon Boat Racing - as a club, State and Aurora paddler, assistant coach for State and club, junior development subcommittee member and recruitment officer. Amanda also brings 7 years professional experience in brand, media and advertising consulting. Amanda was elected the DBV board at the 2017 AGM.

Elected Secretary - Christine Gabriel



Chris has been a member of Brave Hearts Dragon Boat Club since 2012. In 2015 and 2016, Chris co-coordinated the Brave Hearts Albury Wodonga Regatta and had an active involvement in the planning committee for the AusChamps held in Wodonga in 2017. Since being elected to the DBV Board in 2015, Chris held the Volunteers portfolio and the role of Minute Secretary for three years. Chris has performed the role of Chief Official at the last three Victorian Championships and is now an IDBF level 1 Official. Chris has taken a role in the development of the Season Participant Declaration and the Club Waiver introduced at the beginning of the 2018/2019 season.



Elected Treasurer – Vicky Chung

Vicky took up dragon boat racing for the first time in early 2014 by joining the CYSM Sea Dragons and has been a member of the club ever since. She represented the Victorian State team in 2017 and 2018 as a Premier drummer.

Vicky joined the DBV board in February 2015 as the Secretary and is now in her second year as the appointed Treasurer. She is a current member of CPA Australia.

Outside of dragon boat racing, Vicky is a marathon runner and on the committee of the Melbourne Marathon Spartans Club.



Elected Director - David Nairn

A paddler and sweep since 2003, and a member of Dragon Masters since 2006, the highlight of David's paddling career has to be the three Senior C Open World Champion Medals won at Szeged in 2013; the highlight of his coaching career is the medal haul by Dragon Masters and the Victorian team in 2015. The highlight of his equally long career as a volunteer for the sport was his election as President of DBV in 2015-16. David has experience in business and academia, as well as in sports volunteering. He was co-chair of the AusChamps 2012 committee and was Chair of the 2017 AusChamps Organising Team.



Elected Director – Thomas Key

Tom has been a member with the Yarra River Dragons since December 2015, and since then has represented both the club and Victoria at the 2016 Australian Nationals and the Club Crew World Championships. He paddled in Hong Kong with the Yarra River Dragon's in 2016 and was selected in the Australian Auroras teams for the 2017 World Championships in the Under 24 and Premier age groups.

As Communications Director, Tom has been working to enhance an already great community of paddlers and strengthen lines of communication between all the Board and Clubs. He also aims to increase the external awareness of the sport in order to grow the sport and let Victoria know the benefits of Dragon Boating.



Elected Director – Jonathan Low

Jonathan first started dragon boat paddling in 2016. He enjoys training with an enthusiastic team, where everyone works their hardest, strives to improve and recognises others' contribution. He is a member of CYSM Sea Dragons.

In November 2016, Jonathan joined the DBV Marketing Committee. He was invited to join the Board in 2017 and accepted the appointment of Business Manager. Jonathan established Finance, Audit and Risk Committee in 2018 and aimed to improve DBV finance governance and risk management framework. He currently looks after financial planning, asset management and supports the Board on long term strategies.

Outside of paddling, Jonathan has over 10 years of experience in finance across medium to large organisations. He is a member of CPA Australia and Australian Institute of Company Directors.



Appointed Director – Andrew Horne

Andrew started dragon boating in 2011 as a member of a corporate team in Queensland, before joining Brisbane River Dragons. Moving to Melbourne in 2012, Andrew joined the Southern Storm Paddle Club (SSPC) in their very first year as Melbourne's newest dragon boating club. In 2013 Andrew became a member of the SSPC board and has been President of SSPC since 2015. In 2016 Andrew became a member of the inaugural DBV Regatta Committee and in 2017 Andrew was invited to be an appointed Director on the board. Andrew has a keen interest in the growing the sport of dragon boating in Victoria and Australia, through increased participation and ensuring people have the opportunity to enjoy dragon boating at a recreational and/or competitive level.



General Manager - Chris Schleusener

Chris has over ten years' experience in the Sport and Recreation industry throughout Queensland and Victoria. He is accountable to the Board of DBV, responsible for the day-to-day operation of the business, growth of the sport and servicing its member base. Chris holds a Bachelor of Business in Sports Management and has previously managed an indoor sports centre and worked within the sports of triathlon and rowing.

2017-18 Season Statistics

<ul style="list-style-type: none"> • 978 financial members (last year 863) • 68% Female, (last year 71%) • Average member age 49 (last year 50) • 23 affiliated clubs (last year 22) • 6 Dragons Abreast Club • 6 Metropolitan based clubs • 17 Regional clubs 		
Membership Types	Members	(%)
• Junior (18 and under)	49	5%
• Premier (19-39)	245	25%
• Masters (40-49)	110	11%
• Grand Masters (50-59)	198	20%
• Great Grand Masters (60+)	376	39%
Season Achievements		
<ul style="list-style-type: none"> • New annual paddler waiver document to reduce club and event administration at each regatta • New sub committees including the Regatta Competition & Technical Committee (RCTC) & Finance, Audit and Risk Committee (FARC) • Providing training courses for coaches, sweeps & officials. • Continued to develop partnerships with Falls Creek Resort Management, Strathbogie Shire Council, Horsham Council and the City of Wodonga. 		

President's Report

It is a privilege to have been DBV President this past year, having joined the DBV Board early in 2016 and in 2016-17 becoming an elected member for a two-year period. In my first year as an elected Board member I had the good fortune to be elected by the Board as Vice President, and in that role to work closely with Phillip Chan, the DBV President at that time. I know that since DBV was formally established in 2012 under the leadership of Eliza Campbell that each of the following presidents has valued highly the work done by their predecessors. In that regard it is timely to pay tribute to the leadership provided by Eliza Campbell, David Nairn and Phil Chan. For me, they have always been available to provide their independent advice and perspectives on tricky issues as they have arisen. In that vein I must also thank David Abel, as previous Chair of the AusDBF Board, and Sergei Cuccsa, as the national coach of the Auroras, for also being willing to act as a sounding board for me on a number of issues involving Victoria in the national arena.

We all know that the governance of any organisation is not a simple affair. DBV has been in good hands for many years now due to the solid foundation built by previous Boards, all on a voluntary basis.

We are now on a path to increase the involvement of more people in our governance and advisory arrangements and to align the way we operate with best practice advice on the governance of 'not for profit' and 'for profit' organisations. The Board now has in place a number of key sub-committees and standing committees which are increasingly playing a key role in working through the detail of some of our operations, thus releasing the Board to focus more on longer term strategic issues. These include:

- The Sweeps Committee – responsible for the accreditation and monitoring of sweeps in Victoria
- The Regatta Competition and Technical Committee – responsible for advice on regatta planning and operations and for advice on Victoria's by-laws relating to Race Rules and Regulations
- The Finance, Audit and Risk Committee – to assist the Director responsible for Business Management
- The Metropolitan Hub Committee to oversee the operations of DBV's use of the Melbourne City Council Hub at Docklands.

We have made efforts to establish sub-committees aimed at the development of our juniors and in the marketing of the sport, but now need to 'ramp up' our efforts in these areas by developing a state-wide junior development strategy targeted in a number of areas with the aim of having junior teams competing in our regattas. From a marketing perspective, we think that one of the best ways to profile the sport will be through increased exposure to races on the Yarra and at Docklands, as well as continuing with our competitions in regional centres.

At last year's AGM Amanda Furse (YRD), David Nairn (Dragon Masters), Chris Gabriel (Bravehearts), Jonathan Low (CYSM) and Tom Key (YRD) were each elected to a two-year term on the DBV Board. During the season the DBV Board also appointed Andrew Horne as an Appointed Director. Andrew had been taking a lead role in the Board's Regatta Committee – formalising the connection of this sub-committee with the Board and expanding its role to take on future regatta planning and the rules and regulations for racing in Victoria has been an important step.

I want to thank all the Board members for their contribution over this year. The Board has met regularly since the last AGM and dealt with some 'tricky' issues. I do want to single out for special thanks the work undertaken by three Board members who have indicated they will either not be seeking re-election or have resigned due to the pressure of work commitments:

- Amanda Furse – for her support, willingness to act as a sounding board and providing balanced advice as Vice President willingness to act as a sounding board, for taking on the President roles when I was not available, for her clarity in seeing the need for greater analysis and marketing of the sport if we want to attract new members and expand the sport. Her single-handed role in

getting us back on the Yarra in a series of demonstration races as part of the Buddha Festival deserves special thanks.

- Vicky Chung – who has been a Board member for four years and in that time taken on the roles as Secretary and Treasurer. Vicky has played a key role with the financial management responsibilities of the organisation, helping position our future planning while also managing the ‘business as usual’ financial functions.
- Tom Key – for his work in the area of communications with members, helping to bring the organisation into the 21st, in the area of junior development and our preliminary engagement with universities, and in the organisation of our last two Awards Nights.

We have had in place the ‘beginnings’ of an approach to what we do for juniors and are in the process of establishing a Junior Development Committee which can focus on a state-wide strategy to push ahead in this area. Having ‘got back’ on to the Yarra we are keen to explore this on a more regular basis as well as look at the feasibility of holding a major corporate event in Docklands associated with the Chinese New Year, beginning hopefully in 2019. This will require special expertise in relationship development with Parks Victoria, Melbourne City Council, the organisers of the Chinese New Year celebrations, the Docklands Chamber of Commerce and residents organisation.

In line with the DBV strategy, the Board has again revisited its budget to ensure the strong financial analysis undertaken in the 2016-17 season is maintained and the future sustainability of Dragon Boating in Victoria ensured. The Board has this year been able to slightly refine and adjust our 2018-19 fee structure for members. After a major review last year we have this year balanced the need to raise fees to cover the range of increases in operating costs and at the same time give the organisation the capacity to invest resources to gradually fund some central elements of our strategy, such as replacing boats over time and setting aside resources for a campaign to increase the profile and membership of the sport and of clubs. This is an issue I am sure the new Board will benefit from and be committed to addressing.

However, keeping an eye on the financial arrangements will be an ongoing issue for the Board.

The Board has been well served by our general manager, Chris Schleusener. His tireless work in making sure our regattas happen and in the best way possible given the resources available within the organisation is most appreciated as well as all the other tasks required in a ‘one person’ administration. I am pleased to announce that the Board has recently re-negotiated a contract with Chris for the next two years.

With all clubs collaborating, DBV is well positioned to continue to lead the development of Dragon Boat racing in Victoria. With all clubs collaborating in partnership, we will stay ahead of the curve. My hope is that we can all work together to show Victorians what a great sport Dragon Boat is, have more Victorians participate, and perform at the highest levels possible in this very unique sport.

Adrian Stephens – President

Victoria – Strong Clubs - Strong State! Strong State - Strong Clubs!

Our Strategic Plan for 2016-2019

Our Strategic Plan has a purpose, vision and mission as well as a set of values.

Our purpose is

To govern, manage and promote the sport in Victoria for the benefit of the Dragon Boat Community. *"Strong State means Strong Clubs: Strong Clubs means Strong State".*

Our vision is that

Dragon Boating in Victoria has a state wide and national reputation for excellence in participation and performance, delivered by sustainable organisations.

Our mission is

To inspire and create opportunity through the sport of dragon boating in Victoria.

Our values are to be

Inclusive, honest, open and collaborative.

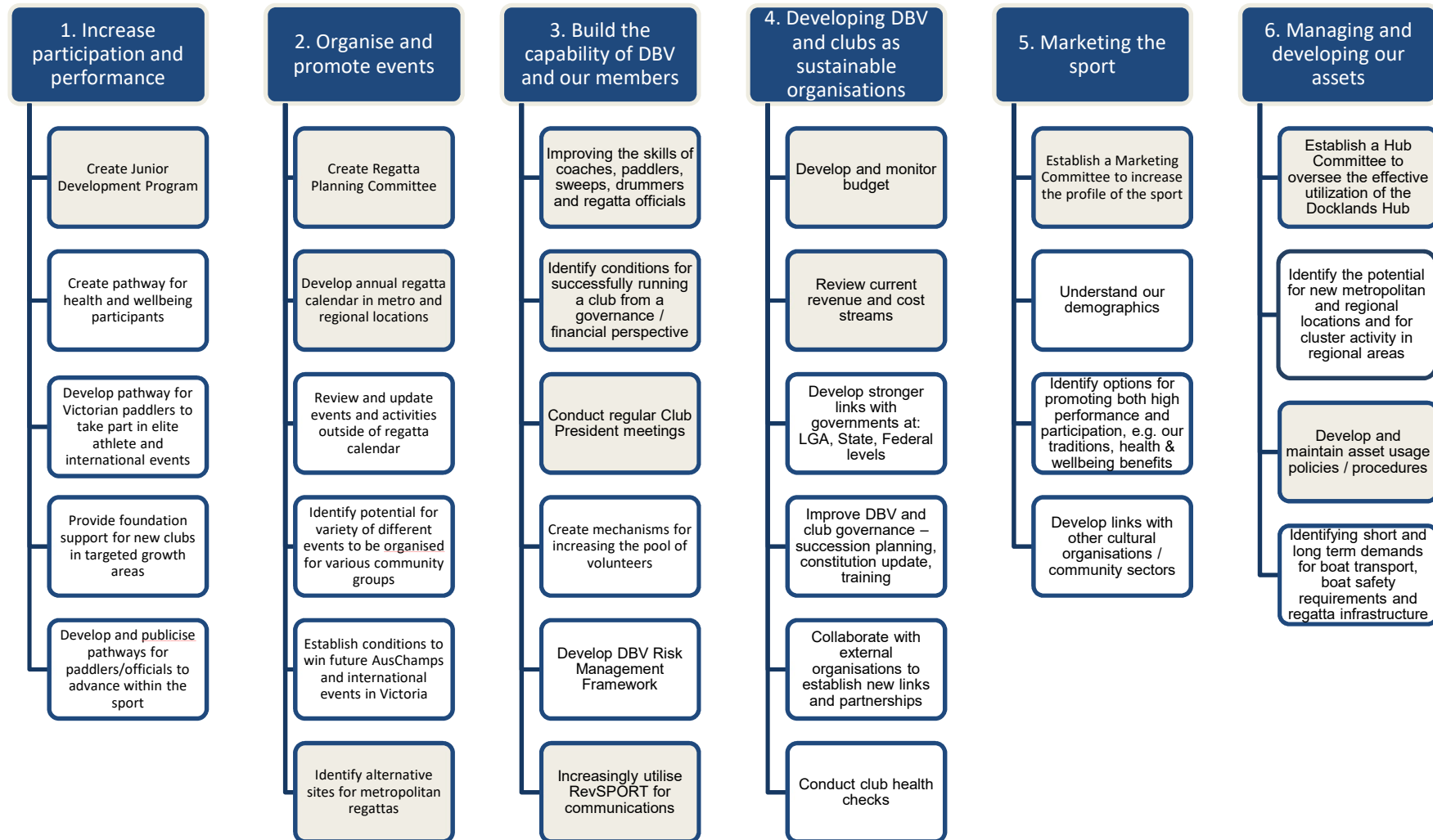
Six key objectives

Six key objectives underpin the Strategic Plan, with all relying on the strong involvement of DBV and/or member clubs to help achieve measurable results over the three year period (2016-2019). Some objectives are likely to require focused activity in the longer term. These six objectives are to:

- 1. Increase participation and performance**, by maintaining and growing our membership base by at least 5% per year from the beginning of the 2016 season;
- 2. Organise and promote events**, so clubs can provide increasing numbers of members with opportunities to compete and/or participate in physical activity;
- 3. Build the capability of DBV and our members**, so that there is a strong state organisation and strong member clubs;
- 4. Developing DBV and clubs as sustainable organisations**, with a modest annual surplus providing the capacity to replenish assets;
- 5. Marketing the sport**, both to current and prospective members and the wider community, with a view to increasing participation and membership;
- 6. Managing and developing our assets**, so that our current assets are maintained and replaced as needed.

A range of tasks and activities have been identified as critical to the achievement of these objectives over the three year period of the current Strategic Plan. Shaded below are those areas of focus which have either been addressed by DBV or where activity has begun in the 2016-17 and/or 2017-18 years, and where clear outcomes can be demonstrated. The unshaded areas are yet to be progressed – all areas of the strategy will be examined in a review of the strategy by the Board in 2018-2019.

Our Strategic Agenda



Reporting on Key Board Activities

Victorian Regattas Organised

Dragon Boat Victoria (DBV) is involved in the organisation of a range of metropolitan and regionally located regattas each season, including the peak event, the Victorian Championships.

The 2016-17 and 2017-18 seasons have seen DBV need to change venues for regattas for a range of reasons. Principally this has been due to us no longer having access to Docklands, due to public ferry usage, plus a huge increase in boat moorings. As a result we have had to rely heavily on regional courses, Footscray and Carrum and their availability/suitability.

From both a participation and financial perspective, the 2017-18 season has also been challenging. Whilst there have been significant advantages in being able to ensure dragon boating competitions are exposed to more people across the State, there are often significant cost factors for individuals having to pay for accommodation when this happens on a regular basis or in a compacted time period; also for DBV, the costs associated with the movement of pontoons and the transport of boats can be significant and affect the revenue gained from events. The Board has been keen to 'get a better handle' on the participation trends and costs.

These regattas are organised to provide the opportunity for member clubs to enter teams so that a maximum number of paddlers can participate in an environment that will provide fair and safe competition. Regattas were well represented by clubs throughout the season and located at:

- Sunday 20 August - Geelong Battle on the Barwon (5.5km time trial)
- Sunday 10 September – Nagambie (200 metre and Sweeps races)
- Sunday 8 October – Gateway Lake, Albury Wodonga (200 and 500 metre races)
- Sunday 29 October - Maribrynmong River, Footscray (200 metre and relay races)
- Sunday 26 November – Nagambie (500 metre races)
- Sunday 17 December – Carrum Cup (200 and 500 metre races)
- Saturday 27 January – Falls Creek (200 metre races)
- Saturday 17 and Sunday 18 February – Victorian Championships – Gateway Lake, Albury/Wodonga (200, 500 and Sweeps races)
- Sunday 8 April – Club and Corporate Regatta, Docklands, Melbourne (200 metre races).

The AusDBF decision to hold AusChamps events on 4-8 March rather than in mid-April compressed our season, particularly in the post-January period.

Many thanks to Rose Taylor (Peninsula Dragonflies), whose work as Chair of the Regatta Planning Committee prior to retiring from the Board at the last AGM, set in place a framework of events for the 2017-18 season. Andrew Horne (Southern Storm) took over the role as Chair and together with an expanded committee undertook the detailed planning for the 2017-18 regattas, planned the 2018-19 regatta season and established the groundwork for examining the AusDBF Race Rules and Regulations to introduce by-laws for governing regattas in Victoria. This task of reviewing our Race Rules has just begun and we were able to introduce some flexibility in some rules for the Victorian Championships in the first instance.

In developing the framework of regulations and rules to operate in Victoria, DBV's key objective has been to ensure a balance between providing opportunities within regattas for maximum participation as well as events clearly focused on high level competition. To facilitate this, the framework provides for some flexibility in the application of the AusDBF regulations and rules, in line with the relative importance of events. For example:

- regattas throughout the year are intended to encourage rather than discourage increased participation in the sport and its competitions i.e. to ensure clubs and paddlers are able to gradually develop and demonstrate growth in their individual skills and how they work together as a team. In this context, the regulations and rules need to be applied in a flexible manner
- in contrast, the Victorian Championships provide the opportunity for teams to compete at a peak level, with the event also providing high level competition and an important pathway for paddlers into the AusChamps, organised by AusDBF. For this event, the regulations and rules fundamentally mirror those of the AusDBF regulations, though there are some variations to suit the current state of development of the sport in Victoria, designed to be implemented in a rigorous but fair manner.

Further work is underway in the 2018-19 season to provide for greater flexibility in boating arrangements at our regattas - to remove some of the barriers to clubs entering boats so as to encourage more people to participate in regattas.

Volunteers are a key to successful events

DBV has again been extremely well serviced by a great band of volunteers who gave their time so generously to help at the regattas. We recognise that without their efforts, none of these events would have happened.

Many who assist in the operation of regattas are now qualified as AusDBF officials. We will be increasing our efforts to ensure more of our volunteers have these qualifications.

Communications and Marketing

Some progress has been made in our marketing and communications work. Strategies have included:

- the greater use of the DBV website for communications and of RevolutioniseSPORT
- sponsorship arrangements for this year provided by:
 - Acceleration, who again conducted the fitness testing of applicants for selection into the Victorian Dragon Boat teams for the 2018 AusChamps, and
 - Tsunami, who paid for a significant contribution to the production of a Victorian team race shirt for the AusChamps.

It is recognised, however, that our communication and marketing strategies aimed at increasing the profile of the sport and encouraging increased participation are in their infancy. A comprehensive plan of action needs to be developed, aimed at increasing the numbers of paddlers in our member clubs and the profile of the sport. Our capacity to do this is limited by the resources available.

Getting back on the Yarra by having some demonstration races during the Buddha Festival and holding a low-level regatta for clubs and corporate groups at Docklands in April were strategic events aiming to increase the activity in the city. Initial planning to be involved in the Midsumma Festival was undertaken but not able to be achieved this season. Fresh attempts will be made in 2018-19 to increase our activity in the public eye.

Junior Development

One of DBV's junior development initiatives in 2016-2017 was supporting the creation of a junior-focused Dragon Boat Club. This has continued.

Rapids DBC is dedicated to increasing junior participation in the sport and providing young athletes with the information they need to pursue their goals. The Club was formed based on three objectives – enhanced development, increased recruitment and more varied participation for Junior DBV members.

Rapids DBC gives Under 24 paddlers from around Victoria the opportunity to come together once a month to learn the fundamentals of the sport and build technique. The Club also competes in several regattas during the season, and therefore gives paddlers increased experience and confidence in the competitive side of Dragon Boating.

Over the past two seasons the Rapids have been training in Docklands. Some juniors from regional clubs are involved with the Rapids; others train with clubs in Geelong, Ballarat and Albury/Wodonga. Many were members of the Victorian junior team in the AusChamps.

The Junior Development Committee, established during the 2016-17 season, has undertaken excellent work in beginning our efforts in this area. The next step for Victoria involves the development of a comprehensive strategy and action plan to increase numbers so that we can have teams from different areas competing against each other in the near future.



High Performance Activity

The results achieved by clubs, the Victorian team and by individual paddlers in the Victorian Championships, in the Australian championships and in international events clearly show the strength of our clubs and of the sport in Victoria.

2017 Victorian Championships

Dragon Boat Victoria hosted the 2018 Victorian State Dragon Boat Championships on the afternoon of Saturday 17th February and on the morning and early afternoon of Sunday 18th February at the Gateway Lake, Albury/Wodonga.

Clubs competed in Women's, Open and Mixed crews at distances of 200m, 500m and 2000m. Place getters are shown below:

	1st	2nd	3rd
PREMIER DIVISION			
Open 10s (200m)	Flames (Gold)	YRD (Black)	CYSM
Open 20s (200m)	Flames	YRD	Geelong
Open 20s (500m)	Flames	YRD	-
Women's 10s (200m)	YRD (Black)	Flames	YRD (Red)
Women's 20s (200m)	YRD	Flames	Warriors
Women's 20s (500m)	YRD	Flames	Warriors
Mixed 10s (200m)	Flames	YRD (Black)	YRD (Red)
Mixed 20s (200m)	Flames (Gold)	YRD (Black)	YRD (Red)
Mixed 20s (500m)	Flames (Gold)	YRD (Black)	YRD (Red)
MASTERS DIVISION			
Open 10s (200m)	Dragon Masters	Warriors	Brave Hearts
Open 20s (500m)	Dragon Masters	Brave Hearts	Geelong
Women's 10s (200m)	Flames	Warriors	Dragon Masters
Women's 20s (200m)	Warriors	Dragonflys	Dragon Masters
Mixed 10s (200m)	Flames	Warriors (Black)	Warriors (Red)
Mixed 20s (200m)	Warriors	Brave Hearts	Dragon Masters
Mixed 20s (500m)	Warriors	Dragon Masters	Geelong
GRAND MASTERS			
Women's 10s (200m)	Warriors	Dragonflys	Brave Hearts
Mixed 10s (200m)	Brave Hearts	Dragon Masters	Geelong
Women's 20s (500m)	Dragonflys	Dragon Masters	Brave Hearts
OPEN AGE SWEEPS RACES – 2 KM			
Open Sweeps Race	Flames	YRD	Dragon Masters
Womens Sweeps Race	YRD	Flames	Dragonflys
Mixed Sweeps Race	YRD (Black)	Flames (Gold)	YRD (Red)

From a club perspective, the close gap between 1st and 3rd in many races again showed evidence of dramatic improvement by some clubs. In addition, the clubs which did well in Victoria all went on to perform very competitively in higher level competition at the AusChamps.

2018 Australian Championships

In the Australian Championships held at Lake Kawana on the Sunshine Coast in Queensland from 4 to 8 March 2018 five Victorian clubs entered Premier events and four entered master's events, in the Senior A, B or C age groups.

Clubs Competing in Premier Events

- Albury-Wodonga Warriors
- Brave Hearts
- CYSM Sea Dragons
- Melbourne Flames, and
- Yarra River Dragons (YRD).

The number of Victorian clubs competing was down from six in 2017, with Southern Storm not competing in the AusChamps in 2018.

Clubs Competing in Masters Events

As with the Premier group the number of clubs was down from six in 2017 to four in 2018, principally related to the timing of the Championships. Clubs participating included:

- Albury-Wodonga Warriors
- Brave Hearts
- Dragon Masters
- Melbourne Flames.

Victorian Clubs performed well though the overall results were affected by difficult weather conditions across many of the competition days, including major storms which caused the cancellation of many events. The weather conditions on Day 4 and Day 5 of the Seniors racing resulted in the cancellation of the Open and Womens 500 metre races and the 2 km events. The Sweeps Races scheduled for these days were reduced to 1km races on the final day of racing, and even then conducted in most difficult conditions.

YRD, Melbourne Flames and CYSM were regularly placed in Premier events, with Flames, Dragon Masters and Brave Hearts also featuring regularly in a number of Senior A, Senior B and Senior C events. In other events, teams acquitted themselves extremely well, including moving past the heats and reaching repechage and semi-finals.

EVENT	PLACE IN FINAL
PREMIER	
Open 10s (200m)	CYSM 2 nd
Open 20s (200m)	Flames 3 rd ; YRD 5 th
Open 10s (500m)	CYSM 3 rd
Open 20s (500m)	Flames 2 nd ; YRD 4 th
Open 10s Sweeps (2km)	CYSM 3 rd
Open 20s Sweeps (2km)	Flames 2 nd ; YRD 5 th
Women's 20s (200m)	YRD 2 nd ; Flames 3 rd
Women's 20s (500m)	YRD 3 rd
Women's 10s Sweeps (2km)	Brave Hearts 8 th
Women's 20s Sweeps (2km)	YRD 2 nd ; Flames 3 rd
Mixed 10s (200m)	CYSM 4 th ; Flames 5 th

Mixed 20s (200m)	Flames 1 st ; YRD (Black) 2 nd
Mixed 10s (500m)	Flames 4 th ; YRD 5 th
Mixed 20s (500m)	Flames 1 st ; YRD 3 rd
Mixed 10s Sweeps (2km)	Flames 1 st
Mixed 20s Sweeps (2km)	YRD (Black) 1 st ; Flames 2 nd
SENIOR A	
Women's 10s (200m)	Flames 3 rd
Mixed 10s (200m)	Flames 2 nd
Mixed 10s (500m)	Flames 1 st
Women's 10s Sweeps (1km)	Flames 2 nd
Mixed 10s Sweeps (1km)	Flames 1 st
SENIOR B	
Mixed 10s (200m)	Brave Hearts 3 rd
Mixed 10s (500m)	Brave Hearts 5 th
Open 10s Sweeps (1km)	Dragon Masters 5 th
Mixed 20s (500m)	Dragon Masters 6 th
Mixed 10s Sweeps (1km)	Brave Hearts 3 rd ; Dragon Masters 4 th
SENIOR C	
Open 10s (200m)	Dragon Masters 1 st
Mixed 10s (200m)	Dragon Masters 5 th
Mixed 10s (500m)	Dragon Masters 2 nd
Open 10s Sweeps (1km)	Dragon Masters 1 st
Women 10s Sweeps (1km)	Dragon Masters 5 th ; Brave Hearts 6 th
Mixed 20s Sweeps (1km)	Dragon Masters 2 nd

Exceptionally pleasing was the fact that a number of our Victorian Juniors competed in an Australian Joeys team in the Under 18 events held on the same days as the Premiers. The Joeys are a combination team made up of Juniors from across Australia who competed in events against a number of school teams in the Under 18 category.

Victorian State Team

A large contingent of Victorian paddlers represented Victoria at in the State vs State Championships held on Day One of the AusChamps on the Sunshine Coast. Difficult weather conditions affected the afternoon's racing involving relay teams. The 500 metre events held in the morning were not affected in the same manner. The overall results are listed below and the team members on the next page.

500 METRE EVENTS AND PLACES					
	Open 10s	Open 20s	Women's 10s	Women's 20s	Mixed 20s
Under 18	3 rd	-	3 rd	-	3 rd
Premier	2 teams 1 st /2 nd * & 4 th	2 nd	2 teams 1 st & 4 th	1 st	3 rd
Senior A	4 th	-	2 nd	-	3 rd
Senior C	3 rd	-	3 rd	-	3 rd
Regional	3 rd	-	3 rd	-	3 rd

2018 State Team Coaches and Management Team

Once again, our State coaching team did a magnificent job. The coaching team was selected through an Expression of Interest process with Jarrod Whitwell of the Yarra River Dragons being appointed as the Head Coach for 2018, with Kathryn Sanford from Flames as Deputy Head Coach. The Coaches appointed to each Division were:

- Junior Coach - Eliza Campbell, assisted by Julian Duarte (YRD) and Erin Mahar (Melbourne Flames)
- Premier Coach - Amanda Furse (Yarra River Dragons)
- Senior A - Kathryn Sanford (Melbourne Flames)
- Senior C - Desma Smith (Melbourne Flames)
- Regional Team - Lisa Smallbone (Warriors Albury/Wodonga)

Unfortunately, not enough paddlers expressed interest to support both a Senior A and Senior B team. We have had difficulties fielding teams across both age groups in recent years - the Senior A division was entered at the Australian Championships in 2016 and a Senior B team in 2017. To a degree the difficulty this season was the result of the AusChamps organisers scheduling the State vs State competition for the first day of the competition rather than Day 3, between the Premier/Juniors competitions and master's racing.

The State team was managed by Thomas Key (Yarra River Dragons)



From top left to bottom right: Jarrod Whitwell, Eliza Campbell, Julian Duarte, Erin Mahar, Amanda Furse, Desma Smith, Kathryn Sanford, Lisa Smallbone and Thomas Key

The Victorian State Team at Lake Kawana, Sunshine Coast (QLD) – 2018 Australian Championships



2018 Victorian State Team Members

<p><u>Premier Team</u></p> <p>Abel, David - Yarra River Dragons Alfonso, John - Melbourne Flames Almeida, Francisca - Melbourne Flames Anson, Melissa - Yarra River Dragons Askeland, Karin Devaney - Yarra River Dragons Besido, Catherine - CYSM Sea Dragons Bodnarova, Gabriela - Yarra River Dragons Burgess, Allison - Yarra River Dragons Campbell, Eliza - Yarra River Dragons Cham, Eric - CYSM Sea Dragons Chau, Rebecca - Melbourne Flames Chu, Zijing - Yarra River Dragons Chung, Vicky - CYSM Sea Dragons Cuzzupi, John - Yarra River Dragons Darby, Timothy - Melbourne Flames Diz, Carlos - CYSM Sea Dragons Duarte, Juliano - Yarra River Dragons Fong, Nicholas - Yarra River Dragons Grundling, Jean-Pierre - Melbourne Flames Hodgkinson, Ryan - Yarra River Dragons Koh, Melinda - Yarra River Dragons Lai-Kwon, Julia - Yarra River Dragons Lei, Lei - Melbourne Flames Lennon, Sarah - Melbourne Flames Li Wai Suen, Connie - CYSM Sea Dragons Li, Cindy - CYSM Sea Dragons Li, Mandy - CYSM Sea Dragons Lin, Kai Yan - CYSM Sea Dragons Loke, Brynner - Yarra River Dragons Mahar, Erin - Yarra River Dragons Mason, Emily - Yarra River Dragons McGuire, Andre - Melbourne Flames Molloy, Melissa - Melbourne Flames Murnane, Jessica - Melbourne Flames Nguyen, Justin - CYSM Sea Dragons Nguyen, Katie - CYSM Sea Dragons Ormrod, Kieran - Melbourne Flames Phoumsavanh, Chris - CYSM Sea Dragons Phung, Sue - CYSM Sea Dragons Plahuta, Emily - Yarra River Dragons Rajah, Ramesh - Yarra River Dragons Scott, Dean - Yarra River Dragons Shelmerdine, William - Yarra River Dragons Simeonov, Theodora - Yarra River Dragons</p>	<p>Soh, Jeremy - Melbourne Flames Soon, Yuan - CYSM Sea Dragons Vazquez Montero, Miriam - Melbourne Flames Whitwell, Jarrod - Yarra River Dragons Wong, Boyce - CYSM Sea Dragons Xiao, Annabelle - Melbourne Flames Yu, Will - Melbourne Flames Zitzevicius, Emily - Yarra River Dragons</p> <p><u>Regional State Team</u></p> <p>Blair, Steven - Mount Beauty Dragon Boat Club Chapman, Glenda - Warriors Albury/Wodonga Dahlenburg, Kylie - Warriors Albury/Wodonga Davison, Wendy Rose - Warriors Albury/Wodonga Dulhunty, Trent - Warriors Albury/Wodonga Edmondson, Diane - Brave Hearts Dragon Boat Club Ellis, Cindy - Warriors Albury/Wodonga Gabriel, Kevin - Brave Hearts Dragon Boat Club Hamilton, Christine - Mount Beauty Dragon Boat Club James, Gavin - Brave Hearts Dragon Boat Club Kapur, Mira - Brave Hearts Dragon Boat Club Keil, Kerry - Warriors Albury/Wodonga Krause, Kendal - Brave Hearts Dragon Boat Club Lo Bartolo, Luciano - Warriors Albury/Wodonga Nugent, Graeme - Warriors Albury/Wodonga Olsson, Ray - Warriors Albury/Wodonga Pilkington, Shirley - Warriors Albury/Wodonga Reed, Alison - Warriors Albury/Wodonga Dragon Roberts, Brenda - Warriors Albury/Wodonga Ryan, Jane - Warriors Albury/Wodonga Ryan, Peter - Warriors Albury/Wodonga Smallbone, Lisa - Warriors Albury/Wodonga Soldier Wolf, Cathi - Mount Beauty Dragon Boat Club Taylor, Sean - Mount Beauty Dragon Boat Club</p> <p><u>U18 Junior State Team</u></p> <p>Anderson, Tenzin - Yarra River Dragons Barter, Tara - Brave Hearts Dragon Boat Club Chapman, Matthew - Brave Hearts Dragon Boat Club Donaldson, Michelle - Southern Storm Paddle Club French, Rhys - Yarra River Dragons Graham, Harry - Ballarat Chinese Dragon Boat Club</p>
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<p>Hagan, Craig - Yarra River Dragons Jones, Charlotte - Brave Hearts Dragon Boat Club Lawson, Jim - Brave Hearts Dragon Boat Club Lew-Kee, Madeline - Melbourne Flames Lu, Simon - CYSM Sea Dragons Manlongat, Lexy - Melbourne Flames Mazel, Juliye - Yarra River Dragons McClellan, Declan - Yarra River Dragons Meyer, Aiden - Geelong Dragon Boat Club Meyer, Kaitlyn - Geelong Dragon Boat Club Morley, Olivia - Peninsula Dragonflys Sheedy, Riley - Golden Dragons Ballarat Stevenson, Courtney - Ballarat Chinese Dragon Boat Club Varman, Ella - Brave Hearts Dragon Boat Club Withers, Madeleine - Ballarat Chinese Dragon Boat Club Yuan, Anna - Ballarat Chinese Dragon Boat Club</p> <p><u>Senior A Team</u> Anderson, Karen - Melbourne Flames Blake, Racheal - Melbourne Flames Brimble, Anne-Marie - Yarra River Dragons Brown, Jennifer - Melbourne Flames Chong, Yuh-Min - Yarra River Dragons French, Samantha - Yarra River Dragons Grech, John - Melbourne Flames Lay, Fung - CYSM Sea Dragons Lay, Sui - CYSM Sea Dragons Lloyd, Narelle - Melbourne Flames Madden, John - Melbourne Flames McDougall, Gary - Dragon Masters Moffat, John - CYSM Sea Dragons Morris, Karen - Melbourne Flames Ong, Tricia - Melbourne Flames Reilly, Jennifer - Melbourne Flames Roberts, Brigid - Dragon Masters Stewart, Rob - Dragon Masters Teoh, Benny - CYSM Sea Dragons van Hilten, Lucienne - Melbourne Flames van Tatenhove, Mark - Melbourne Flames Wee, Tina - CYSM Sea Dragons Williams, Gail - Yarra River Dragons Wong, Siu - CYSM Sea Dragons Ho, Scott - Southern Storm Paddle Club Maher, Brendan - Brave Hearts Dragon Boat Club Wheeldon, Mark - Yarra River Dragons</p>	<p>Graham, Meg - Ballarat Chinese Dragon Boat Club</p> <p><u>Senior C State Team</u> Coates, Annie - Dragon Masters Davis, Karen - Peninsula Dragonflys Doery, Rose - Melbourne Flames Evans, Lynn - Melbourne Flames Glue, Robert - Geelong Dragon Boat Club Gomory, Joe - Dragon Masters Horn, Roger - Dragon Masters Jensen, Lissy - Peninsula Dragonflys Lynn, Zonda - Dragon Masters McGenniskin, Mike - Dragon Masters McLean, Philippa - Dragon Masters Millward, Nerida - Brave Hearts Dragon Boat Club Nairn, David - Dragon Masters Parker, Ross - Dragon Masters Pentland, Leanne - Peninsula Dragonflys Reid, Maxine - Brave Hearts Dragon Boat Club Robinson, John - Dragon Masters Rossi, Solange - Dragon Masters Shannon, Paul - Dragon Masters Shannon, Vicki - Dragon Masters Stephens, Adrian - Dragon Masters Tribbick, Gordon - Dragon Masters Urie, Cathy - Dragon Masters Waworis, Kerrie - Peninsula Dragonflys Williams, Debra - Golden Dragons Ballarat</p>
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Victorians Competing in International Events

During the 2017-2018 season Victorian clubs and paddlers were involved in a number of international events. This ranged from paddlers being selected to be a member of *The Auroras* to clubs organising to participate in invitational events overseas.

Victorian members of the Auroras

The Auroras is the name for Australia's national representative dragon boating team, comprising of Australia's strongest and most dedicated paddlers. Since their inception in 2010 by AusDBF, they have grown in strength and are now an international force. The 'Auroras' is a unique label and joins other national team brands as a powerful sporting identity. Victorians are always prominent in these teams. Serghei Cucca, from Melbourne Flames, is the current Head Coach for the Australian Dragon Boat Federation and has held this position since 2010.

2017 World Championships

Late in 2016 selection trials were held for paddlers across Australia seeking to become members of the Australian *Auroras* teams to participate in the 2017 World Championships, originally scheduled to be held in Kunming, China in July 2017. Subsequently, the International Dragon Boat Federation (IDBF) decided that these championships would be held in two locations, with the Junior (Under 16 and Under 18) and Under 24 teams to compete at Divonne les Bains in France in late July 2017, and the Premier, Senior A, B and C events to be held in Kunming later in October 2017.

The following Victorian paddlers were part of the Australian Auroras crew that proudly wore the green and gold in the 2017-18 season:

Under 16	Premier	Senior A	Senior C
Abigail Spedding	Karin Askeland	Jacqueline Dawes	Alan Culbertson
Under 18	Gabriela Bodnarova	Karen Morris	Rose Doery
Michelle Donaldson	Allison Burgess	Tricia Ong	Joe Gomory
Craig Hagan	Eliza Campbell	Jennifer Reilly	Philippa McLean
Kye Jarvis	John Cuzzupi	Senior B	Nerida Millward
Under 24	Juliano Duarte	Jennifer Brown	David Nairn
Zijing Chu	Amanda Furse	Tammy Culbertson	Graeme Nugent
Tom Key	Rachel Kadziela	John Grech	Ray Olsson
Armin Schopf	Tom Key	Kathryn Sanford	Ross Parker
Li Hao Soh	Erin Mahar	Lisa Smallbone	Adrian Stephens
	Patrick Myer		Catherine Urie
	Darren Newton		
	Michele Tsui		
	Jarrold Whitwell		

Overseas Invitational Events

Victorian clubs regularly participate in events held overseas with this season holding no exceptions. In 2017-2018 the following clubs competed in events overseas:

- YRD, Dragon Masters and the Warriors team from Albury/Wodonga sent teams to the World Club Crew Championships held in Szeged in Hungary from 18-23 July 2018, having qualified for a range of events at the AusChamps in 2016 and 2017. Flames had also qualified to send teams but were unable to attend these championships this time. These Club Crew World Championships involved 6,200 paddlers from 140 clubs across 28 countries
- Dragons Abreast Melbourne (DAM Busters) sent a full team to participate in the International Breast Cancer Paddlers Commission (IBCPC) Festival held in Florence from 3-8 July 2018. This Festival involved 121 teams from 18 countries and was expected to attract 4-5,000 visitors to Florence.
- Dragon Masters were invited to enter teams in the Concord Pacific Dragon Boat Festival in Vancouver from 21-23 June 2018.
- Paddlers from a range of other Victorian clubs joined other teams participating in the Florence and Vancouver festivals as members of composite teams at these and other events/festivals.

Business Management and Financial Report

Revenue & Expenditure

Dragon Boat Victoria has delivered sound financial performance for 2017-18 with a net profit of \$7k; it was up by \$12k on budget and down by \$33k compared with last year. Capitalisation of pontoon costs from the 2017 Australian Championships created great savings in the previous year. In comparison with budget, total revenue was down \$31k or 10% and total expenditure was below budget by \$42k or 14%.

The revenue gap was mainly driven by lower revenues from the regattas and team building program. Paddler participation in the regattas and Victorian Championship was below expectation, especially the Victorian Championship event which clashed with the Chinese New Year weekend. Similarly, lower expenditure was associated with the team building program and regattas resulted in savings.

Financial Position

The association remains in a strong financial position with assets that include cash \$109k, other current assets \$3.5k and \$90k available-for-sale financial assets, total liabilities of \$24K and net assets that amount to \$179k. Dragon Boat Victoria has a healthy cash balance compared with the prior year and no current borrowings.

Year under review

In the 2017-18 season, the Board has made several changes to improve financial governance. A major review of membership fee schedule took financial sustainability and value creation into consideration. A Club Affiliation fee was introduced to provide clubs with access to a range of benefits designed to support their operations. The Association subsidised the AusDBF accredited officials course fees, as a result of the Board aiming to build a pathway for our accredited officials. A comprehensive budget was developed to present both month-to-month and a high-level view for Board consideration. Quarterly and half year forecasts improved decision-making and identified key drivers when financial conditions changed during the year. In April 2018, a Finance, Audit & Risk Committee (FARC) was formed to assist the Board by monitoring and advising on all aspects of financial management.

Looking forward

While the Association has healthy membership growth and steady grant income over the last few years, there are other market segments that could be targeted for growing the sport. Diversification of revenue will help the Association not to overly rely on one revenue source. Having said that, the Association will have to define its value proposition in each market segment. Alignment of finances and strategic plan will remain to be our focus in 2018-19. The Finance, Audit & Risk Committee will continue to monitor financial performance throughout the year. Another priority for this Committee is the development of a risk management framework.

Thank you to the Board, officials, volunteers and subcommittee members who contribute their valuable time and work tirelessly behind the scenes. I look forward to continuing collaboration with our stakeholders in growing the sport in Victoria.

Jonathan Low

Business Manager



ABN: 66 340 170 411

STATEMENT BY MEMBERS OF THE BOARD

The Board has determined that the Association is not a reporting entity. The Board has determined that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the Board the financial report as set up herein:

1. Present a true and fair view of the financial positions of Dragon Boat Victoria Inc. as at 30th June 2018 and its performance for the year ended on that date.
2. At the date of this statement, there are reasonable grounds to believe that Dragon Boat Victoria Inc. will be able to pay its debt as and when they fall due.

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

Adrian Stephens – President

Jonathan Low – Business Manager

Dated this 25th August 2018

Dragon Boat Victoria Inc.
ABN: 66 340 170 411
Statement of Profit or Loss and Other Comprehensive Income
For the Year Ended 30 June 2018

	Note	2018 \$	2017 \$
Revenue	1		
Total Association Membership & Club Revenues		127,320	87,887
Total Corporate Days & Regatta Revenues		103,417	107,004
Total Grant & Other Revenues		38,602	50,658
Total Revenue		269,339	245,549
Less Expenses	2		
Total Corporate Days & Regatta Expenses		57,361	19,003
Total Depreciation Expenses		16,906	15,270
Total General Expenses		12,355	13,220
Total Insurance Expenses		17,506	11,184
Total Motor Vehicle Expenses		1,497	844
Total Other Expenses		59,154	43,806
Total Payroll Expenses		84,301	88,022
Total Repairs & Maintenance Expenses		13,228	14,380
Total Expenses		262,311	205,728
Total comprehensive income		7,029	39,821

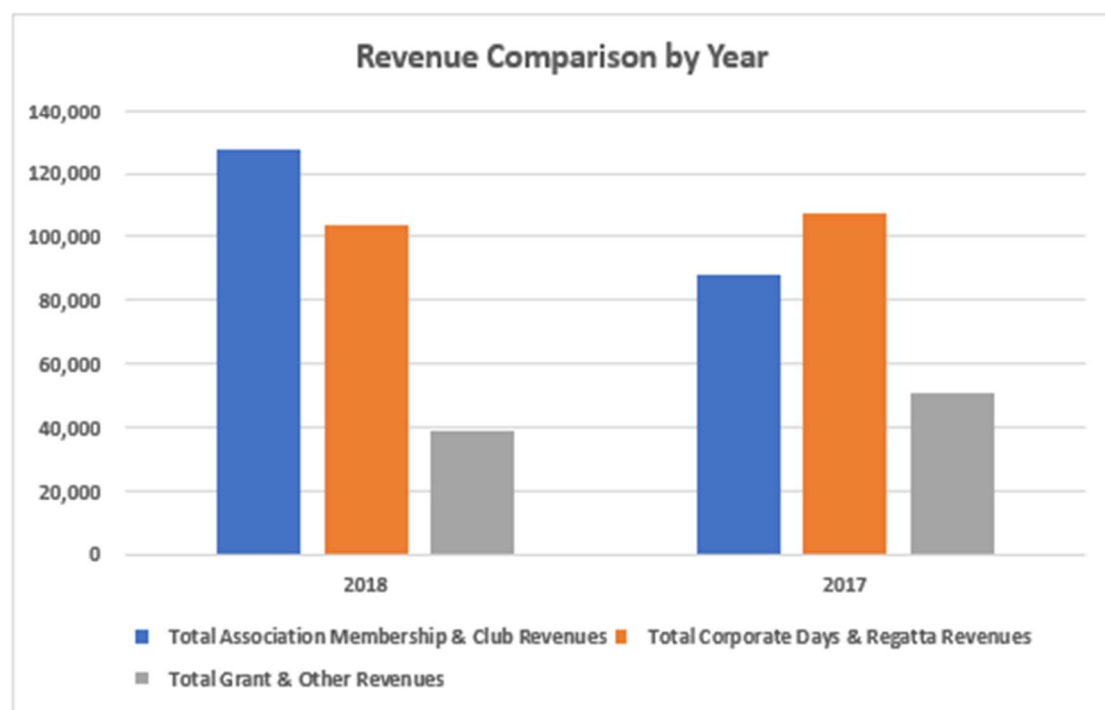
Dragon Boat Victoria Inc.
ABN: 66 340 170 411
Statement of Financial Position
As at 30 June 2018

	2018 \$	2017 \$
Assets		
Bank		
Business Cash Maximiser	90,037	84,620
Regional Grants Cheque Account	3,952	3,952
VDBA Inc Everyday Account	14,952	9,983
Total Bank	108,940	98,555
Current Assets		
Prepayments	3,492	-
Trade Debtors	16	120
Total Current Assets	3,508	120
Fixed Assets		
Equipment at Cost	145,357	145,709
Less Accumulated Depreciation	-54,822	-40,970
Total Fixed Assets	90,535	104,739
Total Assets	202,983	203,414
Liabilities		
Current Liabilities		
NAB Business Payments Card	31	141
Provision for Annual Leave	4,951	5,388
Provision for Personal Leave	1,997	-
Sundry Other Creditors	1,277	-
Unearned Revenue	3,680	-
Dragons Down Under Pty Ltd Creditor	-	16,272
Trade Creditors	1,954	1,524
Total Current Liabilities	13,890	23,324
GST Liabilities		
GST	12,071	805
Payments to ATO	-11,797	-
Total GST Liabilities	274	805
Payroll Liabilities		
PAYG Withholding Tax Payable	7,861	7,027
Superannuation Liability	1,671	-
Total Payroll Liabilities	9,532	7,027
Total Liabilities	23,697	31,156
Net Assets	179,286	172,258
Equity		
Current Year Earnings	7,029	39,821
Members Funds	100,892	100,892
Retained Earnings	71,366	31,544
Total Equity	179,286	172,258

Dragon Boat Victoria Inc.
ABN: 66 340 170 411
Notes to Financial Statements
For the Year Ended 30 June 2018

Note 1: Revenue

	2018	2017
	\$	\$
Association Fee	1,772	0
Dragon Boat Hire	575	0
Insurance	6,726	-131
Membership	109,878	80,879
TK1 Hire	2,810	0
Training & Courses	5,759	7,139
Total Association Membership & Club Revenues	127,320	87,887
Regatta Revenues	61,467	72,223
Corporate Events	18,095	23,091
Victorian Championships Regatta	22,709	11,691
Victorian Teachers Games	1,145	0
Total Corporate Days & Regatta Revenues	103,417	107,004
AusChamps Profit	0	20,092
DBV End of Year Event	3,892	291
Donation/Gift Income	20	0
Grant and Funding Income	20,000	23,495
Miscellaneous Income	12,948	1,361
Sponsorship	1,167	5,000
Interest Income	576	419
Total Grant & Other Revenues	38,602	50,658

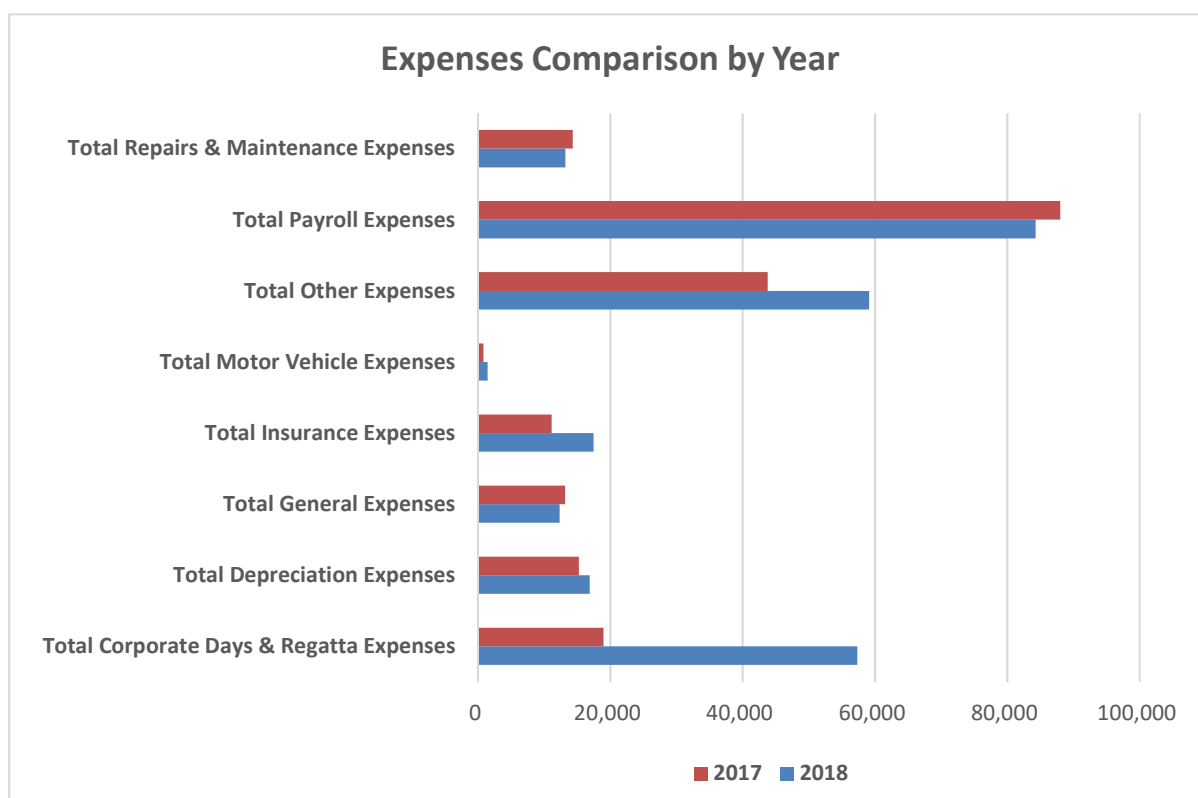


Dragon Boat Victoria Inc.
ABN: 66 340 170 411
Notes to Financial Statements
For the Year Ended 30 June 2018

Note 2: Expenses

	2018	2017
	\$	\$
Regatta Expenses	33,571	47,940
AusChamps Expenses	0	-51,123
Corporate Days Expenses	6,953	11,908
Victorian Championships Expenses	16,030	10,278
Victorian Teachers Games Expenses	807	0
Total Corporate Days & Regatta Expenses	57,361	19,003
Depreciation - Equipment	16,867	15,270
Office Equipment Depreciation	39	0
Total Depreciation Expenses	16,906	15,270
Accounting & Administration Fees	3,102	1,879
Bad Debts	0	2,949
Bank Fees	188	205
Computer & General Expenses	1,711	2,206
Internet & Telephone Expenses	1,129	1,351
Legal Fees	1,364	0
Meetings	502	0
Parking/Tolls Expenses	293	66
Postage/Printing/Stationary	444	1,298
Travel & Venue	3,621	3,267
Total General Expenses	12,355	13,220
Business Insurance	2,903	0
Insurance DBV Expense	8,892	6,932
Motor Vehicle Insurance	2,120	0
Public Liability Insurance	3,591	4,253
Total Insurance Expenses	17,506	11,184
Motor Vehicle Fuel/Oil	1,248	689
Motor Vehicle Registration	249	155
Total Motor Vehicle Expenses	1,497	844
Advertising & Marketing	1,064	13
AGM & Awards Night Expenses	4,207	0
Education Week	0	4,800
Equipment purchase	0	720
Event Operations	41	0
Hub Outgoings	4,801	0
Junior Development Program	1,210	0
Membership	1,173	354
Membership - AusDBF Paddlers Levy	23,720	17,528
Membership Management - Revolutionise Sport	3,405	3,134

Regional Grants	0	2,075
Rent	3,974	9,458
Training & Course Expenses	9,288	898
Uniforms	0	294
Victorian State Team	6,270	4,531
Total Other Expenses	59,154	43,806
Annual Leave	5,923	0
Other Payroll Expenses	6,658	6,650
Sick Leave	538	0
Wages & Salaries Expenses	70,189	80,387
Work Cover Premiums	992	984
Total Payroll Expenses	84,301	88,022
Boat repairs and maintenance	11,462	14,339
General Repairs & Maintenance	1,767	41
Total Repairs & Maintenance Expenses	13,228	14,380



INDEPENDENT REVIEW REPORT TO THE MEMBERS OF DRAGON BOAT VICTORIA INC.

Report on the Financial Report

I have reviewed the accompanying financial report of Dragon Boat Victoria Inc which comprises the profit and loss statement and the balance sheet as at 30 June 2018.

Based on my review which is not an audit, the financial report gives a true and fair view of the financial position of Victorian Dragon Boat Association Inc. as at 30 June 2018 and its financial performance for the year then ended in accordance with the generally accepted accounting principles and the *Associations Incorporation Reform Act 2012*.

Yuxia She CPA

Dated: 25 August 2018