

MURRUMBIDGEE COUNTRY CLUB
ANNUAL REPORT 2020 - 2021

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Notice of Annual General Meeting
MURRUMBIDGEE COUNTRY CLUB INC.

Notification is hereby given to all Members of the Murrumbidgee Country Club Inc. that the Annual General Meeting of the above Club is to be held on Tuesday 9th November 2021 at 7.00pm to transact the following business:

1. To confirm the Minutes of the 2020 Annual General Meeting.
2. To receive the Director's Report.
3. To receive the Annual Financial Report
4. To receive the Auditors Report.
5. Appointment of Auditors 2021-22
6. To declare the results of the election of the Board for the ensuing year.
7. To consider four (4) Special Resolutions – Changes to the Constitution see pages 3-4.
8. To deal with any business of which due notice has been given
9. General Business

Members are invited to give notice of items to be considered as special business. Notice must be given in writing to the General Manager by 6pm Friday 6th November 2021.

By order of the Board

Ray Duncan
Secretary
29 September 2021

SPECIAL RESOLUTIONS FOR CONSIDERATION AT 2021 AGM

SPECIAL RESOLUTION 1

That the Constitution of Murrumbidgee Country Club be changed by **amending** Rule 19.9:

19.9 The election of Board members and members of elected committees shall be by secret ballot to be conducted at the Clubhouse during a period that includes two weekends prior to and up to the day of the Annual General Meeting of the Club and concludes ~~at 7.30 pm on the day~~ **thirty (30) minutes prior to the advertised start** of the Annual General Meeting.

Note(s) to Members

- (a) This amendment is to allow the Returning Officer to determine the results of the ballots in a timely manner that does not hold up the running of the AGM.

SPECIAL RESOLUTION 2

That the Constitution of Murrumbidgee Country Club be changed by **amending** Rule 18.2.4:

18.2.4 Director ~~Golf~~ **Course**

Note(s) to Members

- (a) This amendment to the Club's Constitution is to allow the title of this Board position to be more relevant to the current portfolio, i.e. Director Course
- (b) The title of Director Golf doesn't accurately reflect the role these days. Once upon a time both Captain reported to this position, and this has since changed many years ago.

SPECIAL RESOLUTION 3

That the Constitution of Murrumbidgee Country Club be changed by **adding** Rule 19.11:

19.11 The Board may determine that an electronic voting system that replicates the access, security and confidentiality of the Rule 19.9 may be used for Board elections.

Note(s) to Members

- (a) This amendment to the Club's Constitution is to allow the Club to conduct Board elections in a cost effective and time efficient method.
- (b) Avoids the problems associated with lockdown restrictions as witnessed in Covid-19 pandemic scenario.

SPECIAL RESOLUTION 4

That the Constitution of Murrumbidgee Country Club be changed by **amending / adding to Rule 26:**

Amend (current) - 26.2 The Annual General Meeting shall, subject to the Act be convened on the date and at the place and time determined by the Board.

(New) 26.2 The Annual General Meeting shall, subject to the Act be convened on the date and at the place and time determined by the Board. This is to be a meeting at a physical venue (with a quorum of attendees) wherever possible. However, in the case of social distancing measures and/or lockdown restrictions which are now part of society preventing a meeting at a physical venue the Board has the option to hold a virtual meeting.

Add Rule 26.2.1

26.2.1 Rules for holding a virtual meeting

A virtual meeting is one where all members attend electronically and no physical venue for the meeting is nominated.

The rules permitting a virtual meeting require that:

- you must include in your notice of meeting information about how those entitled to attend can participate in the meeting (including how they can participate in a vote taken at the meeting, and speak at the meeting);
- if the notice has already been sent at least twenty-one (21) days before the meeting is held you must give a fresh notice of the meeting that includes the information referred to above.
- you must treat a duly appointed proxy in the same way as the appointer for the purpose of conducting the meeting; and
- the technologies deployed must give all persons entitled to attend a reasonable opportunity to participate despite them not being physically present.
- everyone attending the meeting are taken for all purposes (for example, a quorum requirement) to be present at the meeting
- a vote taken at the meeting must be taken on a poll using technologies that give each person the opportunity to participate in the vote in real time and, where practicable, by recording their vote in advance of the meeting.
- people attending the meeting may be permitted to speak (for example, by asking questions); and
- a proxy may be appointed using one or more technologies specified in the notice of the meeting.

Note(s) to Members

- (a) This amendment to the Club's Constitution is to allow the club to conduct Annual General Meeting's via "Virtual Meetings", but **only** where a meeting at a physical venue is not possible within legislated timeframes or the timeframe specified in 26.1.

Requirements for a Special Resolution(s)

- **A special resolution must be passed at a general meeting of the association.**
- **At least twenty-one days' notice of the meeting must be given to the members of the association together with a notice of intention to propose the resolution as a special resolution.**
- **At the meeting the special resolution must be passed by at least three-quarters of association members who are entitled to vote, either in person or by proxy (if proxy voting is allowed under the rules of the association). It is not required that three quarters of the total membership pass the resolution, only those that attend the meeting or vote by proxy.**

BOARD of DIRECTORS

President	Dean Hill
Vice President	Rod Drayton
Director Golf	Ross Oakman
Director Finance	Lynne O'Brien
Men's Captain	Mike Steele
Women's Captain	Val Cassidy
Director House	Rod Philpot
Director	Joey Dean
Director	Georgie Guthrie
General Manager	Ray Duncan
Administration Manager	Debbie Cooper
Bar Manager	Ian Callender
Course Superintendent	Cambell Griggs
Assistant Superintendent	Chris Patrick

PRESIDENT'S REPORT

Last year I was looking forward to the year being behind us with such a disturbed year due to the pandemic. 2021 has been somewhat a successful year based on our financial success, club house renovations and major development agreement. We can all look at the negatives based around COVID and mishaps with our greens, but I'm so lucky to work with a Board that is always positive and one that continues to look ahead to strive for improvement year to year.

The Board has worked extremely hard this year to secure Government Grants and financial assistance that has put us in a great financial position moving into the 2022 season. It is often overlooked by the membership that our Board, staff, and committees work tirelessly to keep this operation functional, and financial through these unprecedented times. I would like to highlight the work done by both our General Manager – Ray Duncan and our Financial Director – Lynne O'Brien over the past 12 months. It hasn't been an easy year and they have been outstanding in their roles as part of the Executive Staff and Board.

There have been plenty of highlights throughout 2021 and I would like to mention a few of them here.

Club House

Renovations to the club house have now been completed with a huge thank you to all the volunteers, members and businesses involved in the club house renovations. It is greatly appreciated.

Fresh new paint, new carpet, professional looking honour boards, a few walls taken down, new automatic door, new gaming lounge and some extra-large screen TV's have given our club house a beautiful new look that we can all be proud of.

Pro Shop

Mark and his team have been fantastic since joining Murrumbidgee in 2021. The new look pro shop, quality golf tuition and excellent golf gear have enhanced the offerings to our members. It has been such a pleasure working with Mark and his team from a board perspective this year and we look forward to building the relationship in years to come.

Golf Course

Prior to the set back with some of our holes the golf course has been in great condition with the couching program going well after such a short growing time. Over the coming 2 years the couch will have its chance to take off and cover all 18 fairways with good thick coverage. Through the great work done by the finance team we have been able to secure new equipment and funds for programs like the upgrade of bunkers, pipeline and tree works. With the staff numbers, budget restraints and wet weather the Green Staff have done a great job over the past 12 months. I would like to thank Cam and his team for what has been a challenging year, but we look forward to the new look course over the coming 12 to 24 months.

2nd Cart Shed

It certainly hasn't been as smooth sailing as the first cart shed but we have finally had success in getting the 2nd cart shed up and running for our members private carts and to house some future hire carts for our pro shop. Thank you for all the patience shown by the members involved in the 2nd cart shed.

Aged Care Development

The relationship and agreement between the Knowles Group and Murrumbidgee Country Club has been a successful one so earlier on in the partnership. The Development Committee continue to work with the Knowles Group to get the high-level proposal through ACT Government with the whole membership in mind. No decisions have been made on the new designs of the facilities, course, or financial agreements at this time. These important decisions will include input from the whole membership when the process requires it. There are plenty of great discussions happening between the Development Committee and the Board at the high-level to ensure we bring major items to the membership over the coming 12 months. Would especially like to mention the work done by both Ron Shepherd and Lynne O'Brien for their management of the Development Committee to ensure the relationship between both the Knowles Group and Murrumbidgee Country Club is in the best interest of the golf club and its members primarily.

Finally, I would like to thank all the committees, volunteers and my Board members who give their personal time to support the club and its membership throughout the year. There is so much involved with simply getting people onto a golf course to play golf as a social outlet. It cannot happen without all these people putting their hand up to assist in some way so that we can continue to play this wonderful game. All the best for 2022 and I look forward to more days on the course then off it.

Dean Hill
President

MURRUMBIDGEE COUNTRY CLUB REPORT TO MEMBERS – 2021

Mission

To be a leading golf course in the ACT, offering:

- a challenging and attractive course for all golfers and
- a welcoming, active club for members and the community

The Murrumbidgee Country Club is in a positive position entering 2021-22, pending the easing out of current pandemic restrictions shortly with the stepping up of the vaccination program. On the back of a tumultuous previous year (2019-20) with the threat of bushfires, severe drought and the Covid-19 pandemic, we again experienced difficulties with the continuation of the Covid threat, a very wet winter and the unfortunate damage to the greens earlier this year.

The golf course is bouncing back with the damage to the greens responding well to the renovations and resowing of patchy areas. The greens are looking like being back in play shortly. The ongoing fairway couching project is now in its 3rd year and after a great growing season last year we are looking forward to bearing the fruits of our labour throughout this summer. We will continue to see an improved playing surface and it will also provide the additional benefit of a reduction in water usage.

We continue to give a priority to water security and costs and as part of the ACT golfing community we have been lobbying government to keep water abstraction charges to a minimum. We are hoping to gain credits for investment in water related efficiencies that were previously in place up to this year. The conversion to couch fairways will also assist with an estimated 40% savings in water required for couch surfaces. The club has also undertaken an extension of the pipeline where we now have the option to run river water directly to the main dam, saving on double-handling and electricity costs.

Membership numbers have remained constant in 2020-21 despite the difficulties mentioned. The club manages to remain highly competitive with other local clubs in terms of annual subscription rates. We have removed the bar levy to give members some upfront relief.

The club benefits immensely from the cohort of active volunteers who contribute to all aspects of running and maintaining the Club. We recognize the importance of their contributions in time, skill and knowledge and include the Board, Committee Members and Course Volunteers.

The club has had a good year financially, with the overall profit being \$387.5k. This included various Covid-19 support and other grants that totaled \$241k. The difference of \$146k is a strong trading profit when assessed by itself.

We continue to manage the overall club and course expenses as close as possible to budget. This is not a long-term sustainable approach and hence a key focus remains in the pursuit of opportunities to improve our revenue streams whilst continuing to invest in the course and the facilities offered to members and the community. The main strategy is to pursue development opportunities given we have an excess of land that is not essential to the golf course. This year has seen interest from a Retirement/Aged Care provider, the Knowles Group and we currently have entered a Heads of Agreement and both parties are investigating the feasibility of the project.

ACHIEVEMENTS

Priority	Why is this a priority?	2020/21 targets	Results at September 2021
Progress development options	To improve the long-term financial viability of the Club	During the year the club received interest from a Retirement / Aged Care Operator, the Knowles Group.	MCC has entered a Heads of Agreement with the Knowles Group. Under which we will work together in developing plans for the proposal. .
Reduce the club's water use	The club has a community responsibility to conserve water. Reduction in water usage will provide a commensurate reduction in utility charges. Assist in further drought proofing the course	To finish seeding all Par 4 & 5 fairways. Extend the river pipeline to service the main dam.	All Par 4/5 fairways have now been couched. The process will now be to transition to full coverage of couch by elimination of the other species as the couch takes over. Completed.
Undertake course improvements	To improve the course for members and visitors	Continue tree management program. De-silt dam at 5 th Hole Create turf nursery /spare hole behind 4 th green Maintain course equipment	Tree plan has been implemented and good progress being made. By removing trees, we are making the golf course more playable and safer while remaining trees get opportunity to become healthier. There are plans to plant more trees around the property in areas that will not affect golf. Completed. The project is currently underway and will develop throughout the upcoming growing season. Irrigation to be installed during Spring. The club purchased a "Multi-Use" Ventrac machine (which we will use as a stump grinder and an aerator), a Corer and an Excavator, while also upgrading two greens mowers on lease that were 5 years old.

<p>Undertake club house improvements</p>	<p>To improve facilities for members and the community. To increase patronage of clubhouse facilities</p>	<p>To have stable catering option providing high quality food options for members.</p> <p>Update Poker Machine installation</p> <p>Clubhouse renovations / Repairs</p> <p>Manage Clubhouse through Covid-19 crisis</p> <p>Provide a 2nd cart shed for member carts</p>	<p>Catering has been consistent but has again been adversely affected greatly by ongoing Covid-19 restrictions. Club to continue work with contract caterer to ensure high standard of service is maintained.</p> <p>A new poker machine was purchased, and two others upgraded during the financial year. We have arranged for one more upgrade with Aristocrat and that changeover is pending. This will complete what is a very competitive installation and machines are note acceptor compliant.</p> <p>The club has completed a renovation that has seen a TAB facility introduced and all gaming now centralized in one area. Wall to old “Spike Bar” has been removed making the main area more user friendly for golf and social functions.</p> <p>Repairs to ceilings were also undertaken and completed.</p> <p>The clubhouse has been subject to various restrictions and closures due to the Covid-19 pandemic. Board and Management continue to manage these ongoing challenges, including managing staff, stock etc. In latest lockdown we have continued to operate the restaurant by offering takeaway services.</p> <p>Process is currently awaiting approval of DA. Materials on site and construction expected shortly.</p>
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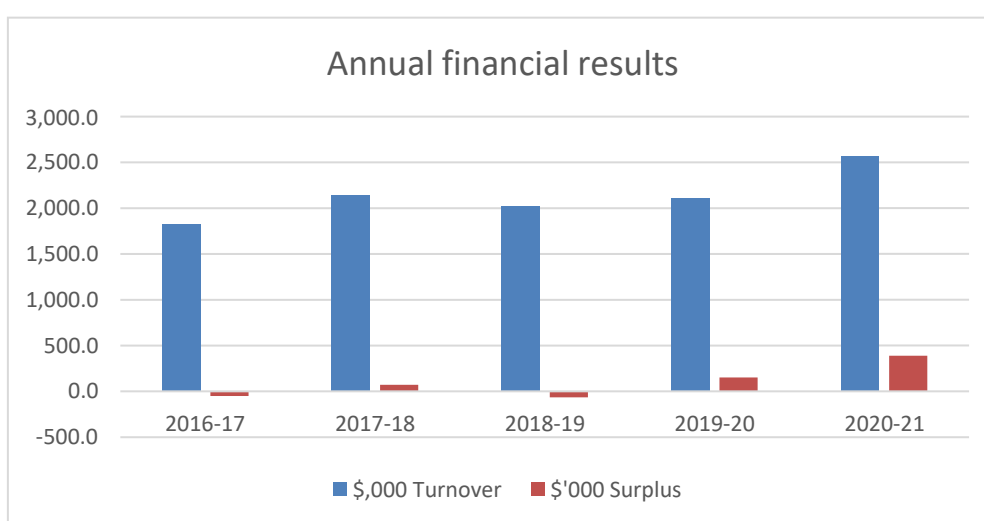
<p>Provide high quality golf course and club operations.</p>	<p>To deliver services to satisfaction of members to ensure the Club continues to be well managed</p>	<p>Manage finances in line with board approved budget</p> <p>Review and update Club’s operating processes and procedures. Special consideration given to operating procedures through Covid-19 pandemic.</p> <p>Attract and retain sponsorship arrangements</p> <p>Manage “Rounds of Golf” through Covid-19 period and beyond.</p>	<p>A healthy profit of \$387k was posted. Budgets were met while our profit was boosted by the Covid-19 related government assistance and a \$25k grant for the cart shed.</p> <p>The Covid-19 Safe Plan has been continually updated to reflect the constantly changing environment.</p> <p>Procedures in all areas of the club are regularly reviewed and updated where necessary.</p> <p>Sponsorship is healthy and Major Sponsor “ActewAGL Energy Shop” continued as major sponsor. All tee sponsorship signs are currently subscribed.</p> <p>Golf course was affected by the Covid-19 restrictions, but golf has continued to be played until August, where we find ourselves back in lockdown. Golf rounds and course setup will need to be managed within rules on the lifting of the restrictions.</p>
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DIRECTOR OF FINANCE REPORT

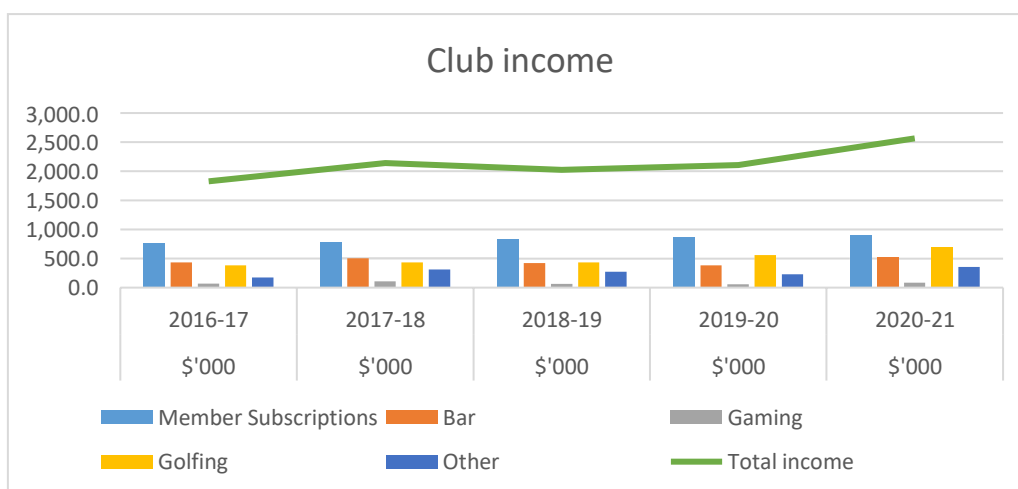
The Board’s financial strategy is to:

- Structure our operations so that we are able to operate within a balanced budget each year
- Increase our cash holdings to address immediate concerns around financial solvency
- Invest in priority areas to facilitate, improve and grow our golfing operations; and
- continue to explore opportunities to strengthen our long-term financial viability.

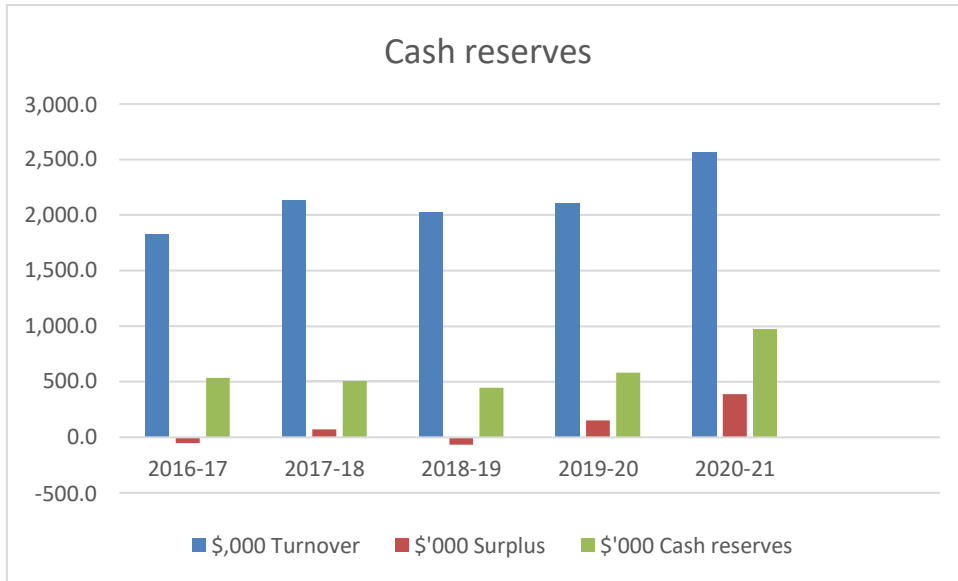
I am pleased to report an operating surplus of \$387.5k for the financial year. While this is a great result, the surplus includes various COVID grants totalling \$216k along with the \$25k ACT government grant we received for the second member cart shed. Setting aside these non-recurring grants, leaves a residual surplus on our operations of \$146k which, at 5% of turnover, is a strong result in itself.



Pleasingly, during a year of interrupted golf, we saw continued growth across our major operational income streams.



In recent years, our limited cash reserves have attracted criticism from the Club’s auditor at our Annual General Meeting. The current surplus has enabled us to increase our cash holdings by \$396k at year end, providing the Club with short term financial security. The following chart shows our end of year cash reserves, as a percentage of our annual turnover.



This year, we were fortunate that the Club’s operations returned to normal business following the first Canberra COVID lockdown early in the financial year, and we did not have to rely upon the COVID grants to fund our ongoing operations. We were also blessed with an abundance of rain, alleviating the need to incur costs in purchasing and pumping water. However future droughts, or further lock down periods, such as the one we are currently experiencing, have the potential to rapidly diminish these reserves. Thus, while our current financial position provides the Club with welcome short term financial surety, it does not remove the need to identify ongoing sources of revenue to ensure our long-term financial viability.

With this in mind, during the year the Board entered into a formal "Heads of Agreement" with the Knowles Group regarding the possibility of a development of retirement and aged care facilities on surplus club land. Under the Agreement, the Club has provided Knowles with an exclusivity period of nine (9) months during which time Knowles will work with the Club in developing plans for the proposal. The Knowles Group will lead and fund this process.

Potential benefits to the Club from the proposal include:

- Replacement clubhouse with enhanced amenities
- Access to retirement village amenities such as swimming pool, bowling green and theatre
- Financial contributions.

In establishing our annual budget, priority is given to those investments which have the potential to improve our member experience and/or generate financial benefits. In early 2019, we invested \$31.5k in installing solar power at the Clubhouse. Savings in electricity costs over the subsequent two-year period have now recovered the cost of this investment and we will now have ongoing benefits, to the tune of around \$16k in annual power costs, from this investment.

The major investments we undertook this year were:

- Continuation of our coaching fairway project as well as general course improvements such as the work around the 16th tee blocks and club house surrounds

- Ongoing renewal of our course machinery fleet. Our major purchases included the Ventrac mower/grinder/aerator, an excavator and a corer. We also replaced some of the existing leased mowing equipment
- Clubhouse renovations including new entrance way, construction of the gaming lounge, replacement of ceilings, removal of the old spike bar, painting and new carpet
- Updating of poker machines and introduction of TAB facilities.

The clubhouse renovations have been well received by members and guests and early indications are that they are contributing to a growth in our club house related revenue. I would again like to acknowledge and thank the contributions of many of our sponsors and members who contributed time, materials and expertise to assist us with this project.

The Board approved a balanced budget for the 2021-22 financial year with funding of the following priority areas:

- course minor capital works including the remediation of three bunkers, the improvement of course paths and the establishment of the spare hole and nursery behind the 3rd green
- Course equipment acquisition including an additional Toro Workman vehicle and a hoist
- Supplementation of the salaries budget to provide for pay increases, along with the increase in the superannuation contribution rate. We have also provided for additional greenkeeper resourcing during high demand periods.

We will also proceed with the construction of the second member cart shed, which has been funded by member contributions along with a \$25k ACT government grant.

Finally, I would like to acknowledge the work of Ray, Cam and Debbie in managing our Club finances and achieving an excellent financial result during a challenging year.

Lynne O'Brien
Director Finance

DIRECTOR GOLF REPORT

I would sincerely like to thank the members of the Grounds and Greens Committee for their continued efforts over the past year. As a group we have continued to manage our existing projects as well as identify some new ones. As per the advice that went out to members recently, we were successful in gaining a grant of \$10K from Golf NSW Foundation to be applied to our project to upgrade existing paths on the course. This project is estimated to cost approximately \$30K over the next 2 – 3 years. We have also identified a number of improvements to the course including the upgrade of existing bunkers. The short-range practice bunker was used to test the product and was a good exercise when the team commenced work on the 4th and 9th holes. The removal of dead and dangerous trees has continued on a hole-by-hole basis, and we have now reached the 6th hole.

The earthworks to the turf nursery were delayed earlier in the year and good progress has been made over the past few months. The project was due to be completed by the end of August but has now also been delayed. As mentioned in my regular updates we have taken the opportunity to create a spare hole as part of the nursery work. This will be called into play when we need to conduct works on any part of the course which may be significant in nature and/or require the hole to be closed to golfers for any reason. We also extended the pipeline from the Murrumbidgee River to the main dam, so we now have the option to pump direct into either dam and reduce costs.

On the golf course side of things, we have just experienced our wettest winter in approximately 47 years. With most of our couch fairways still in their infancy the coverage in some areas was quite light and we are keeping a close eye on growth over the coming months. Any patchy areas will be addressed, and we will continue to aerate the fairways and edges with the Ventrak machine which we purchased last year. We have also identified some areas on the course which have not drained well after the big wet and we will be looking to resolve these issues ASAP. At the time of preparing this report the greens staff have completed the annual renovation of greens and tees. Early growth signs are positive, and all greens are expected to be back in play in mid-Spring.

From an equipment perspective we are continuing to lease our bigger ticket items which drives us to replace them at their end-of-life. This has resulted in less down-time and costly repairs and, to that end we replaced two of our general mowers and also replaced our coring machine. Earlier this year we lost our mechanic to one of our hardware providers and as yet we have been unable to find a replacement. This has left us with the Course Super (Cam Griggs) and only four full time greens staff. Given their lack of resources I think we would all have to agree that the team does an amazing job.

In closing I am looking forward to retaining my position on the Board and continuing the work to improve the golf course. I appreciate feedback from members and always strive to communicate with regular course updates through the GM's blog. I am always available to discuss course related matters with members either by email and/or in person around the clubhouse.

We have a tremendous group of volunteers who regularly give up their time and I would like to thank each and every one of you.

Ross Oakman
Director Golf

WOMEN'S CAPTAIN REPORT

The first task for the 2021 Women's Match Committee was to organise the 2020 presentation night. We were extremely fortunate that the inside space restrictions changed from one person per 4 sq metres to one per 2 sq meters just a couple of days before the event; meaning that those who had been allocated an al-fresco table were able to join the party inside.

It was fantastic for the women to be able to get together to celebrate after the year that 2020 was. The winners of the 2020 honour board events were:

2020 Club Champion	Sue Harrison
2020 Division 2 Champion	Lee Johnson
2020 Division 3 Champion	Rhonda Lowe
2020 Veterans Champion	Hahari Langford
2020 Single Matchplay Champion	Lee Johnson
2020 4BBB Matchplay Champions	Not held
2020 Foursomes Champions	Julie James and Hahari Langford
2020 Medal of Medals	Karen Pennell

This year Murrumbidgee fielded five pennant teams including a full Bruce Cup team for the first time in some years. All teams reported that they had a great time and managed the odd win without challenging for the finals. Thanks to Donna Chalmers for a great job as pennant coordinator and also to the various team captains, players and caddies.

Until recently, 2021 has been much more business as usual than 2020. We are regularly seeing fields of around 60 in the Tuesday women's competition and 30-40 in the Saturday competition and have been able to run most events as scheduled. We played some games on the new purple course for the first time this year and the majority of feedback was extremely positive.

One event not held was the Women's Open which we decided to cancel due to the state of the greens. On this topic, I'd like to thank the women members for their understanding and continued support for the club during the prolonged period with temporary greens.

We continue to see new members coming into the club via the "introduction to golf" programs run by Max and now by Jonathon. It's great to see a handful of previous participants now with handicaps and playing in the regular competitions. Special thanks to Jane Beaumont and her team of volunteers for looking after the Swing Fit women as we call them.

A highlight of the year was being asked by Golf NSW to host the Junior Girls Scholarship program. We now have seven scholarship holders aged from 10 to 13 who attend a Sunday afternoon clinic run by Jonathon during term time. Three of the girls now have handicaps and the others are only a couple of rounds away. We look forward to seeing them in the club competitions over the next year or so and maybe having our own junior pennant team in due course.

I'd like to thank Ray and the members of the board for their support and guidance in my first year as captain. Thanks also to Debbie in the office not only for her continued support but also for her efforts in introducing online event entries this year. It's certainly made event planning and management much simpler.

Finally, I'd like to acknowledge and thank the members of the Women's Match Committee: Linda Philpot, Donna Chalmers, Gwen Sillcock, Heather Millar, Jane Beaumont and Sue Simms. Apart from running the women's golf program, we've also been supporting the "Introduction to Golf" clinics and the junior clinics as well as hosting several pennant rounds – so it's been a busy year for all. I'm truly appreciative of the willingness of everyone on the committee to just pitch in with whatever needs doing.

Val Cassidy
Women's Captain

MEN'S CAPTAIN REPORT

Firstly, I would like to commence by thanking all the members of the Men's Match Committee who have greatly assisted me over the past 12 months. I hope they will continue to provide that same support to the incoming Men's Captain and between them provide a strong reliable base for golf competitions at Murrumbidgee Country Club.

I must also personally thank the Women's Captain and Director of Golf for their kind and consistent support for me over the past 12 months. Val, Ross, I wish you both all the very best for the future, the club is in good hands.

The Board have some very important decisions to make over the coming months, however I have no doubt that MCC is in good hands and will see the fruits of their labour in the coming months.

To you, the members, I wish you and your loved ones the very best, stay safe. As you have been, continue to follow all guidelines and directions imposed by the club and other bodies to ensure a safe and satisfying life on the course.

It needs to be acknowledged that the Men's Match Committee deserve immense praise for their efforts in probably the most challenging period of our lives. COVID has impacted everyone. No one should be complacent. There are many tough times still ahead, but I have complete faith in those entrusted to run the club, that MCC will come out the other end with reputations intact and a bright future ahead.

Thanks also goes to Ray and Debbie for providing much needed administrative and personal support. To the Pro Shop, particularly Mark and Jonathon many thanks for all you have done for me and the members, personal thanks also to John Peters for his advice and service not only to me, but to all members. To Cam and all of the grounds staff and volunteers you've done an amazing job under very difficult circumstances, much appreciated.

It would be remiss of me not to mention Grounds and Greens, Ross and his team have developed a program that should see MCC continue to improve over the coming years into an outstanding test of golf and a course that really looks the part as well.

All in all, this year has been one to forget. Accidental damage around the course on top of a Pandemic has made 2021 an extremely challenging year. It was once said life was not meant to be easy, but really, I think we've had enough. The Pandemic particularly has caused enormous issues for the club and golf in general. Social distancing and all the other precautions we had to take meant we could not play golf as we have in the past. Then the lockdowns, they have impacted not only the club but each and every individual member. But thankfully we look like we are getting close to the other side where things will return to a different kind of normal at some stage in the future.

The 2021 Men's Pennant season was definitely a success. Congratulation to our successful teams and best of luck next year to the others. I must pass on my thanks to the Team Managers/Captains for being the conduit to ensuring our teams performed at their utmost week in week out. I encourage all members to consider playing for MCC next season. There is little better than representing your club in a strong competition.

From early October through to mid-November we will see the Men's and Women's Championships held.

In closing, I wish to offer my best wishes to each and every member of this great club. While I haven't met all of you, I have met many and regard you as important stakeholders in everything we do at MCC.

I for one am looking forward to what the future holds.

Mick Steele
Men's Captain

DIRECTOR HOUSE REPORT

The Murrumbidgee Country Club operated in 2020 -21 in the shadow of the global pandemic. While clubhouse operations successfully continued as planned, operations were in accordance with the Club Covid Safe plan and ACT Government requirements. Regular inspections and audits were conducted by ACT health to ensure compliance. As restrictions eased, my Committee and I continued to work constructively with the General Manager on matters relating to the clubhouse and providing improved services to members. At the time of compiling this report, the ACT is again in lockdown, and the clubhouse is again temporarily closed.

Significant matters of interest during the year include:

- Vikas Kumar continued his good work with the Club as Caterer during 2020/21. Vikas and his team offer a good variety of quality menu items and excellent service. Feedback from members and guests continues to be very positive. Dining options include Wednesdays and Fridays with special functions to be planned for some Saturday nights. Catering is also available for booked private functions. Daytime food services are available to members with food being available via the bar when the kitchen is closed. Winter patronage has been very pleasing, with more family groups enjoying the club facilities. It's been terrific to see the numbers of children dining with family groups. In the current lockdown, Vikas is providing a takeaway meals service to members and residents, and this has generated a terrific response. Once the lockdown ends, we look forward to a successful spring and summer.
- Enhancements to the Clubhouse were undertaken from March to August 2021 with the installation of new ceilings, new front doors, simplifying the interior look with new cladding, painting and de-cluttering, updating electrical and data services, new floor covering and significantly, the development of a Sports Bar. The main members lounge area was expanded by removal of an internal wall. All improvements have been well received and the Sports Bar has been a real success. Clubhouse revenue has grown, as reflected in the financial statements.
- The Sport Bar and clubhouse improvements were opened by the President in July and a 'thank you' BBQ was held to recognize the work of volunteers and club members who contributed to the work.
- As required by the ACT Government, the Covid Safe Plan developed in March 2020 continued to be the Club's blueprint for golf and clubhouse operations. This auditable plan enabled the clubhouse to operate within patronage limits and provide member services. Pleasingly, members and guests have abided by the requirements of the plan including the use of the mandatory QR sign-in code.
- We continued to offer Friday Night Raffles and Putt for Cash which pleasingly is being supported by a growing number of members and family groups. It has not been unusual for all available tables to be booked on a Friday night. Raffles include a number of meat vouchers, and envelopes with mystery club cash prizes. We appreciate the support of Jordo's Chop Shop and the Club for providing prizes. "Putt for Cash" remains a popular event and it also contributes funds to the Club.
- 2021 represents the 30th Anniversary of the Murrumbidgee Country Club. Planning is underway for an appropriate function later in the year to celebrate this milestone.

Finally, I would like to thank the Board of Directors for their support, including the initiation of ideas to refresh the clubhouse. Special thanks to Heather McCullough, Lyn Bendle, John McCullough and the General Manager, Ray Duncan, for being part of the House Committee and for their contributions throughout the year. With the help of all, and the willingness of Vikas to continue his excellent work as Caterer, we have been able to safely enhance clubhouse operations and the provision of services to members.

Rod Philpot
Director House

GENERAL MANAGER'S REPORT

I am pleased to report on a successful year of trading for Murrumbidgee Country Club Inc. (MCC) for the year ending 30 June 2021. Our operating profit was \$387,555 which is a great achievement. I will let you become more familiar with this year's finances by referring you to Dir. Finance - Lynne O'Brien's comprehensive report.

The 2020/21 year will be remembered as one of the most challenging years in the Club's history with the COVID-19 pandemic, varying degrees of trading restrictions and lockdowns as well as the accidental damage to half of the greens. It was however, COVID-19 that looked like presenting the Club with its biggest challenges. Fortunately, through support of the membership, government initiatives and assistance, what could have been a disaster for the club turned into a good result. The problem with the greens showed how loyal and understanding our members are. It was obviously disappointing to all, and I am looking forward to the greens being back to their best soon.

Clubs were ordered to close in March 2020 and re-opened about four months later. At the time the Board and Management made some very difficult decisions, which included standing down of staff, sending staff on leave etc. In the end it all worked out well when golf operations were fortunately only closed for one (1) day. However, when the course re-opened there were many restrictions imposed. The Club was forced to implement many COVID Safe initiatives to allow golfers access to the course. Thank you to all involved including Max & Jonathan in the Pro Shop, Cam's team and the Board and Committees for their efforts in adapting and making it all work in difficult conditions.

Membership numbers again held firm at similar levels from June 2020 to June 2021 and renewal rates for this year were solid given the challenges we have endured.

Mark Brooker and his team is a breath of fresh air and has fitted in brilliantly to MCC. Our sincere thanks for your long hours and effort in getting the business up and running and then taking head-on the challenges raised by Covid-19 and the problem with the greens. We really have appointed a true professional. Congratulations to Mark and the whole Pro Shop team! Positive member feedback on your performance has been enormous.

Our Catering Contractor, Vikas Kumar and team have continued to operate in what has been very challenging circumstances. On behalf of MCC, I would like to thank you for your support during the last year, in particular dealing with the challenges Covid-19 presented the entire operation.

I would also like to personally thank all the staff at MCC headed by Cam, Debbie & Ian. This year has thrown many challenges at us and whilst this has been very demanding, you have all responded very well. I am now confident we can handle whatever new challenges the future throws at us.

Members, collectively you have a very diligent, proactive and dedicated Board of Directors who all have the Club's best interest as their main priority. Your board of directors through 2020/21 were Dean Hill, Rod Drayton, Ross Oakman, Lynne O'Brien, Mike Steele, Val Cassidy, Rod Philpot, Georgie Guthrie and Joey Dean. While Doreen Culliver & John McCullough made important contributions in the first part of the financial year. All directors need to be thanked and acknowledged for the efforts during the year. In addition to this, we all need to acknowledge and thank our Greens & Grounds Committees, Men's & Women's Match Committees, House Committees, Seniors & Green Course committees as well as our hard-working Volunteers on the course. All the people involved do a mighty job donating their time and skill to the club.

I would also like to take the chance to thank all contributors to the clubhouse renovation and ceiling repairs, who donated time, skill and hardware to the projects. I think all involved can be very proud of the new look of the clubhouse.

Once again, I would like to acknowledge the contribution of Brent Gasnier and the Delta Group, who have again assisted us with a number of projects including the nursery and spare hole project, the extension of the river pipeline, the cart shed site and several other tasks.

I would like to acknowledge all of the club's sponsors. A full directory of sponsors is featured on the inside covers of this report. Please consider their products and services when you are in the market for them.

My last thank you is to the loyal members of MCC who have shown their ongoing support for the Club in a year of turbulence. This year has been extremely challenging and without the support and patience from our members, we would not be in the position we are now in. Thank you.

Good health and good golfing in 2021-22.

Ray Duncan
General Manager

DIRECTORS BOARD MEETING ATTENDANCE

Dean Hill 11/12

Mike Steele 11/12

Rod Drayton 10/12

Rod Philpot 12/12

Ross Oakman 11/12

Georgie Guthrie 10/10

Lynne O'Brien 9/12

Joey Dean 7/7

Val Cassidy 7/7

John McCullough 5/5

Ray Duncan 12/12

Doreen Culliver 5/5

In addition to the Board Meetings listed above directors were involved in numerous other Sub Committee Meetings.

FINANCIAL MEMBERS AS AT 30 JUNE 2021

CURRENT MEMBERSHIP NUMBERS

CATEGORY	2021	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009	2008
7 day	550	580	576	544	593	612	670	627	580	541	458	375	300	331
6 day													97	91
5 day	238	227	223	205	226	222	199	191	167	153	135	141	158	146
Lifestyle	20	33	43	39	7									
U25	22	20	21	29	24	30	39	40	31	40	33	39	31	55
U18	12	13	18	13	21	31	35	23	25	21	28	45	37	28
Sub-Junior	19	7	8	7	18	20	20	17	15	23	32	31	37	28
Sponsors	20	17	21	20	19	16	19	24	25	24	32	27	29	31
Life	6	6	6	6	6	6	6	6	6	6	6	4	4	4
Staff & PGA	11	12	6	3	0	11	9	9	11	12	10	11	14	16
Member for Life	35	35	30	30	30	30	30	30	30	30	30	30	30	30
Social Playing	7	8												
Swingfit	5	1	4											
TOTAL PLAYING	945	959	956	896	944	978	1027	967	890	850	764	703	737	760
Absentee	2	3	5	4	10	17	3	4	5	3	8	9	9	11
Dormant	35	16	11	18	21	30	24	15	26	20	27	20	24	30
Social	87	92	102	92	137	136	127	117	113	106	106	92	72	67
TOTAL	1069	1070	1074	1010	1112	1161	1181	1103	1034	979	905	824	842	868

2020 – 2021 HONOUR BOARD

CLUB CHAMPIONS

Men 2020		Women 2020	
A Grade	Josh Campbell	Div. 1	Sue Harrison
B Grade	Bruce Wight	Div. 2	Lee Johnson
C Grade	Dick Thrift	Div. 3	Rhonda Lowe
Junior	Rowan Harrison	Veteran	Hahari Langford
Senior	Marty Batchelor		

MURRUMBIDGEE OPEN

Men 2021	Women 2021
Not Played	Not Played

FOURSOMES CHAMPIONS

Men 2020	Women 2020	Mixed 2020
Steve Harrison Rowan Harrison	Hahari Langford Julie James	Steve Harrison Sue Carter

MATCHPLAY CHAMPIONS

WOMEN 2020

Lee Johnson

MEN

A Grade 2020	B Grade 2020	C Grade 2020
Mitch Davison	Phil Bates	Glen Lance

4BBB MATCHPLAY

Women 2020

Not Played

Mixed 2019

Matt Connor Derek Smith	Mike Whelan Ruth Whelan
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RON SKIPPER SHIELD 2020

Joe Lee

MEMBER OF THE YEAR 2020

Bernie Wilson

Murrumbidgee Country Club Incorporated

ABN 39 467 335 688

Financial Statements

For the Year Ended 30 June 2021

Murrumbidgee Country Club Incorporated

ABN 39 467 335 688

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For the Year Ended 30 June 2021

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Board Report

For the Year Ended 30 June 2021

The directors submit the financial report of the Club for the financial year ended 30 June 2021.

1. General information

Directors

The names of the directors throughout the year and at the date of this report are:

Dean Hill (President)	Continuing
Rodney Drayton (Vice President)	Continuing
Lynne O'Brien (Director of Finance)	Continuing
Rod Philpot (Director of House)	Continuing
Ross Oakman (Director of Golf)	Continuing
Mike Steele (Men's Captain)	Continuing
Doreen Culliver (Women's Captain)	Resigned: 24 November 2020
Georgina Guthrie (Director)	Appointed: 25 August 2020
Joey Dean (Director)	Appointed: 24 November 2020
Val Cassidy (Women's Captain)	Appointed: 24 November 2020
John McCullough (Director)	Resigned: 24 November 2020

Directors have been in office since the start of the financial year to the date of this report unless otherwise stated.

Principal activities

The principal activities of the Club during the financial year were:

- Promotion of the sport golf and
- Encouragement of social interaction between participants of the sport.

Significant changes

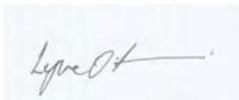
No significant change in the nature of these activities occurred during the year.


2. Operating results and review of operations for the year

Operating result

The profit of the Club for the financial year after providing for income tax amounted to \$ 387,555 (2020: \$ 151,578).

Signed in accordance with a resolution of the Directors:


Director:
Lynne O'Brien (Director of Finance)


Director:
Dean Hill (President)

Date: 1 September 2021

Murrumbidgee Country Club Incorporated

ABN 39 467 335 688

Statement of Profit or Loss and Other Comprehensive Income For the Year Ended 30 June 2021

		2021	2019
	Note	\$	\$
Revenue and other income	2	2,563,926	2,105,835
Cost of sales		(571,528)	(482,320)
Gross profit		1,992,398	1,623,515
Administrative expenses		(289,065)	(251,890)
Course expenditure		(278,758)	(287,019)
Employment costs		(658,548)	(625,552)
Finance costs		(27,622)	(17,965)
Other expenses		(350,850)	(289,511)
Profit before income tax		387,555	151,578
Income tax expense	1(b)	-	-
Profit for the year		387,555	151,578
Other comprehensive income for the year		-	-
Total comprehensive income for the year		387,555	151,578

The accompanying notes form part of these financial statements.

Murrumbidgee Country Club Incorporated

ABN 39 467 335 688

Statement of Financial Position

As At 30 June 2021

	Note	2021 \$	2020 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	3	976,648	580,002
Trade and other receivables	4	60,047	88,214
Inventories	5	12,819	18,336
Other assets	6	12,938	35,928
TOTAL CURRENT ASSETS		<u>1,062,452</u>	<u>722,480</u>
NON-CURRENT ASSETS			
Property, plant and equipment	8	1,817,771	1,718,032
Right of use assets	7	179,585	120,276
TOTAL NON-CURRENT ASSETS		<u>1,997,356</u>	<u>1,838,308</u>
TOTAL ASSETS		<u>3,059,808</u>	<u>2,560,788</u>
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	9	271,572	268,475
Finance lease liabilities	11	11,034	60,132
Employee benefits	10	109,208	100,699
Contract liabilities	12	555,324	451,880
Lease liabilities - course equipment	7	56,911	47,505
TOTAL CURRENT LIABILITIES		<u>1,004,049</u>	<u>928,691</u>
NON-CURRENT LIABILITIES			
Finance lease liabilities	11	8,728	19,762
Employee benefits	10	11,930	14,709
Lease liabilities	7	126,148	76,228
TOTAL NON-CURRENT LIABILITIES		<u>146,806</u>	<u>110,699</u>
TOTAL LIABILITIES		<u>1,150,855</u>	<u>1,039,390</u>
NET ASSETS		<u>1,908,953</u>	<u>1,521,398</u>
EQUITY			
Retained surplus		1,908,953	1,521,398
TOTAL EQUITY		<u>1,908,953</u>	<u>1,521,398</u>

The accompanying notes form part of these financial statements.

Murrumbidgee Country Club Incorporated

ABN 39 467 335 688

Statement of Changes in Equity

For the Year Ended 30 June 2021

2021

	Retained Earnings	Total
	\$	\$
Balance at 1 July 2020	1,521,398	1,521,398
Profit for the year	387,555	387,555
Balance at June 30, 2021	1,908,953	1,908,953

2020

	Retained Earnings	Total
	\$	\$
Balance at 1 July 2019	1,372,705	1,372,705
Restatement due to adoption of AASB 16	(2,885)	(2,885)
Balance at 1 July 2019 restated	1,369,820	1,369,820
Profit for the year	151,578	151,578
Balance at June 30, 2020	1,521,398	1,521,398

The accompanying notes form part of these financial statements.

Murrumbidgee Country Club Incorporated

ABN 39 467 335 688

Statement of Cash Flows For the Year Ended 30 June 2021

	2021	2020
Note	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES:		
Receipts from customers & government subsidy	2,954,133	2,289,442
Payments to suppliers and employees	(2,187,128)	(1,906,525)
Interest received	875	1,202
Interest paid	(20,696)	(7,327)
Net cash provided by operating activities	15 747,184	376,792
CASH FLOWS FROM INVESTING ACTIVITIES:		
Proceeds from sale of plant and equipment	8,636	8,000
Purchase of property, plant and equipment	8 (235,513)	(148,353)
Net cash (used in) investing activities	(226,877)	(140,353)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Payment of lease liabilities	(61,269)	(56,955)
Repayment of finance lease borrowings	(62,392)	(44,084)
Net cash (used in) financing activities	(123,661)	(101,039)
Net increase/(decrease) in cash and cash equivalents held	396,646	135,400
Cash and cash equivalents at beginning of year	580,002	444,602
Cash and cash equivalents at end of financial year	3 976,648	580,002

The accompanying notes form part of these financial statements.

Murrumbidgee Country Club Incorporated

ABN 39 467 335 688

Notes to the Financial Statements

For the Year Ended 30 June 2021

The financial statements cover Murrumbidgee Country Club Incorporated as an individual entity. Murrumbidgee Country Club Incorporated is a not-for-profit association incorporated in the Australian Capital Territory under the *Associations Incorporation Act (ACT) 1991*.

Comparatives are consistent with prior years, unless otherwise stated.

1 Summary of Significant Accounting Policies

(a) Basis of Preparation

These general purpose financial statements have been prepared in accordance with the *Associations Incorporation Act (ACT) 1991* and Australian Accounting Standards and Interpretations of the Australian Accounting Standards Board. The Club is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards. Material accounting policies adopted in preparation of these financial statements are presented below and have consistently applied unless stated otherwise.

The financial statements, except for the cash flow information, have been prepared on an accrual basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities. The amounts presented in the financial statements have been rounded to the nearest dollar.

(b) Income Tax

The Club is exempt from income tax under Division 50 of the *Income Tax Assessment Act 1997*.

(c) Inventories on Hand

Inventories held for sale are measured at the lower of cost or net realisable value. Costs of purchased inventory are determined after deducting rebates and discounts.

(d) Property, Plant and Equipment

Each class of property, plant and equipment is carried at cost or fair value less, where applicable, any accumulated depreciation and impairment.

Plant and Equipment

Plant and equipment are measured using the cost model.

Land and buildings

Land and buildings are measured using the cost model.

Notes to the Financial Statements

For the Year Ended 30 June 2021

1 Summary of Significant Accounting Policies

(d) Property, Plant and Equipment

Depreciation Rates

The depreciable amount of all fixed assets, including buildings are depreciated on a diminishing value basis over the asset's useful life commencing from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

The depreciation rates used for each class of depreciable asset are shown below:

Fixed asset class	Depreciation rate
Buildings	2.50%
Plant and Equipment	10.00% - 30.00%
Motor Vehicles	22.50%
Course Improvements	2.50%
Poker machines	30.00%

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are recognised in profit or loss in the period in which they arise.

(e) Leases

At inception of a contract, the Club assesses if the contract contains or is a lease. If there is a lease present, a right-of-use asset and a corresponding lease liability is recognised by the Club where the Club is a lessee. However, all contracts that are classified as short-term leases (lease with remaining lease term of 12 months or less) and leases of low value assets are recognised as an operating expense on a straight-line basis over the term of the lease.

Initially, the lease liability is measured at the present value of the lease payments still to be paid at commencement date. The lease payments are discounted at the interest rate implicit in the lease. If this rate cannot be readily determined, the Club uses the incremental borrowing rate.

Lease payments included in the measurement of the lease liability are as follows:

- Fixed lease payments less any incentives;
- Variable lease payments that depend on an index or rate, initially measured using the index or rate at the commencement date;
- The amount expected to be payable by the lessee under residual value guarantees;
- The exercise price of purchase options, if the lessee is reasonably certain to exercise the options;
- Lease payments under extension options if lessee is reasonably certain to exercise the options; and

Notes to the Financial Statements

For the Year Ended 30 June 2021

1 Summary of Significant Accounting Policies

(e) Leases

- Payments of penalties for terminating the lease, if the lease term reflects the exercise of an option to terminate the lease.

The right-of-use assets comprise the initial measurement of the corresponding lease liability as mentioned above, any lease payments made at or before the commencement date as well as any initial direct costs. The subsequent measurement of the right-of-use assets is at cost less accumulated depreciation and impairment losses.

Right-of-use assets are depreciated over the lease term or useful life of the underlying asset whichever is the shortest. Where a lease transfers ownership of the underlying asset or the cost of the right-of-use asset reflects that the Club anticipates to exercise a purchase option, the specific asset is depreciated over the useful life of the underlying asset.

(f) Financial instruments

Initial recognition and measurement

Financial instruments are recognised initially on the date that the Club becomes party to the contractual provisions of the instrument.

On initial recognition, all financial instruments are measured at fair value plus transaction costs (except for instruments measured at fair value through profit or loss where transaction costs are expensed as incurred).

Financial assets

All recognised financial assets are subsequently measured in their entirety at either amortised cost or fair value, depending on the classification of the financial assets.

Classification

On initial recognition, the Club classifies its financial assets into the following categories, those measured at:

- amortised cost
- fair value through profit or loss - FVTPL
- fair value through other comprehensive income - equity instrument (FVOCI - equity)

Financial assets are not reclassified subsequent to their initial recognition unless the Club changes its business model for managing financial assets.

Amortised cost

Assets measured at amortised cost are financial assets where:

- the business model is to hold assets to collect contractual cash flows; and

Notes to the Financial Statements

For the Year Ended 30 June 2021

1 Summary of Significant Accounting Policies

(f) Financial instruments

Financial assets

- the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

The Club's financial assets measured at amortised cost comprise trade and other receivables and cash and cash equivalents in the statement of financial position.

Subsequent to initial recognition, these assets are carried at amortised cost using the effective interest rate method less provision for impairment.

Interest income and impairment are recognised in profit or loss. Gain or loss on derecognition is recognised in profit or loss.

Fair value through other comprehensive income

Equity instruments

The Club has no strategic investments in listed and unlisted entities over which they do not have significant influence nor control.

Financial assets through profit or loss

All financial assets not classified as measured at amortised cost or fair value through other comprehensive income as described above are measured at FVTPL.

Impairment of financial assets

Impairment of financial assets is recognised on an expected credit loss (ECL) basis for the following assets:

- financial assets measured at amortised cost

When determining whether the credit risk of a financial assets has increased significantly since initial recognition and when estimating ECL, the Club considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the Club's historical experience and informed credit assessment and including forward looking information.

The Club uses the presumption that an asset which is more than 30 days past due has seen a significant increase in credit risk.

The Club uses the presumption that a financial asset is in default when:

- the other party is unlikely to pay its credit obligations to the Club in full, without recourse to the Club to actions such as realising security (if any is held); or
- the financial assets is more than 90 days past due.

Notes to the Financial Statements

For the Year Ended 30 June 2021

1 Summary of Significant Accounting Policies

(f) Financial instruments

Financial assets

Credit losses are measured as the present value of the difference between the cash flows due to the Club in accordance with the contract and the cash flows expected to be received. This is applied using a probability weighted approach.

Trade receivables

Impairment of trade receivables have been determined using the simplified approach in AASB 9 which uses an estimation of lifetime expected credit losses. The Club has determined the probability of non-payment of the receivable and multiplied this by the amount of the expected loss arising from default.

The amount of the impairment is recorded in a separate allowance account with the loss being recognised in finance expense. Once the receivable is determined to be uncollectable then the gross carrying amount is written off against the associated allowance.

Where the Club renegotiates the terms of trade receivables due from certain customers, the new expected cash flows are discounted at the original effective interest rate and any resulting difference to the carrying value is recognised in profit or loss.

Other financial assets measured at amortised cost

Impairment of other financial assets measured at amortised cost is determined using the expected credit loss model in AASB 9. On initial recognition of the asset, an estimate of the expected credit losses for the next 12 months is recognised. Where the asset has experienced significant increase in credit risk then the lifetime losses are estimated and recognised.

Financial liabilities

The Club measures all financial liabilities initially at fair value less transaction costs, subsequently financial liabilities are measured at amortised cost using the effective interest rate method.

The financial liabilities of the Club comprise trade payables and finance lease liabilities.

(g) Impairment of Assets

At the end of each reporting period, the club assesses whether there is any indication that an asset may be impaired. The assessment will consider both external and internal sources of information. If such an indication exists, an impairment test is carried out on the asset by comparing the recoverable amount of that asset, being the higher of the asset's fair value less costs of disposal and its value in use, to the asset's carrying amount. For non-cash generating specialised assets measured using the cost basis, the recoverable amount is determined using current replacement cost in *AASB 13: Fair Value Measurement*. Any excess of the asset's carrying amount over its recoverable amount is immediately recognised in profit or loss

Notes to the Financial Statements

For the Year Ended 30 June 2021

1 Summary of Significant Accounting Policies

(h) Employee Provisions

Short-term employee benefits

Provision is made for the Club's obligation for short-term employee benefits. Short-term employee benefits are benefits (other than termination benefits) that are expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service. Short-term employee benefits are measured at the (undiscounted) amounts expected to be paid when the obligation is settled.

Other long-term employee benefits

Provision is made for employees' long service and annual leave entitlements not expected to be settled wholly before 12 months after the end of the annual reporting period in which the employees render the related service. Other long-term employee benefits are measured at the present value of the expected future payments to be made to employees. Expected future payments incorporate anticipated future wage and salary levels, durations of service and employee departures, and are discounted at rates determined by reference to end of reporting period market yields on government bonds that have maturity dates approximating the terms of the obligations. Upon the remeasurements of obligations of other long term employee benefits, the net change in the obligation is recognised in profit or loss as part of employee benefit expense.

The Club's obligations for long term employee benefits are presented as non-current provisions in its statement of financial position, except where the Club does not have an unconditional right to defer settlement for at least 12 months after the reporting date, in which case the obligations are presented as current provisions.

(i) Cash and cash equivalents

Cash and cash equivalents comprises cash on hand, demand deposits and short-term investments which are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

(j) Trade and other receivables

Trade and other receivables include amounts due from members as well as amounts receivable from customers for goods sold in the ordinary course of business. Receivables expected to be collected within 12 months of the end of the reporting period are classified as current assets. All other receivables are classified as non-current assets.

Trade and other receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any provision for impairment. Refer to Note 1(g) for further discussion on the determination of impairment losses.

(k) Revenue and other income

Revenue from contracts with customers

The core principle of AASB 15 is that revenue is recognised on a basis that reflects the transfer of promised goods or services to customers at an amount that reflects the consideration the Club expects to receive in exchange for those goods or services. Revenue is recognised by applying a five-step model as follows:

1. Identify the contract with the customer
2. Identify the performance obligations

Notes to the Financial Statements

For the Year Ended 30 June 2021

1 Summary of Significant Accounting Policies

(k) Revenue and other income

Revenue from contracts with customers

3. Determine the transaction price
4. Allocate the transaction price to the performance obligations
5. Recognise revenue as and when control of the performance obligations is transferred

Generally the timing of the payment for sale of goods and rendering of services corresponds closely to the timing of satisfaction of the performance obligations, however where there is a difference, it will result in the recognition of a receivable, contract asset or contract liability.

None of the revenue streams of the Club have any significant financing terms as there is less than 12 months between receipt of funds and satisfaction of performance obligations.

Specific revenue streams

The revenue recognition policies for the principal revenue streams of the Club are:

Sale of goods

Revenue is recognised when control of goods has transferred to the customer.

Subscriptions

Revenue from the provision of annual membership subscriptions is recognised on a straight line basis over the financial year. Revenue from 'membership for life' subscriptions are recognised on a straight line basis over 12 years.

Interest revenue

Interest revenue is recognised using the effective interest method.

(l) Goods and Services Tax (GST)

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

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

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to, the ATO are presented as operating cash flows included in receipts from customers or payments to suppliers.

Notes to the Financial Statements

For the Year Ended 30 June 2021

1 Summary of Significant Accounting Policies

(m) Comparative Figures

When required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year.

Where the Club has retrospectively applied an accounting policy, made a retrospective restatement or reclassifies items in its financial statements, a third statement of financial position as at the beginning of the preceding period is presented in addition to the minimum comparative financial statements.

(n) Trade and other payables

Trade and other payables represent the liability outstanding at the end of the reporting period for goods and services received by the Club during the reporting period which remain unpaid. The balance is recognised as a current liability with the amounts normally paid within 30 days of recognition of the liability.

(o) Critical Accounting Estimates and Judgements

The board evaluate estimates and judgements incorporated into the financial statements based on the historical knowledge and best available current information. Estimates assume a reasonable expectation of future events and are based on current trends and economic data, obtained both externally and within the Club.

Key estimates - impairment of property, plant and equipment

The Club assesses impairment at the end of each reporting period by evaluating conditions specific to the Club that may be indicative of impairment triggers. Recoverable amounts of relevant assets are reassessed using value-in-use calculations which incorporate various key assumptions.

Key estimates - receivables

The receivables at reporting date have been reviewed to determine whether there is any objective evidence that any of the receivables are impaired. An impairment provision is included for any receivable where the entire balance is not considered collectible. The impairment provision is based on the best information at the reporting date.

Key judgements - COVID-19

Judgement has been exercised in considering the impacts that the COVID-19 pandemic has had, or may have, on the Club based on known information. The consideration extends to the nature of the products and services offered, customers, supply chain and staffing. Other than as addressed in specific notes, there does not currently appear to be either significant impact on the financial statements or any significant uncertainties with respect to events or conditions which may impact the Club unfavourably as at the reporting date or subsequently as a result of the COVID-19 pandemic.

Key judgements - incremental borrowing rate

Where the interest rate implicit in a lease cannot be readily determined, an incremental borrowing rate is estimated to discount future lease payments to measure the present value of the lease liability at the lease commencement date. Such a rate is based on what the Club estimates it would have to pay a third party to borrow the funds necessary to obtain an asset of a similar value to the right-of-use asset, with similar terms, security and economic environment.

Murrumbidgee Country Club Incorporated

ABN 39 467 335 688

Notes to the Financial Statements

For the Year Ended 30 June 2021

2 Revenue and Other Income

	2021	2020
	\$	\$
Sales revenue		
- Bar	519,213	382,187
- Poker Machines	83,489	61,806
	602,702	443,993
Golf revenue		
- Competition	256,742	230,117
- Driving range income	19,393	-
- Green fees	170,600	127,543
- Subscriptions	906,250	872,859
- Golf cart hire	48,834	-
	1,401,819	1,230,519
Other revenue		
- Course utilisation charge	201,661	199,671
- Fuel tax credits	9,789	9,581
- Government subsidies - Cash flow boost	100,000	-
- Government subsidies - JobKeeper	99,000	90,000
- Other income	121,696	74,069
- Other interest received	875	1,202
- Residential development income	-	3,286
- Sponsorship and Pro Am	26,383	53,514
	559,404	431,323
Total Revenue and Other Income	2,563,926	2,105,835

3 Cash and cash equivalents

	2021	2020
	\$	\$
Cash at bank and in hand	768,255	512,469
Short-term deposits	208,393	67,533
	976,648	580,002

Murrumbidgee Country Club Incorporated

ABN 39 467 335 688

Notes to the Financial Statements

For the Year Ended 30 June 2021

4 Trade and other receivables

	2021	2020
	\$	\$
CURRENT		
Trade receivables	55,047	87,326
Fuel tax credits receivable	-	888
Other receivables	5,000	-
Total current trade and other receivables	60,047	88,214

The carrying value of trade receivables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

The maximum exposure to credit risk at the reporting date is the fair value of each class of receivable in the financial statements.

5 Inventories

	2021	2020
	\$	\$
CURRENT		
Inventories	12,819	18,336
	12,819	18,336

6 Other assets

	2021	2020
	\$	\$
CURRENT		
Prepayments	12,938	5,928
Accrued income	-	30,000
	12,938	35,928

Murrumbidgee Country Club Incorporated

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Notes to the Financial Statements

For the Year Ended 30 June 2021

7 Leases

Right-of-use assets

	Course Equipment	Golf Carts	Total
	\$	\$	\$
Year ended 30 June 2021			
At cost	143,236	115,931	259,167
Accumulated depreciation	(69,921)	(9,661)	(79,582)
Balance at end of year	73,315	106,270	179,585

	Course Equipment	Golf Carts	Total
	\$	\$	\$
Year ended 30 June 2020			
at cost	173,236	-	346,472
Accumulated depreciation	(52,960)	-	(105,921)
Balance at end of year	120,276	-	240,551

Lease liabilities

	< 1 year	1 - 5 years	> 5 years	Total undiscounted lease liabilities	Lease liabilities included in this Statement Of Financial Position
	\$	\$	\$	\$	\$
2021					
Lease liabilities	56,911	126,148	-	183,059	183,059
2020					
Lease liabilities	47,505	76,228	-	123,733	123,733

Murrumbidgee Country Club Incorporated

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Notes to the Financial Statements

For the Year Ended 30 June 2021

8 Property, Plant and Equipment

	2021	2020
	\$	\$
Buildings		
At cost	1,138,657	1,105,398
Accumulated depreciation	(682,620)	(664,495)
Total buildings	<u>456,037</u>	<u>440,903</u>
Plant and equipment		
At cost	1,048,442	901,504
Accumulated depreciation	(701,301)	(634,049)
Total plant and equipment	<u>347,141</u>	<u>267,455</u>
Motor vehicles		
At cost	80,750	80,750
Accumulated depreciation	(62,789)	(57,575)
Total motor vehicles	<u>17,961</u>	<u>23,175</u>
Leasehold Improvements		
At cost	1,342,206	1,342,206
Accumulated depreciation	(763,599)	(748,727)
Total leasehold improvements	<u>578,607</u>	<u>593,479</u>
Poker machines		
At cost	67,610	65,460
Accumulated depreciation	(28,147)	(41,626)
Total poker machines	<u>39,463</u>	<u>23,834</u>
Lease equipment		
At cost	63,719	63,719
Accumulated depreciation	(63,633)	(63,596)
Total lease equipment	<u>86</u>	<u>123</u>
Cart Shed		
At cost	91,054	59,535
Accumulated depreciation	(5,553)	(4,169)
Total Cart Shed	<u>85,501</u>	<u>55,366</u>
Course irrigation		
At cost	1,429,809	1,422,002
Accumulated depreciation	(1,136,834)	(1,108,305)
Total Course irrigation	<u>292,975</u>	<u>313,697</u>
Total property, plant and equipment	<u><u>1,817,771</u></u>	<u><u>1,718,032</u></u>

Murrumbidgee Country Club Incorporated

ABN 39 467 335 688

Notes to the Financial Statements

For the Year Ended 30 June 2021

8 Property, Plant and Equipment

(a) Land and Building Valuation

The valuation of the Club's buildings, course and ground improvements was \$2,000,000 and was based on the estimated realisable (fair) value in an open market. The valuation was carried out on 8 June 2018 by Opteon.

Qualifications of the valuer are as follows:

Gregory Mason AAPI CPV (CPV P&M), API No: 69938 and Michael Rix AAPI CPV, API No: 67215

Murrumbidgee Country Club Incorporated

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Notes to the Financial Statements

For the Year Ended 30 June 2021

8 Property, Plant and Equipment

(b) Movements in carrying amounts of property, plant and equipment

Movement in the carrying amounts for each class of property, plant and equipment between the beginning and the end of the current financial year:

	Buildings	Plant and Equipment	Motor Vehicles	Improvements	Poker machines	Lease equipment	Cart Shed	Course irrigation	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Year ended 30 June 2020									
Balance at the beginning of year	440,903	267,455	23,175	593,479	23,834	123	55,366	313,697	1,718,032
Additions	33,259	146,938	-	-	23,989	-	31,519	7,807	243,512
Disposals	-	-	-	-	-	-	-	-	-
Depreciation expense	(18,125)	(67,252)	(5,214)	(14,872)	(8,360)	(37)	(1,384)	(28,529)	(143,773)
Balance at the end of the year	456,037	347,141	17,961	578,607	39,463	86	85,501	292,975	1,817,771

	Buildings	Plant and Equipment	Motor Vehicles	Improvements	Poker machines	Lease equipment	Cart Shed	Course irrigation	Total
	\$	\$	\$	\$	\$	\$	\$	\$	\$
Year ended 30 June 2020									
Balance at the beginning of year	458,083	205,206	29,903	602,643	1,267	176	56,786	345,171	1,699,235
Additions	-	111,317	-	6,045	30,991	-	-	-	148,353
Disposals	-	-	-	-	(336)	-	-	-	(336)
Depreciation expense	(17,180)	(49,068)	(6,728)	(15,209)	(8,088)	(53)	(1,420)	(31,474)	(129,220)
Balance at the end of the year	440,903	267,455	23,175	593,479	23,834	123	55,366	313,697	1,718,032

Murrumbidgee Country Club Incorporated

ABN 39 467 335 688

Notes to the Financial Statements

For the Year Ended 30 June 2021

9 Trade and other payables

		2021	2020
	Note	\$	\$
CURRENT			
Trade payables	14	31,221	49,859
Other payables		102,952	142,701
Cart shed deposit		91,035	43,168
GST payable		46,364	32,747
		<u>271,572</u>	<u>268,475</u>

Trade and other payables are non-interest bearing and are normally settled within 30 days. The carrying value of trade and other payables is considered a reasonable approximation of fair value due to the short-term nature of the balances.

10 Employee benefits

	2021	2020
	\$	\$
CURRENT		
Long service leave	54,678	49,008
Annual leave entitlements	54,530	51,691
	<u>109,208</u>	<u>100,699</u>
NON-CURRENT		
Long service leave	11,930	14,709
	<u>11,930</u>	<u>14,709</u>

11 Finance lease liabilities

	2021	2020
	\$	\$
CURRENT		
Finance lease liabilities	11,034	60,132
Total current finance lease liabilities	<u>11,034</u>	<u>60,132</u>
NON-CURRENT		
Finance lease liabilities	8,728	19,762
Total non-current finance lease liabilities	<u>8,728</u>	<u>19,762</u>
Total finance lease liabilities	<u>19,762</u>	<u>79,894</u>

Murrumbidgee Country Club Incorporated

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Notes to the Financial Statements

For the Year Ended 30 June 2021

12 Other liabilities

	2021	2020
	\$	\$
CURRENT		
Sponsorship	25,434	9,255
Subscriptions	504,890	442,625
Deferred income	25,000	-
Total	555,324	451,880

13 Related Party Transactions

The totals of remuneration paid to the key management personnel of Murrumbidgee Country Club Incorporated during the year are as follows:

	2021	2020
	\$	\$
Short-term employee benefits	205,601	189,333
Post-employment benefits	19,238	17,668
	224,839	207,001

Notes to the Financial Statements

For the Year Ended 30 June 2021

14 Financial Risk Management

The main risks Murrumbidgee Country Club Incorporated is exposed to through its financial instruments are credit risk, liquidity risk and market risk consisting of interest rate risk.

The Club's financial instruments consist mainly of deposits with banks, short-term investments, accounts receivable and payable, and leases.

Financial Risk Management Policies

The Club's board is responsible for, among other issues, monitoring and managing financial risk exposures of the Club. The board members of the Club monitor transactions and review the effectiveness of controls relating to credit risk, liquidity risk and market risk. Discussions on monitoring and managing financial risk exposure are discussed during board meetings throughout the year.

The board's overall risk management strategy seeks to ensure that the Club meets its financial targets, while minimising potential adverse effects of cash flow shortfalls.

		2021	2020
	Note	\$	\$
Financial assets			
Held at amortised cost:			
Cash and cash equivalents	3	976,648	580,002
Trade and other receivables	4	55,047	87,326
Total financial assets		1,031,695	667,328
Financial liabilities			
Financial liabilities at fair value:			
Trade and other payables	9	31,221	49,859
Finance lease liabilities	11	19,764	79,894
Total financial liabilities		50,985	129,753

Objectives, policies and processes

The Board has overall responsibility for the establishment of Murrumbidgee Country Club Incorporated's financial risk management framework. This includes the development of policies covering specific areas such as interest rate risk and credit risk.

Risk management policies and systems are reviewed regularly to reflect changes in market conditions and Murrumbidgee Country Club Incorporated's activities.

The day-to-day risk management is carried out by Murrumbidgee Country Club Incorporated's finance function under policies and objectives which have been approved by the Board. The General Manager has been delegated the authority for designing and implementing processes which follow the objectives and policies. This includes monitoring the levels of exposure to interest rate and assessment of market forecasts for interest rate.

The Board receives monthly reports which provide details of the effectiveness of the processes and policies in place.

Mitigation strategies for specific risks faced are described below:

Notes to the Financial Statements

For the Year Ended 30 June 2021

14 Financial Risk Management

Specific financial risk exposures and management

The main risks the Club is exposed to through its financial instruments are credit risk, liquidity risk and market risk relating to interest rate risk. There have been no substantive changes in the types of risks the Club is exposed to, how these risks arise, or the board's objectives, policies and processes for managing or measuring the risks from the previous period.

(a) Credit risk

Exposure to credit risk relating to financial assets arises from the potential non-performance by counterparties of contract obligations that could lead to a financial loss to Murrumbidgee Country Club Incorporated and arises principally from Murrumbidgee Country Club Incorporated's receivables.

(b) Liquidity risk

Liquidity risk arises from the possibility that Murrumbidgee Country Club Incorporated might encounter difficulty in settling its debts or otherwise meeting its obligations related to financial liabilities. The Club manages this risk through the following mechanisms:

- preparing forward-looking cash flow analysis in relation to its operational, investing and financial activities which are monitored on a monthly basis;
- managing credit risk related to financial assets;
- only investing surplus cash with major financial institutions.

The tables below reflect an undiscounted contractual maturity analysis for non-derivative financial liabilities. The Club does not hold any derivative financial liabilities directly.

Cash flows realised from the financial assets reflect management's expectation as to the timing of realisation. Actual timing may therefore differ from that disclosed. The timing of cash flows presented in the table to settle reflects the earliest contractual settlement dates.

Murrumbidgee Country Club Incorporated

ABN 39 467 335 688

Notes to the Financial Statements

For the Year Ended 30 June 2021

14 Financial Risk Management

(b) Liquidity risk

Financial liability maturity analysis

	Within 1 Year		1 to 5 Years		Total	
	2021	2020	2021	2020	2021	2020
	\$	\$	\$	\$	\$	\$
Financial liabilities due for payment						
Trade and other payables (excluding estimated annual leave)	31,221	49,859	-	-	31,221	49,859
Finance lease liabilities	11,034	60,132	8,728	19,762	19,762	79,894
Total contractual outflows	42,255	109,991	8,728	19,762	50,983	129,753

	Within 1 Year		1 to 5 Years		Total	
	2021	2020	2021	2020	2021	2020
	\$	\$	\$	\$	\$	\$
Financial assets - cash flows realisable						
Cash and cash equivalents	976,648	580,002	-	-	-	580,002
Trade receivables	55,047	87,326	-	-	-	88,214
Total anticipated inflows	1,031,695	667,328	-	-	-	668,216

Notes to the Financial Statements

For the Year Ended 30 June 2021

14 Financial Risk Management

(c) Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in interest.

(i) Interest rate risk

Exposure to interest rate risk arises on financial assets and financial liabilities recognised at the end of the reporting period whereby a future change in interest rates will affect future cash flows or the fair value of fixed rate financial instruments. The Club is exposed to earnings volatility on floating rate instruments.

Sensitivity analysis

The following table illustrates sensitivities to Murrumbidgee Country Club Incorporated's exposures to changes interest rates. The table indicates the impact on how profit and equity values reported at the end of the reporting year would have been affected by changes in the relevant risk variable that management considers to be reasonably possible. These sensitivities assume that the movement in a particular variable is independent of other variables.

	Net results +/- 2% in interest rates	Equity +/- 2% in interest rates
2021	19,533	19,533
2020	11,600	11,600

15 Cash Flow Information

(a) Reconciliation of result for the year to cashflows from operating activities

	2021 \$	2020 \$
Profit for the year	387,555	151,578
Non-cash flows in profit:		
- depreciation	143,775	129,220
- depreciation right of use assets	56,621	52,961
- net (gain) on disposal of property, plant and equipment	(16,636)	(7,665)
- interest on hire purchase	2,260	6,069
- finance cost on lease liabilities	4,666	4,567
Changes in assets and liabilities:		
- (increase)/decrease in trade and other receivables	28,167	(17,287)
- (increase)/decrease in other assets	22,990	(2,686)
- (increase)/decrease in inventories	5,517	(5,286)
- increase/(decrease) in income in advance	103,444	10,629
- increase/(decrease) in trade and other payables	3,098	52,459
- increase/(decrease) in provisions	5,727	2,233
Cashflows from operations	<u>747,184</u>	<u>376,792</u>

Murrumbidgee Country Club Incorporated

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Notes to the Financial Statements

For the Year Ended 30 June 2021

16 Auditor's Remuneration

	2021	2020
	\$	\$
Remuneration of the auditor Hardwickes Chartered Accountants, for:		
- Auditing or reviewing the financial report	16,000	15,250
	<u>16,000</u>	<u>15,250</u>

17 Club Details

The registered office and principal place of business of the Club is:

Murrumbidgee Country Club Incorporated
Kambah Pool Road
KAMBAH ACT 2902

Murrumbidgee Country Club Incorporated

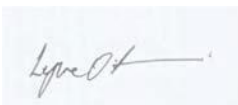
ABN 39 467 335 688

Statement by Members of the Board

In the opinion of the Board the financial report as set out on pages 3 - 26:

- 1. Presents fairly the financial position of Murrumbidgee Country Club Incorporated as at 30 June 2021 and its performance for the year ended on that date in accordance with Australian Accounting Standards (including Australian Accounting Interpretations) of the Australian Accounting Standards Board.
- 2. At the date of this statement, there are reasonable grounds to believe that Murrumbidgee Country Club Incorporated will be able to pay its debts 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:



Director
Lynne O'Brien (Director of Finance)



Director
Dean Hill (President)

Date: 1 September 2021

Independent Audit Report to the members of Murrumbidgee Country Club Incorporated

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Murrumbidgee Country Club Incorporated (the Club), which comprises the statement of financial position as at 30 June 2021, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the statement by members of the board.

In our opinion, the accompanying financial report presents fairly, in all material respects, including:

- (i) giving a true and fair view of the Club's financial position as at 30 June 2021 and of its financial performance and its cash flows for the year ended; and
- (ii) complying with the Associations Incorporation Act (ACT) 1991 .

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the Club in accordance with the auditor independence requirements of the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

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

Responsibilities of Management and Those Charged with Governance

Management is responsible for the preparation and fair presentation of the financial report in accordance with the Associations Incorporation Act (ACT) 1991, and for such internal control as management determines is necessary to enable the preparation of the financial report is free from material misstatement, whether due to fraud or error.

In preparing the financial report, management is responsible for assessing the Club's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Club or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Club's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.



Independent Audit Report to the members of Murrumbidgee Country Club Incorporated

As part of an audit process in accordance with the Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of the internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Club's internal control.
- Evaluate the appropriateness of the accounting policies used and the reasonableness of accounting estimates and related disclosures made by the board.
- Conclude on the appropriateness of the board's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Club's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Club to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including significant deficiencies in internal control that we identify during our audit.

Hardwickes
Chartered Accountants



Robert Johnson FCA
Partner

Canberra

Date: 10 September 2021



CHARTERED ACCOUNTANTS
AUSTRALIA • NEW ZEALAND

COMPILATION REPORT

To Murrumbidgee Country Club Incorporated

We have compiled the accompanying special purpose financial statement of Murrumbidgee Country Club Incorporated, which comprises the income and expenditure statement for the year ended 30 June 2021. The specific purpose for which the special purpose financial statement has been prepared is for distribution to the members of the club. The income and expenditure statement has been prepared on an accruals basis of accounting.

The Responsibility of Directors'

The directors' of Murrumbidgee Country Club Incorporated are solely responsible for the information contained in the special purpose financial statement and have determined that the basis of accounting used is appropriate to meet their needs and for the purpose that the financial statements were prepared.

Our Responsibility

On the basis of the information provided by directors we have compiled the accompanying special purpose financial statement in accordance with the basis of accounting and APES 315 *Compilation of Financial Information*.

Our procedures use accounting expertise to collect, classify and summarise the financial information, which directors provided, in compiling the financial statement. Our procedures do not include verification or validation procedures. No audit or review has been performed and accordingly no assurance is expressed.

The special purpose financial statement was compiled exclusively for the benefit of the directors and members of the club. We do not accept responsibility to any other person for the contents of the special purpose financial statement.

Hardwickes
Chartered Accountants



Robert Johnson FCA
Partner

Canberra

Date: 10 September 2021



CHARTERED ACCOUNTANTS
AUSTRALIA • NEW ZEALAND

**POKER MACHINE TRADING ACCOUNT
FOR THE YEAR ENDED 30 JUNE 2021**

	2021	2020
	\$	\$
<hr/>		
REVENUE		
Poker machine takings	83,489	61,806
LESS EXPENSES		
Depreciation	8,362	8,088
Other costs	2,171	2,422
Tax	2,134	2,281
	<u>12,667</u>	<u>12,791</u>
PROFIT FROM TRADING	<u>70,822</u>	<u>49,015</u>

**BAR TRADING ACCOUNT
FOR THE YEAR ENDED 30 JUNE 2021**

	2021	2020
	\$	\$
<hr/>		
REVENUE		
Sales	518,171	377,484
LESS EXPENSES		
Cost of goods sold	243,620	169,864
Bar maintenance and replacements	2,604	695
Depreciation	1,178	1,458
Liquor licence	206	4,590
Wages & superannuation	170,962	143,598
	<u>418,570</u>	<u>320,205</u>
PROFIT FROM TRADING	<u>99,601</u>	<u>57,279</u>

**CATERING ACCOUNT
FOR THE YEAR ENDED 30 JUNE 2021**

	2021	2020
	\$	\$
REVENUE		
Function income	<u>1,054</u>	<u>4,960</u>
	1,054	4,960
LESS EXPENSES		
Depreciation	1,235	1,500
Function expenses	-	5,610
Catering expenses	<u>15,896</u>	<u>17,905</u>
	<u>17,131</u>	<u>25,015</u>
(LOSS) FROM TRADING	<u>(16,077)</u>	<u>(20,055)</u>

**COMPETITION ACCOUNT
FOR THE YEAR ENDED 30 JUNE 2021**

	2021	2020
	\$	\$
REVENUE		
Competition fee admin charge	158,821	145,713
Competitions	78,031	67,635
Murrumbidgee Championships	<u>19,890</u>	<u>16,769</u>
	256,742	230,117
LESS EXPENSES		
Competition starting	51,628	26,400
Other competition costs	94,022	103,718
Pennant expenses	<u>1,898</u>	<u>6,918</u>
	<u>147,548</u>	<u>137,036</u>
PROFIT FROM TRADING	<u>109,194</u>	<u>93,081</u>

**GOLFING OPERATIONS
FOR THE YEAR ENDED 30 JUNE 2021**

	2021	2020
	\$	\$
REVENUE		
Course utilisation charge	201,661	199,671
Driving range income	19,393	-
Golf cart hire	48,834	-
Golf shed hire	12,333	12,333
Green fees	<u>170,600</u>	<u>127,543</u>
	452,821	339,547
LESS EXPENSES		
Affiliation fees	39,072	41,780
Golf cart lease	1,668	-
Green fee commission	<u>31,889</u>	<u>25,133</u>
	<u>72,629</u>	<u>66,913</u>
PROFIT FROM TRADING	<u>380,192</u>	<u>272,634</u>

**DETAILED INCOME AND EXPENDITURE STATEMENT
FOR THE YEAR ENDED 30 JUNE 2021**

	2021 \$	2020 \$
PROFIT FROM TRADING		
POKER MACHINE TRADING	70,822	49,015
BAR TRADING	99,601	57,279
CATERING ACCOUNT	(16,077)	(20,055)
COMPETITION ACCOUNT	109,194	93,081
GOLFING OPERATIONS	<u>380,192</u>	<u>272,634</u>
TOTAL TRADING	643,732	451,954
OTHER INCOME		
Cart registration	8,806	8,075
Cash flow boost	100,000	-
Fuel tax credits	9,789	9,581
Grants/ donations	46,862	15,414
House income	423	4,960
Interest received	875	1,202
Job keeper subsidy received	99,000	90,000
Other	8,655	7,104
Pro Am	-	7,524
Raffle – Net profit	(977)	(1,081)
Residential development income	-	3,286
Sale of fixed assets	16,636	7,665
Sponsorship	26,383	48,686
Subscriptions	897,444	864,784
Mobile tower(s)	<u>37,112</u>	<u>25,213</u>
TOTAL INCOME	<u>1,251,008</u>	<u>1,092,413</u>
CLUBHOUSE EXPENDITURE		
Cleaning	25,817	20,747
Clubhouse sundry	14,098	6,160
Depreciation clubhouse	14,269	13,396
Electricity, gas and water	28,873	29,846
Repairs and maintenance	<u>47,898</u>	<u>10,924</u>
	130,955	81,073
COURSE EXPENDITURE		
Depreciation course equipment	94,550	84,947
Electricity	13,792	21,256
Fuel and oil	31,351	33,126
Leases	6,121	5,032
Miscellaneous / course maintenance	117,759	101,429
Portable water purchase	-	60,000
Wages and superannuation - Course	417,055	408,133
Repairs and maintenance	2,608	311
Seed, soil and fertiliser	109,735	66,176

Volunteer costs	<u>5,459</u>	<u>4,413</u>
	798,430	784,823
 OTHER EXPENDITURE		
Advertising	3,198	5,062
Audit	16,500	15,250
Bank charges and interest	22,956	13,398
Depreciation - other	24,181	19,831
Depreciation – right of use assets	56,621	52,960
Finance cost – lease liabilities	4,666	4,567
Insurance and workers compensation	47,380	48,847
Legal fees	5,125	936
Other	12,779	22,995
Printing, office and stationery	50,719	24,664
Rates and taxes	55,641	50,557
Residential development expense	1,463	3,286
Wages and superannuation - Admin	227,318	210,587
Security services	13,881	15,615
Sponsorship expense	557	4,502
Telephone	16,128	16,864
Waste removal	18,687	16,972
TOTAL OTHER EXPENDITURE	<u>577,800</u>	<u>526,893</u>
 TOTAL EXPENDITURE	 <u>1,507,185</u>	 <u>1,392,789</u>
 NET PROFIT	 <u>387,555</u>	 <u>151,578</u>