



2021 ANNUAL REPORT

Ballarat Golf Club Inc

1800 Sturt St, Ballarat - ballaratgolfclub.com.au



**BALLARAT GOLF CLUB
INCORPORATED**

Notice of Meeting

Notice is hereby given that the 127th Annual General Meeting
which is to be held in the clubhouse on
Monday 28th of March, 2022 at 7:00 PM

Business to be considered

- Confirmation of the minutes of:
The Annual General Meeting held 29th March, 2021
- Receive and Adopt Annual Report, Revenue Statement and Balance Sheet for the year ended 31st December 2021

Special Business

Members approve changes to the Rules of the Club as follows:

Item 1

Remove

9.9 (1) (c) for the information of members, new members names are to be placed on the official Club Notice Board or in a prominent place in the Club House for a period of not less than 2 weeks after their acceptance.

Item 2

Replace section 10.3 (3)

with

10.3 (3) A member shall cease to be an Eligible Member by virtue of non-payment of fees or levies imposed on the member under these Rules if such fees or levies are overdue by a period of 28 days after the due date for payment.

Item 3

Replace section 11.0 Visitor and guests
with

11. Visitors and Guest

(1) Guests, visitors and authorised gaming visitor may be admitted to the Club in accordance with the Association Act and the Liquor Act.

(2) Visitors and guests are required to comply with all relevant Rules and By Laws of the Club whilst on the Club's property.

Item 4

Replace Section 14.9 with
14.9 Use of Technology

(1) A member not physically present at a general meeting may be permitted to participate in the meeting by the use of technology that allows that member and the members present at the meeting to clearly and simultaneously communicate with each other. Such permission is to be permitted by the board.

(2) For the purposes of this Part, a member participating in a general meeting as permitted under sub rule is taken to be present at the meeting and, if the member votes at the meeting, is taken to have voted in person.

Item 5

Replace the Note under 15.6
With
Notes

The Associations Act sets out the general duties of office holders of an incorporated Club.

(6) In addition to any duties imposed by these Rules, a Board member must perform any other duties imposed from time to time by resolution at a general meeting.

Item 6

Replace section 18.3 (3)
With

18.3 (3) Register to be Kept

The registers must be kept open for inspection at any time by a licensing inspector as defined in the liquor act.

Lloyd Miller

Secretary Manager

2021 OFFICE BEARERS AT THE TIME OF THIS REPORT:

President: Lesa Gray

Vice-President: Paul D. Foley

Captain: Kym Erbacher

Finance Director: Gregory Bennett

Board: John G. King, Cameron Bryce, Michael Erbacher.
Barclay Dowling, Leigh Mitchell

The following nominations have been received for the vacant positions of Lesa Gray, John King and Michael Erbacher for the Board of Directors for the year 2022:
Peter Fell, Justin Howlett, Wes McKnight, John Noone, Tony White

BOARD MEETING ATTENDANCES 2021

L. Gray 12 (12), P.D. Foley 11 (12), G. Bennett 10 (12),
J.G. King 11 (12), M. Erbacher 9 (12), C Bryce 11 (12)
K. Erbacher 12 (12), B. Dowling 9 (9), P. Clark 1 (3), M. Cross 1 (3),
L. Mitchell 5 (5)

STATISTICS

7 Day	229
6 Day	71
Senior 7	115
Senior 6	66
Country	11
Young Adult 3	35
Young Adult 3 - 6 Day	5
Young Adult 2	60
Young Adult 2 – 6 Day	2
Young Adult 1	24
Young Adult 1 – 6 Day	1
Young Adult	25
Young Adult – 6 Day	3
Junior	25
Cadet	4
Beginner	40
Non Playing	21
Lifestyle	134
Life Members	4
Social Members	<u>2589</u>
	<u>3464</u>

PRESIDENTS REPORT

It is with great pleasure that I welcome you to the 127th AGM of the Ballarat Golf Club.

The Golf Club once again saw record usage of the course throughout the year as well as a continued surge in new members. The high volume of traffic on course presented many challenges for our greens staff who did an amazing job to keep the course presented at its very best.

With various lockdowns and restrictions placed upon the operations of the hospitality sector we once again had to deal with the ever-changing requirements that the Government imposed which our staff and management team kept abreast of and always complied with, something which was not easy as often the information was hard to get and somewhat confusing and contradictory.

For the first 7 months of the year Gary Fry once again stepped up to be the acting General Manager ably assisted by Hannah and Louise Mead and I thank them all for their extraordinary work ethic and their dedication to the Ballarat Golf Club.

In April the Board began the process of recruiting for a new General Manager and were thrilled to welcome Lloyd Miller in the position in July. No sooner had Lloyd commenced his employment with us than we went into the longest lockdown we saw for the year however Lloyd used this time well and by the time we opened again he hit the ground running and was fully versed with the operations of the Golf Club which set him and the Club in good stead for a smooth reopening.

The addition of the new indoor and outdoor furniture has made a huge improvement to the ambience of the clubhouse and the utilisation of all the space available. New equipment in the kitchen has greatly improved the speed of service for golfer's lunches and snacks something which has been welcomed by all members.

Many of you will have noticed the large numbers of Junior's and Women involved in various clinics, these have brought new life and vitality to the Club and hopefully will encourage more people to engage with all the facilities the Club has to offer.

As a Club we have gained recognition from Golf Australia for the work we are doing towards Vision 2025 and enhancing women's experiences at our golf course, this is largely due to the hard work and dedication of Ange Tatt who through her women's clinic program is helping to increase women's participation and to decrease discrimination in our sport.

As a part of Vision 2025 the final transition of the Women's Committee to the Women Golf and Development sub-committee happened at the end of 2021 with the final Women's AGM. The new system of the Pro Shop running women's golf is working well and the committee have recently run one of our biggest guest events attracting over 107 to the field which ran very smoothly.

Our Club is entering into an exciting phase with the Strategic Plan being updated in the upcoming months to reflect the goals the Board and management will be striving to achieve during the Club's next few years and the ongoing course enhancement program to ensure that our course continues to meet the needs of its members. In this my final Presidents Report I have many people to thank who have made my job as President rewarding and enjoyable over the past 2 years.

Firstly, to the admin team Lloyd, Gary, Hannah, Natalie, Louise and Narelle your leadership of the various facets of the Club are of the highest standards of professionalism at all times and you should all be very proud of your achievements.

To Jeff Powell and his team of highly skilled greenkeepers with the difficulties you have had to deal with from the weather, the largest course usage we have ever had and on top of that the COVID shortages on just about everything from equipment to fertilizer and sand. Without you and your team the course would not attract the recognition as being one of the top courses in Regional Victoria, a feat to be extremely proud of.

To our friendly and hardworking hospitality and kitchen staff also a big thank you for making patrons experience at the Ballarat Golf Club such a positive and enjoyable one.

Dave Wallis and his team you play an integral role at the Golf Club and your dedication to the club is second to none, you never cease to amaze me with the efforts you go to working with management and committees to make all golfers experience a positive one.

A very big thank you to my fellow Board members Paul Foley, Kym Erbacher, Greg Bennett, Cameron Bryce, John King, Barclay Dowling, Leigh Mitchell and Michael Erbacher each of you have brought something unique and valued to the Board and I have enjoyed working with you all over the last 3 or more years.

Finally, to the members your support and encouragement during my time as President has been valued and very much appreciated.

I wish the incoming Board all the best.

Lesa Gray
President

GENERAL MANAGER'S REPORT

It is with great pleasure and satisfaction that I have the honour to write this as General Manager of Ballarat Golf Club. Having started in August 2021 during a COVID shutdown and the slow opening up it wasn't the ideal way of starting and getting to know members and staff. However, to look back at the last few months of 2021 the clubhouse and course were extremely active with members wanting to socialise and enjoy your Club, which was at times difficult with the government restrictions in place and shutdowns at various times throughout the year.

The benefit of the last couple of years has been an increase in members both on and off the course. This has reversed the way membership was going which was a golfing problem Australia wide. The focus going forward is on retaining members and to increase our junior and women golfing members.

The course has continued to improve and grow with the course maintaining a top 100 public courses ranking of #60 with the 2022 golf course guide. Our environment is not always cooperative with the extreme wet and cold winters reaching below zero to the hot and dry summers which places a big demand on the golf course. For 2021 the total rounds played are up by approximately 19% on 2019 figures which is big jump in demand while maintaining the course to the expected standards.

Apart from the general maintenance, the course had changes to the 7th hole which has resulted in a much-improved hole. These works were completed by our course staff which cost approximately \$52k which is significantly below external contractors estimation.

An exciting new product was trialed on the golf course which will hopefully address one of the major complaints about our bunkers with a product called Golflex which uses old car tyres to line the base of the bunkers. The trial commenced with the greenside bunkers on the 18th hole from September 2021 and has been very successful with improved drainage, playability and less maintenance. We are going to commence replacing all our greenside bunkers from May 2022 with the project expected to take around 12 months while avoiding Club Championships and Tournament week with the work again being completed by our course staff. This is why in 2022 we have added an additional apprentice to the team to help with the coming works and maintenance.

To our golf course staff who are well trained and led by Jeff Powell. It is a credit what is achieved on the golf course and I look forward to seeing the course works over the coming year.

To Dad's Army, who meet every Monday morning and work on a variety of areas of the course and around the clubhouse. You do a fantastic job helping Jeff and the Club is a better place for the work that you do. If you would like to help out, please come along or speak with Denis Faulkner.

The clubhouse has had a visual improvement with new carpet throughout and new furniture giving the clubhouse a much-needed lift from the original carpet and furniture. Painting the exterior pergola and new outdoor furniture has improved our outdoor area. The outdoor smoker's room off the Titheridge room was changed to much needed storage. The bistro has seen an increase in numbers with our target market matched by our offering of affordable and good quality pub/club food available 7 days a week for lunch and dinner. The kitchen back of house works has commenced, there is a little bit more work to be done but when finished it will enable the kitchen to better support our objectives of driving more external events and increased bistro numbers.

Prem Khullar our Head Chef has been in charge of the kitchen since June with great support from his team. You are all pulling in the same direction and we wouldn't have the success in the kitchen without you.

Natalie and Narelle our Functions and Bistro Managers have been exceptional in embracing all the changes required while serving members, functions and bistro for 2021. It has been very difficult to plan and execute but

with our Front of House Supervisors and staff who have had the rollercoaster ride of COVID restrictions and protocols combined with staff shortages it's been a tough year.

The Pro Shop staff lead by David Wallis are generally the first point of contact for golfers and offer all that you could want and need from a pro shop. The mix of coaching and clinics is an area that the Club wants to grow and David's team are wanting to achieve this. To Andrew Cartledge who runs the Ballarat Junior Golf Academy at the Club, he is far more than just a coach but a great mentor to many of the juniors who have come through his program.

To the many women members who have volunteered to help in the mentor program who take beginner women golfers onto the golf course, a big thank you! It's fantastic that you give up your time to help grow the game. Angela Tatt from the Pro Shop who has co-ordinated the women's clinics we wouldn't have had the success without you!

I can't thank the administration team of Hannah, Gary and Lou enough. Your hard and willing work plus knowledge of the Club is extraordinary and we are lucky to have you. I certainly enjoy working with you and look forward to the future.

To the Board, thank you. To Lesa Gray, John King and Mick Erbacher who have been fantastic Board members with years of experience who are not re-standing for different reasons you will be missed from the Board but it gives opportunity for new Board members to lead the Club while we work on a new strategic plan for the Club.

Lloyd Miller
General Manager

CAPTAIN'S REPORT

I would like to start by saying it has been an honour and a privilege to have been not only the Captain in 2021, but the first Female Captain in our club's 126 year history.

What a year it was with the COVID Pandemic restrictions affecting us for another year. But not having much affect on the amount of golf that was played with ever increasing numbers enjoying the course.

The Club Championships were held in the early part of the year with Dan Staples taking out the men's Club Championship for the second time, and Kate McMahon winning the women's Club Championship back-to-back for a total of three championships under her belt. Congratulations to all who competed and those who won the various grades. 2021 saw the introduction of the option for women to play on Wednesdays or Sundays to allow more access to be part of the championships.

The Ballarat Golf Club was well represented in the District Pennant and brought home the Women's Division 1 and the senior men's trophies. Well done to all who played. Pennant season is about to start for this year. Good golfing to all those playing. Thank you for representing our Club throughout the district.

Luckily, we were able to hold our Annual Tournament with very good numbers in all events. One popular event was the inaugural Par Three Championship with some very nice prizes on offer. Visitors who played in the tournament were full of praise for our course.

I would like to thank Jeff Powell and all the grounds staff for keeping our course in great condition. Along with having to deal with restrictions on hours that could be worked, they have also had to battle the weather elements with a lack of rain, strong damaging winds and supply issues. It is the passion the team have for our course that has visitors and members praising it. Dad's Army are an important group of volunteers who help the grounds staff each week. Thank you all.

We also saw new bunker treatments trialed in the greenside bunkers of the 18th hole. These have proven to be of great benefit. We have now received approval to commence a program of works to do all greenside bunkers over the next twelve months.

Thanks also to Dave Wallis and the full pro shop team for your support. Even enduring the restrictions of trade, you all kept your chins up and smiles on your faces. Keeping the positive attitude with all members and visitors shows what a valuable part of the Club you all are. Ange's and Andrew's clinics with juniors, beginners and women are proving to be highly popular and successful. Well done, this has us leading the way in spreading the enjoyment of the game.

Thanks to the administration staff for your support as well. Lloyd Miller as our new General Manager has been very eager to learn all about our Club and its history and has a focus on the members and their enjoyment of the club.

And finally, thanks to you, the members, for generally understanding some of the decisions that have had to be made in relation to the course and your support during the past twelve months. I have truly enjoyed the banter, getting to know more of you better, and even the feedback, both good and bad. I have striven to be open to all and willing to have a discussion on any matter.

Kym Erbacher
Club Captain

MAJOR TROPHY WINNERS

A Club Champion
B Division Champion
C Division Champion
D Division Champion
E Division Champion
Junior Champion
Veteran Champion

Daniel Staples
Bill Atwood
Manish Puvanendran
Matthew Lenton
Jason Sims
Paddy Murphy
Bill Atwood

TROPHY WINNERS

Chris Quinn Trophy

- Black
- Blue

Dr. B. A. Baker Trophy

- Black
- Blue

President's Trophy

- Black
- Blue

Captain's Trophy

- Black
- Blue

C. P. Hoskin Singles Match Play

Olympic Trophy

R. P. Strickland

Marines Cup

Summer Cup

Winter Cup

H. F. Owen 4 Ball Match Play

Lindsay Newland Mixed Fourball

Powell Trophy

Chris Anstis
Cooper Bath

Michael Erbacher
Greg Walsh

Ben Puvanendran
Ron Sutherland

Bill Atwood
Terence Morse

Scott Illingworth

Not Contested

Not Contested

Josh Erbacher

Aaron Clarke

Not Contested

Wayne & Jenny Walton

Not Contested

Paul & Sharon McCuskey
Peter & Leonie Roder

MONTHLY MEDALS

January	Stewart Greedy	February	Justin Howlett
March	Scott Burns	April	Nicholas Brennan
May	Joshua Clark	June	Josh Erbacher
July	Jock Coutts	August	Robert LeMarshall
September	Not Contested	October	Not Contested
November	Brett Anderson	December	Kevin Bailey

Medalist of the Year –

Yet to be contested

Hole in One - 2021

Tony White	(6 th)
Paul Tadgell	(6 th)
Robert Thurman	(11 th)
Keith Boast	(8 th)
Ben Puvanendran	(8 th)
Colin McCurry	(11 th)
Barry Ryan	(11 th)
David Jolly	(8 th)
Ben McDonald	(11 th)
Margaret Halsall	(11 th)
Geoff Brown	(8 th)
Anthony Brandenburg	(8 th)
Peter Brady	(6 th)

BALLARAT GOLF CLUB WOMEN MEMBERS COMMITTEE FOR 2021

President: Vicki Wilson
Captain: Simone Byrne
Secretary: June Jones
Committee: Sharon McCuskey
Kim Dummett
Cheryl Lillingston
Jenny Walton

WOMEN'S PRESIDENTS REPORT

Ballarat Golf Club Women's Sub-Committee AGM President's Report, as presented on Wednesday 8th December 2021.

This is my first and last report as my (short) term as President of the Women's Committee draws to a close, it is with mixed feelings that I present my report. Having spent 7 of the last 8 years on the Committee it has been disappointing to have just the 1 term as President in another COVID affected year and not being unable to completely fulfil the role.

It has been an honour being part of an enthusiastic and dedicated committee although frustrating and disappointing to see the enthusiasm curtailed due to restraints of COVID.

The COVID pandemic continues to significantly impact us all and our Club is no exception. It has again been a challenging year with COVID limiting local and representative participation in golf and under the circumstances competition golf and annual events were cancelled. Fortunately as restrictions were lifted later in the year it became possible to resume playing so hopefully we can be optimistic about the resumption of all competitions and events in 2022.

Women's Events

This year wasn't a complete Women's Events wipeout as we did manage to hold some events in between the 6 lockdowns throughout the year.

Simone will provide you with a detailed report of the Women's Golf events in her report.

Special thanks to our sponsors this year:

Bunnings who sponsored the Begonia Bowl for the first time and hopefully will continue their support next year.

Faull's Shoes for their continued support, they have been sponsoring our Ladies Events since 1937 when Mrs. T. G. Faull originally donated the Faull Cup for a C Grade Matchplay contest. The Warrallie Cup was contested, this team Matchplay event has been played between BGC and Barwon Heads Golf Club Ladies Committees since 1928, and in 7 years we will celebrate 100 years of competition and fellowship between our two Clubs. I do hope that we can continue to respect this legacy and compete for this trophy in the years ahead.

Once again the Fiona Elsey event was postponed a couple of times and eventually held on the Annual Tournament Monday, it was a very successful day with 104 women attending and \$4,335.95 was raised for the Fiona Elsey Cancer Research Institute. Thank you to everyone who donated to the raffle and special thanks to June Jones and Simone Byrne for their help organising the raffle prizes. It was great to see a Ballarat team with a new golfer win on the day. The day was a great success and it will return to September in 2022. Thank you to UFS Dispensaries for their sponsorship this year.

The Annual Tournament

This year we were able to hold the Ballarat Golf Club (BGC) Annual Tournament which is an opportunity to open our course to visiting golfers for a great week of golf and camaraderie. The tournament program needs reviewing to draw interest and to show off what a great club/course Ballarat is. I do believe that for it to continue and to show us as the premier golf club in the region a "Tournament committee" must be established to run the tournament for the week (in conjunction with the golf committee) with representation daily from the Committee at the Club, to welcome visitors, conduct prize presentations and ensure the club is presented at its best. Personally I was disappointed with the lack of pride shown at this year's tournament and I know there is potential for it to be a far more successful week.

Acknowledgements

The last twelve months has been one of the toughest periods of time that the Club has been through in recent times especially with the COVID lockdown. Most of the credit must go to our Management Team of Lloyd Miller, Gary Fry, Louise Mead, and Hannah Mead, I cannot thank them enough for the amount of work they have put in over this time.

The club has achieved a great deal over the last 12 months with the ongoing upgrade of the clubhouse and the continuing upgrade of the kitchen. This could not have happened without Gary's hard work and dedication, while at the same time navigating the minefield of COVID rules and restrictions. Thank you Gary, you have been a great support to me this year and I hope with the arrival of our newly appointed manager Lloyd Miller, that he is able to take his foot off the pedal and draw breath (once his mask comes off next week).

I would also like to thank our Events team Natalie Purtell and Narelle Baker for the great work they have put in, organising, cancelling, rescheduling and at last organising events to comply with COVID restrictions, it has been very easy as President working with you this year, you do an excellent job.

Also our kitchen staff headed by Head Chef Prem, our members probably do not realise the extra work thrust upon them due to COVID and the product they have produced for our Women's events has been excellent.

To all our other hospitality and bar staff thank you.

Our green keepers Jeff Powell and his team, thank you, everybody knows our course is the best in the district and we owe you all many thanks, which also extends to your dedicated team of volunteers Dad's Army. You have had to deal with COVID, ridiculous weather conditions and budget constraints so job well done.

Thank you to David Wallis our Head Professional and the Pro Shop staff Ange Tatt, Travis Tatt, Andrew Cartledge, Daniel Defelice and Sam Wallis who assisted with running the pro shop and golf clinics, offering lessons and generally managing to survive the difficult months through the lockdowns and changing playing rights and conditions over the last year.

Last but not least I'd like to thank our Women's Committee who so generously give up their time for BGC. These ladies contribute behind the scenes to keep everything running smoothly for our Women members. Sharon McCuskey, Kim Dummett, Cheryl Lillingston and Jenny Walton, it has really been lovely having you on the Committee.

June Jones our Women's Committee Secretary, thank you so much for all your support and help. June puts in a lot of time keeping us up to date with correspondence and making sure our meetings are documented correctly.

Finally thank you to Simone Byrne our Women's Captain. Simone you have really gone above and beyond in your work in this role. It is very sad to see you finish your two years as Captain and you have certainly done

your best in preparing for 2022 to ensure that the Women's Golf Coordinator and the Pro Shop have all the Information necessary moving forward.

All in all, not a great year so to all of the above I thank you for your hard work and for the friendship and camaraderie that we have shared together.

Serving as the final BGC Women's Committee President has been an honour and it is with great regret that this position has been made redundant, as we transition to the Vision 2025 rollout, I will not be continuing in a Committee role in 2022.

Vision 2025

Shortly BGC President Lesa Gray will present an update on the Vision 2025 Strategy and rollout. It involves some changes ahead, never easy to implement.

Before you hear from Lesa I think it is important that I share with you a brief history about the ladies who have made a major contribution to this club.

In 1895 the first ladies played golf on the new Ballarat Golf Links, women became part of the Club.

29th March 1899 at the AGM Ladies were admitted as "Honorary Members", no voice in the management of the Club and at this time a ladies course was established.

1903 the Ladies Committee was first formed with the first President also being the first Captain.

1919 Ladies became Associate Members, however I am unsure when they became Ordinary Members, but it probably would have been in the late 1990's.

By 1970 the Associates Committee had grown to 15 members with many long serving Committee members such as Mrs. Glad Pryor 32 years and Mrs. Pat Heinz 16 years.

1993 the first woman elected to serve on the General Committee (now it is our Board) was Elizabeth Chatham, her comment at the time"IT'S TIME"

We must honour not only these women, but all of our past Committee Members, Presidents, Captains, Handicap Managers, Secretaries and Treasurers who have been dedicated to women's golf at BGC. We should be building on this and not undoing what these women have established by disbanding our Women's Committee. Is this progress to change what has worked for so long? I know many of you have strong opinions, and plenty of suggestions so please speak up and become involved to ensure that women remain well represented in the management of BGC in the future. I share your disappointment and so please contribute your ideas and time to protect this legacy.

In closing, I would like to thank all of the women for the support I have received throughout the year and I wish Lesa Gray and Kym Erbacher success in leading us through the transition to the Vision 2025 Women's Golf Committee.

Finally, I would like to end my report by taking inspiration from a quote by Douglas MacArthur ...'a leader is someone who has the courage to make tough decisions and the compassion to listen to the needs of others. Leadership is all about the equality of one's actions and the integrity on one's intent. You cannot demand respect. Respect must be earned through your actions, behaviour and willingness to listen and respond to others.'

I hope in some small way I have contributed to the future direction of BGC, and to quote the final episode of M A S H - "Goodbye, farewell and amen"

Vicki Wilson

Women's President

WOMEN'S CAPTAINS REPORT

2021 has seen the recurrence of pandemic restrictions, rescheduling of our women's golf program and modifications to the way we play golf. Thankfully, through the helpful guidance of our Club we have managed to finish the year playing a number of women's interclub and trophy events.

Starting the year on a high note was a January hole-in-one by Ro Daunt, and another by Marg Halsall in the Autumn.

All four planned Open Days were held this year:

Our Bunning's sponsored Begonia Bowl went ahead in March. Buninyong Golf Club won having done so in 2020.

The Faull's sponsored Faull Plate 4BBB followed in April – Wendy Speer and Carmel Knowles won the day.

Our Winter Cup 3BBB was contested under strict Covid-19 restrictions in June with the Ballarat team of Ann Zaal, Ev Myers and Jennifer Edelsten taking honours.

Rescheduled from September to November was our UFS Dispensaries sponsored Fiona Elsey Charity Day with 96 players (one of our largest fields), raising much appreciated funds for the Fiona Elsey Cancer Research Institute.

Our Women's Championship finals were held in April. Congratulations to:

Kate McMahon – Club Champion; Di Rogers – B Grade; Kim Dummett – C Grade; Judith Templar –D Grade, Vicki Waldron – Veteran, and Aaliya Puvanendran – Junior. For the first time we offered women members a choice of two championship qualifying rounds (on two Sundays or two Wednesdays), one of our Vision 2025 strategies endorsed by Golf Australia. This new format proved successful - especially for working women and juniors.

The Victorian Women's Autumn Tournament followed at Horsham Golf Club. Our member Jill Heinz won the Vi Teesdale Trophy with fabulous rounds of 41 and 37 points. Well done to all members who have supported events at other clubs.

Women's District Pennant commenced late March with BGC entering 4 teams (one less this year). Our Division 1 team claimed honours against Hepburn at Midlands in challenging weather conditions. Congratulations to our team of Cheryl Lillingston (Captain), Liz Molesworth, Vicki Waldron, Jill Heinz and Lesa Gray (with emergency assistance from Di Rogers and Pauline Murphy). Well done to our Division 2 Red and Blue teams and the Division 3 team who supported the pennant season.

Our Scratch Foursomes was played this year (congratulations to Julie Carr and Jen Forbes). We also contested nine monthly medals (minus September and October), plus the Saturday medal under altered conditions (less rounds). Due to lack of entries from other clubs, the Rosalie Andre event was unfortunately cancelled during Tournament week and replaced with Single Stableford.

Our interclub events went ahead later in the year in a post-lockdown window, including the Warrallie Cup (Ballarat vs Barwon Heads Committee – won by Ballarat); the Ashley Trophy (Ballarat vs Buninyong – won by Buninyong) and the Moreton Trophy (Match Play event against Warrnambool, Colac, Portland, Buninyong, Hamilton, Midlands and Chalambar Golf Clubs), won by Ballarat with 23 Aces. The Griffith Trophy was cancelled due to poor weather (Midlands were to host in June).

Our Club has continued transitioning towards Golf Australia's Vision 2025. With the aim of growing women's

golf at our Club, Ange Tatt's popular women's beginner clinics were followed up with Friday and Sunday mentor programs. Thank you to our members who have assisted in welcoming new women into our Club, and including them in suitable events such as our Fiona Elsey and Tournament week Ambrose competitions.

Thank you to our Club Professional David Wallis, Ange Tatt and all other pro-shop staff who have supported me as Women's Captain over the last two years. Thanks also to our past and present managers Gary and Lloyd, Board members and staff who I have shared meetings with. It is a credit to these people that our Club is back on track after a very challenging two years in unprecedented times.

Thanks also to Jeff Powell and his team – we are so fortunate to play our golf on the best course in the district.

Special thanks to my fellow Women's Sub-Committee members for their assistance throughout the year - our President Vicki Wilson, Secretary June Jones, Cheryl Lillingston, Jenny Walton, Kim Dummett and Sharon McCuskey.

And to our women members, please be assured our women's golf program will continue to thrive. We look forward to your support and assistance in encouraging the growth of women's golf within ourclub.

Simone Byrne
Women's Captain

Championships

A Grade & Club Champion	Kate McMahon
B Grade	Di Rogers
C Grade	Kim Dummett
D Grade	Judith Templar
Veteran	Vicki Waldron
Junior	Aaliya Puvanendran
Begonia Bowl	Lois Marriott, Helen Pascoe, Helen McSparron - Buninyong Golf Club
Faull Plate 4BBB	Wendy Speer, Carmel Knowles
Winter Cup	Ann Zaal, Ev Myers, Jennifer Edelsten – Ballarat Golf Club
Fiona Elsey Ambrose	Lesa Gray, Liz Molesworth, Megan Fell, Sandra Eddy
Scratch Foursomes	Julie Carr and Jen Forbes
Sloss Canadian Foursomes	Kym Erbacher/Virginia Farley-Mercer
Rosalie Andre	Not played (insufficient entries)
Eileen Hyland	Not played (COVID lockdown)
Marines Cup	Vicki Waldron
Centenary Cup	Helen Hill
Jade Putter	Julie Carr
District Spoon	Vicki Waldron
Chip-ins	Annette Townsend/Susie Hipke
Birdies	Vicki Waldron/Liz Molesworth
Saturday Chatham Plate	Margaret Halsall
Saturday Medal	Maxine Berry
Saturday Chip-ins	Annette Townsend/Marg Halsall/Bernadette Clark/Kay Johnston
Saturday Birdies	Kay Johnston
Saturday Putting	Not awarded
Singles Match Play Knockout	
A Grade Cowen Cup	Vicki Bennett
B Grade Troup Trophy	Susan Shorten
Medal Winners	
November	Cheryl Lillingston
February	Aaliya Puvanendran
April	Marg Halsall
June	Cheryl Lillingston
August	Kay Johnston
October	Not played
Medallist of Year	Susie Hipke
Dave Wallis Award	Sue Howie
Ange Tatt Award	Diana Stammers & Pauline Williams

FINANCE REPORT

Let's start with the highlight of the Financial Year.

I advise that the 2021 Financial Reports of the Club recorded an overall Net Operating Surplus of \$565,814. It should be noted that this Net Operating Surplus included Government financial assistance and Grants totalling \$247,850.

(Compare 2020 Net Operating Surplus of \$171,838, which included Government financial assistance and Grants of \$1,075,932).

For the second successive year, The Financial Report for the Financial Year 2021 commences with a reference to the ongoing Coronavirus situation.

The Coronavirus has been evolving since late 2019. Measures taken by the Victorian Government following advice from the Victorian Health Department to contain the virus have significantly affected the social and economic conditions within which our Club operates.

The performance of all our Club operational activities has been severely affected though out 2021 by the evolving nature of the Coronavirus, with resultant political and legislative decisions severely restricting our Club operations.

An indication of this disruption to our Club operations is summarised as follows:-

The year started with legislation only allowing limited patron numbers into our Clubhouse Bistro, Bar and Gaming operations. At this time Gaming was performing well even with limited numbers, the Bistro and Bar patron numbers although starting from a low base were showing an encouraging improvement. The beginning of April saw the cessation of the Australian Government JobKeeper Wages reimbursement scheme. In the period January to March income provided from this Scheme amounted to \$167,400.

Then in May, the Victorian Government announced a short term Coronavirus lockdown taking effect from May 27th. This resulted in the closure of the Clubhouse and Course until June 3rd. On reopening the restrictions were severe: no Gaming, a limit of 50 patrons in the Bistro and Golf confined to 50 players and 9 holes social play. Restrictions then started gradually easing with limited Gaming patrons allowed back into the Clubhouse from June 11th.

The Victorian Government announced further Coronavirus business lockdowns taking effect from midnight July 15th to reopening on July 28th resulting in the closure of the Clubhouse trading again. On reopening the Victoria Government again required the Club to impose restrictions that adversely affected the entire Club's trading operations.

The Victorian Government announced a further Coronavirus business lockdown from August 21st that forced the closure of all our operations for the remainder of August. The Coronavirus lockdown was due to end on September 3rd but was extended to September 9th. This time golfing reopened with only 20 Members allowed on the Course playing 9 holes only. Gaming reopened with only 10 people allowed in the gaming room with restricted hours of operation. The restriction on the golfing numbers cap was abolished on the following Saturday and Club patron numbers of 20 people were allowed to sit outdoors. Then on September 15th, we went into total lockdown of all our facilities again, until reopening again on Thursday, September 23rd under the previous restrictions. This situation remained in place for the remainder of September.

As we rolled out of September and into October, the Club was still restricted in its Clubhouse operations under the Victorian Government Coronavirus legislation rules. Gaming was operating with patron number

and area restrictions. The Bistro was still closed and there was a patron number limit of only 20 people

allowed sitting outdoors and ordering drinks. On October 22nd these outside numbers increased from 20 to 100. Patron number restrictions on the internal Clubhouse operations finally increased sufficiently to allow the Bistro to open for Members on the evening of October 29th and to the general public from October 30th.

As we moved into the month of November we saw the gradual easing of Coronavirus restrictions as all our Club operations reopened again from November 19th.

During this period the administration of all our Club Operations with these many closures and restrictions, often at short notice, was nothing short of an operational and administrative nightmare. Gary Fry, as Acting General Manager, found himself in the hot seat for most of the year and had to handle the Club operational, administration and staffing issues as well as the associated human relations stress on members and staff together with the financial well-being of the Club. Lloyd Miller was a welcome arrival when he joined the Club on August 23rd to take on the General Manager role.

The Club Members and all Staff owe Gary Fry a debt of gratitude for his devotion to duty in this stressful year.

As already mentioned, these Coronavirus closures and restrictions had a detrimental effect on the Club's entire trading operations.

This is reflected in our Club's total receipts from its trading operations for the 2021 year of \$5,660,371 being well below pre-Covid levels. This income is well above 2020 but well below 2019. (Compare 2020 of \$3,108,735 and 2019 of \$6,596,516)

In these unstable economic times, liquidity is the key issue in maintaining an organisation's viability, and our Club operates within this environment. Our Club must have sufficient funds to pay its debts as they fall due. The adage of "Cash is King" remains as true today as ever before in today's political, economic and Covid influenced business world.

In presenting the Financial Reports for the 2021 year, I am pleased to report that the strength of the Club's Cash position that was increased significantly during the year.

Total Cash Balance as of December 31 st , 2020	\$2,566,517
Increase in Cash Balance during 2021 Financial Year	\$ 535,385
Total Cash Balance as of December 31 st , 2021	\$3,101,902

Maintaining this strong cash position was possible with income generated from our Club operations (particularly Gaming) and to a lesser extent the financial assistance from the Australian Federal and Victorian State Governments. There were also significant Service Fee concessions received from our Gaming Provider

This strong cash position enabled the Club to spend \$ 564,325 on Capital additions of Fixed and Non-Current Assets:-

The major capital additions during the year are:

Clubhouse Furniture	\$164,515
Clubhouse Master Plan Works	\$157,112
7 th Hole Redesign	\$ 51,815
Reel Grinder (Mower Blade Sharpener)	\$ 27,273
Freezer	\$ 21,352
Cool Room	\$ 20,552
Outdoor Tables and Chairs	\$ 18,940

Ecash – CRT Machine (Gaming)	\$ 15,500
UPS Replacement (Gaming)	\$ 14,620
Merry Chef Cooker	\$ 13,854
Therman Hot Water System	\$ 11,795
Bandit Tree Chipper	\$ 10,909

The Trading performance together with the tight control of costs, particularly during times the Club was closed, and operating under restricted trading conditions, has added to maintaining the strong Cash position of the Club.

As advised earlier in this Report, the Club recorded an overall Net Operating Surplus of \$565,814.

The major contributor to this result was the Net Profit return from Gaming Operations of \$776,492.

The Club received the following Income and Grants from Governments which is treated as Income in the 2021 financial year Accounts:-

- Australian Government - JobKeeper Income	\$167,400
- Victorian Government Department of Jobs, Precincts and Regions – Grants	\$ 80,200
- City of Ballarat - Grant	\$ 250

Concerning the JobKeeper Income received by the Club. The Club paid its employees according to the rates legislated by the Federal Government during the period January to March when the scheme was operating. In return, the Club received JobKeeper payments from the Federal Government amounting to \$167,400. The scheme ceased in March 2021.

The Net Surplus is the combined result of all the activities of the Club and each Department's Net Contribution to the final result is set out below:-

- Bar	\$ 254,644
- Bistro	\$ (7,256)
- Gaming	\$ 776,492
- Golf Operations	\$ (37,485)
- Course Operations	\$ (83,846)
- General Operations	\$(336,735)
 Net Surplus	 \$ 565,814

This Net Surplus Result of \$565,814 is after the impact of the following Non Cash items

- Gaming Entitlements Amortisation	\$ 132,992
- Depreciation	\$ 158,654
- Annual Leave Provided	\$ 34,192
- Long Service Leave Provided	\$ 13,354
- Loss on Sales of Assets	\$ 10,923
- Profit on Sale of Assets	\$ (1,273)

Total Reductions included in Net Surplus	\$ 348,842
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Set out below is a brief overview of each Department's Performance:

In past years the Performance Review of each Department has been analysed as follows:

Revenue in the current year compared to the prior year with an explanation for the increase or decrease in revenue.

Costs in the current year compared to the prior year with an explanation for the increase or decrease in costs. Each year the Board sets out Key Performance Indicators (KPI's) as targets set for the General Manager to meet or exceed during the year. These KPI's include the expected Gross Profit % to Sales

Revenue, Salaries and Wages as a % to Sales Revenue, etc. Attaining these KPI's is essential to ensuring the profitability of the Club's operations and measures the General Managers' performance during the year.

The disruption to the Club's operations in 2021 due to the Coronavirus restrictions has made such prior-year comparisons and KPI measurements irrelevant in most instances.

Bar

The Bar returned a Net Profit of \$254,644. (Compare 2020 Net Profit of \$120,662).
Net Profit was reduced by \$5,971 due to the booking of a loss on disposal of Clubhouse assets.

The disruption to the Bar trading operations is listed earlier in this Report and Functions, in particular, were severely restricted.

The Bar produced a Sales Revenue of \$735,425. (Compare 2020 of \$426,545).
The Trading Gross Profit of \$496,524 which at 67.52% Sales Revenue was in line with expectations
The major overhead expense item was Wages of \$99,936 which at 13.59% of Sales Revenue was also in line with expectations.

Note – The 2021 Net Profit was assisted by the JobKeeper entitlement from the Australian Government in the January to March period of \$24,690 (Compare 2020 of \$150,054).

Bistro

The Bistro returned a Net Loss of \$7,256. (Compare Net Profit 2020 of \$ 18,727. Note - The 2020 Net Profit result was largely due to the prior year's JobKeeper entitlements).
Net Loss included \$4,277 being the booking of a loss on disposal of Clubhouse assets,

The disruption to the Bistro trading operations is listed earlier in this Report, with Functions in particular severely restricted. Restrictions, although being gradually eased towards the end of the year, were still in place at the end of the financial year.

The Bistro Sales were \$1,065,733. (Compare 2020 of \$651,394).
The Gross Profit of \$715,939 which at 67.18% of Sales Revenue was above the KPI set by the Board at 64.0%. This improving Gross Profit % result in 2021 is most encouraging as the low Gross Profit % return had been a real concern of the Board during recent years.

Wages costs \$ 584,113. (Compare 2020 of \$615,594), which is a combination of Kitchen and Service Staff, where the major overhead expense item. Wages costs at 54.81% of Sales Revenue is slightly higher than desired but is because some Kitchen staff are on fixed contract wages and not casually employed staff.

Note – The 2021 Net Loss was alleviated by the JobKeeper entitlement from the Australian Government in the January to March period of \$61,410 (Compare 2020 of \$378,294)

Gaming

The Gaming Room returned a Net Profit of \$776,492. (Compare 2020 of \$161,275).

Considering the various restrictions that were in place during the year this result indicates the popularity of our Gaming offering to members and the public.

Commission generated by the Gaming Room was \$2,272,157 (Compared 2020 of \$807,221).

After the Gaming Tax and the TGS Service Fee, the major overhead expense item was Gaming Room Wages

at \$259,142. (Compare 2020 of \$232,609). The Wages % cost to Commission of 11.41% was in line with past pre-Covid years performances.

TGS Fees were lower due to an ongoing 25% loyalty deduction (This Covid assistance from TGS ceased at year-end.)

Note – The 2021 Net Profit was assisted by the JobKeeper entitlement from the Australian Government in the January to March period of \$31,908 (Compare 2020 of \$162,529).

The Club continues to produce strong results from this area of operation. There was a strong return to Gaming as restrictions were gradually eased on caps of patron numbers and the limited number of EGM's permitted to operate.

Golf Operations

Golf Operations Cost \$37,485 (Compared 2020 of \$41,264).

The increased use of the Course by Members and Green Fee Players following the easing of player number restrictions has resulted in Green Fee and Competition Fee income well above pre-Covid years.

Green Fees received in 2021 were \$138,393, (Compare 2020 of \$134,253). Golf Competition Fees at \$116,319, (Compare 2020 of \$102,785).

The Club Annual Tournament contributed a Net Income of \$11,922 to Golf Operations. (No event in 2020 due to Covid restrictions on playing golf).

This Golf Operations cost centre is the cost of operating Golf for 2021 and includes a portion of Rates, Administration Wages, Computer support and other associated costs.

Note – The 2021 Net Loss was alleviated by the JobKeeper entitlement from the Australian Government in the January to March period of \$4,752, (Compare 2020 of \$22,097).

Golf Course Operations

Golf Course Operations Cost \$83,846. (Compared to 2020 Net Profit of \$67,630).

Note – The 2021 Net Loss was alleviated by the JobKeeper entitlement from the Australian Government in the January to March period of \$39,996, (Compare 2020 of \$185,981). This cessation of the JobKeeper entitlement explains the turnaround of a Net Profit in 2020 compared to a Net Loss in 2021.

Golf Subscription Income of \$630,066 in 2021 was an increase of \$51,245 when compared with 2020 and continues the trend of the \$42,061 increase of 2020 over 2019. The increased emphasis placed on attracting golfing beginners, both junior and adult, has been reflected in the uptake of golfing memberships. The beginners and woman's coaching clinics recently initiated by the Pro Shop staff and the re-structure of the Membership Offers several years ago makes it financially attractive to convert these newcomers to golf into Club Golfing Members and retain them as Members. The recently built Sheltered Driving Range has been a major contributor in facilitating these coaching clinics.

The major expense was Course Wages of \$360,267. (Compare 2020 of \$309,938). This was \$ 13,446 less than the Budget set for the year.

Other major ongoing costs are Golf Course Depreciation \$79,925, Course Maintenance \$75,134 (includes Chemicals, Fertiliser, Seed, Irrigation works, etc), Repairs & Maintenance on Machinery \$51,347 and a portion of Administration Expenses.

The Golf Course continues to improve year by year, and this year included the redesign of the 7th hole and the completion of the 18th Green Bunker reconstructions. We continue to have by far and away the best Course in the District.

General Operations

The Net Loss in this area in 2021 was \$336,735. (Compare 2020 of \$155,193).

Government Assistance of JobKeeper and Grants related to Covid in 2021 and allocated to General Operations Income amounted to \$85,094 in 2021. (Compare 2020 of \$150,465).

Interest Income received at \$7,818 was \$19,801 down on last year as our long term maturing Investments were reinvested at current lower market interest rates. (Currently below 1% p.a)

Other major expenses included:-

Cleaning & Laundry \$78,069. (Compare 2020 of \$55,983). Increase due to Covid related requirements

Consultants \$19,405. (Consisting General Manager Recruitment \$9,995; Legal fees \$9,410.)

Repairs & Maintenance – Clubhouse \$48,190 (Compare 2020 of \$22,792). Normal maintenance costs but included \$8,400 to repaint the Pergola).

Wages allocated to General Operations at \$72,056 were up \$5,584 when compared to 2020 but down \$18,987 on 2019. This reflects the restructure of the Club Administration and appointing a new General Manager in August 2021.

The other expenses in this area include Clubhouse Heating, Light and Power, Insurances, and other Administration Expenses.

This profit centre is the function of all of the other income and expenses of the Club that have not been directly attributed to other profit centres such as maintenance of the Club's gardens and presentation of the Clubhouse generally together with other administrative functions.

Comments

It is important to note that the "House" operations of Bar, Bistro and Gaming still managed to contribute a Net Profit of \$1,023,880 to the Club in this Covid affected year (Compare \$300,664 in 2020). It is this contribution each year to the Club's overall Net Profit which ultimately provides income that would otherwise, need to be raised from increased Golf Membership Subscriptions.

The Directors are confident of continuing the profitability of the Club operations which also assist in maintaining the asset improvement and replacement programme and spend on Course improvements.

The financial performance of the Bistro will continue to be a challenge in 2022. Patron numbers in the Bistro and Functions need to increase to cover the largely fixed cost of Kitchen wages. Recent bookings are encouraging and it is hoped the recent upgrade of the Clubhouse interior and the new carpet and furniture together with an ever improving menu will attract patrons to the Club.

In this highly competitive hospitality industry, we encourage and need our Members to use and promote all the facilities our Club has to offer.

In conclusion, as we move into the year 2022 there are no more planned Government Covid related grants or incentives. On the more positive side of the equation, our Club operations have now completely opened up as restrictions have been gradually lifted.

The social and economic future is still uncertain but the Board is confident in maintaining the financial strength of the Club going forward.

Finally, once again I wish to thank Paul Foley for his assistance in the preparation of the financial accounts and guidance and ever-watchful eye on the financial performance of the Club. He also continued to work closely with the ever reliable Louise Mead in the production of the Monthly and Annual Accounts and other financial requests from the Board. The quality of Financial Reporting produced throughout the year continues to be outstanding.

The dedication to the Club by the Administration Staff in an extremely difficult year has been a credit to all concerned. With Gary Fry initially and then Lloyd Miller heading the Administration Staff, the financial and accounting control of the Club has been maintained at the highest standard.

Finally, thanks to our Auditor Rob Florence (Florence Audit and Assurance), for his timely conduct of the Audit.

To all of you, please accept my thanks for your dedication and assistance during the year.

G R Bennett CPA
Financial Director

BALLARAT GOLF CLUB INC
Profit & Loss Statement
Cellar Account
For the 12 months ended 31 December 2021

	Dec-21 \$	Dec-20 \$
Income		
Bar Sales	631,250	381,488
Function Bar Sales	104,175	45,057
Total Income	735,425	426,546
Less Cost of Sales		
Opening Stock	18,262	25,119
Purchases	246,079	144,274
Closing Stock	(25,440)	(18,262)
Total Cost of Sales	238,901	151,132
Gross Profit	496,524	275,414
Plus Other Income		
ATO - JobKeeper Payments	24,690	150,054
Government Trainee Rebates	937	-
Liquor Rebate	14,108	23,166
Loss on Sale of Assets	(5,971)	-
SRO - Liquor Licence Refund	-	1,047
SRO - Payroll Tax Refund	-	3,653
Total Other Income	33,764	177,920
Less Operating Expenses		
Advertising	17,972	7,319
Beer Gas	2,038	1,767
Depreciation	27,449	22,211
Employment Expenses - Staff Expenses/Training	50	4
Entertainment/Hire Equipment Expense	3,239	950
Freight & Cartage	3,567	2,400
Heat Light & Power	8,955	7,838
Interest - Solar	888	1,102
Laundry	3,899	2,114
Liquor Licence	1,042	-
Members Discount	29,660	18,098
Payroll Tax - Administration	275	262
Payroll Tax - Bar	1,110	1,956
Rates & Taxes	12,697	12,002
Repairs & Maintenance	15,620	8,253
Replacements	1,408	1,317
Security - Crowd Control	3,947	5,484
Superannuation - Administration	2,632	1,791
Superannuation - Bar	9,227	9,418
Uniforms	247	311
Wages - Administration	27,333	22,611
Wages - Bar	99,936	201,473
Workcover - Administration	471	262
Workcover - Bar	1,981	3,727
Total Operating Expenses	275,643	332,672
Net Profit	254,644	120,662

BALLARAT GOLF CLUB INC
Profit & Loss Statement
Food
For the 12 months ended 31 December 2021

	Dec-21	Dec-20
	\$	\$
Income		
Food Sales	793,459	518,981
Function Income	272,275	132,413
Total Income	1,065,733	651,394
Less Cost of Sales		
Opening Stock	17,401	20,003
Purchases	344,563	233,364
Closing Stock	(12,170)	(17,401)
Total Cost of Sales	349,794	235,966
Gross Profit	715,939	415,427
Plus Other Income		
ATO - JobKeeper Income	61,410	378,294
Government Trainee Rebates	8,861	-
Function Room Hire	20,191	4,609
Loss on Sale of Assets	(4,277)	-
SRO - Payroll Tax Refund	-	11,247
Total Other Income	86,185	394,150
Less Operating Expenses		
Advertising	18,453	7,319
Catering Expenses	10,714	6,298
Consultants Fees	2,269	-
Depreciation	33,221	25,679
Employment Exp-Staff Exp/Train	1,350	600
Entertainment/Hire Equipment Expense	850	950
Freight & Cartage	168	334
Heat Light & Power	10,791	9,594
Interest - Solar	1,110	1,378
Laundry	4,317	2,114
Licences & Permits	770	376
Long Service Leave Provided	(5,259)	2,325
Members Discount	17,064	12,467
Payroll Tax - Administration	275	262
Payroll Tax - Catering	1,458	1,628
Payroll Tax - Kitchen	5,042	4,845
Postage, Printing & Stationery	934	1,168
Rates	12,697	12,002
Repairs & Maintenance	13,698	11,324
Replacements	3,416	2,952
Superannuation - Administration	2,632	1,791
Superannuation - Catering	11,770	7,845
Superannuation - Kitchen	38,975	28,037
Uniforms	392	377
Wages - Administration	27,333	22,611
Wages - Catering	129,255	163,550
Wages - Kitchen	454,858	452,044
Workcover - Administration	470	262
Workcover - Catering	2,560	2,983
Workcover - Kitchen	7,797	7,736
Total Operating Expenses	809,380	790,850
Net Profit	(7,256)	18,727

BALLARAT GOLF CLUB INC
Profit & Loss Statement
Gaming
For the 12 months ended 31 December 2021

	Dec-21 \$	Dec-20 \$
Income		
Gaming Commission	2,272,157	807,221
Total Income	2,272,157	807,221
Plus Other Income		
ATM Rebate	10,344	4,980
ATO - JobKeeper Income	31,908	162,529
Government Trainee Rebates	937	-
Loss on Sale of Fixed Assets	- 525	-
SRO - Payroll Tax Refund	-	4,617
Total Other Income	42,664	172,126
Less Operating Expenses		
Advertising - Gaming	19,501	5,960
Amortisation - Gaming Entitlements	132,992	130,392
Catering Expenses - Gaming	2,238	3,638
Consultants Fees	5,060	1,212
Depreciation	8,600	7,603
Employment Exp-Staff Exp/Training	1,083	661
Gaming Tax	659,555	203,017
Heat Light & Power	10,791	9,594
Interest - Solar	1,110	1,378
Intralot Fees	24,851	14,339
Long Service Leave Provided	11,927	2,322
Payroll Tax - Administration	495	472
Payroll Tax - Gaming	2,890	2,260
Postage, Printing & Stationery	2,007	608
Printing & Stationery - Gaming	-	227
Rates	12,697	12,002
Repairs & Maintenance	1,323	1,880
Replacements	-	67
Security	1,170	510
Subscriptions & Memberships	3,010	603
Superannuation - Administration	4,737	3,223
Superannuation - Gaming	23,457	11,875
TGS Service Fees	288,259	119,936
Uniforms	123	347
VCGLR Supervision Charge	6,350	6,082
Wages - Administration	49,199	40,699
Wages - Gaming	259,142	232,609
Workcover - Administration	847	472
Workcover - Gaming	4,916	4,085
Total Operating Expenses	1,538,329	818,072
Net Profit	776,492	161,275

BALLARAT GOLF CLUB INC
Profit & Loss Statement
Golf Operations
For the 12 months ended 31 December 2021

	Dec-21	Dec-20
	\$	\$
Income		
Golf Competition Fees	116,319	102,785
Golf Development Income	1,000	-
Green Fees	138,393	134,253
National Futures Championships	-	1,136
Pro-AM Income	-	2,382
Pro-AM Sponsorship Income	-	25,509
Tournament Entry Fees	13,815	-
Tournament Sponsorship Income	7,909	280
Total Income	277,436	266,345
Plus Other Income		
ATO - JobKeeper Income	4,752	22,097
SRO - Payroll Tax Refund	-	1,166
Total Other Income	4,752	23,262
Less Operating Expenses		
Advertising	10,629	5,946
Affiliation Fees	50,363	55,868
Computer Programmes & Support	20,715	20,137
Depreciation	1,040	146
Golf Development Expenses	-	282
Payroll Tax - Administration	605	577
Pennant Team Expenses	189	2,660
Postage, Printing & Stationery	3,245	3,269
Pro - Am Expenses	-	39,977
Pro Commission - Green Fees	43,511	48,273
Professional Retainer & Commissions	38,627	37,400
Rates & Taxes	4,958	12,002
Repairs & Maintenance - Pro Shop	-	45
Safety Equipment & OH&S	-	52
Superannuation - Administration	5,790	3,940
Tournament Expenses	9,802	45
Trophies	69,030	49,876
Wages - Administration	60,132	49,800
Workcover - Administration	1,035	577
Total Operating Expenses	319,673	330,872
Net Profit	(37,485)	(41,264)

BALLARAT GOLF CLUB INC
Profit & Loss Statement
Course
For the 12 months ended 31 December 2021

	Dec-21 \$	Dec-20 \$
Income		
Fuel Tax Credits	6,418	6,005
Golf Subscriptions	630,066	578,821
Pro Shop - Fuel	2,202	1,851
Total Income	638,686	586,676
Plus Other Income		
ATO - JobKeeper Income	39,996	185,981
Government Trainee Rebates	8,219	2,500
Loss on Sale of Assets	(149)	(2133)
Profit on Sale of Fixed Assets	-	6,103
SRO - Payroll Tax Refund	-	5,830
Total Other Income	48,066	198,282
Less Operating Expenses		
Conference Costs	1,800	900
Consultants Fees - Course	2,567	430
Course Freight & Levy Charges	848	629
Course Maintenance	75,134	81,543
C/M - General	13,064	15,775
Depreciation	79,925	92,651
Employment Exp-Staff Exp/Train	265	1,767
Fuel,Oil & Grease	22,366	14,290
Heat Light & Power - Shed-Pump	24,032	27,751
Interest - Course Machinery 2	1,662	3,015
Interest - Course Machinery	255	308
Interest - Excavator	1,737	2,793
Interest - Greensmaster / Workman	2,746	2,709
Interest - Irrigation System	697	804
Interest - Mazda BT-50 Ute	1,153	1,275
Interest - POS Hardware	-	567
Interest - Topdresser	1,079	899
Interest - Workman/Thatchmaster	881	1,068
Long Service Leave Provided	3,740	2,089
Payroll Tax - Administration	509	485
Payroll Tax - Course	3,417	3,406
Postage, Printing & Stationery	302	183
Rates & Taxes	1,660	1,704
Registration & Insurance	631	623
Repairs & Maintenance - Machinery	51,347	46,411
Safety Equipment & OH&S	2,205	1,767
Security	909	909
Seed, Soil, Sand & Gravel	7,357	17,157
Subscriptions & Memberships	691	491
Superannuation - Administration	4,869	3,313
Superannuation - Course	31,562	23,929
Telephone - Mobile	2,541	3,458
Uniforms	1,354	721
Wages - Administration	50,566	41,829
Wages - Course	360,267	309,938
Waste Collection	6,136	3,216
Waterstax/Washdown Unit	2,666	1,721
Workcover - Administration	870	485
Workcover - Course	6,788	4,319
Total Operating Expenses	770,598	717,328
Net Profit	(83,846)	67,630

BALLARAT GOLF CLUB INC
Profit & Loss Statement
General Operations
For the 12 months ended 31 December 2021

	Dec-21 \$	Dec-20 \$
Income		
Donations - Ladies (Fiona Elsey)	4,469	-
Government Grant	80,450	25,000
Interest Received	7,818	27,619
Sponsorship Income	28,897	24,898
Total Income	121,634	77,517
Plus Other Income		
ATO - JobKeeper Income	4,644	21,595
ATO - Cashflow Boost	-	100,000
Bingo / Raffles	11,807	6,156
Entertainment/Hire Equipment	14,827	-
Government Trainee Rebates	8,313	-
Loss on Sale of Fixed Assets	-	(87)
Paid Parental Leave Income	13,842	13,331
Profit on Sale of Fixed Assets	1,273	-
Social Club Membership	3,949	4,800
Solar Rebate	-	4,953
SRO - Payroll Tax Refund	-	3,870
Tuesday Raffle Income	8,317	2,260
Total Other Income	66,971	156,879
Less Operating Expenses		
125th Dinner Expense	-	704
Admin/Accountancy Fees	2,800	3,200
Advertising	727	99
Audit Fees	4,806	4,854
Bank Charges - General	3,992	5,307
Bus Expenses	248	1,254
C/M - General	-	123
Cleaning & Laundry	78,069	55,983
Committee Expenses	2,345	906
Computer Programmes & Support	12,025	10,887
Conference Costs	590	127
Consultants Fees	19,405	835
Depreciation - New Club House	6,292	5,353
Depreciation - Office Equipment	2,127	2,652
Donations	13,133	11,979
Employment Exp-Staff Exp/Train	5,275	4,160
Entertain/Hire Equip Expense	15,007	170
Flowers	70	77
Heat Light & Power	37,098	34,762
Insurances	75,057	48,752
Interest - General	1,111	-
Interest - Hunter Insurance	1,990	-
Interest - POS Hardware	1,105	703
Interest - Solar	4,294	5,327
Licences & Permits	1,824	693
Long Service Leave Provided	2,946	3,842
Payroll Tax - Administration	592	564
Payroll Tax - Bus Driver	-	95
Payroll Tax - Clubhouse Maint & Gardening	51	34
Postage, Printing & Stationery	18,438	18,289
Raffle Expenses	7,757	8,565
Rates	16,791	16,286
Repairs & Maintenance - Clubhouse	48,190	22,792
Replacements	2,357	876
Safety Equipment & OH&S	583	615
Security	1,407	1,109

The accompanying notes form part of these financial statements

BALLARAT GOLF CLUB INC
Profit & Loss Statement (Cont.)
General Operations
For the 12 months ended 31 December 2021

	Dec-21 \$	Dec-20 \$
Sponsorships	750	-
Staff Discounts	10,426	8,482
Subscriptions & Memberships	7,110	3,860
Superannuation - Administration	5,662	3,859
Superannuation - Bus Driver	-	499
Superannuation - Clubhouse Maint & Gardening	439	137
Telephone & Internet	9,130	9,651
Tuesday Raffle Expenses	9,838	372
Uniforms	141	272
Wages - Administration	72,056	66,472
Wages - Bus Driver	-	6,336
Wages - Clubhouse Maint & Gardening	5,084	1,808
Wages - Parental Leave	13,842	14,081
Workcover - Administration	2,165	1,392
Workcover - Bus Driver	-	343
Workcover - Clubhouse Maint & Gardening	195	48
Total Operating Expenses	525,340	389,588
Net Profit	(336,735)	(155,193)

BALLARAT GOLF CLUB INC
Consolidated Profit & Loss Statement
For the 12 months ended 31 December 2021

	Dec-21 \$	Dec-20 \$
Income		
Sale of goods	1,801,158	1,077,939
Total Income	1,801,158	1,077,939
Cost of Goods Sold		
Cost of Sales		
Opening Stock	35,663	45,122
Purchases	590,643	377,639
Closing Stock	(37,610)	(35,663)
Total Cost of Sales	588,696	387,098
Total Cost of Goods Sold	588,696	387,098
Gross Profit	1,212,463	690,841
Other Income		
ATM Rebate	10,344	4,980
ATO - JobKeeper Income	167,400	920,550
ATO- Cashflow Boost	-	100,000
Bingo / Raffles	11,807	6,156
Donations	-	50
Donations - Ladies	4,469	-
Entertain/Hire Equip Income	14,827	-
Fuel Tax Credits	6,418	6,005
Function Room Hire	20,191	4,609
Gaming Commission	2,272,157	807,222
Golf Competition Fees	116,319	102,785
Golf Development	1,000	-
Golf Subscriptions	630,066	578,821
Gov't Grant	80,450	25,000
Gov't Trainees Rebate	27,267	2,500
Green Fees	138,393	134,253
Insurance Recoveries	-	-
Interest Received	7,818	27,619
Liquor Rebate	14,108	23,166
Loss on Sale of Fixed Assets	(10,923)	(2,220)
National Futures Championships	-	1,136
Paid Parental Leave Income	13,842	13,331
Profit on Sale of Fixed Assets	1,273	6,103
Pro Shop - Fuel	2,202	1,851
PRO-AM Income	-	2,382
PRO-AM Sponsorship Income	-	25,509
Social Club Membership	3,949	4,800
Solar Rebate	-	4,953
Sponsorship Income	28,897	24,848
SRO - Liquor Licence Refund	-	1,047
SRO - Payroll Tax Refund	-	30,382
Tournament Entry Fees	13,815	-
Tournament Sponsorship Income	7,909	280
Tuesday Raffle Income	8,317	2,260
Wage Subsidy - Bus Driver	-	-
Total Other Income	3,592,314	2,860,379
Total Operating Income	4,804,777	3,551,220

BALLARAT GOLF CLUB INC
Consolidated Profit & Loss Statement (Cont.)
For the 12 months ended 31 December 2021

	Dec-21 \$	Dec-20 \$
Expenses		
125th Dinner Expense	-	704
Admin/Accountancy Fees	2,800	3,200
Advertising	47,781	20,683
Advertising - Gaming	19,501	5,960
Affiliation Fees	50,363	55,868
Amortisation - Gaming Entitlements	132,992	130,392
Audit Fees	4,806	4,854
Bank Charges - General	3,992	5,307
Beer Gas	2,038	1,767
Bus Expenses	248	1,254
C/M - General	13,064	15,898
Catering Expenses	10,714	6,298
Catering Expenses - Gaming	2,238	3,638
Cleaning General	78,069	55,983
Committee Expenses	2,345	906
Computer Programmes & Support	32,740	31,024
Conference Costs	2,390	1,027
Consultants Fees	26,734	2,047
Consultants Fees - Course	2,567	430
Course Freight & Levy Charges	848	629
Course Maintenance	75,134	81,543
Depreciation - Gaming	8,600	7,603
Depreciation - Golf Course	79,925	92,651
Depreciation - New Club House	68,002	53,388
Depreciation - Office Equipment	2,127	2,652
Donations	13,133	11,979
Employment Exp-Staff Exp/Training	8,024	7,191
Entertain/Hire Equip Expense	19,096	2,070
Flowers	70	77
Freight & Cartage	3,735	2,734
Fuel,Oil & Grease	22,366	14,290
Gaming Tax	659,555	203,017
Golf Development	-	282
Heat Light & Power	67,635	61,789
Heat Light & Power - Shed-Pump	24,032	27,751
Insurances	75,057	48,752
Interest and Finance Charges	21,819	23,327
Intralot Fees	24,851	14,339
Laundry	8,216	4,228
Licences & Permits	1,824	693
Licences & Permits - Food	770	376
Liquor Licence	1,042	-
Long Service Leave Provided	13,354	10,579
Members Discount	46,723	30,565
Motor Vehicle Rego & Insurance	631	623
Payroll Tax - Administration	2,752	2,624
Payroll Tax - Bar	1,110	1,956
Payroll Tax - Bus Driver	-	95
Payroll Tax - Catering	1,458	1,628
Payroll Tax - Clubhouse Maint & Gardening	51	34
Payroll Tax - Course	3,417	3,406
Payroll Tax - Gaming	2,890	2,260
Payroll Tax - Kitchen	5,042	4,845
Pennant Team Expenses	189	2,660
Postage, Printing & Stationery	24,926	23,517
Postage, Printing & Stationery - Gaming	-	227
Pro - Am Expenses	-	39,977

BALLARAT GOLF CLUB INC
Consolidated Profit & Loss Statement (Cont.)
For the 12 months ended 31 December 2021

	Dec-21 \$	Dec-20 \$
Pro Commission - Green Fees	43,511	48,273
Professional Retainer & Commissions	38,627	37,400
Raffle Expenses	7,757	8,565
Rates	61,500	65,999
Repairs & Maintenance - Machinery	51,347	46,411
Repairs & Maintenance - Clubhouse	77,508	42,368
Repairs & Maintenance - Gaming	1,323	1,880
Repairs & Maintenance - Pro Shop	-	45
Replacements	7,182	5,213
Safety Equipment & OH&S	2,788	2,434
Security	3,486	2,528
Security - Crowd Control	3,947	5,484
Seed, Soil, Sand & Gravel	7,357	17,157
Sponsorships	750	-
Staff Discounts	10,426	8,482
Subscriptions & Memberships	10,811	4,955
Superannuation - Administration	26,322	17,916
Superannuation - Bar	9,227	9,418
Superannuation - Bus Driver	-	499
Superannuation - Catering	11,770	7,845
Superannuation - Clubhouse Maint & Gardening	439	137
Superannuation - Course	31,562	23,929
Superannuation - Gaming	23,457	11,875
Superannuation - Kitchen	38,975	28,037
Telephone - Mobile	2,541	3,458
Telephone & Internet	9,130	9,651
TGS Service Fees	288,259	119,936
Tournament Expenses	9,802	45
Trophies	69,030	49,876
Tuesday Raffle Expenses	9,838	372
Uniforms	2,256	2,028
VCGLR Supervision Charge	6,350	6,082
Wages - Administration	286,618	244,022
Wages - Bar	99,936	201,473
Wages - Bus Driver	-	6,336
Wages - Catering	129,255	163,550
Wages - Clubhouse Maint & Gardening	5,084	1,808
Wages - Course	360,267	309,938
Wages - Gaming	259,142	232,609
Wages - Kitchen	454,858	452,044
Wages - Parental Leave	13,842	14,081
Waste Collection	6,136	3,216
Waterstax/Washdown Unit	2,666	1,721
Workcover - Administration	5,858	3,451
Workcover - Bar	1,981	3,727
Workcover - Bus Driver	-	343
Workcover - Catering	2,560	2,983
Workcover - Clubhouse Maint & Gardening	195	48
Workcover - Course	6,788	4,319
Workcover - Gaming	4,916	4,085
Workcover - Kitchen	7,797	7,736
Total Expenses	4,238,963	3,379,382
Net Profit/(Loss) for the Year	565,814	171,838

BALLARAT GOLF CLUB INC
Balance Sheet
As at 31 December 2021

	Dec-21 \$	Note	Dec-20 \$
Assets			
Current Assets			
Accounts Receivable	36,546		12,145
Capital Reserve Fund NAB - 31-934-3662 - 24/02/22 - 0.28%	275,783		274,268
Capital Reserve Fund NAB - 98-8837-6357 - 28/01/22 - 0.28%	252,347		250,797
Capital Reserve Fund NAB 33-144-4546 - 22/04/22 - 0.24%	154,684		154,037
Capital Reserve Fund NAB 55-905-7307 - 25/05/22 - 0.32%	275,126		274,086
Cash Draw	8,424		6,141
Cash Draw - EFT	-		5,383
Change on Hand - Gaming	39,284		41,899
Change on Hand - General	4,300		4,300
Deposits Paid	441		-
NAB - 15-822-2180 - 02/05/2022 - 0.26% - 2022 Gaming	661,308		379,700
NAB - 46-619-2682 - 29/05/21 - 0.85%	-		146,037
NAB - Buffer Account	209,428		293,602
NAB Gaming Account	189,262		246,550
NAB General Account	155,174		201,173
NAB Investment Account	861,042		272,804
NAB Leave Liability Account	20,000		20,000
Prepaid Entertainment	-		200
Stock on Hand - Bar	25,440		18,262
Stock on Hand - Kitchen	12,170		17,401
Sundry Debtor - ATO JobKeeper	-		105,750
Total Current Assets	3,180,761		2,724,537
Non-Current Assets			
Capital Exp (Gaming) 2012	10,000		10,000
Capital Exp (Gaming) 2012 Less Amorisatation	(9,359)		(8,363)
Capital Expenditure - Masterplan	210,085		52,973
Gaming Entitlements - 2012 (at Cost)	955,787		955,787
Gaming Entitlements - 2012 Less Amortisation	(896,088)		(800,508)
Gaming Entitlements - Post 2022	52,484		51,604
Capital Expenditure - 3 EGM's	4,606		-
Capital Expenditure - 6 EGM's	207,001		207,001
Gaming Entitlements - Less Amortisation	(97,794)		(61,378)
Property, plant and equipment	22,679,146	3	22,447,452
Total Non-Current Assets	23,115,868		22,854,568
Total Assets	26,296,628		25,579,105
Liabilities			
Current Liabilities			
Competition Account	33,616		31,758
EFT Settlement Holdings Account	4,260		4,260
Financial Liabilities	178,367	4	159,348
GST	(1,976)		123
House Account	9,144		22,967
Lifestyle Account	2,270		944
Linked Jackpot Gaming Contributions	35,786		30,628
Prepaid Deposits Held	29,613		9,113
Prepaid Vouchers	12,775		8,430
Prepaid Sponsorship Inc	25,541		2,050
Prov'n for Annual Leave	260,265		226,073
Prov'n for Long Service Leave	161,801		148,447
Subscriptions in Advance	181,666		139,119
Sundry Creditor-December BAS	100,369		74,656
Trade Creditors	399,224		272,635
Total Current Liabilities	1,432,722		1,130,550
Non-Current Liabilities			
Financial Liabilities	217,888	3	368,349
Total Non-Current Liabilities	217,888		368,349
Total Liabilities	1,650,609		1,498,900
Net Assets	24,646,019		24,080,205
Equity			
Reserves	23,195,263		23,195,263
Retained Earnings	1,450,756		884,942
Total Equity	24,646,019		24,080,205

The accompanying notes form part of these financial statements

BALLARAT GOLF CLUB INC
Movements in Equity
As at 31 December 2021

	Dec-21	Dec-20
Equity		
Opening Balance	\$24,080,205	\$23,908,367
Current Year Earnings	\$565,814	\$171,838
Total Equity	\$24,646,019	\$24,080,205

BALLARAT GOLF CLUB INC
Statement of Cash Flows
From 1 January 2021 to 31 December 2021

	Dec-21 \$	Dec-20 \$
<u>Cash Flows from Operating Activities</u>		
Receipts from Bar Operations	825,517	494,683
Receipts from Food Operations	1,204,264	721,584
Receipts from Gaming Operations	2,511,782	893,421
Receipts from Course Operations	711,596	645,344
Receipts from Golf Operations	305,180	292,980
Receipts from General Operations	102,032	60,723
Interest Received	7,818	27,619
Receipts from Extraordinary Items	247,850	1,079,480
	<u>5,916,039</u>	<u>4,215,834</u>
Payments for Bar Operations	551,596	492,665
Payments for Food Operations	1,232,825	1,092,967
Payments for Gaming Operations	1,523,291	745,532
Payments for Course Operations	755,626	684,847
Payments for Golf Operations	350,496	363,801
Payments for General Operations	565,375	415,515
	<u>4,979,209</u>	<u>3,795,327</u>
Net Cash provided by Operating Activities	<u>936,830</u>	<u>420,507</u>
<u>Cash Flows from Investing Activities</u>		
Purchase of Fixed Assets	(279,388)	(281,674)
Proceeds from Sale of Fixed Assets	500	11,500
Net Cash provided by Investing Activities	<u>(278,888)</u>	<u>(270,174)</u>
<u>Cash Flows from Financing Activities</u>		
Repayment of borrowings	(150,462)	(68,856)
Increase in borrowings	27,906	156,955
Net Cash provided by Financing Activities	<u>(122,556)</u>	<u>88,099</u>
Net Increase(Decrease) in Cash Held	535,386	238,432
Cash at beginning of financial year	<u>2,566,516</u>	<u>2,328,085</u>
Cash at end of financial year	<u>3,101,902</u>	<u>2,566,517</u>

The accompanying notes form part of these financial statements

BALLARAT GOLF CLUB INC
Statement of Cash Flows (Cont.)
From 1 January 2021 to 31 December 2021

(a) Reconciliation of Cash

Cash on Hand	4,164	7,264
Cash on Hand - General	4,300	4,300
Cash on Hand - Gaming	39,284	41,899
Term Deposits	1,619,248	1,478,924
NAB Buffer Account	209,428	293,602
NAB Gaming Account	189,262	246,550
NAB General Account	155,174	201,173
NAB Investment Account	861,042	272,804
NAB Leave Liability Account	20,000	20,000
	<u>3,101,902</u>	<u>2,566,516</u>

(b) Reconciliation of Net Cash provided by operating activities to operating surplus

Operating Surplus	565,814	171,838
Non-cash flows in operating surplus		
Depreciation & Amortisation	291,646	286,686
Long Service Leave Provided	13,354	10,579
Annual Leave Provided	34,192	92,492
Profit on Sale of Fixed Assets	(1,273)	(6,103)
Loss on Sale of Fixed Assets	10,923	2,220
Changes in Assets and liabilities		
Increase(Decrease) in receivables	(81,349)	71,091
Increase(Decrease) in inventories	1,947	(9,459)
Increase(Decrease) in Other Assets	216,507	45,630
(Increase)Decrease in creditors	(152,302)	96,217
(Increase)Decrease in Subscriptions in Advance	(42,547)	(17,059)
(Increase)Decrease in provisions	(47,546)	(103,071)
(Increase)Decrease in Other Liabilities	127,464	(220,554)
	<u>936,830</u>	<u>420,507</u>
Net Cash provided by Operating Activities		

BALLARAT GOLF CLUB INC
Statement by Members of the Committee
For the year ended 31 December 2021

The Committee have determined that the incorporated association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Notes to the financial statements.

In the opinion of the Committee the financial report as set out:

1. Presents a true and fair view of the financial position of Ballarat Golf Club as at 31 December 2021 and its performance for the period ended on that date in accordance with the accounting policies described in Note 1 to the financial statements; and
2. At the date of this statement there are reasonable grounds to believe that Ballarat Golf Club will be able to pay its debts as and when they become due and payable.



L. Gray (President)



G. Bennett (Finance Director)

Dated this 17th Day of March, 2022

BALLARAT GOLF CLUB INC
Notes to the Financial Statements
For the year ended 31 December 2021

1. Statement of Significant Accounting Policies:

This financial report is a special purpose financial report prepared in accordance with the requirements of the Associations Incorporations Act (Vic) and to meet the needs of the members of the Incorporated Association. The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Income Tax:

As the incorporated association is a non-for-profit organisation, an exemption for payment of income tax is self assessed under the Income Tax Assessment Act 1997.

Inventories:

Inventories are carried at the lower of cost or net realisable value. Cost is based on the first-in, first out method and includes expenditure incurred in acquiring the inventories and bringing them to the existing condition and location. □

Property, Plant and Equipment:

Property, plant and equipment are stated at cost less accumulated depreciation and impairment. Cost includes expenditure that is directly attributable to the acquisition item. □

Trade and Other Receivables:

Trade receivables and other receivables, including distributions receivable, are recognised at the nominal transaction value without taking into account the time value of money. If required a provision for doubtful debt has been created. □

Financial Assets:

Investments held are originally recognised at cost, which includes transaction costs. □

Trade and Other Payables:

Trade and other payables represent the liabilities for goods and services received by the incorporated association that remain unpaid at 31 December 2021. Trade payables are recognised at their transaction price. They are subject to normal credit terms and do not bear interest.

Employee Benefits:

Provision is made for the liability for employee entitlements arising from services rendered by employees to 31 December 2021. Employee benefits have been measured at the amounts expected to be paid when the liability is settled, plus related costs.

Cash and Cash Equivalents:

Cash and cash equivalents include cash on hand, deposits held on call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. □

Revenue Recognition:

Revenue from the sale of goods is recognised upon the delivery of goods to customers. □
Revenue from the rendering of services is recognised upon the delivery of the services to customers. □
Revenue from commissions is recognised upon delivery of services to customers. □
Revenue from interest is recognised using the effective interest rate method. □

□
All revenue is stated net of the amount of goods and services tax (GST). □

Goods and Services Tax:

Transactions are recognised net of 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 balance sheet. □
□

Gaming Entitlements

The Club has a contract with the State Government for gaming entitlements which commenced in August, 2012 and has brought to account the value of the entitlements and the obligation to pay for these entitlements. The entitlements effectively represent a licence to operate the Gaming machines. This right is a capital asset and for accounting purposes the Board is amortising the entitlements for 10 years commencing from August 2012. □
□

2. COVID-19 PANDEMIC and EVENTS SUBSEQUENT TO BALANCE DATE

Early in the Financial Year the entity had curtailed its usual range of activities during the 2021 year due to COVID-19 restrictions, however with the lifting of most restrictions during the financial year has allowed the activities to return to normal. The entity has been supported by Government stimulus and incentive packages (Jobkeeper and Grants) and this has assisted in meeting commitments during the period of lower income generation.

COVID-19 restrictions may continue to impact on the operations of the entity post-balance date, and whilst there is a possibility in the current environment, of escalating COVID cases, the Board of Management will continue to monitor profitability and cashflows of the operations of the entity under such circumstances.

BALLARAT GOLF CLUB INC
Notes to the Financial Statements
For the year ended 31 December 2021

3. Property, Plant and Equipment:

	Dec-21	Dec-20
Land and Buildings		
Golf Course	15,761,111	15,709,296
Clubhouse - 1800 Sturt Street	5,063,185	5,063,185
Machinery Shed	527,003	527,003
Practice Range Shelter Shed	149,377	149,377
Clubhouse Renovations 2020	-	-
Total Land and Buildings	21,500,677	21,448,861
Other Fixed Assets		
Office Equipment (at Cost)	80,088	75,860
Office Equipment Accumulated Depreciation	(70,527)	(68,400)
Plant & Equip - New Clubhouse (at Cost)	1,259,663	1,068,645
Plant & Equip - New Clubhouse Less Accumulated Depreciation	(557,575)	(558,278)
Plant & Equipment - Gaming (at Cost)	151,826	120,279
Plant & Equipment - Gaming Less Accumulated Depreciation	(82,805)	(77,253)
Plant & Equipment - Golf Course (at Cost)	1,508,000	1,468,535
Plant & Equipment - Golf Course Less Accumulated Depreciation	(1,110,200)	(1,030,798)
Total Other Fixed Assets	1,178,469	998,591
Total Property, Plant and Equipment	22,679,146	22,447,452

4. Financial Liabilities:

Current

Secured		
Loan-NAB (Course Machinery)	-	17,113
Loan-NAB (Course Machinery) Less Unexpired Interest	-	(255)
Loan-NAB (Course Machinery 2)	23,929	21,935
Loan-NAB (Course Machinery 2) Less Unexpired Interest	(944)	(1,662)
Loan - NAB (Solar)	66,181	66,181
Loan - NAB (Solar) Less Unexpired Interest	(4,770)	(7,403)
Loan - NAB (Workman/Thatchmaster)	5,840	5,840
Loan - NAB (Workman/Thatchmaster) Less Unexpired Interest	(599)	(881)
Loan - NAB (Excavator)	17,498	17,498
Loan - NAB (Excavator) Less Unexpired Interest	(1,154)	(1,738)
Loan - NAB (Irrigation System)	4,596	4,596
Loan - NAB (Irrigation System) Less Unexpired Interest	(467)	(697)
Loan - NAB (POS Hardware)	7,407	7,407
Loan - NAB (POS Hardware) Less Unexpired Interest	(736)	(1,099)
Loan - NAB (Mazda BT50)	8,887	8,887
Loan - NAB (Mazda BT50) Less Unexpired Interest	(882)	(1,153)
Loan - NAB (Greensmaster/Workman)	21,605	21,605
Loan - NAB (Greensmaster/Workman) Less Unexpired Interest	(2,144)	(2,802)
Loan - NAB (Topdresser)	7,053	7,053
Loan - NAB (Topdresser) Less Unexpired Interest	(839)	(1,079)
Loan - Hunter Premium Funding	28,877	-
Loan - Hunter Premium Funding Less Unexpired Interest	(971)	-
Total Secured	178,367	159,348
Total Current	178,367	159,348

Non Current

Secured		
Loan-NAB (Course Machinery 2)	5,982	29,911
Loan-NAB (Course Machinery 2) Less Unexpired Interest	(51)	(995)
Loan - NAB (Solar)	77,212	143,393
Loan - NAB (Solar) Less Unexpired Interest	(2,078)	(6,848)
Loan - NAB (Workman/Thatchmaster)	8,273	14,113
Loan - NAB (Workman/Thatchmaster) Less Unexpired Interest	(334)	(933)
Loan - NAB (Excavator)	23,331	40,828
Loan - NAB (Excavator) Less Unexpired Interest	(592)	(1,745)
Loan - NAB (Irrigation System)	6,129	10,725
Loan - NAB (Irrigation System) Less Unexpired Interest	(242)	(710)
Loan - NAB (POS Hardware)	9,876	17,283
Loan - NAB (POS Hardware) Less Unexpired Interest	(381)	(1,117)
Loan - NAB (Mazda BT50)	22,217	31,104
Loan - NAB (Mazda BT50) Less Unexpired Interest	(958)	(1,840)
Loan - NAB (Greensmaster/Workman)	54,012	75,617
Loan - NAB (Greensmaster/Workman) Less Unexpired Interest	(2,330)	(4,474)
Loan - NAB (Topdresser)	18,808	25,861
Loan - NAB (Topdresser) Less Unexpired Interest	(985)	(1,824)
Total Secured	217,888	368,349
Total Non Current	217,888	368,349
Total Financial Liabilities	396,255	527,697

For the Loans listed above, with the exception of the VCGLR Gaming Entitlements item, the Finance entities noted have security over the individual asset noted in each loan (Commercial Hire Purchase) description.
For the VCGLR Gaming Entitlements loan, the VCGLR has security over Gaming Machines Entitlements until the loan is fully repaid.

INDEPENDENT AUDITOR'S REPORT

To the members of Ballarat Golf Club Inc

Report on the Audit of the Financial Report

Opinion

I have audited the accompanying financial report, being a special purpose financial report of the Ballarat Golf Club Inc., which comprises Divisional Profit and Loss Statements, Consolidated Profit and Loss Statement, Balance Sheet, Statement of Changes in Equity, Statement of Cash Flow, Notes to the Accounts and Statement by Members of the Committee for the financial year ended 31 December 2021.

In my opinion, the financial report of the Ballarat Golf Club Inc gives a true and fair view of the financial position of the Ballarat Golf Club Inc as at 31st December, 2021 and of its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements.

Basis for opinion

I conducted my audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. I am independent of the entity in accordance with the *Associations Incorporation Reform Act 2012 (Vic)* and 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 my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Emphasis of Matter - Basis of Accounting

Without modifying my opinion, I draw attention to Note 1 of the financial report, which describes the basis of accounting. The financial report has been prepared for the purpose of fulfilling the Directors' financial reporting responsibilities under the *Associations Incorporation Reform Act 2012 (Vic)*. As a result, the financial report may not be suitable for another purpose.

Responsibility of the Directors for the Financial Report

The Directors are responsible for the preparation and fair presentation of the financial report in accordance with the requirements of the *Associations Incorporation Reform Act 2012 (Vic)* and for such internal control as the Directors determine is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error. In preparing the financial report, the directors are responsible for assessing the Club's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the Directors either intend to liquidate the Club or to cease operations, or have no realistic alternative but to do so.

The Directors are responsible for overseeing the Club's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

My objective is 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 my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that audits 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 the financial report.

As part of an audit in accordance with Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I 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 my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of 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 registered entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by responsible entities.
- Conclude on the appropriateness of the entities' 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 registered entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the entity 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.



Rob Florence, FCPA

Florence Audit & Assurance

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Dated: 21st March, 2022