



**Mount Osmond Golf Club  
Incorporated**

# Annual Report

**AGM** Thursday 29 June 2017 | 7.45pm



## **Board Of Management**

**President** Mr David Garry

**Chairman of Women Members** Ms Sally Attrill

**Men's Captain** Mr George Christopoulos

**Women's Captain** Mrs Ros Brown

**Board**  
Ms Jackie Aykroyd  
Mr David Brooks  
Mr Alan Freeman  
Mr Jason Morgan

## **General Manager**

Mr Mark Tan

## **VISION STATEMENT**

To provide the best golfing and  
community club in South Australia

Front Cover — Entrance Gates

Inside Cover Sunrise at MOGC — Photography Simon Work

Back Cover — Men constructing the road to Mt Osmond

Other Photography John Hodgson





## President's Message 2016/17



Dear Members,

This year marks the 90th Anniversary of our great club and I am pleased to say that notwithstanding the substantial weather interruptions during the year and the consequential impact on our course and member participation we have managed to record a small operating profit before depreciation.

I am also pleased that we have continued to provide a quality golf course, quality service to members and improvement to member amenities.

In respect to the course we are about to progress a key component of our 2017/2020 Strategic Plan, being the

course redevelopment program. This is a significant development that will complete another component of the course master plan. The investment in our nursery over the last two years will play an important role in the new greens.

Another key component of the strategic plan is the overhaul of the club constitution to make our club more relevant to a modern equality gender based club. At our forthcoming Annual General Meeting a Notice of Motion will be tabled to rescind the existing Constitution and adopt a new Constitution that will reflect a philosophy of one club.

Under the new constitution all members will be encouraged to nominate for Board positions including the position of President providing us with a broader gender based pool of talent.

To adopt the new Constitution the club requires a special resolution of members to be carried with a 75% majority of members present and entitled to vote. As this is a significant historical change to the philosophy of our club I urge all members to come to the meeting to vote on the matter.

The club Foundation Fund continues to deliver a source of capital to

improve member amenities and the upgrade of the men's shower facility is the latest initiative provided by the generosity of those who support the fund.

The Foundation Fund is an essential goodwill initiative that requires more member support as it is carried by too few each year. I ask that more members step up to the plate to support the fund in any way they can.

As this is my last report as Club President I would like to thank those who volunteer their time to contribute for the benefit of all members. There are many members who put in their time to assist the club in many varied capacities. I would also like to thank the management, employees and golf professional of the club who continue to excel in presenting a product that in my humble opinion is the best in South Australia.

Finally, a club that develops and implements a strong strategic plan in a progressive manner is one that will continue to flourish beyond the next 90 years. That club will be Mount Osmond Golf Club Incorporated.

**David Garry**  
President

# Operations & Administration



In 2016/2017 the Club returned an operating deficit of \$318.1k. The audited financial statements include

non-cash items in the operational expenses of the Club, excluding these non-cash items results in surplus funds of \$35.7k (\$85.1k, 2015/2016). This result was a reflection of the tougher economic and environmental conditions experienced throughout the year. It was well documented our record rainfall for 2016 and then we began 2017 with storms and blackouts.

Membership numbers continue to be the most important factor in improving our operating result. Despite total membership numbers finishing in line with last year (refer membership summary) there was a small drop of 14.3 in our full member equivalent. Whilst the 2016/2017 result is not what we were after it still reflects an increase of 2% in the full member equivalent and 3.1% total member numbers since March 2014, a result which is better than both the State (+0.56%) and National (-1.57%) averages for membership for that same period.

The Board and Management is constantly reviewing membership categories to provide members with flexible options that meet members'

needs and provide security of income for the Club.

Water levy expenditure this financial year was limited to offset the heavy expenditure experienced in previous years. A further five laterals were completed up the 1st fairway which removed three giant sprinklers from the manual cycle. There are still four projects that remain uncompleted; 1st hole (tee to large tree), 5th hole, 14th hole (from top of the hill to the green) and the 18th hole (last 100m to the green). Planning has begun to tackle the remainder of the 1st hole at the same time redevelopment of the 1st green is undertaken. The remainder will be implemented when the allocation of funds and human resources allow.

Funds from the Foundation Fund allowed for upgrades to the men's shower area. Thanks must go to members Leon Calladine (E J Nothway Plumbers), Mirco Dallosto (M & D Dallosto Bathrooms), Frank Filippi (Festival Glass) and Tony Spry (Spry & Spry Architectural Cabinetmakers) for their generous support and assistance with this project. I'm sure you will agree the results achieved have been fantastic. Please support these companies when considering your own renovations.

With the expected minimal improvement in surplus funds Board and Management adopted a measured approach to capital

expenditure. Smaller projects identified in the departmental action plans that support the Club's Strategic Plan were targeted and completed. These included several projects to upgrade and improve pathways around the course with the assistance of a very helpful and enthusiastic group of Monday volunteers.

The audited financial statements indicate the reliance on subscription income (41.9% of total income) remained consistent with the improved results of previous (42.4% in 2015/16). Other major sources of income included food and beverage, green fees, competition fees and entrance fees.

Food and beverage sales of \$1,097k (\$1,022k 2015/16) resulted in a net contribution to club revenues of \$39.4k (\$30.4k 2015/16), an increase on last year's results. Total wage costs increased slightly (3.6%) to 54% of total sales and total costs of goods sold (COGS) margins reduced to 35.4% during the year. The balance in sales shifted throughout last year with an increase in member sales as a percentage of total sales (69.1% 2016/2017 from 64.3% 2015/16).

The level of service and quality provided to members and visitors continues to improve. Thank you to the many members who have held functions and celebrations with us during the last year. We have received some great feedback from





these functions and the staff really appreciate the acknowledgement of their hard work. We continue to look for your support. It will be vitally important for members to maintain their support of the Club through the upcoming winter months, please encourage others to come in and make use of the facilities available.

I would like to acknowledge the generous support of our Club Major Sponsors Kevin Bew and the team at Paradise Motors Mazda. Their generous sponsorship included support of the Twilight series, Foundation Golf Day, Women's Chairman's Day and many other club events. Their ongoing generous support is valued and appreciated. The Club also is very generously supported by many other sponsors, I thank them all and encourage you to show them support when you have the opportunity.

## Personnel

The staff team continue to show commitment to their roles in servicing the members.

The administration staff of Lyn McGough and Sandra Flashman continue to provide service to the membership in an efficient and friendly manner.

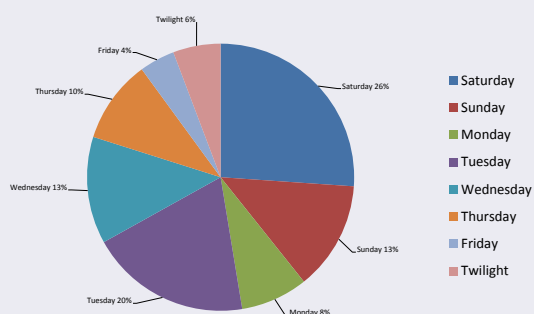
Course Superintendent Barry Bryant and the team of grounds staff continue to present the course in wonderful condition despite trying conditions. Well done to the course team.

The food and beverage team continue to raise the bar in the level of service and quality of product offered. The team dutifully manage the increased workload of our function commitments whilst maintaining a high level of service to members.

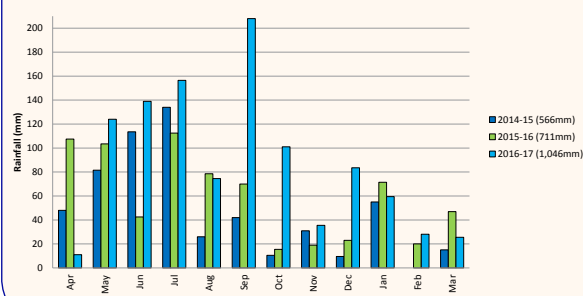
Our Golf Club and its members rely on the services of the Club Professional Ian Pritchard and his staff. The professionalism and willingness to go above and beyond in servicing the members continues to remain outstanding. Ian's commitment and dedication to the Club and his service to the industry was recognised in October 2016 when he was awarded the Club Professional of the Year award (for the third consecutive year) at the Golf SA Industry awards dinner. The Club is very lucky to have such a dedicated Club Professional who maintains such a high level of service to members, guests and visitors.

**Mark Tan**  
General Manager

**Competition Players April 2016–March 2017**



**Rainfall at Mt Osmond Golf Club**





# Committee Reports

## Men's Captain



The Match Committee has been very busy this past year. The three month

pace of play trial earlier in the year, followed by a

player survey, introduced a number of initiatives some of which were abandoned through lack of member support whilst others elevated to permanent status.

Players gave strong support to 8 minute tee time gaps, compulsory call up on 2nd and 4th holes, marshalling and ready golf principles. It is true to say that player flow around the course has improved as a result and I would like to thank members for the spirit in which these changes were adopted.

Substantial changes of this nature were made possible by the energetic backing of all Match Committee Members, Peter Haysman, Ros Brown and Graham Feltham and more recently Susie Bishop and Dale Hancock and I thank them dearly along with Mark Tan and Ian Pritchard who give generously of their time and expertise to ensure

we don't lose sight of the big picture. I would like to especially thank Lyn McGough for her efficient running of golf events throughout the year and who is a valuable source of historical competitions information.

Other changes have occurred in the last 12 months, to which the match committee played a substantial part:

- Converting snake gully (12th hole) to out of bounds and removing the pesky front left hand bunker on the same hole. Improvements to safety and player flow have resulted from this change.
- Introduction of the Captains' Challenge this year was a huge success. The Challenge was played in March between 20 women and 20 men and the inaugural winners were the women, admirably led by the Women's Captain, Ros Brown. Needless to say the men have begun plotting tactics for next year's event to ensure that the perpetual trophy which was donated by a generous member of our club is held aloft by the men.
- Uploading scores to Golf Link in a more timely manner, now being done by pro shop staff, has been a big improvement.

Congratulations to our men's pennant teams last season particularly our A2 side which came within a whisker of advancing to the top echelon of pennant gold in South Australia, the Simpson Cup. An impressive effort by the team and those who helped along the way, as team captains and coordinators.

Congratulations also to our Club Championship winners this year. Ken Chan was Club Champion for the second year running. Andrew Long the B Grade Champion and Geoff Smith the C Grade Champion.

I am thrilled with the club's decision to proceed with upgrading the first three holes. It is a substantial step forward and will cement our position as by far the best golf course in Adelaide outside of the sand belt courses. This has come on top of the other improvements made to our course by Barry Bryant and his band of hard working ground staff in tree lopping and clearing congested area around the course to improve playability and pace of play.

**George Christopoulos**  
Men's Captain





## Women's Chairman



Women's golf at Mount Osmond has continued to flourish during the past 12 months, thanks

to the continued enthusiasm of the Women's Committee, and the professional support of the administrative and hospitality staff of the club, who have once again delivered outstanding service to our club.

Women members have enjoyed a busy and varied calendar of regular events, providing a range of golfing experiences that have been both competitive and social. Our more social fun days have continued to take place mostly on Wednesdays, but this year we have made an extra effort to support the "One Club" mantra by being proactive in building connections with weekend golfers, and the male membership. Club Captains, Ros Brown and George Christopoulos initiated a new event, "The Captains' Challenge", held on a Monday that saw teams of 20 players compete for a new trophy, which in its inaugural year was captured by the women's team, 634pts to 629pts. More importantly, we saw 40 men and women teeing off together, and enjoying the game as a mixed gender group, and a casual lunch afterwards. We hope that this will be the first of

many events that brings the men and women members to share in our passion for our beautiful course and wonderful hospitality services at our club.

The Women's Committee continued to meet regularly each month to plan forthcoming special events with the specific aim of keeping our members engaged in the club, and enthusiastic about encouraging new members to join us on our beloved course.

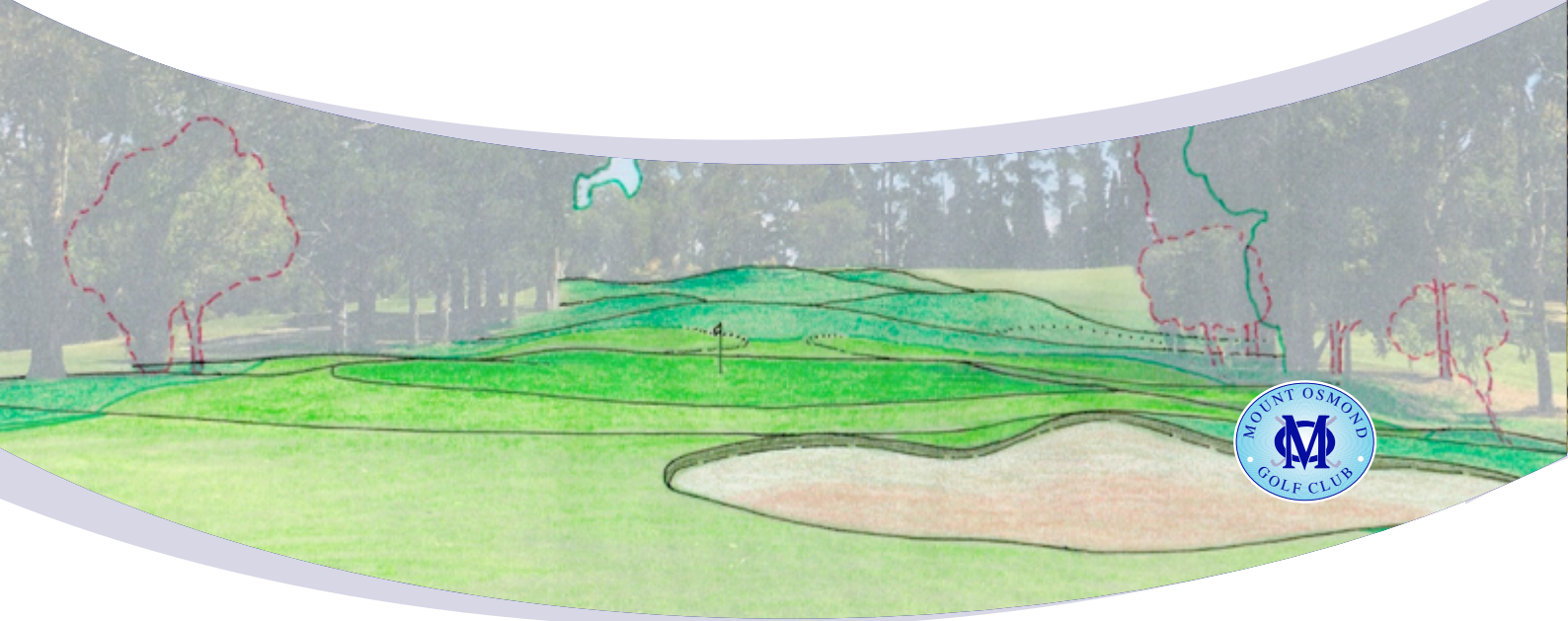
Highlights included:

- the Annual Bridge and Mahjong Day held in August, supported by more than 80 members and visitors, who enjoyed a delicious lunch after the game time, and helped in our fundraising efforts for the club
- Women's Chair's Guest Day, also held in August, that provided an opportunity to showcase our club's special hospitality, kindly sponsored by Club Sponsor, Kevin Bew, from Paradise Motors Mazda
- Our SGM held in October, when winter trophy winners were presented with their prizes, and we welcomed the CEO of Catherine House, Linda Mathews, as guest speaker. She expressed her gratitude for a donation from the Women's Committee.
- The Christmas Ambrose and Party, followed by the Christmas entertainment which for the first

time went "high-tech", thanks to the technical support of Mitchell Roberts. The splendid Christmas fare and comical performance was well received once again by over 140 guests. The video went viral!

- A Sip and Chip event, supported by almost 60 women members, eager to improve their short games, and the club professional, Ian Pritchard
- The Opening of the Season, where summer trophy winners were presented with their prizes and yet another impressive luncheon was provided by our highly-regarded hospitality team for over 130 members
- A fashion parade and cocktail party, generously supported by the efforts of Ray Diamond, and attended by over 60 women, including several from other clubs, keen to see how we do it at Mount Osmond for the women.
- Our Golf SA Open Day was again enthusiastically supported, with record numbers of visitors attending, and enjoying our course in peak condition in April, after a mild summer and frequent rain events. We are always admiring the expert efforts of our highly enviable team of Ground Staff

March and April have been busy months for our new Captain, Ros



Brown, and her Vice, Lyndall Finch, as they make arrangements for the impending Pennant season, with practices to arrange, teams to select and hosting days to organise. This year we are again fielding 4 teams in the Golf SA competitions. There is an A2 team playing on Sundays, including our star Junior and recent Club Champion, Nayoung Ku. In the Monday Competitions, we have an A3, Cleek and Hickory team entered, providing opportunities for more than 20 members to enjoy interclub golf and play on other metropolitan courses that otherwise might be more difficult to access.

At our Special General Meeting in October we farewelled Chris Holden, who completed her 2 years as Club Captain, and thanked her for the long hours she dedicated to Women's Golf at Mount Osmond. She was a courageous Captain in facilitating numerous changes to the operation of Women's Golf at our Club, in an effort to see continuous improvements.

We also farewelled long serving committee members, Gail Kennett, Jackie Aykroyd, and Ruth Gwilliam, who have been generous contributors to our club over many years. The vacancies on the Committee have been ably filled by Lyndall Finch, Bronnie Kilpatrick, Mary Mittiga and Libby Blake, who have already left their mark with their individual talents and energy.

As my term as Women's Chair

comes to a close, I would like to express my profound gratitude to all the Members of the Women's Committees, both past and present, who have, over the decades, through their selfless endeavours and generosity, built this Club into something rather special, unrivalled in South Australia, and highly envied by many. We have a reputation for being an openly welcoming, inclusive, and friendly club, with a playing buddy for everyone. We have a supportive, warm-hearted community, which is one of our finest assets, and one to be guarded respectfully.

I am very grateful for all of the friendships this role has facilitated, and the opportunity to serve this fine establishment.

**Sally Attrill**  
*Women's Chair*

## Grounds Report



2016/17 has again been a challenging year for grounds staff with serious storms and higher than average rainfall.

Barry and his team have performed over and above, keeping the course in very good condition throughout the year and providing a playable course through the November and December significant weather events.

Our member volunteers provided remarkable assistance during this time and throughout the year which is very much appreciated. Thank you to all the volunteers and course staff.

The Greens Nursery is now completely developed and with the resurfacing of the 18.5 hole with the same turf type and quality the club is now in a fantastic position to develop and maintain the golf course, taking it to the next level.

Exciting news for the club is the construction of 3 new green complexes over the next 3 years. It has been recognised that the older greens are to be a focus in the master plan. Neil Crafter is the golf course architect who will be overseeing and building the green complexes. Neil has a fantastic golf course design history and I have full faith that the new greens will be an improvement and be delivered to the satisfaction of members.

Course construction is scheduled to start in September on the 1st green and due to be back in play early December.

This year the course has held up extremely well and with subtle improvements throughout the course there is no doubt that we are heading in the right direction to encourage new members and show case our beautiful course and club to any visitors.

**Jason Morgan**  
*Chair of Grounds*





## Finance Report



Following on from previous years the Board has continued to address the items in the Club's Strategic

Plan, whilst being aware of the ongoing constraints of cash availability. The recently announced program of course development, based around the redevelopment of the first three holes over the next three years, is an indication of the Board's commitment to the continued enhancement of our great course.

Over the past year, we have continued to focus on a program of prudent cash management, balancing cost cutting and investment, with the effects on the provision of member and guest services, as we need to maintain our current high focus on this, whilst being more efficient and effective.

These combined efforts have resulted in the Club returning an operating deficit of \$318k (\$260k 2015/16). The audited financial statements

include non-cash items in the operational expenses of the Club, and after excluding these non-cash items we have surplus funds of \$35k down from \$85k in 2015/2016. This is a pleasing result, whilst accepting that it needs to be better, in the current environment and remains a significant improvement on a few years ago.

Whilst debt reduction might not be an immediate opportunity in the current economic environment, the Board remains committed to the continued investment in our facilities, based around our income and expenditure projections, and will continue to explore every opportunity to both boost revenue and save costs over the coming years.

The current and ongoing focus on increasing and retaining our highly valued membership will provide the club with the additional income required for our ongoing development program. This has been the combined efforts of many years of hard work from Mark Tan, Club Administration and the various Committees, in promoting the Club as one of South Australia's premier

courses. This exercise remains difficult in the current economic conditions, however, the Board's continued endeavours are paying off, and I continue to be confident that our great club remains in a strong financial position.

As mentioned in previous reports we should all be exceedingly proud to bring family, friends and guests to our club, none having such priceless views of our magnificent city. With our excellent house staff, we can also enjoy some of the best hospitality and clubhouse facilities in Adelaide. As a Board we would ask that you continually look to invite visitors to our club, either to become a member or just to enjoy the wonderful environment that we have created.

Lastly, I wish to thank my committee members, Brendon Skates & Todd Bond, for their continued commitment and support throughout the year, and also to Mark Tan and all the Administration staff for all their hard work and assistance.

**Alan Freeman**  
*Chair of Finance*



## Membership Report

The Membership Committee for 2016/2017 has continued to work on implementing the membership based actions identified within the Club's Strategic Plan. These included a review of the membership offerings available, implementing retention strategies and to review and develop a marketing plan to assist the membership drive.

Following the review of current membership options and categories the Committee identified some opportunities for the Board's consideration;

- The need for an introductory 18 hole membership category
- Analysis of more flexible membership options
- Consolidation of the membership options available

This resulted in the following;

- Introduction of 'Transitional Membership' (an introductory 18 hole membership) which follows on from the success of 'Try Golf Membership'.

- Consolidation of a number of membership categories.
  - Merging of Intermediate U25 & Intermediate U30 into Under 30
  - Stepped merging of Junior U15 and Junior U18
  - Closing of Special Social

The Committee continued to work on its retention strategies by identifying 'At Risk' members as well as inviting all new members to participate in our 'Short Course' program. It has proved to be a popular way to introduce new golfers to the course. These sessions are always good fun and I encourage all members who are able to assist to come along. The retention rate for the renewal April 2016 was 91.6%, which was the highest it has been in recent times.



*Recently appointed Board Member and Chair of Membership Committee David Brooks.*

Membership numbers finished the year 1,037 compared to 1,041 at the end of the previous year. Despite our record retention rate we were unable to maintain our total member numbers and also our full member equivalent (680.6 from 694.9) for the year. Despite this drop we have managed to maintain a net growth over the last three years.

We welcomed 98 new members during the year which was slightly down on the average for the last five years (107). 65 of these new members signed up during our membership drive which was in line with previous year's results despite the drive going for 1 month shorter than previous year's.

I would like to thank the members of the Committee for their efforts during the year, Paul Henry, Libby Blake, Ann Bila, David Brooks, Dale Hancock, Ian Pritchard and Sandra Flashman.

**Mark Tan**  
General Manager





We are delighted to acknowledge the following Membership achievements.

### New Members

Philip Beaton	Steve Huxter
Toby M Branson	Peter Ienari
David Brooks	Michael Jeffery
Randell Brown	Tim Jenkin
Ryan Brown	Bill Johns
Robert Bryce	Tom Jonas
Michael Cappelluti	Chris Jones
Songja Choi	Joe Jones
Phil Colebatch	Chris Kelly
Tina Colebatch	Lulu Kelly
Jaxson Cools	Will Kennedy
Harry Coren	Angela Kim
Michael Coro	Daniel Kmiotek
Paul Dare	Dave Knox
Paul Denton	Gayle Legoe
Sally Denton	Ryan Li
Alec Dunn	Jane Looker
Owen Dunn	Patricia Lucas
Uwe Ebert	Andrew Luck
Sue Economou	Paul Makin
Tim Fitzgerald	Andrew Manson
Richard Freebairn	Harry Matthias
Mads Gaardboe	Sue Morton
David Gilbert	Lynton Nicholas
Tony Giuliani	John O'Flaherty
David Grant	Jae Keug Oh
Marg Hall	Egils Olekalns
Susie Harding	Connor O'Rourke
Grace Harrison	Willy Paku
Max Harrop	Hyun Park
Rhonda Hoare	Soo Park
Tim Hudson	Max Parker
Aidan Hughes	Ian Parkinson
Martin Hughes	Bec Pickering

Mandy Primett  
Carolyn Pyne  
Felix Pyne  
D'Arcy Rabbitt  
Andrew Roach  
Andrew Robson  
Maxine Ross  
Carlos Ruedas  
Robert Ruedas  
Pamela Savage  
Nathan Separovich  
Karen Sharp  
Joe Siciliano  
Bill Spurr  
Rowan Tape  
Lachie Taylor  
David Toms  
Dan Tsiavlis  
Taylor Walker  
Brian Wheatley  
Heather Wheatley  
Sam Williams  
Jerry Zhang  
Ned Zhang  
Oscar Zhang

### 25 Year Members

Andrew Boath  
George Christopoulos  
David Day  
Graham Edwards  
Neil Freeman  
David Garry  
Alan Giersch  
Ralph Green  
Richard Green  
David Kelly  
Geoff King  
Michael Kitchener  
Andrew MacDonald  
Bruce MacIntosh  
Penny Mathews  
Andrew Nairn  
Allan Pring  
Peter Reed  
Graham Wadsley  
Robert Webb  
Vic Willington

### Vale

It is with deep regret we acknowledge the passing of the following members during the year;

Brian Batley  
Ian Black  
Nina de Kam  
Noel Orford  
Karen Parish  
Matt Tiddy



## Membership Summary

CATEGORY	31 MARCH 2017	31 MARCH 2016	31 MARCH 2015	31 MARCH 2014	31 MARCH 2013
Seven Day	253	264	272	278	270
Seven Day (B)	n/a	n/a	n/a	n/a	28
Six Day	190	202	189	171	137
Six Day (B)	n/a	n/a	n/a	n/a	44
Five Day	175	180	187	206	167
Five Day (B)	n/a	n/a	n/a	n/a	38
Mt Osmond 100	79	79	67	61	65
Veteran (A)	n/a	n/a	n/a	n/a	0
Intermediate (18–24)	28	34	26	12	12
Intermediate (25–29)	23	15	10	11	10
Intermediate B (25–29)	n/a	n/a	n/a	n/a	3
Student	n/a	n/a	n/a	1	3
Junior A (8–U15)	26	20	21	24	28
Junior B (15–U18)	15	18	24	19	19
Life	2	2	3	3	3
Membership Through Service	1	1	1	1	1
Honorary	0	0	0	0	0
Counrty	2	1	2	2	3
Nine Hole	22	20	14	16	10
Nine Hole (B)	n/a	n/a	n/a	n/a	27
Transitional	5	n/a	n/a	n/a	n/a
Try Golf	45	38	56	41	3
Back to the Mount	25	24	17	19	1
Driving Range	1	1	2	3	6
Social	92	86	88	78	39
Special Social	19	15	17	13	11
Supernumerary	32	39	43	47	93
Temporary	0	0	0	0	2
Corporate	2	2	2	2	2
Total	1037	1041	1041	1008	1025





# **Mount Osmond Golf Club Inc**

## **Financial Statements**

**For the Year Ended 31 March 2017**



## Board Member's Report

31 March 2017

The board members submit the financial report of the Association for the financial year ended 31 March 2017.

### 1. General information

#### Principal activities

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

- The maintenance and operation of the Golf Club.

#### Significant changes

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

#### Benefits as a result of contracts

During the financial year, there were no benefits received or entitled to be received as a result of a contract between an officer, firm or body corporate and the Association.

#### Payments and other benefits

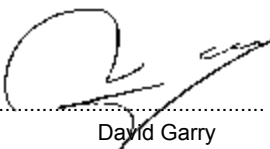
No payments or benefits of a pecuniary value were received by any officers of the Association during the financial year.

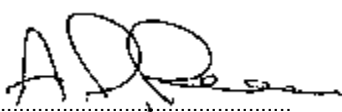
### 2. Operating results and review of operations for the year

#### Operating result

The loss of the Association for the financial year amounted to \$ 318,118(2016: \$ 260,507).

Signed in accordance with a resolution of the Board Members:

President:   
David Garry

Board member:   
Alan Freeman

Dated 3/5/2017

The accompanying notes form part of this financial report





## Statement of Profit or Loss and Other Comprehensive Income

### For the Year Ended 31 March 2017

	Note	2017 \$	2016 \$
<b>Revenue</b>			
Membership income	2	1,190,525	1,194,873
Golf operations income	3	228,373	232,275
Bar Income	4	437,945	413,774
Catering Income	5	675,493	597,834
Interest income		1	1,267
Other Income		82,043	58,545
<b>Total revenue</b>		<b>2,614,380</b>	<b>2,498,568</b>
<b>Expenses</b>			
Golf operations	3	(144,979)	(137,118)
Bar operations	4	(471,098)	(429,372)
Catering operations	5	(602,988)	(551,874)
Course maintenance	6	(696,874)	(692,964)
Administration and membership		(610,919)	(555,232)
Bank fees		(15,252)	(15,895)
Interest paid		(39,774)	(41,253)
Depreciation and amortisation expense		(350,614)	(335,367)
<b>Total expenses</b>		<b>(2,932,498)</b>	<b>(2,759,075)</b>
<b>(Loss) for the year</b>		<b>(318,118)</b>	<b>(260,507)</b>
<b>Other comprehensive income:</b>		<b>-</b>	<b>-</b>
<b>Total comprehensive income for the year</b>		<b>(318,118)</b>	<b>(260,507)</b>

The accompanying notes form part of this financial report



## Balance Sheet

### As At 31 March 2017

	Note	2017 \$	2016 \$
<b>ASSETS</b>			
CURRENT ASSETS			
Cash and cash equivalents	7	242,710	232,375
Trade and other receivables		7,533	(3,166)
Inventories		37,326	44,147
Other assets		17,678	16,150
TOTAL CURRENT ASSETS		305,247	289,506
NON-CURRENT ASSETS			
Property, plant and equipment	8	5,311,476	5,530,563
Intangible assets	9	126,250	127,706
TOTAL NON-CURRENT ASSETS		5,437,726	5,658,269
TOTAL ASSETS		5,742,973	5,947,775
<b>LIABILITIES</b>			
CURRENT LIABILITIES			
Trade and other payables		298,163	274,246
Interest-bearing loans and borrowings	10	279,079	270,388
Employee entitlements	11	150,142	128,224
Subscriptions received in advance		1,046,444	997,205
TOTAL CURRENT LIABILITIES		1,773,828	1,670,063
NON-CURRENT LIABILITIES			
Interest-bearing loans and borrowings	10	61,674	56,168
Employee entitlements	11	47,072	50,300
Other liabilities		7,273	-
TOTAL NON-CURRENT LIABILITIES		116,019	106,468
TOTAL LIABILITIES		1,889,847	1,776,531
NET ASSETS		3,853,126	4,171,244
<b>EQUITY</b>			
Asset revaluation reserve		2,580,165	2,580,165
Foundation fund	12	42,435	19,925
Retained earnings		1,230,526	1,571,154
TOTAL EQUITY		3,853,126	4,171,244

The accompanying notes form part of this financial report



## Statement of Changes in Equity

### For the Year Ended 31 March 2017

2017

		Retained Earnings	President's Trophy Fund	Asset Revaluation Reserve	Foundation Fund	Total
		\$	\$	\$	\$	\$
<b>Balance at 1 April 2016</b>		1,571,154	-	2,580,165	19,925	4,171,244
(Loss) attributable to members of the entity		(318,118)	-	-	-	(318,118)
Transfers from retained earnings	12	(22,510)	-	-	22,510	-
<b>Sub-total</b>		(340,628)	-	-	22,510	(318,118)
<b>Balance at 31 March 2017</b>		<b>1,230,526</b>	-	<b>2,580,165</b>	<b>42,435</b>	<b>3,853,126</b>

2016

		Retained Earnings	President's Trophy Fund	Asset Revaluation Reserve	Foundation Fund	Total
		\$	\$	\$	\$	\$
<b>Balance at 1 April 2015</b>		1,808,807	23,450	2,266,117	19,329	4,117,703
(Loss) attributable to members of the entity		(237,057)	(23,450)	-	-	(260,507)
Revaluation		-	-	314,048	-	314,048
Transfers from retained earnings	12	(596)	-	-	596	-
<b>Sub-total</b>		(237,653)	(23,450)	314,048	596	53,541
<b>Balance at 31 March 2016</b>		<b>1,571,154</b>	-	<b>2,580,165</b>	<b>19,925</b>	<b>4,171,244</b>

The accompanying notes form part of this financial report





## Statement of Cash Flows

For the Year Ended 31 March 2017

	Note	2017 \$	2016 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>			
Subscriptions and other receipts from members		1,326,139	1,283,764
Golfing fees received		280,286	253,928
Bar sales and catering sales and club house hire		1,224,929	1,113,418
Interest received		1	1,267
Sundry income		94,236	88,164
Payments to employees and on costs		(1,417,015)	(1,232,237)
Payments to suppliers		(1,322,854)	(1,369,464)
Interest paid		(39,774)	(41,253)
Proceeds from President's Trophy Fund		-	23,450
Net cash provided by operating activities	13	145,948	121,037
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>			
Proceeds from sale of property, plant & equipment		20,706	12,080
Payments for property, plant and equipment		(153,989)	(121,868)
Net cash (used by) investing activities		(133,283)	(109,788)
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>			
Net Proceeds from borrowings		(12,500)	-
Net cash (used by) financing activities		(12,500)	-
Net (decrease) in cash and cash equivalents held		165	11,249
Cash and cash equivalents at beginning of year		29,446	18,197
Cash and cash equivalents at end of financial year	7	29,611	29,446

The accompanying notes form part of this financial report



## Notes to the Financial Statements

For the Year Ended 31 March 2017

The financial statements cover Mount Osmond Golf Club Inc (Mount Osmond Golf Club) as an individual entity. Mount Osmond Golf Club Inc is a not-for-profit association incorporated in South Australia under the *Associations Incorporation Act (SA) 1985*.

### 1. Summary of Significant Accounting Policies

#### 1.1. Basis of preparation

The financial statements are general purpose financial statements that have been prepared in accordance with the Australian Accounting Standards, Australian Accounting Interpretations and the *Associations Incorporation Act (SA) 1985*.

Australian Accounting Standards set out accounting policies that AASB have concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions to which they apply.

Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless otherwise stated.

The financial statements have been prepared on an accruals 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.

#### 1.2. 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 Association has retrospectively applied an accounting policy, made a retrospective restatement or reclassifies items in its financial statements, an additional balance sheet as at the beginning of the earliest comparative period will be disclosed.

#### 1.3. Inventories

Inventories comprise bar stocks and are valued at the lower of cost or net realisable value being determined on a first in first out basis.

#### 1.4. Property, plant and equipment

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

##### Plant and equipment

Plant and equipment are measured on the cost basis less depreciation and impairment losses. Cost includes expenditure that is directly attributable to the asset.

##### Depreciation

The depreciable amount of all fixed assets including buildings and capitalised leased assets, is depreciated on a straight-line 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 accompanying notes form part of this financial report



## 1. Summary of Significant Accounting Policies continued

### 1.4. Property, plant and equipment continued

The depreciation rates used for each class of depreciable assets are:

Class of Fixed Asset	Depreciation Rate
Buildings and course improvements	2 - 5%
Plant and machinery	10 - 25%
Furniture and fittings	10%

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains and losses are included in the statement of profit or loss and other comprehensive income.

### 1.5. Financial instruments

#### Initial recognition and measurement

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions to the instrument. For financial assets, this is the equivalent to the date that the Association commits itself to either the purchase or sale of the asset (i.e. trade date accounting is adopted).

Financial instruments are initially measured at fair value plus transactions costs, except where the instrument is classified 'at fair value through profit or loss' in which case transaction costs are expensed to profit or loss immediately.

#### Classification and subsequent measurement

Financial instruments are subsequently measured at either fair value, amortised cost using the effective interest rate method, or cost. *Fair value* represents the amount for which an asset could be exchanged or a liability settled, between knowledgeable, willing parties in arm's length transaction. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

*Amortised cost* is calculated as:

- (a) the amount at which the financial asset or financial liability is measured at initial recognition;
- (b) less principal repayments;
- (c) plus or minus the cumulative amortisation of the difference, if any, between the amount initially recognised and the maturity amount calculated using the *effective interest method*; and
- (d) less any reduction for impairment.

The *effective interest method* is used to allocate interest income or interest expense over the relevant period and is equivalent to the rate that exactly discounts estimated future cash payments or receipts (including fees, transaction costs and other premiums or discounts) through the expected life (or when this cannot be reliably predicted, the contractual term) of the financial instrument to the net carrying amount of the financial asset or financial liability. Revisions to expected future net cash flows will necessitate an adjustment to the carrying value with a consequential recognition of an income or expense in profit or loss.

The classification of financial instruments depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition and at the end of each reporting period for held-to-maturity assets.

The accompanying notes form part of this financial report





## 1. Summary of Significant Accounting Policies continued

### 1.5. Financial instruments continued

#### *..(i) - Loans and receivables*

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market and are subsequently measured at amortised cost.

Loans and receivables are included in current assets, except for those which are not expected to mature within 12 months after the end of the reporting period.

#### *..(ii) - Held-to-maturity investments*

Held-to-maturity investments are non-derivative financial assets that have fixed maturities and fixed or determinable payments, and it is the Association's intention to hold these investments to maturity. They are subsequently measured at amortised cost.

Held-to-maturity investments are included in non-current assets, except for those which are expected to be realised within 12 months after the end of the reporting period, which will be classified as current assets.

If during the period the Association sold or reclassified more than an insignificant amount of the held-to-maturity investments before maturity, the entire held-to-maturity investments category would be tainted and reclassified as available-for-sale.

The Association did not hold any held-to-maturity investments in the current or comparative financial year.

Available-for-sale financial assets are included in non-current assets, except for those which are expected to be realised within 12 months after the end of the reporting period.

#### *..(iii) - Financial liabilities*

Non-derivative financial liabilities (excluding financial guarantees) are subsequently measured at amortised cost. Fees payable on the establishment of loan facilities are recognised as transaction costs of the loan.

Borrowings are classified as current liabilities unless the Association has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

#### **Fair value**

Fair value is determined based on current bid prices for all quoted investments. Valuation techniques are applied to determine the fair value for all unlisted securities, including recent arm's length transactions, reference to similar instruments and option pricing models.

#### **Impairment**

At the end of each reporting period, the Association assesses whether there is objective evidence that a financial asset has been impaired through the occurrence of a loss event.

Where a subsequent event causes the amount of the impairment loss to decrease (e.g. payment received), the reduction in the allowance account (provision for impairment of receivables) is taken through profit and loss.

However, any reversal in the value of an impaired available for sale asset is taken through other comprehensive income rather than profit and loss.

The accompanying notes form part of this financial report

## **1. Summary of Significant Accounting Policies continued**

### **1.5. Financial instruments continued**

#### **Impairment continued**

Impairment losses are recognised through an allowance account for loans and receivables in the statement of profit or loss and other comprehensive income.

#### **Derecognition**

Financial assets are derecognised where the contractual rights to receipt of cash flows expires or the asset is transferred to another party whereby the entity no longer has any significant continuing involvement in the risks and benefits associated with the asset. Financial liabilities are derecognised where the related obligations are either discharged, cancelled or expired. The difference between the carrying value of the financial liability extinguished or transferred to another party and the fair value of consideration paid, including the transfer of non-cash assets or liabilities assumed, is recognised in profit or loss.

### **1.6. Impairment of non-financial assets**

At the end of each reporting period, the Association reviews the carrying values of its tangible and intangible assets to determine whether there is any indication that those assets have been impaired. If such an indication exists, the recoverable amount of the asset, being the higher of the asset's fair value less costs to sell and value in use, is compared to the asset's carrying value. Any excess of the asset's carrying value over its recoverable amount is expensed to the statement of profit or loss and other comprehensive income.

Where it is not possible to estimate the recoverable amount of an individual asset, the Association estimates the recoverable amount of the cash-generating unit to which the asset belongs.

### **1.7. Cash and cash equivalents**

Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less which are convertible to a known amount of cash and subject to an insignificant risk of change in value, and bank overdrafts. Bank overdrafts are shown within short-term borrowings in current liabilities on the balance sheet.

### **1.8. Employee leave benefits**

Provisions are recognised when the Association's liability for employee benefits arising from the services rendered by employees to balance date. Employee benefits that are expected to be settled within one year have been measured at the amounts expected to be paid when the liability is settled, plus related on costs. Employee benefits payable later than one year have been measured at the present value of future cash outflows to be made for those benefits.

### **1.9. 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 Association 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.

### **1.10. Income tax**

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

The accompanying notes form part of this financial report



## Notes to the Financial Statements for the Year Ended 31 March 2017

### 1. Summary of Significant Accounting Policies continued

#### 1.11. Revenue and other income

The Association recognises revenue when the amount of revenue can be reliably measured, it is probable that future economic benefits will flow to the entity and specific criteria have been met for each of Mount Osmond Golf Club Inc's activities as discussed below.

Revenue is measured at the fair value of the consideration received or receivable after taking into account any trade discounts and volume rebates allowed.

##### **Subscriptions**

Subscriptions from members received during the year that relate to the next membership year are treated as subscriptions received in advance and not recorded as income until the commencement of the year to which the subscription relates.

##### **Sale of goods**

Revenue is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer and the costs incurred in respect of the transaction can be measured reliably.

##### **Interest income**

Interest revenue is recognised on a proportional basis taking into account the interest rates applicable to the financial asset.

#### 1.12. Borrowing costs

Borrowing costs are recognised as an expense when incurred.

#### 1.13. Goods and services tax (GST)

Revenues, expenses and assets are recognised net of the amount of GST, except where the amount of GST incurred is not recoverable from the Australian Tax Office. In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense. Receivables and payables in the balance sheet are shown inclusive of GST.

Cash flows are presented in the statement of cash flows on a gross basis, except for the GST component of investing and financing activities, which are disclosed as operating cash flows.

#### 1.14. Critical accounting estimates and judgments

##### **Key estimates - impairment**

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

With respect to cash flow projections, growth rates have been factored into valuation models for the next five years on the basis of the committee's expectations around the continued ability to attract new members, historical population growth in the area of operation, allowance for inflation.

The accompanying notes form part of this financial report



**1. Summary of Significant Accounting Policies continued**

**1.15. Adoption of new and revised accounting standards**

During the current year, the Association adopted all of the relevant new and revised Australian Accounting Standards and Interpretations applicable to its operations which became mandatory.

The adoption of these Standards has impacted the recognition, measurement and disclosure of certain transactions. There was no significant impact from the adoption of these Standards and Interpretations on the financial statements of Mount Osmond Golf Club Inc.

**1.16. New accounting standards for application in future periods**

The AASB has issued new and amended Accounting Standards and Interpretations that have mandatory application dates for future reporting periods. The board members have decided against early adoption of the relevant Standards, as does not expect the adoption of these standards to have any impact on the reported position or performance of the Association.

The accompanying notes form part of this financial report





## Notes to the Financial Statements for the Year Ended 31 March 2017

### 2. Membership Income

Membership income is summarised as follows:

	2017	2016
	\$	\$
<b>Membership income</b>		
Membership Subscriptions	1,094,411	1,060,081
Entrance Fees	27,773	54,301
Sponsorship income	21,509	24,691
Water Levy	41,084	42,420
PIP Insurance	5,748	13,380
<b>Total membership income</b>	<b>1,190,525</b>	<b>1,194,873</b>

### 3. Golf Operation Income

Golf operation income is summarised as follows:

	2017	2016
	\$	\$
<b>Golfing operation income</b>		
Green fees	139,579	142,142
Competition fees	86,838	89,077
Other income	1,956	1,056
<b>Total golfing operation income</b>	<b>228,373</b>	<b>232,275</b>
<b>Golfing operation expenses</b>		
Competition fees	(73,183)	(74,120)
Pennant	(13,981)	(6,027)
Professional retainer and commission	(57,815)	(56,971)
<b>Total golfing operation expenses</b>	<b>(144,979)</b>	<b>(137,118)</b>
<b>Net golfing operation income</b>	<b>83,394</b>	<b>95,157</b>

The accompanying notes form part of this financial report



#### 4. Bar Income Summary

Bar operations are summarised as follows:

	2017 \$	2016 \$
<b>Bar Income</b>		
Bar Income	437,945	413,774
<b>Bar Expenses</b>		
Cost of goods sold	(155,131)	(144,902)
Employee remuneration	(310,134)	(276,790)
Other expenses	(5,833)	(7,680)
<b>Total bar expenses</b>	<u>(471,098)</u>	<u>(429,372)</u>
<b>Net bar income</b>	<u>(33,153)</u>	<u>(15,598)</u>

#### 5. Catering Income Summary

Catering operations are summarised as follows:

	2017 \$	2016 \$
<b>Catering Income</b>		
Catering Income	675,493	597,834
<b>Catering Expenses</b>		
Cost of goods sold	(239,318)	(229,937)
Employee Remuneration	(291,146)	(250,165)
Cleaning, gas, replacements	(52,342)	(49,818)
Entertainment and promotions	(20,182)	(21,954)
<b>Total catering expenses</b>	<u>(602,988)</u>	<u>(551,874)</u>
<b>Net catering income</b>	<u>72,505</u>	<u>45,960</u>

The accompanying notes form part of this financial report



## Notes to the Financial Statements for the Year Ended 31 March 2017

### 6. Course maintenance

Course maintenance are summarised as follows:

	2017	2016
	\$	\$
<b>Course Expenses</b>		
Employee Remuneration	433,574	434,025
Course Maintenance	82,285	89,136
Electricity (bore)	50,007	50,545
Course Chemicals	66,869	66,715
Other Course Expenses	64,139	52,543
<b>Total course expenses</b>	<b>696,874</b>	<b>692,964</b>

### 7. Cash and Cash Equivalents

Cash at bank and in hand	242,710	232,375
<b>Reconciliation of cash</b>		
Cash and cash equivalents	242,710	232,375
Bank overdrafts	10 (213,099)	(202,929)
<b>Balance as per statement of cash flows</b>	<b>29,611</b>	<b>29,446</b>

The accompanying notes form part of this financial report

**8. Property, Plant and Equipment**

	2017	2016
	\$	\$
LAND AND BUILDINGS		
Land		
At valuation	2,240,785	2,240,785
Total Land	<u>2,240,785</u>	<u>2,240,785</u>
Buildings & course improvements		
At valuation	2,085,428	2,085,428
At cost	4,567,755	4,561,679
Accumulated depreciation	<u>(4,207,032)</u>	<u>(3,940,812)</u>
Total buildings	<u>2,446,151</u>	<u>2,706,295</u>
Total land and buildings	<u>4,686,936</u>	<u>4,947,080</u>
PLANT AND EQUIPMENT		
Capital works in progress		
At cost	<u>64,116</u>	<u>21,360</u>
Plant and machinery		
At cost	1,535,493	1,511,700
Accumulated depreciation	<u>(1,074,932)</u>	<u>(1,067,978)</u>
Total plant and equipment	<u>460,561</u>	<u>443,722</u>
Furniture, fixture and fittings		
At cost	323,802	323,802
Accumulated depreciation	<u>(223,939)</u>	<u>(205,401)</u>
Total furniture, fixture and fittings	<u>99,863</u>	<u>118,401</u>
Total plant and equipment	<u>624,540</u>	<u>583,483</u>
<b>Total property, plant and equipment</b>	<u><u>5,311,476</u></u>	<u><u>5,530,563</u></u>

The accompanying notes form part of this financial report





## Notes to the Financial Statements for the Year Ended 31 March 2017

### 8.1. Movements in Carrying Amounts

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

	Capital Works in Progress	Land	Buildings & Course Improvements	Plant and Machinery	Furniture, Fixtures and Fittings	Total
	\$	\$	\$	\$	\$	\$
<b>2017</b>						
Balance at the beginning of year	21,360	2,240,785	2,706,305	443,712	118,401	<b>5,530,563</b>
Additions	42,755	-	6,076	105,168	-	<b>153,999</b>
Disposals	-	-	-	(23,929)	-	<b>(23,929)</b>
Depreciation expense	-	-	(266,221)	(64,398)	(18,538)	<b>(349,157)</b>
<b>Balance at 31 March 2017</b>	<b>64,115</b>	<b>2,240,785</b>	<b>2,446,160</b>	<b>460,553</b>	<b>99,863</b>	<b>5,311,476</b>
<b>2016</b>						
Balance at the beginning of year	-	1,926,737	2,934,256	483,919	105,417	5,450,329
Additions	21,360	-	24,808	42,395	26,013	114,576
Disposals	-	-	-	(13,023)	-	(13,023)
Depreciation expense	-	-	(252,759)	(69,579)	(13,029)	(335,367)
Revaluation increase recognised in equity	-	314,048	-	-	-	314,048
<b>Balance at 31 March 2016</b>	<b>21,360</b>	<b>2,240,785</b>	<b>2,706,305</b>	<b>443,712</b>	<b>118,401</b>	<b>5,530,563</b>

The accompanying notes form part of this financial report

**9. Intangible Assets**

	2017	2016
	\$	\$
Goodwill	126,250	126,250
<b>Net carrying value</b>	<b>126,250</b>	<b>126,250</b>
Business setup costs	10,136	10,136
Accumulated amortisation	(10,136)	(8,680)
<b>Net carrying value</b>	<b>-</b>	<b>1,456</b>
<b>Total Intangibles</b>	<b>126,250</b>	<b>127,706</b>

**10. Interest-bearing loans and borrowings**

CURRENT		
Hire purchase liabilities	65,980	67,459
Bank overdraft	213,099	202,929
<b>Total current borrowings</b>	<b>279,079</b>	<b>270,388</b>
NON-CURRENT		
Hire purchase liabilities	61,674	56,168
<b>Total non-current borrowings</b>	<b>61,674</b>	<b>56,168</b>

**10.1. Business Line of Credit**

The Association has negotiated a Business Line of Credit facility with Commonwealth Bank of Australia to the value of \$1,000,000. At balance date the balance drawn down on this facility was \$213,099 (2016: \$202,929). The facility is subject to a variable interest rate and is also subject to an annual review by the bank. Security for the facility is a First Registered Mortgage by Mount Osmond Golf Club Incorporated over Non Residential Real Property located at 60 Mount Osmond Rd, Mount Osmond SA 5064.

The Line of Credit was not fully drawn as at balance date due to subscriptions received in advance of \$1,046,444 (2016: \$997,205). The Line of Credit will be drawn upon during the year to cover operational expenditure.

**10.2. Hire purchase**

Draw downs under the hire purchase facility are subject to prevailing market rates at the time of draw down.

The accompanying notes form part of this financial report



## Notes to the Financial Statements for the Year Ended 31 March 2017

### 11. Employee Benefits

#### 11.1. Employee benefits - current liability

	2017	2016
	\$	\$
CURRENT		
Annual leave	82,505	59,962
Long service leave	67,637	68,262
	<u>150,142</u>	<u>128,224</u>

#### 11.2. Employee benefits - non-current liability

NON-CURRENT		
Long service leave	47,072	50,300
	<u>47,072</u>	<u>50,300</u>

### 12. Reserves

#### 12.1. Foundation Fund

The Foundation Fund was established to provide passionate members with a mechanism to donate funds that will be used in improving or maintaining the Club house and surrounds for the benefit of members and future generations.

	2017	2016
	\$	\$
<b>Opening Balance</b>	19,925	19,329
Income	34,902	38,799
Borrowings from Mount Osmond Golf Club	10,442	-
Capital expenditure	(20,377)	(29,994)
Other expenditure	(2,457)	(8,209)
<b>Net Movement</b>	<u>22,510</u>	<u>596</u>
<b>Closing Balance</b>	<u>42,435</u>	<u>19,925</u>

The accompanying notes form part of this financial report

**13.1. Reconciliation of result for the year to cashflows from operating activities**

Reconciliation of net income to net cash provided by operating activities:

	2017	2016
	\$	\$
(Loss) for the year	(318,118)	(260,507)
Cash flows excluded from profit attributable to operating activities		
Non-cash flows in profit:		
- depreciation and amortisation	350,613	335,367
- net loss on disposal of assets	3,215	10,262
Changes in assets and liabilities		
- (increase)/decrease in trade and other receivables	(10,699)	9,676
- (increase)/decrease in other assets	(1,528)	(2,843)
- (increase)/decrease in inventories	6,821	(9,863)
- increase/(decrease) in subscriptions in advance	49,239	(48,773)
- increase/(decrease) in other liabilities	18,693	-
- increase/(decrease) in trade and other payables	29,022	70,703
- increase/(decrease) in employee benefits	18,690	17,015
Cashflow from operations	<u>145,948</u>	<u>121,037</u>

**Financial Risk Management**

The main risks Mount Osmond Golf Club Inc is exposed to through its financial instruments are credit risk, liquidity risk and market risk consisting of interest rate risk, foreign currency risk and equity price risk.

The Association's financial instruments consist mainly of deposits with banks, short-term investments, accounts receivable and payable, bank loans and overdrafts.

The totals for each category of financial instruments, measured in accordance with AASB 139 as detailed in the accounting policies to these financial statements, are as follows:

	2017	2016
	\$	\$
<b>Financial Assets</b>		
Cash and cash equivalents	242,710	232,375
- Trade and other receivables	7,533	(3,166)
<b>Total financial assets</b>	<u>250,243</u>	<u>229,209</u>
<b>Financial Liabilities</b>		
Financial liabilities at amortised cost		

The accompanying notes form part of this financial report





## Notes to the Financial Statements for the Year Ended 31 March 2017

### 14. Financial Risk Management continued

	2017	2016
	\$	\$
- Trade and other payables	298,164	274,246
- Borrowings	340,753	326,556
<b>Total financial liabilities</b>	<b>638,917</b>	<b>600,802</b>

#### Financial risk management policies

The board has overall responsibility for the establishment of Mount Osmond Golf Club Inc'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 Mount Osmond Golf Club Inc's activities.

The day-to-day risk management is carried out by Mount Osmond Golf Club Inc'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 rates.

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

Mount Osmond Golf Club Inc does not actively engage in the trading of financial assets for speculative purposes nor does it write options.

Mitigation strategies for specific risks faced are described below:

#### 14.1. 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 Mount Osmond Golf Club Inc and arises principally from Mount Osmond Golf Club Inc's receivables.

It is Mount Osmond Golf Club Inc's policy that all customers who wish to trade on credit terms undergo a credit assessment process which takes into account the customer's financial position, past experience and other factors. Credit limits are then set based on ratings in accordance with the limits set by the board, these limits are reviewed on a regular basis.

Goods are sold subject to retention of title clauses, so that in the event of non-payment Mount Osmond Golf Club Inc may have a secured claim.

#### 14.2. Liquidity risk

Liquidity risk arises from the possibility that Mount Osmond Golf Club Inc might encounter difficulty in settling its debts or otherwise meeting its obligations related to financial liabilities. The Association 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;
- monitoring undrawn credit facilities;

The accompanying notes form part of this financial report



#### 14. Financial Risk Management continued

##### 14.2. Liquidity risk continued

- obtaining funding from a variety of sources;
- maintaining a reputable credit profile;
- managing credit risk related to financial assets;
- only investing surplus cash with major financial institutions; and
- comparing the maturity profile of financial liabilities with the realisation profile of financial assets.

Typically, Mount Osmond Golf Club Inc ensures that it has sufficient cash on demand to meet expected operational expenses for a period of 60 days.

The available funds to the Association are discussed in note 13.

##### 14.3. 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 market prices.

###### *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 Association is also exposed to earnings volatility on floating rate instruments.

###### *ii. Price risk*

Price risk relates to the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices of securities held being available-for-sale or fair value through profit and loss.

Such risk is managed through diversification of investments across industries and geographic locations.

#### Auditors' Remuneration

	2017	2016
	\$	\$
Remuneration of the auditor of the Association, HLB Mann Judd, for:		
- auditing the financial statements	9,000	9,050

#### Contingent Liabilities and Contingent Assets

In the opinion of the Board of Management, the Association did not have any contingencies at 31 March 2017 (31 March 2016:None).

The accompanying notes form part of this financial report



## Notes to the Financial Statements for the Year Ended 31 March 2017

### 17. Events after the end of the Reporting Period

No matters or circumstances have arisen since the end of the financial year which significantly affected or may significantly affect the operations of the Association, the results of those operations or the state of affairs of the Association in future financial years.

### 18. Association Details

The registered office of the association is:

Mount Osmond Golf Club Inc.  
60 Mount Osmond Road  
MOUNT OSMOND SA 5064

The principal place of business is:

Mount Osmond Golf Club Inc.  
60 Mount Osmond Road  
MOUNT OSMOND SA 5064

The accompanying notes form part of this financial report



## Statement by Board Members

In the opinion of the Board the financial report as set out on pages 2 to 22:

1. Present fairly the results of the operations of Mount Osmond Golf Club Inc as at 31 March 2017 and its state of affairs 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 Mount Osmond Golf Club Inc will be able to pay its debts as and when they fall due.
3. During the period ended 31 March 2017:
  - a. no officer of the club;
  - b. no firm of which an officer of the club is a member; or
  - c. no body corporate in which an officer of the club has a substantial interest, has received or become entitled to receive a benefit as a result of a contract between the officer, firm or body corporate and the club or has received directly or indirectly from the club any payment or benefit of a pecuniary value except as follows:
    - i. the General Manager received the normal rewards of that office in accordance with his employment contract as a full time paid employee of the club

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

President .....  
David Garry

Board member .....  
Alan Freeman

Dated 3/5/2017





# Independent Auditor's Report



Chartered Accountants

**MOUNT OSMOND GOLF CLUB INC**  
**ABN 79 990 797 062**  
**INDEPENDENT AUDITOR'S REPORT**

To the members of Mount Osmond Golf Club Inc:

**Opinion**

We have audited the accompanying financial report of Mount Osmond Golf Club Inc, ("the Association"), which comprises the balance sheet as at 31 March 2017, 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, notes comprising a summary of significant accounting policies and other explanatory information, and the statement by the Board Members.

In our opinion:

- (a) the financial report presents fairly, in all material respects, the financial position of Mount Osmond Golf Club Inc as at 31 March 2017 and its performance for the year then ended in accordance with the *Associations Incorporations Act (SA) 1985*; and
- (b) the financial report also complies with Australian Accounting Standards as disclosed in Note 1.

**Board Members' Responsibility for the Financial Report**

The Board Members are responsible for the preparation and fair presentation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Associations Incorporations Act (SA) 1985* and for such internal control as the Board Members determine is necessary to enable the preparation and fair presentation of the financial report that is free from material misstatement, whether due to fraud or error.

**Auditor's Responsibility**

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. Those standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Association's preparation and fair presentation of the financial report 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 Association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board Members, as well as evaluating the overall presentation of the financial report.

**HLB Mann Judd Audit (SA) Pty Ltd ABN: 32 166 337 097**

169 Fullarton Road, Dulwich SA | Telephone +61 (0)8 8133 5000 | Facsimile +61 (0)8 8431 3502

Postal: PO Box 377, Kent Town SA 5071

HLB Mann Judd Audit (SA) Pty Ltd is a member of **HLB** international. A world-wide organisation of accounting firms and business advisers.

Liability limited by a scheme approved under Professional Standards Legislation

# Independent Auditor's Report



Chartered Accountants

**MOUNT OSMOND GOLF CLUB INC**

**ABN 79 990 797 062**

## **INDEPENDENT AUDITOR'S REPORT (CONTINUED)**

Our audit did not involve an analysis of the prudence of business decisions made by the Board Members or management.

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

*HLB Mann Judd*

**HLB Mann Judd**  
Chartered Accountants

**Adelaide, South Australia**  
**10 May 2017**

*C.M. 8*

**Corey McGowan**  
Partner

**HLB Mann Judd Audit (SA) Pty Ltd ABN: 32 166 337 097**

169 Fullarton Road, Dulwich SA | Telephone +61 (0)8 8133 5000 | Facsimile +61 (0)8 8431 3502

Postal: PO Box 377, Kent Town SA 5071

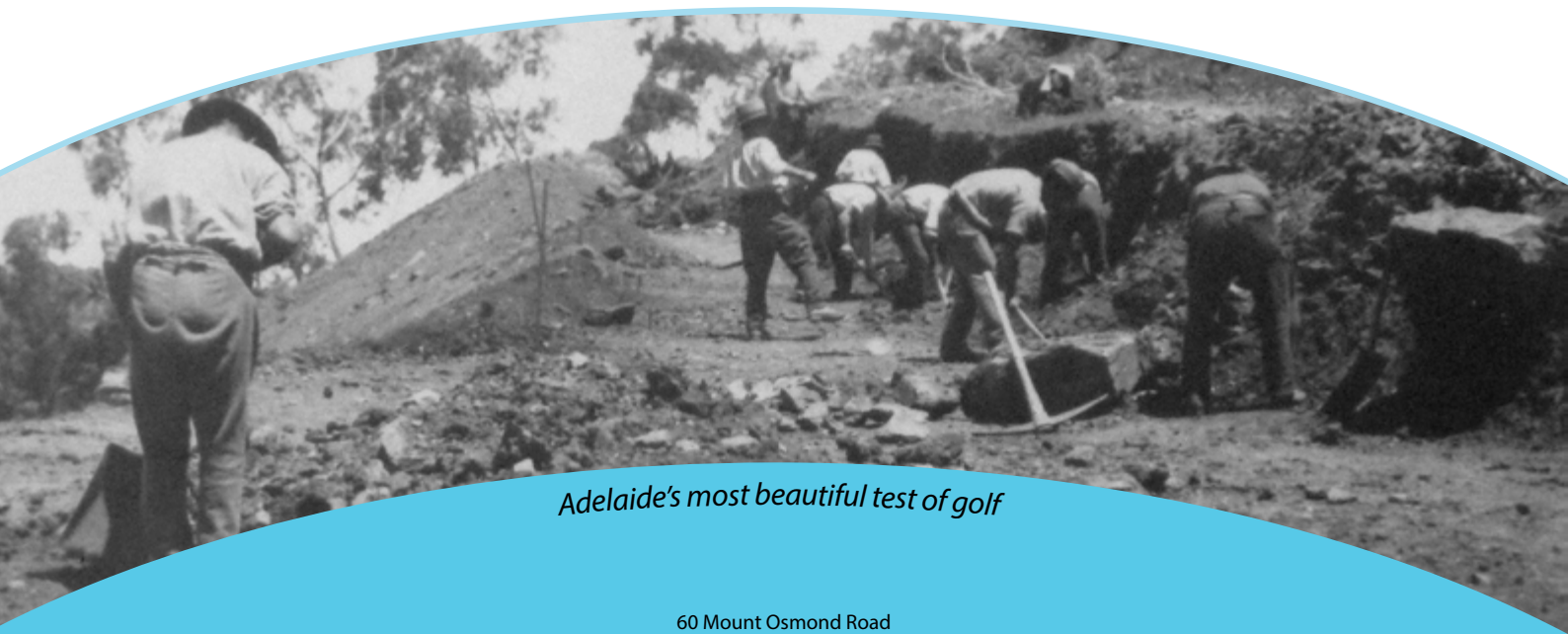
HLB Mann Judd Audit (SA) Pty Ltd is a member of  international. A world-wide organisation of accounting firms and business advisers.

Liability limited by a scheme approved under Professional Standards Legislation

# Major Trophy Winners 2016

MEN'S COMPETITIONS	WINNER	RUNNER UP
2016 Ex-Serviceman's Golf Day	Steven Zadow	Luke Lorraine
2016 Veterans – Cliff Cornell Trophy	Steve Diamond	Robert Brady
2016 Veterans – Bolton Trophy	Daryl Gower	Jonathan Allin
2016 Veterans - Bill Harrington Putter	Fabio DeLuca	Noel Burford
2016 Men's Mid-Week Championship	Phil Roberts	Dirk Seret
2016 Don Sampson Trophy	Billy Cawthorne	Riley Marshall
2016 Junior Vardon	Jackson Kalz	Frank Vucic
2016 Foursomes Championship	Matt Hodgson & Joseph Hodgson	Andrew Edwards & Andrew Boath
2017 Club Championship	Ken Chan	Andrew Edwards
2017 A2 Championship	Oliver Prichard	Fanis Katsarelias
2017 B Grade Championship	Andrew Long	Franco Filippi
2017 C Grade Championship	Geoff Smith	Philip Boey
WOMEN'S COMPETITIONS	WINNER	RUNNER UP
2016 Foursomes Championship - Open	Sue-Ellen Sipek & Di Kirchner	Belinda Porter & Julie Culley
2016 Foursomes Championship - B	Louisa Storer & Kathryn Materne	Margie Paterson & Di Trotman
2016 Foursomes Championship - C	Louise Downing & Bronwyn Kilpatrick	Chris Holden & Maureen Ritchie
2016 Veteran's Trophy	Barb Gray	Penny Mathews
2016 Jenkins Scott Trophy	Nayoung Ku	Hayley Hunt
2017 Club Championship	Nayoung Ku	Penny Mathews
2017 B Grade Championship	Sally Attrill	Di Kirchner
2017 C Grade Championship	Louisa Storer	Helen Rawnsley
2017 D Grade Championship	Flora Rumbelow	Trish Garrett
MIXED COMPETITIONS	WINNER	RUNNER UP
2016 Junior Championship	Oliver Pritchard	Simon Ahn
2016 Sir Edward Holden Trophy	Noeleene Bertshinger & Rob Webb	Barb Gray & Mike Bennett
2016 Roy Carter Trophy	Jan Hand & Peter Haysman	Wendy Northey & Adrian Todd
2016 Malcolm Reid Rose Bowl	Kevin Phelps	Chris Carter
2016 Susie Marshall Mixed Ambrose	Nathan Ramsey, Kurt Crameri, Charlie Aykroyd & Jackie Aykroyd	Ros Brown, David Brown, Randell Brown & Ken Chan
2017 Mixed Foursomes Championship	Peter Tyson & Penny Mathews	John Taylor & Rachel Taylor
2016 RT Johnston Trophy	Susie Bishop	Ruth Gwilliam
2016 Lucas Trophy	Ruth Gwilliam & Martin Gwilliam	Judith Hodgson & John Hodgson

HOLE'S IN ONE	DATE	HOLE	HOLE'S IN ONE	DATE	HOLE
David Johnston	10 May 2016	16	Garth Batchelor	6 December 2016	16
David Palyga	21 May 2016	16	Daniel Gibbs	13 December 2016	4
Jim McGowen	25 June 2016	16	Maurice Adams	4 February 2017	2
John Hill	6 August 2016	16	Anthony Henwood	7 February 2017	16
Maurice Adams	8 October 2016	13	Mike Bennett	16 February 2017	11
Fabio DeLuca	20 October 2016	16	Ian Dowling	28 February 2017	16
Elliot Baker	5 November 2016	11	Christopher Sibree	6 March 2017	2
Daryl Gower	19 November 2016	11	Des King	27 March 2017	11



*Adelaide's most beautiful test of golf*

60 Mount Osmond Road  
Mount Osmond South Australia 5064  
Telephone 08 8379 1673  
Facsimile 08 8379 0434  
[info@mogc.com.au](mailto:info@mogc.com.au)  
[www.mogc.com.au](http://www.mogc.com.au)