



# Byron Bay Golf Club

AUSTRALIA

# 2019

ANNUAL  
REPORT

A Company Limited by Guarantee  
ABN 62 001 043 205

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# **BYRON BAY GOLF CLUB**

## **ANNUAL GENERAL MEETING – MINUTES**

Held at Byron Bay Golf Club 11<sup>th</sup> December 2018

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**Meeting Commenced 6.10pm:**

**Chair:** Chris Barto

**Apologies:** Rob Lynch, Sally Symons, Jonathan Ricketts, Peter Larsson, Bill Powell, Denis Muller

**Voting members present = 44 attendees (7 pre-voted)**

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**Published Agenda Items:**

**1. Motion to receive and confirm the minutes of AGM on 12/12/17**

Moved: James Barnes, Seconded: Margaret Pierce

Motion Carried

For the purposes of expediency & time saving – the vote was now held on the special resolution and ordinary resolution as below:

To consider and if thought fit, pass the **SPECIAL RESOLUTION**

**“that TNR Lismore be removed as auditor of Byron Bay Golf Club Ltd.”**

President Chris Barto illuminated this resolution explaining that TNR Lismore have been our auditor for 29 years and have always conducted their duties in a professional and gracious manner. In the process of open tendering to other competing parties, TNR were helpful in navigating the ‘Rules’, complications of resignation versus removal and the interaction with ASIC and in particular our saving on exit fees.

Chris further expanded that the Board’s intention by changing auditor is to:

1. Ensure transparency and good practice – to allow a new set of eyes to look at our business
2. To maintain competitive audit fees within tight budgetary constraints
3. Seek new audit services by way of tender process

The results of the open tendering revealed that MF was substantially cheaper than other parties and they have experience with Golf Clubs (currently Ballina) and their offer was considered acceptable and worthy of support by our members.

The proposed MF contract is for an initial 3 years with scheduled rates escalated by CPI in Yr 2 & 3.

In summary, Chris explained the process followed and qualified the resulting outcome with the proposed Ordinary Resolution:

To consider and if thought fit, pass the **ORDINARY RESOLUTION**

**“that MF Partners of Ballina be appointed the replacement auditors for Byron Bay Golf Club Ltd as of 12<sup>th</sup> December 2018”**

While the vote was being counted by Returning Officer Reg Wallis and Scrutineers Di Grieve and Judy Priest, President Chris Barto took the opportunity to congratulate some of our long-time members present at the meeting; Sam Gilmore, Allan Kirk and Jean Milgate all with length of service of approximately 60 years, as well as John Wooldridge (Sailor) and our longest serving member, John Dynan (1958).

**3. To receive, consider and adopt the 2017/2018 Annual Financial Report**

Moved: David Rutherford, Seconded Reg Wallis

Motion Carried

As per the information contained in the 2018 Annual Report, Campbell Korff presented the finances of the club through a series of graphs representing the club's performance since 2013. Some of the key points shared & discussed were

- The boards view to focus on core competencies and away from expanding into business outside our skillset (ie accommodation)
- Nominal total revenue is up by 26% (not adjusted for CPI growth)
- Cashflow has been positive since 2014 – with the exception of 2017 which was negative due to Clubhouse refurbishment – which has since been completely paid off.
- Operating expenses are trending downward
- Membership figures
  - Ladies membership is in decline – the board are aware of this and focusing on strategies to bring women back into the club and golfing
  - Mens membership is strong and constant and slightly positively trending

The floor was opened for questions:

**Ken Davenport:** We have actually seen a decline in revenue with year before last being over \$1m for the Clubhouse

**Campbell Korff:** This is due to inclusion of kitchen revenue in this total figure (you can also see that expenses were correspondingly higher in that year)

**Marjorie Askew:** Staff Wages also seem to be declining

**Campbell Korff:** This is also an impact of losing the in-house catering and the subsequent staff costs associated with this.

**Chris Barto:** Interesting to note that using the past 10 years figures, at some 13,000 games, on average we host approximately 37 social golfers per day. Today was 31, we need to work on increasing this average.

**Peter Sinclair:** in 2019 we will endeavor to NOT have inexperienced social golfers on the course on days of bigger events, while we welcome the green fees, they cause unnecessary delays to the competition field.

**4 & 5 Results of the vote were in, and both resolutions were passed almost unanimously (98%):**

To consider and if thought fit, pass the **SPECIAL RESOLUTION**

**“that TNR Lismore be removed as auditor of Byron Bay Golf Club Ltd.”**

To consider and if thought fit, pass the **ORDINARY RESOLUTION**

**“that MF Partners of Ballina be appointed the replacement auditors for Byron Bay Golf Club Ltd as of 12<sup>th</sup> December 2018”**

**5. Motion to destroy the Auditor ballot papers –**

Motion: Reg Wallis, Seconded: Mary Vincent

Motion Carried

**5. To declare the election of directors of the company.**

The 2017/2018 Directors vacated their positions for re-election, as a result of the nomination process held before the AGM, all 9 available Board positions were nominated for and as such, **no** vote was required.

The Board of Directors for 2018/2019 is as follows

President – Chris Barto, Vice President – Stephen Parker, Captain – Peter Sinclair, Vice Captain – Bjorn Peterson, Directors – Campbell Korff, Paul Clark, Marjorie Askew, Pippa Crane and Gary Charles.

**Chris Barto invited Marjorie Askew and Pippa Crane** to say a few words to introduce themselves and what they consider their contribution to the Board will be:

**Marjorie Askew:** having been a member for approximately 29 years with a couple of prior stints on the board, this will not be as long lived, still willing and able to give back to the Club.

**Pippa Crane** While only a member for 4 years, is active on the ladies committee and is secretary again this year. While primary occupation is that of Psychologist, she did hold the financial controller position for the Channon Markets, so does have some experience with financials. Pippa is interested and looking forward to being involved in the club in a different capacity than that of the ladies committee, interested in being more involved in the club as a whole.

**Peter Sinclair** read his tribute to David Chegwyn and thanked him for his 11 years of substantial and spirited service on the board.

**Chris Barto** thanked the team and staff of Byron Bay Golf Club, for all their hard work and dedication.

**6. Patron**

**Chris Barto nominated Sam Gilmore and Rob MacMillan, both accepted**  
**Judy Priest and Kevin Baunach** were also mentioned and both politely declined.

**7. General Business**

**Paul Barber:** Quoting off the website “the perfect half way stop for your round of golf to replenish and rehydrate “Does this mean that the half way stop is back in?”

**Peter Sinclair** For you Paul – 5 minutes

**Lyn Barber** As mentioned, catering is important to the health of the business, why don't we promote further afield than the membership – ie, Lennox Head

**Chris Barto** The instigation of Amanda in a dedicated functions and marketing position means that we will be focusing more on building revenue from areas outside of the

membership and the usual channels. Also the Club has recently introduced a generous concessional UBER rate for members to/from the Club.

**Peter Wood** Thanks to the Board for turning it around and delivering a profit, a lot of hard work has gone into it.

**AGM Closed 7pm**



## **Notice of Annual General Meeting**

### **BYRON BAY GOLF CLUB LIMITED**

Notification is hereby given to all Full Playing Members of the Byron Bay Golf Club Ltd that the Annual General Meeting of the above Club is to be held on Tuesday 17<sup>th</sup> December 2019 at 6.00 pm to transact the following business:

1. Confirm the minutes of the AGM 11/12/2018
2. To receive and consider the year ending 30 September 2019 Financial Report. Members can access a hard copy of the financial report from the administration office during business hours available 21 days prior to the AGM. Members can access an electronic copy of the Financial Report through the Club's website ([www.byronbaygolfclub.com.au](http://www.byronbaygolfclub.com.au)) on the "news" page and in the footer section of each page, also available 21 days prior to the AGM.

(Any questions in regards to the content of these reports is to be submitted in writing to the Manager seven days prior to the AGM to enable a well-informed response to be made at the meeting).

3. To declare the election of the Directors of the Company

(NB: nominations for the Board open on Tuesday November 26<sup>th</sup>, please see Administration for a nomination form. Nominations close on Tuesday 10<sup>th</sup> December. In the event a vote is required, members will be able to vote at notified times in the 6 days prior to the AGM)

4. To elect the Patron(s) for the year 2019/2020
5. To transact any other business that may be brought forward in accordance with the company's constitution or the Corporations Act 2001.

By order of the Board  
**Chris Barto**

## President's Report

On behalf of your Board of Directors, (but) not wishing to repeat many of the sentiments of others in this report, our Club's results and activities for 2018/19 has again highlighted the uncertainties of running an 'outdoor' business highly dependent on favourable weather and patronage.

We have achieved a profit of \$109,679.45

We commenced our golfing year with a series of disruptive rain events, that immediately translated to very poor trading which regrettably compounded into the churn of our caterer and then having to establish a mutually workable arrangement for Tuk Tuk Thai to maintain operations over the slower winter period.

Ironically, our small vibrant club, compared to other NSW golf clubs is effectively drought-proof, due, thankfully to both our beneficial offtake of Byron Shire recycled water and our long-term (cost-effective) investment in course renovations.

This year has shown however, that too much water is one of our business risks!

As mentioned in last year's report, after considerable effort and support from our golfing members and dedicated staff our extensive course upgrades are nearly complete.

We have continued to progressively build our ASF war chest to enable the last significant course modification project, the 'water remodelling' of the 16<sup>th</sup> hole/green surrounds. This work will hopefully follow-on from the 13<sup>th</sup> green remediation.

So many thanks to our kind contributors and we anticipate this work will be undertaken in 2020.

Together, the strategic intent of all these works, fairway turf conversion, cart path usage and drainage are to improve playability and quick recovery of the course after rain events – this prudent initiative, has in my view, distinguished BBGC from its NRDGA peers.

Our rounds of golf totalled some 30,840 with 17,155 (56%) played by our members. At close to some 14,000 social rounds (with some 20% as 9 holes) and slowly increasing over the past few years, our future is heavily dependent on visitors returning regularly to play our unique coastal championship course.

I wish to extend my gratitude to our members and guests, our Club Administration and Bar Staff, Superintendent Shaun and his dedicated Course Crew and our Pro Shop for their unwavering application to a 363-day working year!

I acknowledge and thank our community and various sponsors who throughout the year have hosted events and no doubt benefitted from our unique child-friendly environment.

After some +20 board meetings, I am well positioned to acknowledge the expertise and willingness of my fellow Directors to invest in our Club's future and challenges. Our business continues to be enhanced by the proposals and solutions of each of the various vigilant Sub Committees. We continue to balance the priorities of 'like-to-do, must-do and shame, no money-can't do'.

We, like previous BBGC Boards continue to robustly consider any viable, practical options to increase our revenue base, noting the demographics and expectations of our membership, the broader community and the constrained economy.

For 2020, I would love to report that we will have the luxury of a budget to travel in business class. The reality however is, we've buckled into economy seats, but not near the emergency exits.

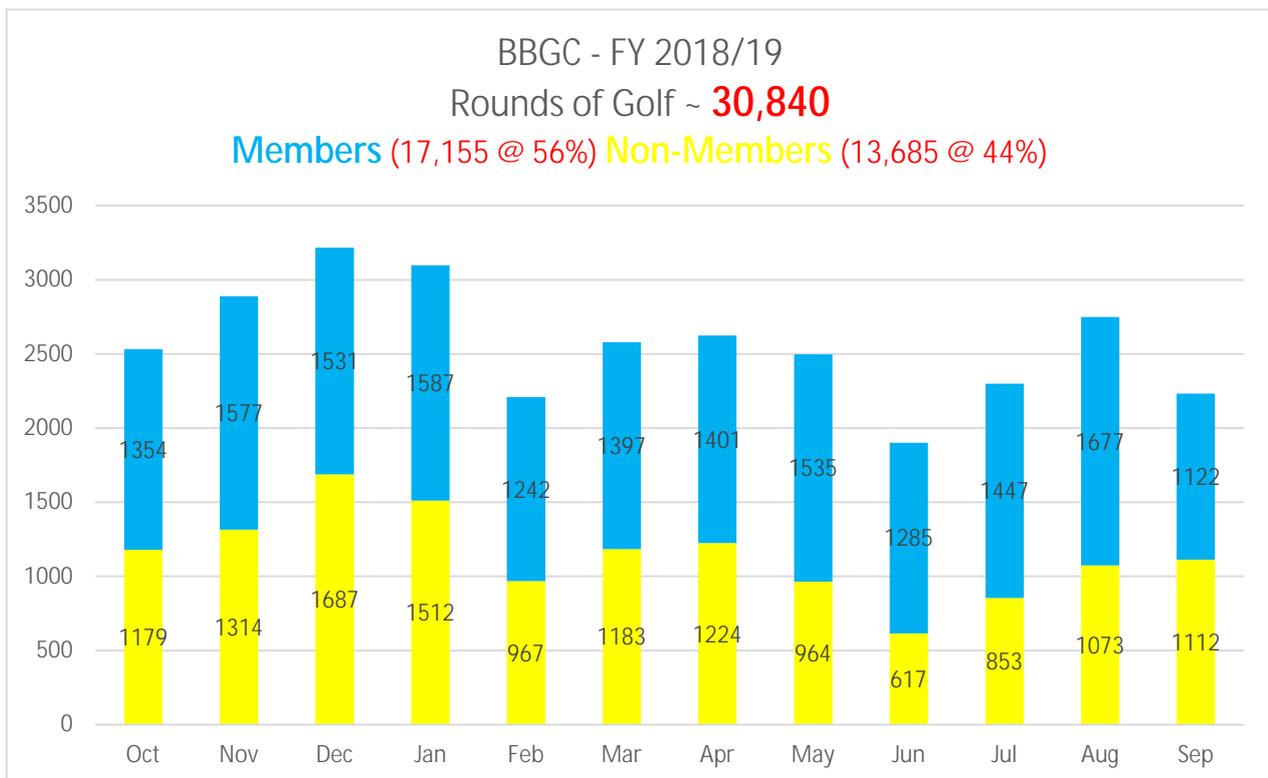
The recently devised 5-year Strategic Plan of Golf NSW (2019) – Vision 2025, outlines the Future of Women and Girls in Golf, addressing more active participation. With some foresight, our Women's Committee has already enthusiastically teed up on this initiative.

This year we are co-hosting the NSW State Age Championships for the first time. It will be a treat to see how our aspiring young champions adapt to our home turf.

We welcome our new and established Club Members and trust we will all enjoy our golfing and club activities in 2020 (of course, weather dependent!).

Good golfing.

**Chris Barto**  
President



# Captain's Report

## RULES, HANDICAPPING AND SLOPE RATINGS

1<sup>st</sup> January 2019 dawned nearly 12 months ago, heralding some of the biggest rule changes in 30 years for all golfers under the R & A and USGA auspices. The details are well documented in many publications and this is not the place to repeat them, but more so, to note what affect it has had on our day-to-day golfing experience.

With the tag line, “**The new rules actively encourage READY GOLF**”, Golf Australia did a fine job in getting the message out to clubs across Australia, with numerous apps, posters, flyers, videos, etc as resources to assist in the education and transition to the new rules.

In a practical sense, the biggest changes, for mine, were the new dropping height/procedure, 3 minutes to search for a lost ball, tapping down spike marks and leaving the flagstick in. Whether the changes have amounted to improving the pace of play yet, is open for debate. Apparently, they did not anticipate golfers leaving the flagstick in as much as we are, even when fellow players are within easy reach of the flagstick. By now, we have probably all experienced the clunky practice of 2 players in a group, wanting the flag in for every putt and the other 2 wanting the flag out – this can get a bit tiresome and certainly hasn't improved the **Pace of Play**, in my opinion.

My final word, on the rule changes, is to remind Members that **BBGC has not adopted**, 2 optional changes, now available since 1<sup>st</sup> January 2019:

- The first one, **BBGC has not adopted**, is the maximum score form of stroke play, where we can cap the maximum number of shots a player has, such as double par, a fixed number or nett double bogey. All BBGC competitions still require each player to putt out during stroke rounds.
- The second one, **BBGC has not adopted** is the new Local Rule option to stroke and distance penalty, when a player's ball is lost or out of bounds. All BBGC competitions still require players to hit a provisional ball or return to the tee.

In the interests of **Pace of Play**, may I respectfully remind all playing Members to be mindful of their **Pace of Play** and remember, your position in the field is determined by the group in front of you – not behind you.

More handicap changes are looming, albeit only minor changes for Australian golfers, with the proposed **WORLD HANDICAP SYSTEM** being adopted by Golf Australia. Full implementation of the **WHS** is scheduled for late January or early February. For details of these changes please go to [www.golf.org.au](http://www.golf.org.au)

Meanwhile, just to keep us all really focused and on our toes, Golf NSW recently emailed us with suggested **reductions** (surprisingly) to the white and red course slope ratings, based on them crunching 4 years worth of data from golf competitions at BBGC. The various Match Committees and key personnel are debating this suggestion at present, with a recommendation presented to the Board very soon.

## GOLF COURSE

Despite being a dedicated “walker”, the on course highlight for mine this year, was the installation of the path across the back of the 13<sup>th</sup> green and across the 14<sup>th</sup> tee. This has long been the ‘elephant in the room’ as far as cart access and flow of play is concerned and to complete this earlier in the year was a fantastic effort. The project was fast-tracked, ahead of

others, after 2 very generous Members donated \$15k between them to fund the majority of the \$22k estimate. Some other very dedicated Members, contributed some big labour hours to this project too – namely, Jeff Mitchell, John Hill, Brett Asser and Greg Lambert along with Shaun’s significant input saw them nail the entire 130m long path in 3 pours, over some challenging terrain. Thank you all for a wonderful effort and a great result.

Swapping the 9s around at BBGC took place at the end of July, with a quite seamless transition for most players. The benefits for Course Crew efficiency are well documented, whilst additional revenue, now that the Pro Shop can offer 3-5 hours extra social tee times per week, will show up on the bottom line – a very measurable benefit of this initiative. (N.B. we are still trying to communicate with Google to swap the 9s around so your GPS device will reflect the new course set up).

The course presented really well, day in day out during 2019, with our most recent fairway conversions bedding in really well, despite the dry conditions for the back half of the year. The putting surfaces in particular, garner many plaudits from Members and visitors alike and this is testament to the dedication of Shaun and his team. Their task is made just that bit easier too by the Vollies. Thank you to all our Vollies for another mammoth, on course effort in 2019 – great job.

## **GOLF EVENTS**

The **2018 AUSTRALIA LEGENDS SCHWEPPE TOUR CHAMPIONSHIPS PRO-AM** was the 12th staging of a Legends Pro-am at BBGC. 2010 winner at BBGC, Mike Harwood, overcame a 5 shot deficit to win by 2, after shooting a final round 65 with Richard Backwell in second place. During his interview with the media, Mike said – *“What a great 3 days it has been capped off with a win today.... the weather has been perfect and the Byron Bay course has once again been a real treat to play. Its nice to get another win in Byron... the club do such a great job with the organization of the tournament, you just can’t fault it.”*

In Competition golf, as forecast last year, the **2019 Men’s Club Championships** shaped as a very tantalizing contest, with 3 players off scratch or better (our 4<sup>th</sup> scratch player was unavailable) battling it out over 54 holes of stroke play on a dry, fast track with very windy conditions on all 3 days, particularly Round 1.

After 36 holes, Mat Crandell and Conor Whitelock were all tied at 151, shooting identical rounds of 75 and 76 each. On the final day, with a strong wind out of the southeast, both players settled in well with Conor besting Mat by 2 shots on the front 9 with a 2 under to Mat’s even par.

Things got a bit tight on the back 9 with the lead changing a bit and surprisingly both players doubled the short 12<sup>th</sup> hole. After 16 holes, Conor held a 1 stroke lead, which looked to be gone when Mat hit his tee shot into 17 to a metre, under the hole, however, Mat missed his birdie putt, so they head down 18, with Conor still 1 in front. Having both hit the fairway, Conor is away and blocks his 6 iron approach and after a bad bounce off hard ground his ball flies towards the deck and out of bounds! Conor reloads and hits it slightly over the green. Mat hits his iron approach onto the green and 2 putts for par, to claim his **14<sup>th</sup> BBGC Club Championship**, to win by 2, after Conor chips on for 5 and 2 putts for a 7. Drama indeed – Mat wasn’t in front until the last putts fell on the 18<sup>th</sup>. Congratulations to them both and all the Grade winners listed below.

The other Men's Honour Board event, the **2019 Foursomes Championships**, was recently staged in very blustery conditions with a the predominantly Northerly wind gusting up to 50+ km/hr. Fancied pairing, Mat Crandell and Conor Whitelock, had a bad start and never really recovered. Playing in the same group, were last years winners, Dave Calvert and Glen Lloyd keeping a weather eye on Mat and Conor obviously. Dave and Glen were steady all day shooting 75 to win by 4 shots in the end from Mark Reedman and Shane Wilson, who recovered after a scratchy front 9 to play good golf on the back 9. Thank you to **CLARK & BLACKHAM ACCOUNTANTS** of Bangalow for sponsoring again – their persistence has paid off, with the field of 110 being the biggest in many years. Thank you to the Members for supporting the Foursomes – it can be a challenging format and a stern test of a good friendship, more so when its blowing 50km/hr out of the North!

2019 saw some very good 2BBB events staged. Pete Campbell and Jono Priestley won the **Cock o' the Walk Matchplay** event, beating Andrew Fisher and Andy Craig 5 and 3 in the final. **The STICKY WICKET Shire Challenge** saw the Byron Shire team win for the 3<sup>rd</sup> time in a row in a close result, 10.5 to 8.5 over the Ballina Shire team. This event is gaining some traction, with 19 matches this year involving 76 players. **The Presidents V Captains Day** was reintroduced for 2019, with the Captains side prevailing 14 to 12. Sorry Pres!

We fielded 2 teams in the **NRDGA Pennant** season for 2019. Byron Bay 1, in Division 1 and Byron Bay 2, in division 4. BB1 made the Final but lost 5/2. Thanks to our long term sponsor **STELLAR IN-FLIGHT (Rob Lynch)** and Greg Stewart for his input during the Pennant matches staged at Byron.

The results of our major events for the past 12 months are as follows:

**2018 EVENTS:**

<b>AMORE BYRON BAY OPEN - GROSS WINNER</b>	L. Manning (Vis)
<b>AMORE BYRON BAY OPEN - NETT WINNER</b>	K. Baunach

**2018 BYRON BAY SCHWEPPE'S LEGENDS TOUR CHAMPIONSHIPS RESULTS:**

PROFESSIONAL - WINNER	M. Harwood
AMATEUR 54 HOLE - GROSS WINNER	D. Calvert
AMATEUR 36 HOLE - NETT WINNER	R. Beckers

**2019 EVENTS: CLUB CHAMPIONSHIPS**

CLUB CHAMPION	M. Crandell
CLUB CHAMPION R/UP	C. Whitelock
A RESERVE - WINNER	P. Turner
A RESERVE - R/UP	J. Lyon
B GRADE - WINNER	G. Oliver
B GRADE - R/UP	P. McKinnon
C GRADE - WINNER	M. Harris
C GRADE - R/UP	D. Cody

**SPECIAL CC DIVISIONS – PRIZES BY G. STEWART**

ENCOURAGEMENT AWARD - WINNER	H. Cook
MID WINNER (30-49)	C. Dryden
SENIOR WINNER (50+)	S. Wilson

## **CLARK & BLACKHAM FOURSOMES C'SHIPS**

GROSS WINNERS

GROSS R/UP

NETT WINNERS

NETT R/UP

D. Calvert/ G. Lloyd  
M. Reedman/ S. Wilson  
B. Hammond/ R. Lucas  
D.Stollery/ S.Condon

## **OTHER MAJOR EVENTS**

2018 MEDAL OF MEDALS WINNER (held Feb 19)

Mitchell Brown

**BYRON COASTAL REAL ESTATE SINGLES HC**

MATCHPLAY CHAMPIONSHIP

Not held

**ASAHI AUTUMN CUP WINNER**

C. Taylor

**ASAHI WINTER CUP WINNER**

D. Chegwyn

COCK OF THE WALK - 2BBB MATCHPLAY

P. Campbell/J. Priestley

**HARVEST, BARRIO, TREVOR MEAD,**

**BIRDS OF CONDOR, OPTUS BYRON BAY MASTERS**

J.Wooldridge + Tiger Woods

**STICKY WICKET SHIRE CHALLENGE - 2BBB MATCHPLAY**

Byron Shire 10.5 to 8.5

PRESIDENTS V CAPTAINS - 2BBB MATCHPLAY

Captains Team 14 to12

BB JUNIOR SEASIDE OPEN BOYS - GROSS WINNER

C. Whitelock

NRDGA CHAMPIONSHIPS - RUNNER-UP

H. Remfrey

BRISBANE GOLF CLUB - 2019 CLUB CHAMPION

C. Whitelock

SOUTH AUSTRALIAN JUNIOR MASTERS - WINNER

C. Whitelock

Congratulations to all the Lady Golfers and Veteran golfers who have tasted success this year also – details of their major events appear in their respective reports.

The 4 pillars of this club are our **Superintendent, Shaun Cross, our Golf Pro, Greg Stewart, our Manager, Wendy Perry and the Board of Directors**. I would like to thank them all wholeheartedly, along with their respective teams, for their enthusiasm, dedication, initiative and sheer hard work in making our club tick, in an environment, which can often challenge you from many directions. Well done.

Our outgoing **Vice-Captain, Bjorn Peterson**, has brought a wealth of hard-core, common sense golf experience to the Board over the last 3 years. Whilst not being highly visible, due to business commitments and a new baby, Bjorn has been a great help to myself and the various sub-committees he has sat on. Thank you Bjorn.

Finally, big thanks to all our Members, who support the club by playing, volunteering, Sponsoring and/or donating to our ASF Sports Trust.

All the best for the festive season and 2020

**Pete Sinclair**

**Captain**

**Course Chairman**

## Course Superintendent's Report

In 2019 we said farewell to one of our long-term employees, Darren "Warnie" Smith, after nearly 17 years of service, the man behind the fairway stripes moved on to take up the Head Greenkeepers role at Club Lennox. The Green Staff team enjoyed a send-off with their old colleague, with a night away and two games of golf at Kooralbyn Valley. Thanks to the Board of Directors for assisting with some funding to make this happen and also providing his BBGC logo Titliest golf bag as a gift of appreciation for his service. We wish him all the best with his future endeavours.

Out with old and in with the new.....

Following the departure of Darren, Matt Bermingham from Victoria Park GC in Brisbane was the successful applicant to fill the now vacant position. Matt originally from the Northern Rivers has relocated back to his home area with his young family. We wish him all the best with his new role at BBGC and hope that he can forge a lasting relationship with BBGC from here into the future.

It must have been the year for change.....

In August this year our 2<sup>nd</sup> year Apprentice James Herring decided that the career path he chose was no longer the right direction and resigned. Long-time member and Greenkeeper Mick Anderson, has since been employed as a regular contractor to pick up the deficit in labour hours. This is working out well, as Mick brings fundamental industry experience and also knows the golf course from years of playing it. This equates to really efficient use of labour hours.

This takes me onto the next topic.....Staff Leave.

Over the past two years we completed our leave plan to reduce the club's liability, as we have 5 long term green staff that all have long service leave entitlements along with annual leave entitlements. The program that was implemented started in March each year and ran through until the end of August. This plan saw the entitlements successfully reduced to a manageable level that is now our benchmark level. With this achieved through consecutive weeks of leave taken and at times seeing two staff away at once, we now have a plan in place to maintain our balances.

All the plans that were in place for the winter months; cart paths, tree work, bunker refurbishment etc..., became harder to achieve with a depleted team over these months, which basically saw just the golf course maintained and a few projects on the priority list completed, as mentioned below;

Outside of the general maintenance of the course we did achieve a few big-ticket items:

- The long-awaited routing of the new cart path at the so-called bottleneck from the 13<sup>th</sup> green to the 14<sup>th</sup> tees. A large percentage of this project was funded from very generous members through the Australian Sports Fund (ASF). Very much appreciated!
- Installation of sub surface drainage to the swales between all the mounds on the old 1<sup>st</sup> fairway and in the low points of the fairway was completed. This will improve playability, golf cart access, and speed of play on wet days with golf cart access not to be as restricted as in the past.

- A temporary green has been constructed on the 13<sup>th</sup> hole in preparation for subtle changes to the 13<sup>th</sup> green and resurfacing the green back to the same turf variety as all other 17 greens. This is scheduled for early January 2020.

After much Boardroom debate, the decision to reverse the nines was implemented in late July. I believe the transition has been quite smooth for members, pro shop and green staff. From a golf course management point of view, we have been forced for years to operate this route due to noise restrictions. It made perfect sense to send golf to the prepared surfaces and not send golf and equipment out on the same holes as each other. Since doing so, we have gained a larger efficient working window, which provides uninterrupted golfing experiences and earlier social tee time allocations on the new front nine.

Operating a one tee start in the morning makes all the above-mentioned positives achievable, and is a win/win for the Member, the social golfer/customer and the Green Staff to maximise our outputs.

We would still like all members to check into the Pro Shop to confirm the best tee to hit off from, as the Pro's will be aware of our course works program, social golf and member competitions. After all, this is just the courteous thing to do..... We really appreciate your co-operation and hope you can see the benefits in this practise.

Moving forward to 2020.....

The major/significant projects out on the course, for the next 12 months if everything runs to plan are:

- Re-surface the 13<sup>th</sup> green.
- Start refurbishing bunkers. Consisting of shelling out the old sand, reshaping if required, checking drainage, upgrading drainage as required, lining the sub base to reduce sand contamination and install new sand.
- The BIG one still on the agenda, which really hinges on finances is the re-shaping of the 16<sup>th</sup> fairway, green surrounds, constructing another lake in the adjacent low point of the course and the construction of a new green. This is all in the master plan to improve the drainage in this area to improve the playability and access to this green and surrounds. This would also see the completion of our fairway conversion program and another green surrounds also converted to the preferred species of Wintergreen.
- On the smaller scale, we still have portions around the green surrounds to be converted on the 2<sup>nd</sup>, 3<sup>rd</sup> and the 12<sup>th</sup> green/13<sup>th</sup> tees that are in play when you over hit or run off the back of 12<sup>th</sup> green.
- The ongoing tree pruning program will continue throughout the year with priorities placed on limb encroachment over fairways and tees hindering the golf shot and closing in the landing areas etc... Not to mention the effect the shade has on the health of the turf also.

The standard of our golf course again is improving as we make small adjustments to our surfaces and our layout to keep ever improving our facility to make it appealing to all golfers. The level of grooming and in-house progressive projects we achieve out on the course are only possible with the assistance of our ever-reliable band of dedicated volunteers. Again, this past year, these members have been very generous with their time to assist in course projects and day to day golf course maintenance. I really appreciate the efforts of these

members and they can all stand proud of their achievements in making the course what it is today for all to enjoy. **WELL DONE!**

My team and I look forward to yet another progressive year, improving the course over time, whilst also providing the best possible golfing experience in the area on a day-to-day basis. Again, with the support of the Board of Directors, my passionate and dedicated team intend to aim even higher again.

This is all made possible, due to the direction provided by the Course Committee of Pete Sinclair, Judy Priest, Bjorn Peterson and Mat Crandell, along with the common goals we share. I really appreciate their trust in my management and their efforts to see the course continually evolve. Their support and vision to assist in achieving our short term and long term goals, makes my task even easier. I have no doubt we can continue to produce a high standard and keep improving, this is an attitude my loyal team share, that makes me very proud to be the Golf Course Superintendent at Byron Bay Golf Club.

Happy Golfing

**Shaun Cross**  
**Golf Course Superintendent.**

## Finance Report

2019 Financial year we reported a respectable profit of \$109,679 (similar to 2018). Note – depreciation of \$205,167 is included in this figure. Often clubs add this figure back to reflect an overall cash profit.

Bar takings were down \$41,686 which is disappointing. On the positive side of this, bar Gross Profit (GP%) was maintained at a healthy 60%. And after losing our bar manager PJ, Wendy did an excellent job with limiting bar wages. With this strong GP% and reduced wages the bar remained overall profitable for 2019.

Golf operations showed excellent figures in both Green Fees and Memberships. Green fees were up \$25,703 on 2018 and Subs up \$26,353. This is an excellent result and a reflection of our fine course and hardworking staff.

Gaming and Poker machines takings were down \$34,729 on 2018. Poker machine takings remain difficult to budget. I am not surprised by this fall and reflects our current Byron Bay demographic. The club needs to continue to investigate other forms of revenue to replace this gaming trend.

For the second year the club is now part of a registered charity, The Australian Sports Foundation (ASF). Members can now get a tax deduction for donations to the club. The amount in our bank re ASF currently sits at \$49,934. These funds can be used for various course projects and upgrades. This has been an excellent initiative led by Captain Pete Sinclair and the board. Yes, we love these donations and the Board thanks the current Members that contributed. So, if you have some tax problems and/or healthy cash flow please contribute and see your donations at work improving our course.

The kitchen as most members know is a tricky area of club operations. We strongly supported our current restaurant operator assisting with the 2 for 1 meal deal. We see this necessary especially through the quiet Winter months. This assistance is offset by maintaining good bar sales after 5pm. We thank all the members that support our club and restaurant.

The club is held together largely by volunteers and a strong Board of Directors. Well done, especially to Chris Barto our President and Pete Sinclair our Captain. The club's finances are in good order due to the tireless work of all staff at the club. Well done to Wendy and the board for maintaining strict budget controls.

I would like to acknowledge outgoing director Campbell Korff and his strong contribution to the club as sponsor and Director especially his hard work on the Finance committee.

I look forward to working with new finance committee member Jeffrey Rake who brings a wide skill set and will be a great asset to the board.

**Paul Clark**  
**Director**  
**Finance Committee**

## House Committee Report

On behalf of the house committee I would like to thank all of our members for their support over the past year. Bar revenue is a key component of our finances and the success of the bar, pokies and miscellaneous house income is integral to the financial success of the club.

On this point, you can see in the financials that bar and poker revenue has declined over the past 12 months but overall profit has improved. The decline in revenue can be attributed to the loss of our contract caterer in February at which point we used the services of food trucks to service the food requirements of the club. This continued until Easter when we entered into an agreement with Tuk Tuk Thai and bar sales have been on the improve since they have taken over the food operations at the club.

The House Committee, with the approval of the Board, committed to support Tuk Tuk through winter with a financial contribution for the 2 for 1 winter offering which was successful for both parties. The Match Committees were also supportive in this with winning golf vouchers redeemable at Tuk Tuk only through winter. These decisions were made to assist Tuk Tuk in the quiet winter months as well as getting people to the club to try our new food offering and encourage bar trade. It was successful in all three goals.

Poker machine revenue is declining across the club industry in general and we are no different. Revenue from pokies is directly related to foot traffic coming into the club especially social groups and functions. Improvement to the bottom line of the bar can be directly attributed to the excellent work by Wendy Perry and her staff at the front of house. With the decision made last year to make the house manager role redundant Wendy has been able to stream line the staffing of the bar resulting in significant savings on wages. I would like to thank Wendy and all her staff for their efforts over the past year. I would like to make special mention of Sal Daly who celebrated 10 years at the club this year.

The final phase of the clubhouse renovation was completed this year, with the addition of new furniture, lighting and styling in the presentation area. The results are a very welcome upgrade to the club décor.

Finally I would like to thank Amanda Starfield for all her work in organising and coordinating functions and events at the club, Greg Stewart and his staff in the pro shop for all the work they do in promoting and assisting the club all year and Shaun Cross and his team for the efforts they do in presenting the course in such great condition.

I wish everyone a Merry Christmas and all the best in the New Year.

**Gary Charles**  
**House Chairman**

## **Byron Bay Lady Golfers - President's Report.**

2019 has been another successful year for our lady golfers. The weather has been kind to us, with our special days going ahead as planned without significant rain events.

Congratulations to Margaret Pierce and her band of willing helpers, instigating three golf clinics this year, resulting in new members joining the club. These clinics were indeed a great initiative, and well-done Margaret.

Our social events saw five 0 birthdays in July. During the year, we managed to donate \$400 to WIRES and \$420 to the Cancer Foundation.

In September we travelled to Kooralbyn, for a two-night visit, during the course renovations. Unfortunately, due to the severe drought conditions, the course was devoid of grass, and the majority of the dams were dry. Despite this, there were some great golf scores on both days. We then travelled down to Royal Pines, where we enjoyed nine holes on a very manicured green course.

The Hot Bread Kitchen in Byron supplies us with delicious sandwiches on Tuesdays and Thursdays, as well as catering for our invitation day in August. Our two-day tournament is scheduled for 7th & 8th of November and is fully booked. Our club caterers Tuk Tuk will be providing lunch on those two days.

With the ladies tee markers in need of refreshment back here in Byron, the committee is planning to replace each of them. With the changeover of the 9's, this represents a good opportunity to renew and re-number the holes.

Last, but not least, our special thanks to all our generous sponsors.

Rhys Wright, Ballina Car Wash, Graeme Huxley, First National Real Estate, Suffolk Park Pharmacy, Eden @ Byron, David Lindsay, The Cellar, Sticky Wicket and The Village Green Fruit and Vegetable Shop at Brunswick Heads.

Greg Stewart, Baz & Shaz, John D'Errey and The Village Green are regular supporters of our two-day tournament.

Special thanks to Shaun and his staff for their tireless efforts in the presentation of our wonderful and much-envied golf course.

Thanks also to Greg and his staff, Wendy and her staff, and all of the bar staff.

I would like to thank the very special girls on the committee, who have all worked very hard and well together, creating a lovely, harmonious environment.

I wish the incoming committee all the very best for next year.

**Sandra Larsson**  
**Ladies President**

## Byron Bay Lady Golfers – Captain’s Report

With mostly favourable weather this year we have been able to achieve the majority of our 2019 program and maintain reasonable fields.

It has been heartening to welcome a number of new and enthusiastic golfers to our Tuesday and Thursday comps.

This year we entered one team in Pennant and while the team went through undefeated at the zone level they were pipped at the post on the points table in the last round. Thank you to our members who nominated for Pennant and represented so ably. Onward to 2020!

The Lindsay Shield, our interclub event with Mullumbimby, was regained this year. However, we lost the Wallace Shield, our interclub event with Ballina.

The sun was shining June 6 when we hosted our Lady Vets Open Day. With a field of 64 golfers, generous sponsorship by Suffolk Park Pharmacy and delectable catering by our lady members, a good time was had by all.

Once again, the sun was shining August 22 when we hosted Invitation Day. A field of 80 vied for a great selection of fine wines generously sponsored by David Lindsay and presented by Vicki Ivosevac.

This time last year we were in the throes of planning our 2018 two-day tournament. Field sizes were capped and nominations closed. The weather was kind. It was a thoroughly enjoyable and successful event. Thank you to Sally Symons and the 2018 Ladies Committee for making “it all happen”.

This year, weeks out from the tournament on Nov 7<sup>th</sup> and 8<sup>th</sup>, nominations are closed and the fields are at capacity for both days - a nod of approval to the popularity of the event and also to the dedication of all those who have been involved with the event, organizationally and through sponsorship, since the inaugural two-day tournament back in 2003. A special thank you to Greg Stewart for once again being such a generous sponsor of our Day 1 single event.

Our Championships have been held for 2019. Congratulations to the winners.

### **Foursomes:**

Gross Winners:

Liesl Roughead and Gaby Brown

Nett Winners:

Helen Clarke and Marjorie Steven

### **Club Championships:**

Gross Winners:

A Grade Winner and Ladies Club Champion:

Di Grieve

B Grade:

Stella Reakes

C Grade:

Perri Young

Nett Winners:

A Grade:

Sue Charles

B Grade:

Vicki Barnes

C Grade

Helen Clarke

I would like to thank Margaret Pierce and subcommittee, the BBGC Board, Greg Stewart and the many mentors from our lady golfer ranks who have assisted in bringing the game of golf and the Byron Bay golf course experience to many aspiring beginner golfers. The clinics have proved most successful, with a number of the participants joining the club and submitting cards for a handicap. Well done all.

For the golfing year to run smoothly it takes a team effort. My thanks to Greg, Brenton and Mark in the Pro Shop for their support and assistance this year; and to Shaun and team for their presentation of the course for the ladies' visitor events throughout the year plus their assistance in all matters course related. Thank you also to Wendy, Amanda and Leesa in Admin and the House staff for your assistance and attention throughout the year.

Finally, thank you to the Ladies Committee for your support, hard work, great ideas and enthusiasm this year. It has been a demanding year where catering skills have been honed, beginner golf initiatives instigated, different games trialed and open days successfully negotiated.

My best wishes to the incoming Committee. Also to everyone, have a Merry Christmas, a Happy New Year and good golfing in 2020.

**Judy Priest**  
**Ladies Captain**

## Veteran's Report

This past year, with few exceptions, has been good fun and enjoyable. Our normal Monday competitions have continued to be played over 18 holes, although several members (and potential members) for various reasons, choose to play 14 holes as a social game.

Our normal weekly numbers playing 18 holes averages approx. 36. Usually approx. 20 players are in attendance at presentation. We would like to have more players participating and being at presentation. For various reasons, this is difficult to achieve. A two-tee start has been investigated. However, we have not been able to get Club approval for this.

The recent elections resulted as follows:

President: David Rutherford

Captain: Peter Larsson

Secretary: Reg Wallis

Vice President: Doug Trigg

Vice Captain: Bob Thom

Treasurer: Paul McCann

A special mention and a very big thanks to Reg Wallis who has been the Secretary for as long as anyone can remember and who continues to be the pulse which keeps the Vets Club and its activities in operation.

The Vets Championships concluded recently. The event was played stroke over 36 holes.....the winners being:

Champion

Runner up:

Net Winner:

Net Runner up:

Kevin Baunach

Ken Sayers

Dave Mulley

Ken Davenport

Congratulations to those winners.

Byron Bay has again been well represented at most Northern Rivers Vet open days and members have travelled to Tenterfield, Maclean and Grafton for special Club away trips. Numbers attending the special Club away trips have reduced somewhat and this has resulted in a decision to travel in private cars.....a bus not being warranted.

The **Spanline** Par 3 Day was again arranged by Jonathan Ricketts and his silky organisational skills were evident on the day. This resulted in a very successful day, during which a great many players participated.

The activities of the Vets Club during the year (and the prudent management of the cash by Paul McCann), resulted in a healthy cash surplus which enabled the Vets to recently make a \$6000 contribution to the main Club. The majority of this money will be used to trim many high branches which overhang several fairways.

In conclusion, I'd like to thank all Vets for their loyal support during the year which has contributed to the successful running of the Vets Club, to Peter Farrell for his contribution which greatly assists with our Xmas breakup and to Greg Stewart and his staff for their assistance in running our various events.

**David Rutherford**  
**Vets President**

## **With Thanks to everyone that contributes**

As you have read in all the reports, BBGC has indeed had a busy and eventful year in the clubhouse with major projects achieved in both clubhouse and course departments. I would like to make specific thanks to Shaun and his expert leadership of the course crew and also to my team in the office Leesa, Amanda and Mark. On behalf of our members and guests I thank the Clubhouse team for their customer service, can-do attitude and team-work this year. And of course, thanks to Greg, Brenton (and Mark again!) in the pro shop for their overseeing of golf play and assistance with those early morning deliveries!

Of course, BBGC is only possible with the tireless hours put in by our Board, Committees and Volunteers. It is my honour to work alongside such dedicated volunteers and staff and I thank everyone for their support and effort.

A huge shout out to our Board of 2018 – 2019:

<b>President</b>	Chris Barto
<b>Vice President</b>	Steve Parker
<b>Captain</b>	Peter Sinclair
<b>Vice Captain</b>	Bjorn Peterson

### **Directors**

Gary Charles; Paul Clark, Marjorie Askew,

We thank Campbell Korff for his service on the board and his invaluable business acumen and financial input over the past 4 years. Pippa Crane also put her hand up to serve on the board, however with unexpected events causing her to resign alongside Campbell at the September Board Meeting. We will also farewell Bjorn Peterson from the board this year. Thanks go to Bjorn for his support in the IT space, with payroll, POS and phone systems all being upgraded this year.

With the resignation of Campbell we welcomed newcomer Jeffrey Rake to the board to see out the 18-19 Board term. Jeff brings accounting expertise to assist Paul Clark in our Finance Committee.

Our Board make every decision based on supporting the longevity and sustainability of Our Club and I thank them for their commitment and service.

Lastly a huge shout out to our major beverage sponsors Asahi and Schweppes, and all of the local businesses and suppliers that support BBGC to be the best it can be!

**Wendy Perry**  
**Club Manager**

**BYRON BAY GOLF CLUB LIMITED**

**ABN 62 001 043 205**

**Financial Report For The Year Ended  
30 September 2019**

# **Byron Bay Golf Club Limited**

**ABN 62 001 043 205**

## **Financial Report For The Year Ended 30 September 2019**

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**BYRON BAY GOLF CLUB LIMITED ABN: 62 001 043 205**  
**REPORT OF THE DIRECTORS'**

The Directors of Byron Bay Golf Club Limited (ABN 62 001 043 205 (the "Club"), submit their report for the company for the year ended 30 September 2019.

**Directors**

The names of the Directors of the Club in office during the financial year and until the date of this report are:

C. Barto	
S. Parker	
P. Sinclair	
G. Charles	
B. Peterson	
P. Clark	
M. Askew	(appointed December 2018)
J. Rake	(appointed October 2019)
C. Korff	(resigned October 2019)
P. Crane	(appointed December 2018 and resigned October 2019)

The Directors were in office from the beginning of the financial year until the date of this report, unless otherwise stated.

**Principal Activities**

The principal activities of the Company during the financial year remained unchanged and was the provision of sporting and social activities for members.

**Short and Long Term Objectives**

The Company's short and long term objectives are to ensure that the Company's financial position remains sound, ensuring that members and patrons can enjoy their Club for many years to come.

**Strategy for achieving the objectives**

To achieve these objectives, the Company has adopted the following strategies

- Carefully monitor income and expenditure to improve operating profit;
- Introduce new ideas that will attract more people to the Club and improve income streams; and
- Promote the above objects at every opportunity.

**How principal activities assisted in achieving the objectives**

The principal activities assisted the Company in achieving its objectives by providing the best facilities within resource constraints and by continually looking at ways to attract participants to both sporting and social activities. This has provided the Company with a source of income so the Company can continue to make improvements and remain viable into the future. The Company has to ensure it continues to provide a quality venue for members and visitors to enjoy the facilities both socially and through the game of golf.

**Review of Operations**

The financial operations of the Company during the year ended 30 September 2019 is as follows:

	<b>2019</b>	<b>2018</b>
Bar Sales	797,603	851,191
Less: Cost of Sales	<u>(317,033)</u>	<u>(327,811)</u>
Net Margin	480,570	523,379
Margin %	60%	61%
Gaming Income	163,253	199,197
Subscriptions	488,540	462,152
Green and Competition Income	588,086	565,962
Veterans and Ladies Income	76,616	68,118
Other Club Income	<u>318,378</u>	<u>271,249</u>
Total Income	2,115,443	2,090,057
Depreciation	(205,167)	(190,649)
Employee Costs	(857,387)	(834,648)
Entertainment	(66,702)	(86,948)
Insurance	(61,762)	(58,236)
Repairs & Maintenance	(230,863)	(214,197)
Veterans and Ladies Expenses	(67,854)	(68,593)
Other Club Expenses	<u>(517,060)</u>	<u>(514,195)</u>
Total Expenses	<u>(2,006,795)</u>	<u>(1,967,466)</u>
NET INCOME (LOSS)	<u>108,648</u>	<u>122,591</u>

### Members Guarantee

Byron Bay Golf Club Limited is a company limited by guarantee. The number of members at 30 September 2019 is 1,291 (2018: 1,188).

In the event of, and for the purpose of winding up of the Company, the amount capable of being called up from each member and any person or association who ceased to be a member in the year prior to the winding up, is limited to \$1 for all members, subject to the provisions of the Company's constitution.

At 30 September 2019, the collective liability of members was \$1,291 (2018: \$1,188).

### Core/ Non-Core Property

The Directors advise that in accordance with Section 41J of the *Registered Clubs Act (1976)*:

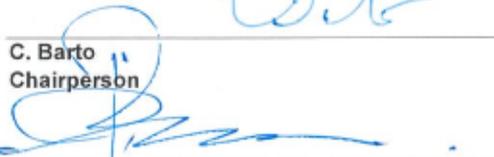
- (i) Core property is the 18 hole golf course and that land is reasonably integral and necessary to the conduct of the game of golf together with the clubhouse and reasonable cartilage, being those core assets which are necessary to allow the Club to meet its objects; and
- (ii) Non-core property is the car park entrance, driveways, sheds and gardens and all other property not identified as core.

### Auditor's Independence Declaration

An independence declaration has been provided to the Directors by the auditor of Byron Bay Golf Club Limited, MF Partners Chartered Accountants, and is attached to the Directors' report.

Signed in accordance with a resolution of the Directors.

  
\_\_\_\_\_  
C. Barto  
Chairperson

  
\_\_\_\_\_  
S. Parker  
Vice Chairperson

Signed at Byron Bay  
16th November 2019

## Information on Directors

<b>C. Barto</b>	— Director
Experience	— Company Director, Business Owner; Director for 2 years
Special Responsibilities	— President, Ex-officio all committees
<b>S. Parker</b>	— Director
Experience	— Company Director, Business Owner; Director for 5 years
Special Responsibilities	— Vice President, House committee, Business development committee (Chair)
<b>P. Sinclair</b>	— Director
Experience	— Horticulturist; Director for 13 years
Special Responsibilities	— Club Captain, Course committee (Chair), Match committee (Chair), PGA
<b>G. Charles</b>	— Director
Experience	— Business Owner; Director for 12 years
Special Responsibilities	— House committee (Chair)
<b>B. Peterson</b>	— Director
Experience	— Business Owner; Director for 3 years
Special Responsibilities	— Vice Captain, IT committee, Match committee, Course committee
<b>P. Clark</b>	— Director
Experience	— Tax Accountant; Director for 2 years
Special Responsibilities	— Finance committee
<b>M. Askew</b>	— Director
Experience	— Retired; Director since December 2018
Special Responsibilities	— Match committee, Business development committee
<b>J. Rake</b>	— Director
Experience	— Chartered Accountant; Director since October 2019
Special Responsibilities	— Finance committee

## Company Secretary

Wendy Perry became the Company Secretary on 19 November 2014.

## Meetings of Directors

During the financial year, 12 ordinary and 0 special meetings of directors were held. Attendances by each director during the year were as follows:

	Directors' Meetings	
	Number eligible to attend	Number attended
C. Barto	12	11
S. Parker	12	11
P. Sinclair	12	11
G. Charles	12	11
B. Peterson	12	9
P. Clark	12	10
M. Askew	10	10
C. Korff	11	10
P. Crane	9	6
D. Chegwyn	2	2

**AUDITOR'S INDEPENDENCE DECLARATION  
TO THE DIRECTORS OF BYRON BAY GOLF CLUB LIMITED  
ABN: 62 001 043 205**

In relation to our audit of the financial report of Byron Bay Golf Club Limited for the year ended 30 September 2019, to the best of my knowledge and belief, there have been no contraventions of the auditor independence requirements of the Corporations Act 2001 or any applicable code of professional conduct.

**MF Partners Chartered Accountants**



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**Mark Charter  
Partner**

**16th November 2019**

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**PROFIT AND LOSS AND STATEMENT OF COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2019**

	Note	2019 \$	2018 \$
Revenue	2	2,432,473	2,419,788
Employee benefits expense	3	(857,387)	(845,642)
Depreciation and amortisation expense	3	(205,167)	(190,649)
Finance costs	3	(12,068)	(10,028)
Bar cost of goods sold	3	(317,033)	(334,145)
Repairs & Maintenance	3	(230,863)	(186,607)
Other expenses	3	(701,307)	(730,126)
<b>Profit (Loss) before income tax</b>		108,648	122,591
Income tax expense		-	-
<b>Profit (Loss) for the year</b>		108,648	122,591
Other comprehensive income for the year		-	-
- Capital Grants		-	-
<b>Total comprehensive income for the year</b>		-	-
Profit (Loss) attributable to members of the entity		108,648	122,591
<b>Total comprehensive income attributable to members of the entity</b>		108,648	122,591

The accompanying notes form part of these financial statements.

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**STATEMENT OF FINANCIAL POSITION AS AT 30 SEPTEMBER 2019**

	Note	2019 \$	2018 \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	4	354,809	326,274
Trade and other receivables	5	13,015	40,550
Inventories	6	31,428	42,697
Other assets	7	46,441	26,941
<b>TOTAL CURRENT ASSETS</b>		<u>445,693</u>	<u>436,462</u>
<b>NON-CURRENT ASSETS</b>			
Property, plant and equipment	8	2,380,124	2,396,452
Intangible assets	9	-	-
<b>TOTAL NON-CURRENT ASSETS</b>		<u>2,380,124</u>	<u>2,396,452</u>
<b>TOTAL ASSETS</b>		<u>2,825,817</u>	<u>2,832,914</u>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables	10	124,034	158,232
Other liabilities	11	188,833	242,404
Borrowings	12	68,257	60,223
Short term provisions	13	117,524	140,728
<b>TOTAL CURRENT LIABILITIES</b>		<u>498,649</u>	<u>601,587</u>
<b>NON-CURRENT LIABILITIES</b>			
Other liabilities	11	215,214	226,953
Borrowings	12	86,015	75,158
Long term provisions	13	-	11,923
<b>TOTAL NON-CURRENT LIABILITIES</b>		<u>301,230</u>	<u>314,034</u>
<b>TOTAL LIABILITIES</b>		<u>799,878</u>	<u>915,621</u>
<b>NET ASSETS</b>		<u>2,025,939</u>	<u>1,917,292</u>
<b>EQUITY</b>			
Retained earnings		1,216,528	1,107,881
Reserves		809,411	809,411
<b>TOTAL EQUITY</b>		<u>2,025,939</u>	<u>1,917,292</u>

The accompanying notes form part of these financial statements.

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 SEPTEMBER 2019**

	Retained Earnings \$	Revaluation Surplus \$	Total \$
<b>Balance at 1 October 2017</b>	985,290	809,411	1,794,701
Profit (Loss) attributable to the entity	122,591	-	122,591
Reserve added (utilised)	-	-	-
Total other comprehensive income for the year	-	-	-
<b>Balance at 30 September 2018</b>	1,107,881	809,411	1,917,292
Profit (Loss) attributable to the entity	108,648	-	108,648
Reserve added (utilised)	-	-	-
Total other comprehensive income for the year	-	-	-
<b>Balance at 30 September 2019</b>	<u>1,216,528</u>	<u>809,411</u>	<u>2,025,939</u>

The accompanying notes form part of these financial statements.

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 SEPTEMBER 2019**

	Note	2019 \$	2018 \$
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>			
Bar and kitchen trading		877,363	846,542
Poker machine and Keno revenue		161,886	188,949
Subscriptions		483,886	419,535
Competition fees		113,079	105,155
Green fees		426,663	363,882
Receipts from customers		584,240	414,753
Payments to suppliers and employees		(2,407,104)	(2,061,841)
Interest received		2,328	1,696
Finance costs		(12,068)	(10,028)
Net cash provided by/(used in) operating activities	18(b)	<u>230,274</u>	<u>268,643</u>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>			
Capital grants for plant and equipment		-	-
Proceeds from sale of property, plant and equipment		31,853	4,260
Payment for property, plant and equipment		(252,483)	(75,961)
Net cash provided by/(used in) investing activities		<u>(220,630)</u>	<u>(71,701)</u>
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>			
Repayment of borrowings		(67,739)	(85,000)
Increase in borrowings		86,631	227
Net cash provided by/(used in) financing activities		<u>18,892</u>	<u>(84,773)</u>
Net increase/(decrease) in cash held		28,535	112,169
Cash and cash equivalents at the beginning of the financial year		326,274	214,105
Cash and cash equivalents at the end of the financial year	18(a)	<u><u>354,809</u></u>	<u><u>326,274</u></u>

The accompanying notes form part of these financial statements.

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019**

The financial statements are for Byron Bay Golf Club Limited as an individual entity, incorporated and domiciled in Australia. Byron Bay Golf Club Limited is a company limited by guarantee.

**Note 1      Summary of Significant Accounting Policies**

**Basis of Preparation**

The financial statements are a general purpose financial report that has been prepared in accordance with Australian Accounting Standards (including Australian Accounting Interpretations) and the *Corporations Act 2001*.

Australian Accounting Standards set out accounting policies that the AASB has concluded would result in financial statements containing relevant and reliable information about transactions, events and conditions. Material accounting policies adopted in the preparation of these financial statements are presented below and have been consistently applied unless otherwise stated.

Byron Bay Golf Club Limited is a not-for-profit entity.

The financial statements have been prepared on an accruals basis and are based on historical costs unless otherwise stated in the notes. The accounting policies that have been adopted in the preparation of this report are as follows:

**Accounting Policies**

**(a) Revenue**

Non-reciprocal grant revenue is recognised in profit or loss when the entity obtains control of the grant and it is probable that the economic benefits gained from the grant will flow to the entity and the amount of the grant can be measured reliably.

If conditions are attached to the grant which must be satisfied before the entity is eligible to receive the contribution, the recognition of the grant as revenue will be deferred until those conditions are satisfied.

When grant revenue is received whereby the entity incurs an obligation to deliver economic value directly back to the contributor, this is considered a reciprocal transaction and the grant revenue is recognised in the statement of financial position as a liability until the service has been delivered to the contributor, otherwise the grant is recognised as income on receipt.

Donations and bequests are recognised as revenue when received.

Interest revenue is recognised using the effective interest rate method, which for floating rate financial assets is the rate inherent in the instrument. Dividend revenue is recognised when the right to receive a dividend has been established.

Revenue from the rendering of a service is recognised upon the delivery of the service to the customers.

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

**(b) Inventories**

Inventories are measured at the lower of cost and current replacement cost.

Inventories acquired at no cost, or for nominal consideration are valued at the current replacement cost as at the date of acquisition.

**(c) Property, Plant and Equipment**

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

**Property**

Freehold land and buildings that have been contributed at no cost, or for nominal cost are valued recognised at the fair value of the asset at the date it is acquired.

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019**

**Note 1**                      **Summary of Significant Accounting Policies**

If there is a revaluation, Increases in the carrying amount arising on revaluation of land and buildings are recognised in other comprehensive income and accumulated in the revaluation surplus in equity. Revaluation decreases that offset previous increases of the same class of assets shall be recognised in other comprehensive income under the heading of revaluation surplus. All other decreases are charged to the statement of comprehensive income.

As the revalued buildings are depreciated the difference between depreciation recognised in the statement of comprehensive income, which is based on the revalued carrying amount of the asset, and the depreciation based on the asset's original cost is transferred from the revaluation surplus to retained earnings.

Any accumulated depreciation at the date of the revaluation is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset.

**Plant and equipment**

Plant and equipment are measured on the cost basis less depreciation and impairment losses. Any plant and equipment acquired for less than \$2,000 are expensed immediately.

The carrying amount of plant and equipment is reviewed annually by directors to ensure it is not in excess of the recoverable amount from these assets. The recoverable amount is assessed on the basis of the expected net cash flows that will be received from the assets employment and subsequent disposal. The expected net cash flows have been discounted to their present values in determining recoverable amounts.

Plant and equipment that have been contributed at no cost, or for nominal cost are valued and recognised at the fair value of the asset at the date it is acquired.

**Depreciation**

The depreciable amount of all fixed assets including buildings and capitalised lease assets, but excluding freehold land, is depreciated on a straight-line basis over the asset's useful life to the entity commencing from the time the asset is held ready for use. Leasehold improvements are depreciated over the shorter of either the unexpired period of the lease or the estimated useful lives of the improvements.

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

<b>Class of Fixed Asset</b>	<b>Depreciation Rate</b>
Buildings	2.5 - 5%
Course Improvements	5 - 10%
Clubhouse Fixtures & Fittings	5 - 25%
Plant and Equipment	10 - 30%
Poker Machines	25%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

Asset classes carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with the carrying amount. These gains or losses are included in the statement of comprehensive income. When revalued assets are sold, amounts included in the revaluation reserve relating to that asset are transferred to retained earnings.

**(d) Leases**

Leases of fixed assets, where substantially all the risks and benefits incidental to the ownership of the asset, but not the legal ownership, are transferred to the entity are classified as finance leases.

Finance leases are capitalised, recording an asset and a liability equal to the present value of the minimum lease payments, including any guaranteed residual values.

Leased assets are depreciated on a straight-line basis over their estimated useful lives where it is likely that the entity will obtain ownership of the asset. Lease payments are allocated between the reduction of the lease liability and the lease interest expense for the period.

Lease payments for operating leases, where substantially all the risks and benefits remain with the lessor, are charged as expenses on a straight-line basis over the lease term.

Lease incentives under operating leases are recognised as a liability and amortised on a straight-line basis over the life of the lease term.

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019**

**Note 1                      Summary of Significant Accounting Policies**

**(e) 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 equivalent to the date that the entity commits itself to either the purchase or sale of the asset (ie trade date accounting is adopted).

Financial instruments (except for trade receivables) are initially measured at fair value plus transaction 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. Where available, quoted prices in an active market are used to determine fair value. In other circumstances, valuation techniques are adopted.

Trade receivables are initially measured at the transaction price if the trade receivables do not contain significant financing component or if the practical expedient was applied as specified in AASB 15.63.

*Classification and Subsequent Measurement*

*Financial liabilities*

A financial liability is measured at fair value through profit and loss if the financial liability when first acquired.

- amortised cost; or
- fair value through profit and loss.

Financial liabilities are subsequently measured at:

- a contingent consideration of an acquirer in a business combination to which AASB 3 applies;
- held for trading; or
- initially designated as at fair value through profit or loss.

All other financial liabilities are subsequently measured at amortised cost using the effective interest method.

The effective interest method is a method of calculating the amortised cost of a debt instrument and of allocating interest expense in profit or loss over the relevant period.

The effective interest rate is the internal rate of return of the financial asset or liability. That is, it is the rate that exactly discounts the estimated future cash flows through the expected life of the instrument to the net carrying amount at initial recognition.

A financial liability is held for trading if:

- incurred for the purpose of repurchasing or repaying in the near term;
- part of a portfolio where there is an actual pattern of short-term profit taking; or
- a derivative financial instrument (except for a derivative that is in a financial guarantee contract or a derivative that is in an effective hedging relationship).

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

Any gains or losses arising on changes in fair value are recognised in profit or loss to the extent that they are not part of a designated hedging relationship.

The change in fair value of the financial liability attributable to changes in the issuer's credit risk is taken to other comprehensive income and is not subsequently reclassified to profit or loss. Instead, it is transferred to retained earnings upon derecognition of the financial liability.

If taking the change in credit risk in other comprehensive income enlarges or creates an accounting mismatch, then these gains or losses should be taken to profit or loss rather than other comprehensive income.

A financial liability cannot be reclassified.

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019**

**Note 1**                      **Summary of Significant Accounting Policies**

**Financial assets**

Financial assets are subsequently measured at:

- amortised cost;
- fair value through other comprehensive income; or
- fair value through profit or loss.

Measurement is on the basis of two primary criteria:

- the contractual cash flow characteristics of the financial asset; and
- the business model for managing the financial assets.

A financial asset is subsequently measured at amortised cost when it meets the following conditions:

- the financial asset is managed solely to collect contractual cash flows; and
- the contractual terms within the financial asset give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding on specified dates.

A financial asset is subsequently measured at fair value through other comprehensive income when it meets the following conditions:

- the contractual terms within the financial asset give rise to cash flows that are solely payments of principal and interest on the principal amount outstanding on specified dates;
- the business model for managing the financial assets comprises both contractual cash flows collection and the selling of the financial asset.

By default, all other financial assets that do not meet the measurement conditions of amortised cost and fair value through other comprehensive income are subsequently measured at fair value through profit or loss.

The entity initially designates a financial instrument as measured at fair value through profit or loss if:

- it eliminates or significantly reduces a measurement or recognition inconsistency (often referred to as “accounting mismatch”) that would otherwise arise from measuring assets or liabilities or recognising the gains and losses on them on different bases;
- it is in accordance with the documented risk management or investment strategy, and information about the groupings was documented appropriately, so that the performance of the financial liability that was part of a group of financial liabilities or financial assets can be managed and evaluated consistently on a fair value basis;
- it is a hybrid contract that contains an embedded derivative that significantly modifies the cash flows otherwise required by the contract.

The initial designation of the financial instruments to measure at fair value through profit or loss is a one-time option on initial classification and is irrevocable until the financial asset is derecognised.

**Equity instruments**

At initial recognition, as long as the equity instrument is not held for trading and not a contingent consideration recognised by an acquirer in a business combination to which AASB 3: Business Combinations applies, the entity made an irrevocable election to measure any subsequent changes in fair value of the equity instruments in other comprehensive income, while the dividend revenue received on underlying equity instruments investment will still be recognised in profit and loss.

Regular way purchases and sales of financial assets are recognised and derecognised at settlement date in accordance with the entity's accounting policy.

**Derecognition**

Derecognition refers to the removal of a previously recognised financial asset or financial liability from the statement of financial position.

*Derecognition of financial liabilities*

A liability is derecognised when it is extinguished (ie when the obligation in the contract is discharged, cancelled or expires). An exchange of an existing financial liability for a new one with substantially modified terms, or a substantial modification to the terms of a financial liability is treated as an extinguishment of the existing liability and recognition of a new financial liability.

The difference between the carrying amount of the financial liability derecognised and the consideration paid and payable, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss.

*Derecognition of financial assets*

A financial asset is derecognised when the holder's contractual rights to its cash flows expires, or the asset is transferred in such a way that all the risks and rewards of ownership are substantially transferred.

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019**

**Note 1**                      **Summary of Significant Accounting Policies**

All of the following criteria need to be satisfied for derecognition of financial asset:

- the right to receive cash flows from the asset has expired or been transferred;
- all risk and rewards of ownership of the asset have been substantially transferred; and
- the entity no longer controls the asset (ie the entity has no practical ability to make a unilateral decision to sell the asset to a third party).

On derecognition of a financial asset measured at amortised cost, the difference between the asset's carrying amount and the sum of the consideration received and receivable is recognised in profit or loss.

On derecognition of a debt instrument classified as at fair value through other comprehensive income, the cumulative gain or loss previously accumulated in the investment revaluation reserve is reclassified to profit or loss.

On derecognition of an investment in equity which was elected to be classified under fair value through other comprehensive income, the cumulative gain or loss previously accumulated in the investment revaluation reserve is not reclassified to profit or loss, but is transferred to retained earnings.

**Impairment**

The entity recognises a loss allowance for expected credit losses on:

- financial assets that are measured at amortised cost or fair value through other comprehensive income;
- lease receivables;
- contract assets (eg amounts due from customers under construction contracts);
- loan commitments that are not measured at fair value through profit or loss; and
- financial guarantee contracts that are not measured at fair value through profit or loss.

Loss allowance is not recognised for:

- financial assets measured at fair value through profit or loss; or
- equity instruments measured at fair value through other comprehensive income.

Expected credit losses are the probability-weighted estimate of credit losses over the expected life of a financial instrument. A credit loss is the difference between all contractual cash flows that are due and all cash flows expected to be received, all discounted at the original effective interest rate of the financial instrument.

The entity uses the following approaches to impairment, as applicable under AASB 9: Financial Instruments:

- the general approach
- the simplified approach
- the purchased or originated credit impaired approach; and
- low credit risk operational simplification.

*General approach*

Under the general approach, at each reporting period, the entity assesses whether the financial instruments are credit-impaired, and if:

- the credit risk of the financial instrument has increased significantly since initial recognition, the entity measures the loss allowance of the financial instruments at an amount equal to the lifetime expected credit losses; or
- there is no significant increase in credit risk since initial recognition, the entity measures the loss allowance for that financial instrument at an amount equal to 12-month expected credit losses.

*Simplified approach*

The simplified approach does not require tracking of changes in credit risk at every reporting period, but instead requires the recognition of lifetime expected credit loss at all times. This approach is applicable to:

- trade receivables or contract assets that result from transactions within the scope of AASB 15: Revenue from Contracts with Customers and contain a significant financing component; and
- lease receivables.

In measuring the expected credit loss, a provision matrix for trade receivables was used taking into consideration various data to get to an expected credit loss (ie diversity of customer base, appropriate groupings of historical loss experience, etc).

*Purchased or originated credit-impaired approach*

For a financial asset that is considered credit-impaired (not on acquisition or origination), the entity measures any change in its lifetime expected credit loss as the difference between the asset's gross carrying amount and the present value of estimated future cash flows discounted at the financial asset's original effective interest rate. Any adjustment is recognised in profit or loss as an impairment gain or loss.

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019**

**Note 1**                      **Summary of Significant Accounting Policies**

Evidence of credit impairment includes:

- significant financial difficulty of the issuer or borrower;
- a breach of contract (eg default or past due event);
- a lender granting to the borrower a concession, due to the borrower's financial difficulty, that the lender would not otherwise consider;
- high probability that the borrower will enter bankruptcy or other financial reorganisation; and
- the disappearance of an active market for the financial asset because of financial difficulties.

*Low credit risk operational simplification approach*

If a financial asset is determined to have low credit risk at the initial reporting date, the entity assumes that the credit risk has not increased significantly since initial recognition and accordingly it can continue to recognise a loss allowance of 12-month expected credit loss.

In order to make such a determination that the financial asset has low credit risk, the entity applies its internal credit risk ratings or other methodologies using a globally comparable definition of low credit risk.

A financial asset is considered to have low credit risk if:

- there is a low risk of default by the borrower;
- the borrower has strong capacity to meet its contractual cash flow obligations in the near term;
- adverse changes in economic and business conditions in the longer term may, but not necessarily will, reduce the ability of the borrower to fulfil its contractual cash flow obligations.

A financial asset is not considered to carry low credit risk merely due to existence of collateral, or because a borrower has a risk of default lower than the risk inherent in the financial assets, or lower than the credit risk of the jurisdiction in which it operates.

*Recognition of expected credit losses in financial statements*

At each reporting date, the entity recognises the movement in the loss allowance as an impairment gain or loss in the statement of profit or loss and other comprehensive income.

The carrying amount of financial assets measured at amortised cost includes the loss allowance relating to that asset.

Assets measured at fair value through other comprehensive income are recognised at fair value, with changes in fair value recognised in other comprehensive income. Amounts in relation to change in credit risk are transferred from other comprehensive income to profit or loss at every reporting period.

For financial assets that are unrecognised (eg loan commitments yet to be drawn, financial guarantees), a provision for loss allowance is created in the statement of financial position to recognise the loss allowance.

**(f) Impairment of Assets**

At the end of each reporting period, the Club 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 comprehensive income.

Where the future economic benefits of the asset are not primarily dependent upon on the asset's ability to generate net cash inflows and when the entity would, if deprived of the asset, replace its remaining future economic benefits, value in use is determined as the depreciated replacement cost of an asset.

Where it is not possible to estimate the recoverable amount of an assets class, the Club estimates the recoverable amount of the cash-generating unit to which the class of assets belong.

Where an impairment loss on a revalued asset is identified, this is debited against the revaluation surplus in respect of the same class of asset to the extent that the impairment loss does not exceed the amount in the revaluation surplus for that same class of asset.

**(g) Employee Benefits**

Provision is made for the Club's liability for employee benefits arising from services rendered by employees to the end of the reporting period. 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. Employee benefits payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may not satisfy vesting requirements. Those cash outflows are discounted using market yields on national government bonds with terms to maturity that match the expected timing of cash flows.

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019**

**Note 1 Summary of Significant Accounting Policies**

Contributions are made by the entity to an employee superannuation fund and are charged as expenses when incurred.

**(h) 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, and bank overdrafts. Bank overdrafts are shown within short-term borrowings in current liabilities on the statement of financial position.

**(i) 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 Taxation 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 expense. Receivables and payables in the statement of financial position 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.

**(j) Income Tax**

No provision for income tax has been raised as the Club is exempt from income tax under Div 50 of the *Income Tax Assessment Act 1997*.

**(k) Provisions**

Provisions are recognised when the entity has a legal or constructive obligation, as a result of past events, for which it is probable that an outflow of economic benefits will result and that outflow can be reliably measured. Provisions recognised represent the best estimate of the amounts required to settle the obligation at the end of reporting period.

**(l) Comparative Figures**

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

When an entity applies an accounting policy retrospectively, makes a retrospective restatement or reclassifies items in its financial statements, a statement of financial position as at the beginning of the earliest comparative period must be disclosed.

With the poker machine entitlements the decision was made to change the accounting policy on recognising the entitlements as a intangible asset (refer Note 1(n)). Given the restrictive nature of realising these entitlements and the uncertainty in valuing them, the following adjustment was made for the 2018 year.

<b>Effect on Equity</b>	Prior to Adjustment	Adjustment	After Adjustment
Intangibles	150,000	(150,000)	0
TOTAL ASSETS	150,000	(150,000)	0
NET ASSETS	150,000	(150,000)	0
Retained Earnings	1,257,881	(150,000)	1,107,881
NET EQUITY	1,257,881	(150,000)	1,107,881

**Effect on profit**

There was nil effect on profit.

**(m) 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 company 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.

**(n) Critical accounting estimates and judgments**

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

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019**

**Note 1**                      **Summary of Significant Accounting Policies**

**Key Estimates**

*Poker Machine Entitlements*

The fair value of the Poker Machine Entitlements at 1 October 2004 was \$220,000 which was based upon data supplied by Clubs NSW, using an active market analysis. A comparative adjustment was done (refer Note 1(l)) whereby this was no longer shown as an intangible asset due to the inherent uncertainty of valuing these assets given the nature of the entitlements and the limits on these being sold.

**(o) Economic Dependence**

Byron Bay Golf Club Limited is dependent on the current licencing and gaming rules for a significant portion of its revenue used to operate the business. At the date of this report the Board of Directors has no reason to believe the current licencing and gaming rules will not continue to be favourable for the Club.

**(p) New and Amended Accounting Policies Adopted by the Entity**

The Company has adopted all standards which became effective for the first time at 1 October 2018, the adoption of these standards has not caused any material adjustments to the reported financial position, performance or cashflow of the Company.

**(p) New Accounting Standards for Application in Future Periods**

The AASB has issued a number of new and amended Accounting Standards that have mandatory application dates for future reporting periods, some of which are relevant to the entity. The directors have decided not to early adopt any of the new and amended pronouncements. Their assessment of the pronouncements that are relevant to the entity but applicable in future reporting periods is set out below:

- AASB 16: Leases (applicable to annual reporting periods beginning on or after 1 January 2019).

When effective, this Standard will replace the current accounting requirements applicable to leases in AASB 117: Leases and related Interpretations. AASB 16 introduces a single lessee accounting model that eliminates the

The main changes introduced by the new Standard are as follows:

- new lessee accounting requirements for leases at significantly below-market terms and conditions (commonly known as "peppercorn leases") principally to enable the lessee to further its objectives. This requires the lessee to recognise the leased asset / right-of-use asset at fair value per AASB 13, the lease liability per AASB 117/AASB 16 and the residual as income (after related amounts) at the inception of the lease per AASB 1058. There is a AASB 2018-8 Amendments to Australian Accounting Standards – Right-of-Use Assets of Not-for-Profit Entities which allows for these leases to be recognised at cost.
- recognition of a right-of-use asset and liability for all leases (excluding short-term leases with less than 12 months of tenure and leases relating to low-value assets);
- depreciation of right-of-use assets in line with AASB 116: Property, Plant and Equipment in profit or loss and unwinding of the liability in principal and interest components;
- inclusion of variable lease payments that depend on an index or a rate in the initial measurement of the lease liability using the index or rate at the commencement date;
- application of a practical expedient to permit a lessee to elect not to separate non-lease components and instead account for all components as a lease; and
- inclusion of additional disclosure requirements.

The transitional provisions of AASB 16 allow a lessee to either retrospectively apply the Standard to comparatives in line with AASB 108: Accounting Policies, Changes in Accounting Estimates and Errors or recognise the cumulative effect of retrospective application as an adjustment to opening equity on the date of initial application.

Although the directors anticipate that the adoption of AASB 16 will impact the entity's financial statements, it is impracticable at this stage to provide a reasonable estimate of such impact.

- AASB 1058: *Income of Not-for-Profit Entities* (applicable to annual reporting periods beginning on or after 1 January 2019).

This Standard is applicable when an entity receives volunteer services or enters into other transactions where the consideration to acquire the asset is significantly less than the fair value of the asset principally to enable the entity to further its objectives.

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019**

**Note 1**                      **Summary of Significant Accounting Policies**

The significant accounting requirements of AASB 1058 are as follows:

- Income arising from an excess of the initial carrying amount of an asset over the related contributions by owners, increases in liabilities, decreases in assets and revenue should be immediately recognised in profit or loss. For this purpose, the assets, liabilities and revenue are to be measured in accordance with other applicable Standards.
- Liabilities should be recognised for the excess of the initial carrying amount of a financial asset (received in a transfer to enable the entity to acquire or construct a recognisable non-financial asset that is to be controlled by the entity) over any related amounts recognised in accordance with the applicable Standards. The liabilities must be amortised to profit or loss as income when the entity satisfies its obligations under the transfer.

A private sector not-for-profit entity may elect to recognise volunteer services or a class of volunteer services as an accounting policy choice if the fair value of those services can be measured reliably, whether or not the services would have been purchased if they had not been donated. Recognised volunteer services should be measured at fair value and any excess over the related amounts (such as contributions by owners or revenue) immediately recognised as income in profit or loss.

The transitional provisions of this Standard permit an entity to either: restate the contracts that existed in each prior period presented in accordance with AASB 108 (subject to certain practical expedients); or recognise the cumulative effect of retrospective application to incomplete contracts on the date of initial application. For this purpose, a completed contract is a contract or transaction for which the entity has recognised all of the income in accordance with AASB 1004: *Contributions*.

Although the directors anticipate that the adoption of AASB 1058 may have an impact on the entity's financial statements, it is impracticable at this stage to provide a reasonable estimate of such impact.

- AASB 2016-8: *Amendments to Australian Accounting Standards – Australian Implementation Guidance for Not-for-Profit Entities*

AASB 2016-8 (issued December 2016) inserts Australian requirements and authoritative implementation guidance for not-for-profit entities into AASB 9: Financial Instruments and AASB 15: Revenue from Contracts with Customers as a consequence of AASB 1058: Income of Not-for-Profit Entities.

AASB 2016-8 mandatorily applies to annual reporting periods beginning on or after 1 January 2019. Earlier application is permitted, provided AASB 1058 is applied for the same period.

**New and amended Accounting Standards**

The entity has assessed all new and amended accounting standards issued and effective for financial reporting periods beginning on or after 1 January 2017, and determined there to be no effect on the current or prior period financial statements.

- AASB 2016-7: *Amendments to Australian Accounting Standards – Deferral of AASB 15 for Not-for-Profit Entities*

This Standard amends the mandatory effective date (application date) of AASB 15: Revenue from Contracts with Customers for not-for-profit entities so that AASB 15 is required to be applied by such entities for annual reporting periods beginning on or after 1 January 2019 instead of 1 January 2018.

When effective, this Standard will replace the current accounting requirements applicable to revenue with a single, principles-based model. Apart from a limited number of exceptions, including leases, the new revenue model in AASB 15 will apply to all contracts with customers as well as non-monetary exchanges between entities in the same line of business to facilitate sales to customers and potential customers.

The core principle of the Standard is that an entity will recognise revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which the entity expects to be entitled in exchange for the goods or services. To achieve this objective, AASB 15 provides the following five-step process:

- identify the contract(s) with a customer;
- identify the performance obligations in the contract(s);
- determine the transaction price;
- allocate the transaction price to the performance obligations in the contract(s); and
- recognise revenue when (or as) the performance obligations are satisfied.

The transitional provisions of this Standard permit an entity to either:

- restate the contracts that existed in each prior period presented per AASB 108: Accounting Policies, Changes in Accounting Estimates and Errors (subject to certain practical expedients in AASB 15); or
- recognise the cumulative effect of retrospective application to incomplete contracts on the date of initial application.

There are also enhanced disclosure requirements regarding revenue.

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019**

**Note 2 Revenue and Other Income**

	2019	2018
	\$	\$
<b>Sales Revenue</b>		
— Bar Sales	797,603	825,453
— Kitchen Sales	-	2,927
— Other Sales	8,873	18,162
<b>Service Revenue</b>		
— Poker Machine & Keno Revenue	147,169	188,949
— Subscriptions	488,540	462,152
— Green Fees	387,875	363,882
— Competition Fees	102,799	105,155
— Machinery Levy	47,776	46,801
— Golf Club Development Fund	49,636	49,337
— Revenue from sub-clubs:		
Byron Bay Golf Club Veterans	33,115	31,566
Byron Bay Golf Club Ladies	43,502	35,922
<b>Non-Operating Activities</b>		
— Interest Received	2,328	1,696
— Poker Machine GST Rebate	16,083	16,868
— Donations and Sponsorship	159,112	102,915
— Rent Received	73,515	50,450
— Other	74,547	117,553
<b>Total Revenue and Other Income</b>	<u><u>2,432,473</u></u>	<u><u>2,419,788</u></u>

**Note 3 Expenses for the Year**

	2019	2018
	\$	\$
<b>(a) Expenses</b>		
Depreciation and Amortisation		
— Land & improvements	9,422	9,422
— Buildings	31,462	31,462
— Plant & equipment	66,009	51,491
— Capitalised leased assets	98,274	98,274
Total Depreciation and Amortisation	<u>205,167</u>	<u>190,649</u>
Interest expense on financial liabilities	12,068	10,028
Doubtful debts expense	-	-
Loss on disposal of non-current assets	-	1,765
Auditor Remuneration		
— audit services	9,600	9,600
— other services	-	-
Total Audit Remuneration	<u>9,600</u>	<u>9,600</u>

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019**

**Note 3 Expenses for the Year**

	2019	2018
	\$	\$
Employee Benefit Expense	857,387	845,642
Bar Cost of Goods Sold	317,033	334,145
Administration/Operating	495,389	530,538
Entertainment	66,702	50,098
Insurance	61,762	69,532
Repairs & Maintenance	230,863	186,607
Sub-club expenditure:		
Byron Bay Golf Club Veterans	31,797	31,333
Byron Bay Golf Club Ladies	36,057	37,260
Total Expenses	2,323,825	2,297,197

**Note 4 Cash and Cash Equivalents**

	Note	2019	2018
		\$	\$
CURRENT			
Cash at Bank		286,685	267,855
Cash on Hand		38,546	37,604
Womens sub-club cash at bank		17,370	9,925
Veterans sub-club cash at bank		12,208	10,890
	19	354,809	326,274

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019**

**Note 5 Trade and Other Receivables**

	Note	2019 \$	2018 \$
<b>CURRENT</b>			
Trade receivables		12,297	5,092
Provision for impairment	5(i) 19	-	-
		<u>12,297</u>	<u>5,092</u>
Other receivables		718	35,458
Total current trade and other receivables		<u><u>13,015</u></u>	<u><u>40,550</u></u>

**(i) Provision for Impairment of Receivables**

Current trade receivables are generally on 30 day terms. These receivables are assessed for recoverability and a provision for impairment is recognised when there is objective evidence that an individual trade receivable is impaired. These amounts have been included in other expense items.

Movement in the provision for impairment of receivables is as follows:

	\$
Provision for impairment as at 1 October 2017	-
- Charge for year	-
- Written off	-
Provision for impairment as at 30 September 2018	-
- Charge for year	-
- Written off	-
Provision for impairment as at 30 September 2019	<u><u>-</u></u>

**Credit risk - Trade and Other Receivables**

The Club does not have any material credit risk exposure to any single receivable or group of receivables.

The following table details the company's trade and other receivables exposed to credit risk (prior to collateral and other credit enhancements) with ageing analysis and impairment provided for thereon. Amounts are considered as 'past due' when the debt has not been settled within the terms and conditions agreed between the company and the customer or counter party to the transaction. Receivables that are past due are assessed for impairment by ascertaining solvency of the debtors and are provided for where there are specific circumstances indicating that the debt may not be fully repaid to the Club.

The balances of receivables that remain within initial trade terms (as detailed in the table) are considered to be of high credit quality.

	Gross Amount \$	Past due and impaired \$	Past due but not impaired (days overdue)				Within initial trade terms \$
			<30 \$	31 – 60 \$	61 – 90 \$	>90 \$	
<b>2019</b>							
Trade and term receivables	12,297	-	-	-	-	-	12,297
Other receivables	718	-	-	-	-	-	718
Total	<u>13,015</u>	-	-	-	-	-	<u>13,015</u>

	Gross Amount \$	Past due and impaired \$	Past due but not impaired (days overdue)				Within initial trade terms \$
			<30 \$	31 – 60 \$	61 – 90 \$	>90 \$	
<b>2018</b>							
Trade and term receivables	5,092	-	-	-	-	-	5,092
Other receivables	35,458	-	-	-	-	-	35,458
Total	<u>40,550</u>	-	-	-	-	-	<u>40,550</u>

The Club does not hold any financial assets whose terms have been renegotiated, but which would otherwise be past due or impaired.

There are no balances within trade receivables that contain assets that are not impaired and are past due. It is expected that these balances will be received when due.

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019**

**Note 6 Inventories**

	2019	2018
	\$	\$
<b>CURRENT</b>		
At cost		
Bar Stock	<u>31,428</u>	<u>42,697</u>
	<u>31,428</u>	<u>42,697</u>
At current replacement cost		
Bar Stock	<u>78,570</u>	<u>106,743</u>
	<u>78,570</u>	<u>106,743</u>

**Note 7 Other Assets**

	2019	2018
	\$	\$
<b>CURRENT</b>		
Accrued Income	-	-
Prepayments	<u>46,441</u>	<u>26,941</u>
	<u>46,441</u>	<u>26,941</u>

**Note 8 Property, Plant and Equipment**

	2019	2018
	\$	\$
<b>LAND AND BUILDINGS</b>		
Freehold land and Improvements at fair value:		
— Freehold Land and Improvements at cost	1,948,422	1,908,112
— Independent valuation 2009	<u>(460,686)</u>	<u>(451,569)</u>
Total Land and Improvements	<u>1,487,736</u>	<u>1,456,543</u>
Buildings & Improvements at fair value:		
— Buildings at Cost	1,122,121	1,123,321
— Less: Accumulated Depreciation	<u>(666,674)</u>	<u>(636,505)</u>
Less accumulated depreciation	<u>455,447</u>	<u>486,816</u>
Capital Work in Progress	6,137	44,602
Total land and buildings	<u>1,949,320</u>	<u>1,987,961</u>
<b>PLANT AND EQUIPMENT</b>		
Plant and Equipment		
At cost	1,002,242	1,021,287
Accumulated depreciation	<u>(828,169)</u>	<u>(861,431)</u>
	<u>174,073</u>	<u>159,856</u>
Poker Machines		
At cost	24,623	24,623
Less accumulated depreciation	<u>(24,623)</u>	<u>(24,623)</u>
	<u>-</u>	<u>-</u>
Capitalised leased assets		
At cost	892,233	809,068
Less accumulated depreciation	<u>(635,502)</u>	<u>(560,433)</u>
	<u>256,731</u>	<u>248,635</u>
Total property, plant and equipment	<u>2,380,124</u>	<u>2,396,452</u>

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019**

**Note 8 Property, Plant and Equipment**

**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:

	Land and Improvements \$	Buildings \$	Capital Works in Progress \$	Plant and Equipment \$	Poker Machines \$	Capitalised Leased Asstes \$	Total \$
<b>2018</b>							
Balance at the beginning of the year	1,448,000	518,457	13,420	188,325	-	348,965	2,517,167
Additions at cost	17,965	-	34,963	23,032	-	-	75,960
Disposals	-	(179)	(3,781)	(10)	-	(2,056)	(6,026)
Revaluation increment	-	-	-	-	-	-	-
Depreciation expense	(9,422)	(31,462)	-	(51,491)	-	(98,274)	(190,649)
Carrying amount at end of year	<u>1,456,543</u>	<u>486,816</u>	<u>44,602</u>	<u>159,856</u>	<u>-</u>	<u>248,635</u>	<u>2,396,452</u>
<b>2019</b>							
Balance at the beginning of the year	1,456,543	486,816	44,602	159,856	-	248,635	2,396,452
Additions at cost	40,310	-	6,137	69,009	-	120,210	235,666
Transfers between categories	-	-	-	-	-	-	-
Revaluation	-	-	-	-	-	-	-
Disposals	-	-	(44,602)	(3,004)	-	697	(46,909)
Depreciation expense	(9,117)	(31,369)	-	(51,788)	-	(112,811)	(205,085)
Carrying amount at end of year	<u>1,487,736</u>	<u>455,447</u>	<u>6,137</u>	<u>174,073</u>	<u>-</u>	<u>256,731</u>	<u>2,380,124</u>

**Asset revaluations**

No asset revaluations have been undertaken in the past, with all assets acquired for nil or minimal consideration, recorded at fair value at the date of acquisition.

**Note 9 Intangible Assets**

	2019 \$	2018 \$
Poker machine entitlements at cost	-	-
	<u>-</u>	<u>-</u>

**Movements in carrying amounts of intangible assets**

Balance at the beginning of the year	-	-
Additions	-	-
Disposals	-	-
Amortisation charge	-	-
Impairment losses	-	-
	<u>-</u>	<u>-</u>

**Poker Machine Entitlements**

As at 30 September 2019 the Club holds 15 poker machine entitlements, of which 15 are in use currently. The entitlements were previously recorded as intangible assets based on the fair value of the Poker Machine Entitlements at 1 October 2004 was \$220,000 which was based upon data supplied by Clubs NSW, using an active market analysis. A comparative adjustment was done (refer Note 1(l)) whereby this was no longer shown as a intangible asset due to the inherent uncertainty of valuing these assets given the nature of the entitlements and the limits on these being sold

**Note 10 Trade and Other Payables**

		2019 \$	2018 \$
CURRENT - Unsecured			
Trade creditors	19	105,834	137,262
GST Liability		18,200	20,970
	10(a)	<u>124,034</u>	<u>158,232</u>

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019**

<b>Note 10</b>	<b>Trade and Other Payables</b>	2019	2018
		\$	\$
(a)	Financial liabilities at amortised cost classified as trade and other payables		
	Trade and other payables		
	— Total Current	124,034	158,232
	— Total Non-Current	-	-
		<u>124,034</u>	<u>158,232</u>
	Less deferred income	-	-
	Less annual leave entitlements	-	-
	Financial liabilities as trade and other payables	<u>124,034</u>	<u>158,232</u>
<b>Note 11</b>	<b>Other liabilities</b>	2019	2018
		\$	\$
	CURRENT		
	Rent received in advance	11,739	11,739
	Member subscriptions received in advance	169,324	222,832
	Other liabilities received in advance	7,770	7,833
		<u>188,833</u>	<u>242,404</u>
	NON CURRENT		
	Rent received in advance	215,214	226,953
		<u>215,214</u>	<u>226,953</u>
<b>Note 12</b>	<b>Borrowings</b>	2019	2018
		\$	\$
	CURRENT - Secured		
	Lease liability	67,740	59,976
	Bank overdraft	-	-
	Credit Card	-	-
	Bank loan	518	247
		<u>68,257</u>	<u>60,223</u>
	NON-CURRENT - Secured		
	Lease liability	86,015	75,158
	Bank loan	-	-
		<u>86,015</u>	<u>75,158</u>
	TOTAL BORROWINGS	<u>154,273</u>	<u>135,381</u>

**(a) - Finance Leass**

Lease liabilities are secured by the underlying leased assets. They are in place for poker machines and course plant and equipment, which are leased under terms between 3 and 5 years,

<b>Note 13</b>	<b>Provisions</b>	2019	2018
		\$	\$
	CURRENT		
	Employee benefits: Long service leave	49,980	52,619
	Employee benefits: Annual leave	67,544	88,109
		<u>117,524</u>	<u>140,728</u>
	NON CURRENT		
	Employee benefits: Long service leave	-	11,923
		<u>-</u>	<u>11,923</u>

**Provision for Long-term Employee Benefits**

A provision has been recognised for employee entitlements relating to long service leave. In calculating the present value of future cash flows in respect of long service leave, the probability of long service leave being taken is based on historical data. The measurement and recognition criteria relating to employee benefits has been included in Note 1 to this report.

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019**

**Note 14 Capital and Leasing Commitments**

<b>(a) Finance Lease Commitments</b>	2019	2018
Payable – minimum lease payments	\$	\$
— not later than 12 months	77,065	67,740
— later than 12 months but not later than 5 years	91,021	77,642
— greater than 5 years	-	-
Minimum lease payments	<u>168,086</u>	<u>145,382</u>
Less future finance charges	<u>(14,331)</u>	<u>(10,248)</u>
Present value of minimum lease payments	<u><u>153,755</u></u>	<u><u>135,134</u></u>

The leased assets will be fully owned at the end of the lease period.

**(b) Operating Lease Commitments**

Non-cancellable operating leases contracted for but not capitalised in the financial statements

	2019	2018
Payable – minimum lease payments	\$	\$
— not later than 12 months	-	-
— later than 12 months but not later than 5 years	-	-
— greater than 5 years	-	-
	<u>-</u>	<u>-</u>
	<u><u>-</u></u>	<u><u>-</u></u>

**Note 15 Contingent Liabilities and Assets**

The directors are not aware of any contingent assets or liabilities at the date of signing this report.

**Note 16 Events After the Reporting Period**

Since the end of the financial year no matter or circumstance has arisen which significantly affected or may significantly affect the operations of the Club, the results of those operations, or the state of affairs of the Club in subsequent financial years.

**Note 17 Related Party Transactions**

There were no related party transactions during the period.

Transactions between related parties are on normal commercial terms and conditions no more favourable than those available to other persons unless otherwise stated.

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019**

**Note 18 Cash Flow Information**

	Note	2019 \$	2018 \$
<b>(a) Reconciliation of cash</b>			
Cash at bank	4	354,809	326,274
Bank Overdraft	11	-	-
Credit Card	11	-	-
		<u>354,809</u>	<u>326,274</u>
<b>(b) Reconciliation of cash flow from operations with profit after income tax</b>			
Profit (loss) after income tax		108,648	122,591
Non cash flows			
Depreciation and amortisation		205,167	190,649
Profit on sale of property, plant and equipment		11,732	-
Loss on sale of property, plant and equipment		-	1,765
Change in assets and liabilities			
(Increase)/decrease in trade and other receivables		27,535	(32,753)
Increase/(decrease) in trade and other payables		(79,451)	(1,337)
Increase/ (decrease) in reserves		-	-
Increase/ (decrease) in provisions		(35,127)	(4,393)
(Increase)/decrease in inventories		11,269	(9,727)
(Increase)/decrease in prepayments		<u>(19,500)</u>	<u>1,847</u>
		<u>230,274</u>	<u>268,643</u>

**Note 19 Financial Risk Management**

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

The totals for each category of financial instruments, measured in accordance with AASB 9 as detailed in the accounting policies to these financial statements, are as follows:

	Note	2019 \$	2018 \$
<b>Financial Assets</b>			
Cash and cash equivalents	4	354,809	326,274
Receivables	5	12,297	5,092
<b>Total Financial Assets</b>		<u>367,106</u>	<u>331,366</u>
<b>Financial Liabilities</b>			
Financial liabilities at amortised cost			
— Trade and other payables	10	105,834	137,262
— Borrowings	12	154,273	135,381
<b>Total Financial Liabilities</b>		<u>260,107</u>	<u>272,643</u>

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019**

**Note 20 Capital Management**

Management controls the capital of the entity to ensure that adequate cash flows are generated to fund its mentoring programs and that returns from investments are maximised. The executive committee ensures that the overall risk management strategy is in line with this objective.

The executive committee operates under policies approved by the Board of Directors. Risk management policies are approved and reviewed by the Board on a regular basis. These include credit risk policies and future cash flow requirements.

The entity's capital consists of financial liabilities, supported by financial assets.

Management effectively manages the entity's capital by assessing the entity's financial risks and responding to changes in these risks and in the market. These responses may include the consideration of debt levels.

There have been no changes to the strategy adopted by management to control the capital of the entity since the previous year. The strategy of the entity is to maintain a gearing ratio below 40%.

The gearing ratios for the years ended 30 September 2019 and 30 September 2018 are as follows:

	<b>Note</b>	2019 \$	2018 \$
Total borrowings	12	154,273	135,381
Total equity (reserves + retained earnings)		2,025,939	1,917,292
Gearing ratio		<b>7.6%</b>	<b>7.1%</b>

**Note 21 Reserves**

**Revaluation Surplus**

The revaluation surplus records the revaluations of non-current assets. Where revaluations are deemed to represent profits of a permanent nature, dividends may be declared from this surplus.

**Note 22 Entity Details**

The registered office of the entity is:

Byron Bay Golf Club Limited  
62 Broken Head Road  
BYRON BAY NSW 2481

The principal place of business is:

Byron Bay Golf Club Limited  
62 Broken Head Road  
BYRON BAY NSW 2481

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 SEPTEMBER 2019**

**Note 23      Members' Guarantee**

Byron Bay Golf Club Limited is a company limited by guarantee. The number of members at 30 September 2019 is 1,291 (2018: 1,188).

In the event of, and for the purpose of winding up of the Company, the amount capable of being called up from each member and any person or associaton who ceased to be a member in the year prior to the winding up, is limited to \$1 for all members, subject to the provisions of the Company's constitution.

At 30 September 2019, the collective liability of members was \$1,291 (2018: \$1,188).

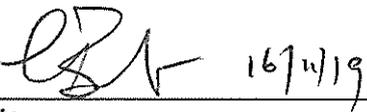
**BYRON BAY GOLF CLUB LIMITED ABN: 62 001 043 205  
DIRECTORS' DECLARATION**

In accordance with a resolution of the Directors of Byron Bay Golf Club Limited, we state that:

In the opinion of the Directors:

- (a) the financial statements and notes of the Fund are in accordance with the Corporations Act 2001,
  - (i) Giving a true and fair view of the Fund's financial position as at 30 September 2019 and of its performance for the year ended on that date;
  - (ii) Complying with the Accounting Standards and *Corporations Regulations 2001*.
  
- (b) in the directors' opinion there are reasonable grounds to believe that the company will be able to pay its debts as and when they become due and payable.

This declaration is made in accordance with a resolution of the Board of Directors.

 16/11/19  
\_\_\_\_\_

**C. Barto**  
Chairperson

  
\_\_\_\_\_

**S. Parker**  
Vice Chairperson

Signed at Byron Bay  
16th November 2019

**BYRON BAY GOLF CLUB LIMITED ABN 62 001 043 205**  
**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF**  
**BYRON BAY GOLF CLUB LIMITED**

*Opinion*

I have audited the financial report of Byron Bay Golf Club Limited which comprises the statement of financial position as at 30 September 2019, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In my opinion the financial report of Byron Bay Golf Club Limited has been prepared in accordance with Corporations Act 2001, including:

- a) giving a true and fair view of the company's financial position as at 30 September 2019 and of its financial performance for the year then ended; and
- b) complying with Australian Accounting Standards and the Corporations Act 2001.

*Basis for my 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 company in accordance with the ethical requirements of the Corporations Act 2001 and Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that is relevant to 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..

*Responsibilities of Directors' [and Those Charged with Governance] for the Financial Report*

The directors' of the company are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards and the Corporations Act 2001 and for such internal control as the directors' determine is necessary to enable the preparation of the 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 company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors' either intends to liquidate the company or to cease operations, or has no realistic alternative but to do so.

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

*Auditor's Responsibilities for the Audit of the Financial Report*

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with 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 the 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 company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by directors'.
- Conclude on the appropriateness of the directors' 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 company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in our 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 company 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.

I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

*Report on Other Legal and Regulatory Requirements*

In my opinion:

- (i) the governing Board and company have complied with reporting obligations imposed by Corporations Act 2001 and regulations;
- (ii) I have been given all the information, explanations and assistance necessary to conduct the audit and sufficient financial records we kept to enable the financial report to be prepared and audited.

Name of Firm: **MF Partners Chartered Accountants**



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Name of Partner: **Mark Charter**

Address: **Level 1, 95 Tamar Street, BALLINA NSW 2478.**

**Dated this 16th November 2019.**