



Carnarvon Golf Club Limited  
ABN: 57 000 854 544

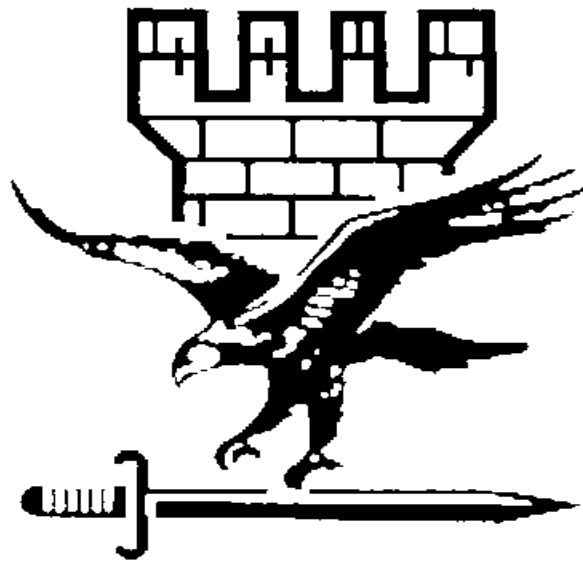
# Carnarvon Golf Club 42<sup>nd</sup> Annual Report

Year ended 31<sup>st</sup> January, 2012 - for presentation at the  
Annual General Meeting

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Wednesday, 18<sup>th</sup> April, 2012 at 7.30pm

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Carnarvon Golf Club Limited  
ACN: 000 854 544  
65-95 Nottinghill Road, Lidcombe NSW 2141  
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## **OFFICE BEARERS 2011-2012**

### **PATRON**

George Middleton

### **PRESIDENT**

John Honeybrook

### **VICE PRESIDENT**

Nick Stoves

### **CAPTAIN**

Chris Thomson

### **VICE CAPTAIN**

John Lock

### **DIRECTORS**

Gene Levette, Ron McKellar,  
Barry Ryan, Stephen Fletcher,  
Reg Armstrong.

### **LIFE MEMBERS**

George Middleton  
Lola Mitchell  
Dudley Davies

### **GENERAL MANAGER**

Owen Madden

### **GOLF COURSE MANAGER**

Steven Jacobsen

### **AUDITORS**

Mawby, Cowper, Meares & Co.

## **LADY MEMBERS OFFICE BEARERS 2011 – 2012**

<b>Patron:</b>	Mrs. Betty Davies
<b>President:</b>	Mrs. Grace Bryce
<b>Captain:</b>	Mrs. Fay Butcher
<b>Vice Captain:</b>	Mrs. Margaret Chevell
<b>Secretary:</b>	Mrs. Barbara Lynch
<b>Committee:</b>	Mrs. Jade Kim, Mrs. Agnes Cho and Mrs. Christina Woo



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## MEMBERSHIP REPORT

As at 31<sup>st</sup> January, 2012

	<u>CATEGORY</u>	<u>2011-12</u>	<u>2010-11</u>	
MEMBERS:	Life	2	2	
	Full Playing	400	425	
	Restricted	-	-	
	Senior	142	140	
	Staff	1	1	
	Colt	1	2	
	Corporate	2	1	
	Country	17	32	
	Honorary Playing	4	4	
		Six Day	36	36
		Midweek	23	27
		Junior	12	10
	Cadet (U15)	10	12	
	Cadet (U18)	8	10	
LADIES:	Life	1	1	
	Full Playing	154	155	
	Restricted	-	-	
	Senior	29	30	
	Colt	-	-	
	Country	6	8	
		Junior	2	2
		Cadet (U15)	2	1
	Cadet (U18)	1	1	
<hr/> <b>SUB-TOTAL</b>		<b>853</b>	<b>900</b>	
<hr/> <b>HONORARY SOCIAL</b>		<b>4</b>	<b>1</b>	
<hr/> <b>TOTAL</b>		<b>2481</b>	<b>2482</b>	



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**Carnarvon Golf Club Ltd (ABN 57 000 854 544)  
Notice of Annual General Meeting**

Notice is hereby given that the 2012 Annual General Meeting of Carnarvon Golf Club Ltd (ABN 57 000 854 544) shall be held on Wednesday 18 April 2012 commencing at 7.30pm in the Club's premises at 65-95 Nottinghill Road, Lidcombe, NSW 2141

**AGENDA**

1. Confirmation of Minutes of the 41<sup>st</sup> Annual General Meeting of members held on 20 April 2011.
2. Consideration of the Annual Report of the Directors, Financial Statements, supportive accounts and Audit Report for the year ended 31<sup>st</sup> January 2012.
3. To appoint auditors for the ensuing year
4. Election of Office Bearers
5. To consider Notice of Ordinary Resolutions, as further indicated
6. To consider Notice of Special Resolutions, as further indicated
7. General Business

**NOMINATION FOR OFFICE BEARERS**

Nominations for the positions of President, Vice President, Captain and six other Directors shall be made in writing on the prescribed form (available from the office), and signed by two Full Members of the Club. The nomination form must carry the Nominee's signed consent and be lodged with the General Manager initially, for the Returning Officer, "Club Elections", 10 Lugarno Place, OAK FLATS, NSW 2570.

Nominations will close at 6pm on Tuesday, 3<sup>rd</sup> April, 2012.



**FIRST ORDINARY RESOLUTION: *Directors' Benefits***

The Club shall be entitled to budget, allocate and disburse such sums as may be considered reasonable expenditure for, to, or on behalf of Directors for their professional development, education, and the enhancement of their services to the Club. Without limiting the generality of the expenditure and by way of guidance only, such expenditure should be directed to the following areas to a sum not exceeding \$15,000.

- (i) The reasonable costs of Directors attending the Registered Clubs Association (Clubs NSW) meetings and Annual General Meeting and the reasonable costs of Directors attending meetings of other Associations of which the Club is a member.
- (ii) The reasonable costs of Directors attending seminars, lectures, trade displays, organised study tours, fact finding tours, and other similar events as may be determined by the Board from time to time, provided however, that such expenditure shall not reflect the reimbursement of any expenses incurred by Directors during free time or extraneous activities at such fact finding tours.
- (iii) The reasonable costs of Directors attending other Clubs for the purpose of observing their facilities and methods of operation.
- (iv) The attendance of Directors at functions, with spouses or partners, where such attendances are required by the Club and such Directors and their spouses or partners are representing the Club.
- (v) The provision of Club uniforms as decided by the Board from time to time. Such uniforms shall at all times be in keeping with the image of the Club in the Community.
- (vi) The holding of an Annual Dinner for Directors, their spouses or partners and other such persons as deemed by the Board to be appropriate to the occasion.
- (vii) The provision of car parking spaces for 4 Directors, the President, the Captain, the General Manager, the Golf Professional, the Assistant Professional and the Patron.
- (viii) Reasonable light refreshments to be associated with each Board Meeting of the Club.
- (ix) The provision of a reserved golf booking time allocation for the President, Captain and Directors for each designated Club competition, when required.

**The Members acknowledge that the benefits set out above are not available to Members generally, but only to those who are elected as Directors, the General Manager, and such other nominated Members as may be co-opted to be involved in such activities from time to time.**



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**SECOND ORDINARY RESOLUTION: Benefits for other members as approved by the board of directors to a sum not exceeding \$20,000.**

- (i) **Representative Teams:** Major Pennant, Eric Apperly Shield, Junior Pennant, Masters Pennant, Super Senior Pennant and Encourage Shield. The provision of team apparel, golf balls, and reasonable cost of meals and drinks for participating players and managers.
- (ii) **Major Pennant Team Only:** The provision of a bus for transportation of players and caddies when participating in tournaments and the reasonable cost of an end of season dinner for Major Pennant Team Members.
- (iii) **Lady Members:** The provision of the following:
- Car parking spaces for the Ladies President, Ladies Captain, Ladies Honorary Secretary and one Ladies Committee.
  - Team Shirts and golf balls for Members of Representative teams.
  - Reasonable cost of luncheons for selected "Grade Days".
  - The reasonable cost of the Ladies Committee attending an Annual Dinner at the Club in appreciation for services rendered.
  - The provision of a reserved golf booking time allocation for the President, Captain and Committee members for each designated Ladies competition, when required.
- (iv) **Handicapped Drivers:** The provision of reserved parking spaces for approved handicapped certified vehicles.

**That pursuant to the Registered Clubs Act, the Members hereby approve and agree to the classes of Members as outlined above, during the twelve (12) months period preceding the 2012 Annual General Meeting, receiving the nominated benefits and the Members further acknowledge that the benefits outlined are not available to Members generally, but only to those Members who are in the specific class of Members to which the benefits apply.**



**FIRST SPECIAL RESOLUTION**

***That the Articles of Association of Carnarvon Golf Club Limited be amended by deleting the present Article 36 in its entirety and inserting instead the following new article content;***

36. (a) The Board has the power to reprimand, suspend from any or all privileges of membership for such period as it considers fit, expel, or accept the resignation of any Full Member and to remove the person's name from the Register of Members if, in its opinion, that member;

- i. has refused or neglected to comply with any provision of the these articles or of the By-laws; or
- ii. is guilty of any conduct prejudicial to the interests of the Club; or
- iii. is guilty of any conduct which is unbecoming of a member; or
- iv. is guilty of any conduct, which renders the member unfit for membership;

(b) The Board shall comply with the following procedure when exercising its powers under paragraph (a);

- i. The Board will cause any complaint or allegation against a member falling within Article 36 (a) to be investigated and in so doing obtain such statements and/or evidence available, which may prove or disprove the charge against the member;
- ii. On investigation, should the Board consider the member has a charge to answer, the member shall be notified of any such charge against that member pursuant to this Article. The notice must be in writing to the member at least 7 clear days before the meeting of the Board at which such charge is to be heard. The notice will set out the facts, matters and circumstances giving rise to the charge and include details of the range of potential penalties should the member be found guilty. Such written notice may be forwarded to the member either electronically or by mail and shall advise the name of the complainant.
- iii. The member charged is entitled to attend the meeting, and any subsequent meeting/s, with an observer of their choice for the purpose of answering the charge or alternatively may answer the charge in writing, and is entitled to call witnesses in his or her defence.
- iv. The voting by the Directors present at the meeting will be in that manner as is decided by the Board. No resolution by the Board at the meeting is deemed to be passed unless at least a two-thirds majority of the Directors present vote in favour of that resolution.
- v. If the member fails to attend the meeting, the Board may hear the charge in his/her absence. In so doing, the Board must have regard to any representations made to it in writing by the member charged.
- vi. After the Board has considered all the evidence for and in defence of the charge, it must come to a decision as to the member's guilt or innocence. Once a decision of guilt or innocence is determined, the Board must if the member is present at the meeting inform the member of its decision. If the member is not present, the member is to be informed of the decision in writing either electronically or by mail within 7 days. The written notification to the member shall inform the member of their right to address the Board in respect to the determination and/or penalty either personally at a further meeting or in writing.
- vii. If having attended the meeting, the member charged shall be given further opportunity at the meeting to address the Board in relation to the penalty applied to the charge of which the member has been found guilty.
- viii. On following the procedures set out in Article 36, any decision of the Board at the meeting or any adjournment thereof is final and the Board is not required to assign any reason for its decision to any person other than the person charged or subject to an appeal as mentioned in Section 36 (i).

(c) In the event that a notice of charge is issued to a member pursuant to Article 36 (b) (ii), the Board has the power to immediately suspend that member from any or all privileges of membership until the charge is heard and determined. In any case of urgency the President or the Captain of the Club may suspend the member alleged to have committed the breach of conduct complained of, and during the period of suspension such member shall not be entitled to the rights and privileges attaching to membership. Notice of an immediate suspension imposed by the Board on a member shall be notified in writing, either electronically or by mail.

(d) Pursuant to Article 36 (c) the President (or Vice-President assuming the office of President) or Captain (or Vice-Captain assuming the office of Captain) on suspending a member shall report his or her action forthwith to the Secretary/General Manager or Chairman of the Board for the immediate action of the Board as set out in this article.



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(e) The Secretary/General Manager (or in his/her absence the duty supervisor or in his/her absence a club employee on duty) has the power to remove from the Club (Club includes golf course) and temporarily suspend a member :

- i. who in the opinion of the Secretary/General Manager, duty supervisor or club employee on duty is then intoxicated, violent, quarrelsome or indecent; or
- ii. whose presence on the premises of the Club in the opinion of the Secretary/General Manager, duty supervisor or club employee on duty may render the Club liable to a penalty under the Registered Clubs Act; or
- iii. who has engaged or used any part of the Club for an unlawful purpose;
- iv. who has engaged in conduct which may be prejudicial to the interests of the Club or which may be conduct unbecoming of a member.

(f) Any such removal and temporary suspension shall be investigated as set out in Article 36 (b) (i).

(g) The Secretary/General Manager, duty supervisor or club employee on duty who has exercised the power referred to in Article 36 (e) must make a written report to the Board within 24 hours of the date of the removal and temporary suspension of the member. The report must set out the facts; matters and circumstances giving rise to the removal and temporary suspension

(h) Any temporary suspension of a member by the Secretary/General Manager, duty supervisor or club employee on duty pursuant to Article 36 (e) will continue until further notice is given to the member pursuant to Article 36 (b) (ii).

(i) A member so excluded from the Club may within seven (7) days after notice in writing of his exclusion, appeal by notice in writing to the Secretary from the decision of the Board, to a General Meeting of the Club which shall thereupon be convened by the Board to be held within one (1) month after such notice of appeal. Pending the decision of the Board on any such matter aforesaid or the result of any such appeal, the Board or in any case of urgency the President or the Captain of the Club may suspend the member alleged to have committed the breach of conduct complained of, and during such suspension the suspended member shall not be entitled to the rights and privileges attaching to membership. In the case of an appeal as aforesaid to a General Meeting of the Club the members present and voting at such meeting shall by a majority have power to annul the exclusion of the member so excluded or to annul the same subject to such conditions as the meeting shall think fit to approve or to confirm the exclusion of the member so excluded.





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## **SECOND SPECIAL RESOLUTION**

***That the Articles of Association of Carnarvon Golf Club Limited be amended by deleting the present Article 40 (c) in its entirety and inserting instead the following new article content;***

40. (c) A person shall not be elected to or hold office as a member of the Board unless **he or she** is a financial Playing member, Senior Playing member or Life member of the Club and has been a Full Member for at least 12 months.

## **BACKGROUND**

**Changes to Article 36 were put before the 2011 AGM. There was objection to the changes due to the Board's request to delete the right of appeal by a member against the Board's decision. This appeal could be made within 7 days by the member concerned whereby the Board are required to convene a General Meeting. At the General Meeting of members a decision could be made on hearing the facts whether the Board's decision was fair and equitable. As a result of the objection at the 2011 AGM the Board has rewritten the suggested changes to Article 36 and included the right of appeal in its entirety as currently set out in Article 36. (See new Article 36 para (i).)**

Article 36 sets out what constitutes unacceptable behaviour by members of Carnarvon Golf Club and how the Board and Staff can deal with that behaviour.

The Board is of the opinion the current Article 36 does not fully reflect or describe in today's times how unacceptable behaviour by members should be investigated and dealt with by the Board, bearing in mind changes in the personal behaviour of some people and society in general over the past 10 - 20 years.

There have been numerous examples of poor behaviour on the golf course and in the clubhouse that have been brought to the attention of the Board in the past 10 years that indicates some members are less tolerant of others. People have at times exhibited aggression and anger towards their fellow members and staff. Aggressive and angry people tend to take 'the law' into their own hands and do not follow the protocol of complaining to the Board or a staff member with their grievance.

Aggressive or angry behaviour, theft or cheating by members falls within the category of behaviour that will not be tolerated at Carnarvon Golf Club. Subsequently members have been suspended, given verbal or written warnings of permanently removed from the Register of Members.

The Board respectfully asks the members at the AGM to reconsider the new Article 36 and agree to delete the current Article then replace it with the newly rewritten Article 36 in its entirety.

The rewritten Article more fully reflects correct procedural fairness and sets out the duty of the Board to cause a complaint to be investigated; thereby enabling an informed decision to be made in respect of a charge that may be laid against a member. It sets out time frames, how a person is to be informed that they have an allegation to answer and exactly what the charge consists of. It also indicates the member's rights at a hearing or when the charge is answered in writing also the obligation of the Board to take into account all evidence for and against the charge is also included.

The newly rewritten Article 36 more fully sets out the requirements when a member is removed from the Club and temporarily suspended by the Club Secretary, duty supervisor or staff member on duty.

Again we respectfully ask that you agree to delete Article 36 in its entirety and replace it with the newly rewritten Article 36

## **REQUEST OF THE BOARD**

***Where members have questions related to the financial accounts it is requested they be submitted in writing seven days prior to the AGM in order to provide comprehensive answers.***

Dated: 15 March 2012

Owen Madden  
General Manager  
By direction of the Board



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## PRESIDENT'S REPORT

It is my great pleasure to present the Carnarvon Golf Club 42<sup>nd</sup> Annual Report and Finance Statement for the year ending 31<sup>st</sup> January 2012 on behalf of the Board of Directors.

The past year has been a year where some long established golf clubs have been forced to try to amalgamate and have had to sell assets to keep the doors open. While Carnarvon has not had to go down the path of amalgamation or sell assets to keep trading, we did sell nine poker machine entitlements with the sole purpose of finalising the building loan on the clubhouse. This sale was very opportune as the finalisation of the building loan will allow the club more financial freedom in the forthcoming year. Carnarvon is in a very much better position this year than we have been in the last few years. For example, in the year ended 31<sup>st</sup> January 2010 the club made a loss of \$122,373 and in the year ended 31<sup>st</sup> January 2011 the club made a loss of \$46,360 and this year the club made a trading profit of \$442,431. It should be noted that the profit for the year does include the \$400,000 we received for the sale of the poker machine entitlements and this will be used to pay the building loan off at the next quarter, as per the conditions of the loan. This leaves a clear profit of \$42,431 for the year. A great result and achieved prior to the sale of poker machine entitlements. Carnarvon Golf Club traded well this year and the future is looking very good as long as the Board maintain a focus on sound economic decisions and monitor expenditure.

I was very pleased, and I am sure there are many members were also pleased, to see the members lounge regain some of the view that had been lost when the poker machines were repositioned. The survey that was conducted earlier this year highlighted the need to address the position of the poker machines and I hope the rearrangement of the existing poker machines and opening up of the members' lounge has improved the ambiance of the club and the sentiment of most club members.

There were a number of other issues raised in the members' survey and the Board has endeavoured to address those concerns. For example some of the matters of concern were; line marking in the car-park, slow play, a clock outside the clubhouse, rough paths on the course and menu variety in the bistro. The issue most complained about, being slow play has been assessed and is under scrutiny with the introduction of a time-clock outside the pro-shop. Captain Chris Thomson monitors the cards to see which groups are falling behind in the field. Line marking in the car-park has recently been completed by the greens staff and most of the offending rough paths have been resurfaced or concreted. There is now a clock outside the clubhouse and the bistro menu is changed every three months or with the seasons.

I thank the outgoing Board, Vice President Nick Stoves, Captain Chris Thomson, Vice-Captain John Lock, Chairman of Finance Barry Ryan, Directors Reg Armstrong, Steve Fletcher, Gene Levette and Ron McKellar for their input, opinions and decision making ability. Your Board has put the club on a path to financial recovery.

Carnarvon has some very loyal sponsors and I take this opportunity to thank them for their continued support. Our major sponsors are Parmalat, sponsor of the Christmas Ambrose; Schweppes; H. Ramsay Surveyors; Ace Plumbing; Superb Electronics; Kwik Kopy printing; Birrong Hardware and Arjan Motors. In addition Starr Partners sponsor the Carnarvon Veterans and I thank them.

Carnarvon Golf Club has one of the best golf courses in Sydney and that is due to the efforts of the greens staff under the guidance and management of the Course Superintendent Steve Jacobsen. To all the greens staff, permanent and casual, I say thank you and well done, your efforts do not go unnoticed and are most appreciated. Well done Steve! A special thanks to the Wednesday Workerbees who do a great job on the gardens and course beautification under the direction of Phil McKinnon.



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Carnarvon Golf Club has, during the year, provided many functions with a venue that has a stunning backdrop of the course and very capable staff who provide some of the best cuisine and service in south west Sydney. The clubhouse also provides an entertainment venue for our members and their guests whenever they attend the club. I thank the clubhouse staff who on a daily basis deal with members and guests requirements with a minimum of fuss and the utmost courtesy.

I thank our Secretary Manager Owen Madden for his sustained effort in reducing administration costs, renegotiation of business arrangements with suppliers and the general management of the club. Owen is supported in attaining this result by a very capable administration team. Well done Owen and the administration team.

Mike Callaby and his staff, Alex Wiffin and Scott Cragg, have again serve the members of Carnarvon well with a well-stocked pro-shop, starting the competitions and providing some much needed advice to the Board. Thank you to Michael, Alex and Scott.

To the Carnarvon Ladies Committee, thank you for looking after the female members of Carnarvon. Little do they who don't serve on committees know what sustained effort the ladies exert for their members. Special mention and thanks to Keith Speer for looking after the Carnarvon Veterans.

Congratulations to the Club Championship winners and those who won major events during 2011. To the families of those members who passed on this year I offer my sincere condolences and to those members who are not in the best health I wish them a speedy recovery.

Thank you Carnarvon members for the honour of being President of Carnarvon Golf Club. I will endeavour to do the same in the coming year with your help and support.

John Honeybrook  
President



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## FINANCE DIRECTOR'S REPORT

On behalf of the Board of Directors, I am happy to report an operating profit of \$42,431 for the financial year ending 31<sup>st</sup> January, 2012. The accounts show an operating surplus of \$442,431 with the additional \$400,000 being proceeds from the sale of intangible assets, namely 9 poker machine entitlements. The sale and purchase of poker machine entitlements is a very grey area. There is no "going rate" for an entitlement and it mostly depends on a buyer being in the market. We were fortunate that the purchaser was from our LGA and we were able to grasp a quite rare opportunity. The deal was entered into solely on the understanding that the proceeds would be directed towards the extinguishment of the Club Building Loan which at the time stood at \$375,000. The loan is now finished together with the annual \$150,000 repayment.

The Club had 40 poker machines (including 6 purchased for the 2000 Olympic Games) before the sale and the remaining 31 are deemed adequate for a Club of our size. The 9 machines disposed of were naturally our oldest and worst performers and collectively brought in around \$46,000 per annum. Following the disposal some remaining machines were upgraded and the gaming area reorganised to the delight of many members. It is anticipated that there will be little if any decrease in revenue but we have budgeted for a fall of 2.25%. The net revenue for the current year is \$8480 down on the previous year indicating that poker machine performance has now stabilised. As a matter of interest the machines in the smoking area out performed those in the non-smoking area by a significant margin on a per machine basis.

### Trading Results

Income from the course including subscriptions was virtually on a par with the previous year which is disappointing considering that the increased competition fees were in force for a full year and there was an increase in subscription fees. Admittedly there was a wetter than usual summer but the major factor was a large increase in the number of members not renewing plus a significant number on leave of absence for medical reasons or transferring to Social Deferred membership. Membership is a continuing issue with the editorial in the recent *Inside Golf* indicating that there are now more golf clubs than are needed for the number of golfers willing or able to join them. The upshot is that many clubs are offering various incentives to attract the dwindling member base. Joining fees have virtually been abandoned by many Clubs and with that goes Club Loyalty and the consequence that come rejoining time some golfers just shop around for the best deal. Carnarvon was forced into dropping joining fees for a limited period to boost the flagging numbers the result was successful. Competition fees (less the \$3 and \$2 increase) showed a decrease of \$25,558 which can be attributable in the first instance to wet weather and secondly to the propensity of some new members to prefer social play to Club competitions.

Trading within the clubhouse presents an interesting picture with on the one hand the gross profit falling by \$21,105 against the previous year yet on the other hand the net profit has increased by \$20,323. This is directly attributable to a decrease of \$41,428 in expenses. This was achieved by our General Manager in reviewing staff rosters and in renegotiating periodic contracts as needed.



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### Overheads

Owen Madden was responsible for a mighty effort in confining administrative expenses to \$1,117,863 which was an improvement of \$164,389 on the previous year. Inspection of the annual accounts will show that the savings were achieved right across the board revealing good all round management.

Steve Jacobson is to be congratulated not only for his acclaimed presentation of the course for two major events but in managing the course budget to a relatively meagre increase of \$107,188 over the previous year despite wet weather and petrol and other product price increases together with the inevitable CPI.

### Capital Expenditure

Capital expenditure approved by the Board during the year was \$259,735 as follows:-

#### COURSE

Concrete pathways	18,289
2x Fairway Mowers	104,000
Tractor	27,538
Signage to all tees	3,230
Computer Hardware & Software	2,649
2 <sup>nd</sup> Hand Walk Behind Mower	2,500
2 <sup>nd</sup> Hand Utility Vehicle	1,000
2 Way Radio	1,382
Minor Items	<u>3,813</u>
	164,401

#### CLUBHOUSE

Poker Machines and Upgrades	41,350
Computer Hardware & Software	15,861
Electric Hand Dryers	10,325
PFC Unit	7,200
6 X TV	4,820
CCTV Upgrades	4,363
Sunscreen Window Tinting	2,760
Dance Floor	2,810
Memberships Card Printer	2,137
Digital Padlocks for Change Rooms	1,040
Minor Items	<u>2,668</u>
	<u>95,334</u>
	<u>259,735</u>



## LOANS

The balance of loans as 31<sup>st</sup> January, 2012 was:-

NAB Building Loan	0.00
NAB Flexible Facility	187,500
Capital Purchase & Leasing	<u>154,129</u>
	341,629

The flexible loan facility is in the process of being renegotiated and the use of our freehold land as security will provide better terms. The flexible facility should be retained for another year or two to provide comfort and cash flow backup.

## CASH FLOW

Cash increased \$10,756 to a closing cash balance of \$229,091 as at 31<sup>st</sup> January, 2012. This cash increase was made up of:-

Net Profit	442,431
Depreciation	303,041
New Commercial Loans	194,839
Repayment of Loans	(758,165)
Capital Expenditures (net of disposal)	(255,898)
Increase in Working Capital	<u>84,508</u>
Surplus cash generated for the year	10,756
Cash at Beginning of Financial Year	<u>218,335</u>
<b>Cash at end of Financial Year</b>	<u>229,091</u>

The full details of our financial position, the trading results and the notes to the accounts are in the accompanying accounts.

The Club is now in a healthy position due partly to the poker machine deal but also to unsung work of the Board in implementing aspects of the HDB review and in keeping a firm hand on expenditure and various economies as well as attending to golfing matters. John Honeybrook is to be congratulated on his leadership and example. In my area I can't speak too highly of the efforts of Ron McKellar who does most of the heavy lifting in Finance. I get to look good by writing the reports. We have a staff member, David Lai, who is the Club Finance and Accounting Officer and has been for at least 11 years. Does anyone know him? If you do pat him on the back next time you see him because he is an absolute gem.

Questions on the financial report should be in writing to the General Manager no later than 7 days prior to the AGM.

**Barry Ryan,**  
**Chairman....Finance Committee**



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## **CAPTAIN'S REPORT**

The year in review has presented some challenges to our course staff as far as the weather is concerned in preparing and keeping up the standard which Carnarvon members expect. With the amount of rain that we have experienced, the course has stood up outstandingly well. Where carts on some occasions were not allowed on the course, players could still play as the course was playable, whereas years ago the course would undoubtedly have been closed. This goes to show the work that Steve Jacobsen and his staff have put into the improvements of the drainage and mounding on the course has gone a long way to alleviating major water problems. No doubt more work is needed especially around the 8<sup>th</sup> fairway and this will be attended to when finances and the weather allow. New pipe work is to be installed behind the 2<sup>nd</sup> green and in front of the 3<sup>rd</sup> Tee. This should help excess water flowing over the 15<sup>th</sup> fairway.

Another year has gone by without any major work (e.g. new greens) being undertaken; again this is a finance situation. Once again it is up to Steve and his staff to maintain his programme which up to this point has been successful in keeping the greens in excellent condition.

Congratulations to Steve and his staff for all their hard work under difficult circumstances.

Thanks to the members who volunteer their services on the course beautifying the gardens and surrounds. This allows the course staff to attend to other works.

Many thanks to the office staff - Owen, David, Kathy and especially Ruth for her patience and assistance with golfing matters. To Heidi and James and the Catering and Bar staff for their service whenever visiting teams come to Carnarvon for pennant matches special events.

I would like to extend my thanks and appreciation to Mike Callaby, Alex Wiffen and Scott Cragg, as always the courtesy and professionalism you have shown to everyone who comes to play golf at Carnarvon, it is greatly appreciated.

Congratulations to all Championship winners Men's, Ladies and Junior's and other Major event winners whose names appear later in this annual report.

Pennant teams that represented Carnarvon this past year were: Eric Apperly, Major Pennants, Master Pennants and Super Senior Pennants.

Although no success this year, all the teams were competitive. Here's hoping for better results in the coming season. Many thanks to all the players who made themselves available for their respective teams and also to the caddies and supporters of the teams.

My thanks to John Lock for his continued support to me throughout the past year and also for his management and input to all representative teams. Also to John Honeybrook and Chris Fairley for their management of their respective teams. It is very much appreciated.

To the Ladies committee, thanks for your support in the programming of events for the greater benefit of Carnarvon.

To all members who through illness or injury were unable to play golf during this past year, I hope you will be back playing again in the near future.

Finally, to my fellow directors, thank you for your assistance and support throughout the past year.

Chris Thomson - Captain



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## VETERAN MEMBER'S REPORT

The Veteran's club is open to Carnarvon Golf Club members who are 55 years and older, have an official handicap, and wish to play 11 holes on Thursday morning. The tee is open from 7.00am to 8.30am unless we are notified of any one off corporate arrangements. Members should report to the Club Professional between the above hours and pay \$8.00 entry fee and you are on your way.

The starting process which commenced in 2009 has been very successful and we especially thank our resident professional, Mike Callaby, and his staff for the efficient manner in which they perform these tasks on our behalf. We also thank Mike for his donation to the Fred Cherry Award weekly.

The election of office bearers was held on 11<sup>th</sup> August 2011 and the results were as follows:-

President	Keith Speer
Captain	Roy Dockery
Secretary	Terry Dolan
Treasurer	Tony Payne

During the year we have lost several of our members who include Lorrence Reid and Peter Morton. We express our deepest sympathy to their families at their great loss and if I have missed the passing of any other of our members, I apologise and express our sympathy.

The Fred Cherry Memorial Award continues to be run on game days where each Playing members' card is numbered and goes into a draw which commences at \$20. If the member is not present at the draw the award jackpots by \$20 each week until won.

Our Christmas in July, and Christmas 2011 functions were held and well patronised. We wish to thank the staff of our parent Club, the Committee and catering operations for making these functions so successful. We also thank Steve, the course superintendent, and this staff for providing us with a great course.

The Veteran golfers are an important part of Carnarvon Golf Club with 35 – 60 members playing each week generating income for the club. Numbers have been down this year due to illnesses and the loss of members to other areas. We look forward to new members who we can assure will enjoy the golf club and camaraderie.

Members enjoy their friendships with light refreshments, food and drinks, after the games before the presentations.

This year I would like to summarise some of the statistics relating to The Vets Club as follows:-

During the year we have;

Played 1530 games not counting the hardy souls who played socially in the rain.

Game fees to the Vets Club	\$9,050		
Golf Balls won by members	863	Cost \$2,589	Thank you for your support Michael
Bottles of wine won	222	Cost \$2,608	We thank the club for their sponsorship
\$10 Vouchers	370	Cost \$3,700	Bought from the club
\$20 Vouchers	37	Cost \$ 740	Fred Cherry Memorial Award





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### **Sponsorship**

We particularly wish to thank Dean Olsen, Owner Principal of Real Estate Agency, Starr Partnership for the wonderful sponsorship of the Veterans' Club weekly. Dean's company is located in Auburn and I am sure you will be well looked after by Dean and his associates should you need their services.

### **Championships**

The Veterans donate the trophies for the Veteran's Championship, whilst the main trophy is donated by the family of the late Bob Ridge, who was one of our members, and last year won by Lewis Lee. We also provide trophies for Pegg-Lakeman Shield and the Jack Haliburton Cup.

The Len Plummer Trophy played of over two weeks was on by Michael Fisher this year. Congratulations Michael. This trophy is kindly donated by the family of the late Len Plummer.

Is closing I would like to thank Carnarvon Golf Club for their continued support and congratulate them on the standards set in the Club House and on the course, indeed a job well done. We thank Owen Madden, the General Manager of Carnarvon Golf Club and all his staff for their great contribution to our enjoyment of the Vets Thursday competition.

I would like to thank the Veteran Members for their support and good company during our competition days.

To our Vet Members who are unwell we wish you a speedy recovery and hope to see on the course or in the Club House in the not too distant future.

**Keith Speer**

**President, Veterans Members**



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## GENERAL MANAGER'S REPORT

It is indeed a pleasure to present to members a very encouraging financial result for 2011. Importantly, after a number of years of losses, we have succeeded in posting not only a net profit of \$442,431, but more importantly an operational net profit of \$42,431 after deducting the sale of 9 poker machine entitlements. This highlights a significant financial result for the club when many similar clubs are struggling with the current economic climate. I will leave further comment on the Club's financial results to be covered in the Treasurer's Report.

The main focus over the past twelve months has been to fine-tune club business activities, including supplier agreements, staff rostering and promotional activities, in order to reduce costs and to ensure value for money in business development activities.

A continuing review of the Club's business arrangements with suppliers has resulted in some very substantial savings for club members. For example, bank fees have been reduced by approximately \$8,000 to \$9,000 per annum due to the passing on of bank merchant fees. Members can now opt to pay their subscriptions via internet or of course cash or cheque, without incurring exorbitant bank fees. Further review of the club's cleaning arrangements has resulted in substantial savings approaching \$45,000 per annum, however this is somewhat offset by increases in other cleaning services. The production of the Annual Report via electronic means has resulted in a saving of \$4,600 pa.

A comprehensive re-organisation of our staff and rostering in both bistro and bar/gaming over the past 18 months has created a highly committed and enthusiastic team. The bistro area has overcome the problems of 18 months ago and now prides itself on producing a product and service that gives value for money and quality of product and presentation. However, this will always be a work in progress and we will strive to improve further. The past year has seen the resignation of three long-term staff members- Shelley Hernandez, Barry Thompson and Mike MacKell. May I wish Shelley, Barry and Mike all the best for the future.

The resignation of Barry and Mike has provided the opportunity to reinvigorate our bar and gaming service areas with some new faces coming on board- Ryan Lodge and David Carver. Shelley's departure created an opportunity to restructure the administration function of the club. Kathy Moran has assumed the role of payroll, general administration and promotions assistant, bringing a wealth of club knowledge and experience to the club. Heidi now concentrates on our functions activity and of course front of house in the bistro, while Ruth continues her great job with Golf Operations, membership and general administration. Welcome to all our new faces.

The club has hosted 313 functions over the past year, including 11 weddings, 45 corporate golf days, 84 wakes, 36 conferences and 137 other events. Active promotion of our functions business has been conducted by a multitude of means, including, but not limited to, door-to door personal visits to business and sporting groups; faxing and emailing databases and other social golf clubs; attendance at Parramatta RSL Bridal Expo and contact with various funeral homes and wedding shops; advertising in ethnic language newspapers and wedding magazines/ internet sites.

The business development of function trade for the coming year will not only continue with these promotional activities but expand into advertising in other ethnic newspapers; contacting local car dealerships, Auburn Council and Auburn Hospital to name a few organizations to generate business and sales meetings.

The months of April to July are historically a quiet time of year for our function trade. To address expected downturn in business during this period we are waiving function room fees from April to July for our members. This is a potential saving of up to \$500.00 on the cost of a function at your club. I encourage all members to



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consider holding their 'milestone' events, such as birthdays, weddings and business events here at your own club and as yet another added bonus we offer complimentary finger food for groups of 25 or more.

Ever mindful of the fact that variety is the spice of life, we now renew our bistro menu every 3 months to reflect seasonal changes. Our new autumn menu is currently offering some sumptuous delights; including half lobster mornay for the ridiculously low price of \$19.00. Also, as a regular special, \$10 lunches are always available every weekday.

The other objective during the year will be to spruce-up the function room by painting walls, installing a function welcome monitor, displaying information banners and production of more professional-looking function information packs and flyers.

Our new TAB is now up and running and as a consequence, time and resources will be spent on increasing the Club's Saturday afternoon sales in bar, gaming and food.

The Club's preferred communication tools are now emails and texting through mobile telephones. All members will need to ensure that their club records are always up-to-date in order to be kept advised of club activities.

A big thank-you to our sponsors-Parmalat, sponsors of the Christmas Ambrose event; Schweppes; H. Ramsay Surveyors; Ace Plumbing and Superb Electronics, club maintenance; Kwik Kopy printing; Birrong Hardware. Thank you also to Starr Partners Real Estate for sponsorship of the Carnarvon Veterans and Arjan Motors for sponsorship of half the golf cart fleet.

Over the past year we have encouraged some new club sponsors- Vulcanite have sponsored the 1<sup>st</sup> tee and Carlton United Beverages has sponsored the 'Crown' Carnarvon Cup- welcome aboard.

Our sponsors support our club so I encourage all members to consider club sponsors for their requirements.

I need to extend my appreciation for the professionalism and hard work put in by all my staff members. I will not single out any particular staff member for specific praise as I sincerely believe that the efforts of the whole staff team from administration to operational and greens have all contributed to the turn-around and success of the club over the preceding twelve months.

A big thank-you also to Mike Callaby and his team- an extremely friendly bunch of golfing gurus. I have benefitted considerably from their knowledge and understanding of all things golf (and some things non-golf).

I also wish to thank President John Honeybrook and the Board of Directors for their full support and for providing constructive policies and guidance to enable the club to produce the past year's great result.

In closing, may I wish all our members the very best for the coming year and encourage them to support their club wherever possible,

Cheers.

Owen Madden  
Dip. Mk. Mgmt. MBA(SGSM).ACCM.  
**General Manager**



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## **NOTICE OF LADIES ANNUAL MEETING**

**Notice is hereby given** that the 84<sup>th</sup> Annual General Meeting of the Carnarvon Ladies will be held at the Club House on Wednesday 9<sup>th</sup> May, 2012 at 1.00 pm.

### **BUSINESS**

1. To confirm the Minutes of the 83<sup>rd</sup> Annual Meeting.
2. To receive, and if thought fit, adopt the President's report.
3. Election of Office Bearers for the ensuing year.
4. Election of Carnarvon Veterans Delegate.
5. Notices of Motion. (Must be received by the secretary 28 days before Annual Meeting)
6. Charity for 2012-13
7. General Business.

### **NOMINATION FOR OFFICE BEARERS**

Nomination for the election of President, a Vice President, Captain, Vice-Captain, Secretary and two General Committee shall be made in writing  
(*nomination forms available from Committee or office*).

**Nominations to be returned to the Secretary.**

**NOMINATIONS WILL CLOSE AT 4.00 PM ON WEDNESDAY 18TH APRIL 2012.**

If voting for the above positions is necessary this will take place by secret ballot at the club on Wednesday 9<sup>th</sup> May 2012.



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## DIRECTORS' REPORT

for the year ended 31<sup>st</sup> January, 2012

- (1) Your Directors submit their report on the Financial Statements of the Company for the financial year ended 31<sup>st</sup> January, 2012.
- (2) The names of the Directors in office during the period of this report are as follows :

<u>NAME</u>	<u>Qualifications and Responsibilities</u>	<u>Directors Meetings</u>	
		<u>Held</u>	<u>Attended</u>
<b>John A. HONEYBROOK</b> (Retired) <b>Member 21 years</b>	<b>President</b> 1 year <b>Director</b> 13 years <b>Committee Member: Finance, Greens and Match</b>	27	26
<b>Nicholas J. STOVES</b> (Retired) <b>Member 35 years</b>	<b>Vice President</b> 1 year <b>Director</b> 9 years Past President 3 years Past Director 3 years <b>Committee Member: Finance, Greens and Match</b>	27	24
<b>Christopher F. THOMSON</b> (Electrical Contractor) <b>Member 30 years</b>	<b>Captain</b> 4 years <b>Director</b> 17 years <b>Chairman Greens</b> <b>Committee Member: Finance and Match</b>	27	26
<b>John T. LOCK</b> (Consultant) <b>Member 32 years</b>	<b>Director</b> 7 years <b>Vice Captain</b> <b>Chairman Match</b> <b>Committee Member: Finance and Greens</b>	27	25
<b>Barry J. RYAN</b> (Retired) <b>Member 34 years</b>	<b>Director</b> 1 year <b>Chairman Finance</b> Past Vice President 3 years Past Director 10 years <b>Committee Member: Greens and Match</b>	22	22
<b>Gene K. LEVETTE</b> (Consultant) <b>Member 22 years</b>	<b>Director</b> 11 years <b>Committee Member: Finance, Greens and Match</b>	27	22
<b>Ron D. MCKELLAR</b> (Financial Controller) <b>Member 26 years</b>	<b>Director</b> 2 years Past Director 3 years <b>Committee Member: Finance, Greens and Match</b>	27	25
<b>Stephen FLETCHER</b> (Retired) <b>Member 25 years</b>	<b>Director</b> 2 years <b>Committee Member: Finance, Greens and Match</b>	27	26



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**Reginald C. ARMSTRONG**  
(Company Director)  
Member 22 years

<b>Director</b>	1 year	22	18
<b>Committee Member: Greens and Match</b>			

**DIRECTORS' REPORT (Continued)**  
For the year ended 31<sup>st</sup> January, 2012

**Ronald J. FOWLER**  
(Retired)  
Member 22 years

<b>Director</b>	3 years & 2 mths	5	1
Past President	3 years		
Past Captain	4 years		
<b>Committee Member: Finance, Greens and Match</b>			

**Raman N. NARAYANAN**  
(Retired)  
Member 20 years

<b>Director</b>	9 years & 2 mths	5	5
<b>Chairman Finance (Retired)</b>			
<b>Committee Member: Greens and Match</b>			

- (3) The principal activities of the company in the course of the financial year were the conduct, support and promotion of golf and the conduct of a Licensed Club at Lidcombe.
- (4) During the financial year there were no significant changes in the nature of the Company's activities.
- (5) **The net amount of the profit of the Company for the financial year after abnormal items was \$442,431.**
- (6) No Income Tax has been charged thereon (**refer Note 1(d) to the accounts**).
- (7) Since the end of the previous financial year, no amount has been paid or declared by way of dividend and the Directors do not recommend that any dividend be paid. Dividends to Members are not permitted by the Memorandum and Articles of Association.
- (8) During the financial year there were no significant changes in the state of affairs of the company.
- (9) A review of the operations of the Company are covered by the reports of the President, Captain, Chairman of Finance and General Manager and these should be read in conjunction with this report.
- (10) No matter or circumstance has arisen since the end of the financial year that has significantly affected, or may significantly affect, the operations of the Company, the results of those operations or the state of affairs of the Company in subsequent financial years.
- (11) All Directors of the Company are non-executive. Since the end of the previous financial year, no Director has received, or become entitled to receive, a benefit (other than a benefit included in the aggregate amount of emoluments received or due and receivable by Directors shown in the accounts or the fixed salary of a full time employee of the Company) by reason of a contract made by the Company with the Directors or with a firm of which he is a member, or with a company, in which he has a substantial financial interest.
- (12) The Auditor's Independence Declaration for the year ended 31 January, 2012 has been received and can be found on page 24.

Signed in accordance with a Resolution of the Directors.

J. Honeybrook  
Director

B.J. Ryan  
Director

Dated 27<sup>th</sup> March 2012 at Lidcombe, NSW



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## **DIRECTORS' DECLARATION**

The Directors of the Club declare that:

1. The financial report as set out on pages 28 to 43.
  - (a) complies with Accounting Standards and the Corporations Law; and
  - (b) gives a true and fair view of the Clubs financial position as at 31<sup>st</sup> January, 2012 and performance for the year ended on that date.
2. In the Directors opinion there are reasonable grounds to believe the Club will be able to pay it's debts as and when they become due and payable.

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

J. Honeybrook  
Director

B.J. Ryan  
Director

Dated 27<sup>th</sup> March 2012 at Lidcombe, NSW





Carnarvon Golf Club Limited  
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## **AUDITOR'S INDEPENDENCE DECLARATION**

UNDER SECTION 307C OF THE CORPORATIONS ACT 2001  
TO THE DIRECTORS OF CARNARVON GOLF CLUB LIMITED

I declare that, to the best of my knowledge and belief, during the year ended  
31 January 2012 there have been:

- (i) no contraventions of the auditor independence requirements as set out in the *Corporations Act 2001* in relation to the audit, and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

**MAWBY COWPER MEARES & CO**

**Chartered Accountants**

**Stuart D. Meares**

**Partner**

**Dated this 27th day of March 2012**



Carnarvon Golf Club Limited  
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## **INDEPENDENT AUDIT REPORT TO THE MEMBERS OF CANARVON GOLF CLUB LIMITED**

### **Report on the Financial Report**

We have audited the accompanying financial report of **Carnarvon Golf Club** Limited which comprises the statement of financial position as at 31 January 2012, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the directors' declaration.

### **Directors' Responsibility for the Financial Report**

The directors of the company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards (including the Australian Accounting Interpretations) 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.

### **Auditors' Responsibility**

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

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

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



Carnarvon Golf Club Limited  
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## **INDEPENDENT AUDIT REPORT (continued)**

### **Independence**

In conducting our audit, we have complied with the independence requirements of the Corporations Act 2001. We confirm that the independence declaration required by the Corporations Act 2001, which has been given to the directors of Carnarvon Golf Club Limited, would be in the same terms if given to the directors as at the time of this auditor's report.

### **Opinion**

In our opinion, the financial report of **Carnarvon Golf Club** Limited is in accordance with the *Corporations Act 2001*, including:

- a. Giving a true and fair view of the company's financial position as at 31 January 2012 and of its performance for the year ended on that date; and
- b. Complying with Australian Accounting Standards and the Corporations Regulations 2001.

**MAWBY COWPER MEARES & CO**

**Chartered Accountants**

**Stuart D. Meares**

**Partner**

**Dated this 27th day of March 2012**



## STATEMENT OF COMPREHENSIVE INCOME

For the year ended 31<sup>st</sup> January, 2012

	Note	2012 \$	2011 \$
Sales	2	1,470,983	1,465,686
Cost of Sales	3	<u>(525,622)</u>	<u>(514,873)</u>
<b>GROSS PROFIT</b>		945,361	950,813
Other Revenue	2	2,359,236	2,368,405
Other Income	2	438,990	34,207
Administration Expenses		(1,117,863)	(1,282,252)
Golf Course Expenses		(1,167,643)	(1,060,455)
Trading Expenses		<u>(1,015,650)</u>	<u>(1,057,078)</u>
<b>PROFIT / (LOSS) BEFORE INCOME TAX</b>		442,431	(46,360)
Income Tax Expense	1	<u>-</u>	<u>-</u>
<b>PROFIT / (LOSS) FOR THE YEAR</b>	3	<u>442,431</u>	<u>(46,360)</u>
<b>OTHER COMPREHENSIVE INCOME FOR THE YEAR, NET OF TAX</b>		<u>-</u>	<u>-</u>
<b>TOTAL COMPREHENSIVE INCOME FOR THE YEAR</b>		<u>442,431</u>	<u>(46,360)</u>
<b>PROFIT ATTRIBUTABLE TO MEMBERS OF THE ENTITY</b>		<u>442,431</u>	<u>(46,360)</u>
<b>TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO MEMBERS OF THE ENTITY</b>		<u>442,431</u>	<u>(46,360)</u>



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**STATEMENT OF FINANCIAL POSITION**

**as at 31st JANUARY, 2012**

	Note	2012 \$	2011 \$
<b>CURRENT ASSETS</b>			
Cash	4	229,091	218,335
Trade and Other Receivables	5	28,959	19,366
Inventories	6	51,811	50,039
Other	7	96,957	81,665
<b>Total Current Assets</b>		<u>406,818</u>	<u>369,405</u>
<b>NON CURRENT ASSETS</b>			
Property, Plant & Equipment	8	4,209,160	4,256,303
<b>Total Non-Current Assets</b>		<u>4,209,160</u>	<u>4,256,303</u>
<b>TOTAL ASSETS</b>		<u>4,615,978</u>	<u>4,625,708</u>
<b>CURRENT LIABILITIES</b>			
Trade and Other Payables	9	266,552	230,931
Borrowings	10	253,682	286,699
Provisions	11	215,005	196,053
Other	12	645,270	588,678
<b>Total Current Liabilities</b>		<u>1,380,509</u>	<u>1,302,361</u>
<b>NON CURRENT LIABILITIES</b>			
Borrowings	10	87,947	618,256
<b>Total Non-Current Liabilities</b>		<u>87,947</u>	<u>618,256</u>
<b>TOTAL LIABILITIES</b>		<u>1,468,456</u>	<u>1,920,617</u>
<b>NET ASSETS</b>		<u>3,147,522</u>	<u>2,705,091</u>
<b>MEMBERS' FUNDS</b>			
Accumulated Funds		<u>3,147,522</u>	<u>2,705,091</u>
<b>TOTAL MEMBERS' FUNDS</b>		<u>3,147,522</u>	<u>2,705,091</u>



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**STATEMENT OF CHANGES IN EQUITY**  
**for the year ended 31st JANUARY, 2012**

	Retained Earnings \$	Total \$
<b>BALANCE AT 1 FEBRUARY 2010</b>	2,751,451	2,751,451
Comprehensive Income		
Profit / (Loss) for The Year	(46,360)	(46,360)
<b>TOTAL COMPREHENSIVE INCOME</b>	(46,360)	(46,360)
<b>BALANCE AT 31 JANUARY 2011</b>	2,705,091	2,705,091
Profit Attributable to the Entity	442,431	442,431
<b>TOTAL COMPREHENSIVE INCOME</b>	442,431	442,431
<b>BALANCE AT 31 JANUARY 2012</b>	3,147,522	3,147,522



**STATEMENT OF CASH FLOWS**  
**for the year ended 31st JANUARY, 2012**

	Note	2012 \$	2011 \$
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Cash receipts in the course of operations		3,438,852	2,992,553
Cash payments in the course of operations		(3,462,486)	(3,721,683)
Interest received		6,467	5,362
Subscriptions & joining fees		846,139	872,141
<b>Net cash provided by operating activities</b>	15	<u>828,972</u>	<u>148,373</u>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payment for property, plant & equipment		(84,974)	(81,010)
Proceeds from disposal of fixed assets		24,923	72,142
<b>Net cash used in investing activities</b>		<u>(60,051)</u>	<u>(8,868)</u>
<b>CASH FLOW FROM FINANCING ACTIVITIES</b>			
Net Increase in other borrowings		312,500	387,500
Repayment of borrowings		(1,070,665)	(616,903)
<b>Net cash provided from/(used in) financing activities</b>		<u>(758,165)</u>	<u>(229,403)</u>
<b>Net increase/(decrease) in cash held</b>		10,756	(89,898)
<b>Cash at the beginning of the Financial Year</b>		<u>218,335</u>	<u>308,233</u>
<b>CASH AT THE END OF THE FINANCIAL YEAR</b>	4	<u><u>229,091</u></u>	<u><u>218,335</u></u>



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## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS For the year ended 31<sup>st</sup> January, 2012

### Note:

The financial statements cover Carnarvon Golf Club Limited as an individual entity, incorporated and domiciled in Australia. Carnarvon Golf Club Limited is a company limited by guarantee.

### **1: Summary of Significant Accounting Policies**

#### Basis of Preparation

The financial statements are general purpose financial statements that have been prepared in accordance with Australian Account 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.

The financial statements have been prepared on an accruals basis and are based on historical costs, modified, where applicable, by the measurement at fair value of selected non-current assets, financial assets and financial liabilities.

The financial statements were authorised for issue by the directors of company

#### Accounting Policies

##### **(a) Revenue**

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

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

##### **(b) Property, Plant & Equipment**

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

##### **(c) Inventories**

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

##### **(d) Income Tax**

The Club is considered to be exempt from Income Tax under Section 50-45 of the Income Tax Assessment Act 1997, being an organisation, not carried on for the purpose of profit or gain to its individual members, and which was established for the promotion and playing of a sporting activity in which humans are sole participants. Accordingly, no account for Income Tax has been included in this Financial Report.





**(e) Comparative Figures**

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

**(f) 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.

**(g) Segment Information**

The Company operated solely in Australia, and its principal activities are the conduct, support and promotion of golf.

**(h) Reference to Core and Non-Core Assets**

The Registered Clubs Amendment Regulation 2007 requires that Clubs report to their members which property are considered core and non-core.

Core property of a registered club means any real property owned or occupied by the club that comprises:

- a) The defined premises of the club, or
- b) Any facility provided by the club for the use of its members and their guests.

**Core Property Detailed:**

Lots 1-3, DP 4223 Nottinghill Road, Lidcombe. NSW 2141  
Reserve Trust Number D50007, Nottinghill Road, Lidcombe NSW 2141

**(i) Employee Benefits**

Provision is made for the company's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Contributions are made by the entity to an employee superannuation fund and are charged as expenses when incurred.

**(j) 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 (ATO).

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

**(k) 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.



## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 31st JANUARY, 2012

### 2. REVENUE AND OTHER INCOME

	2012	2011
	\$	\$
<b>REVENUE</b>		
<b>SALES REVENUE</b>		
Sales of Goods	1,470,983	1,465,686
<b>OTHER REVENUE</b>		
Subscriptions & Joining Fees	843,770	880,425
Competition Fees	449,930	406,368
Visitors Green Fees	258,128	255,612
Motorised Cart Hire Fees	113,486	116,425
Keno Commission Received	18,595	21,493
Raffles Tickets Sales	54,682	57,690
Bingo Tickets Sales	-	1,267
Poker Machine Revenue	620,645	629,125
<b>TOTAL OTHER REVENUE</b>	2,359,236	2,368,405
<b>TOTAL REVENUE</b>	3,830,219	3,834,091
<b>OTHER INCOME</b>		
Promotion & Sponsorship	4,363	2,333
Interest Received	6,467	6,162
Other	428,160	25,712
<b>TOTAL OTHER INCOME</b>	438,990	34,207
<b>TOTAL REVENUE &amp; OTHER INCOME</b>	4,269,209	3,868,298



## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 31st JANUARY, 2012

### 3. PROFIT FOR THE YEAR

Profit / (Loss) for the year from continuing operations included the following specific expenses;

	2012	2011
	\$	\$
<b>EXPENSES</b>		
Cost of Sales	525,622	514,873
Interest and Charges	97,527	116,648
Depreciation and Amortisation	303,041	304,465
Employee Benefits - Superannuation	110,490	114,004
Auditors Remuneration		
Audit Services	10,050	9,800

### 4. CASH

Cash at Bank	36,358	39,844
Cash on Hand	31,510	34,350
Poker Machine Float	5,671	5,614
Interest Bearing Deposits	155,552	138,527
	<u>229,091</u>	<u>218,335</u>

### 5. TRADE AND OTHER RECEIVABLES

Sundry Debtors	28,959	15,264
EFTPOS	-	4,102
	<u>28,959</u>	<u>19,366</u>



## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 31st JANUARY, 2012

### 6. INVENTORIES

	2012 \$	2011 \$
Bar Stock on Hand	39,102	39,059
Kitchen Stock on Hand	12,709	10,980
	<u>51,811</u>	<u>50,039</u>

### 7. OTHER CURRENT ASSETS

Prepayments	96,957	81,665
	<u>96,957</u>	<u>81,665</u>

### 8. PROPERTY, PLANT & EQUIPMENT

Freehold Land at Cost	15,000	15,000
Landscaping at Cost	52,996	52,996
Clubhouse Building at Cost	4,398,524	4,387,524
<b>Less</b> Accumulated Depreciation	(1,203,007)	(1,108,374)
	<u>3,263,513</u>	<u>3,347,146</u>

Clubhouse Contents at Cost	646,072	632,102
<b>Less</b> Accumulated Depreciation	(533,834)	(506,379)
	<u>112,238</u>	<u>125,723</u>

Poker Machines at Cost	437,138	688,498
<b>Less</b> Accumulated Depreciation	(388,594)	(657,889)
	<u>48,544</u>	<u>30,609</u>

Course Equipment at Cost	947,722	957,461
Motorised Carts at Cost	13,492	13,492
<b>Less</b> Accumulated Depreciation	(592,580)	(672,047)
	<u>368,634</u>	<u>298,906</u>

Pump House, Dams & Irrigation Systems at Cost	560,556	560,556
<b>Less</b> Accumulated Depreciation	(377,622)	(351,887)
	<u>182,934</u>	<u>208,669</u>

Course Improvements at Cost	647,840	626,320
<b>Less</b> Accumulated Depreciation	(414,543)	(381,070)
	<u>233,297</u>	<u>245,250</u>

<b>Total property, plant &amp; equipment</b>	<u>4,209,160</u>	<u>4,256,303</u>
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## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 31st JANUARY, 2012

	2012 \$	2011 \$
<b>9. TRADE AND OTHER PAYABLES</b>		
Creditors, Accruals & Deposits	266,552	230,931
	<u>266,552</u>	<u>230,931</u>
<b>10. BORROWINGS</b>		
<b>Current</b>		
Loan - National Australia Bank	187,500	237,500
Loan - Other Financial Institution	66,182	49,199
	<u>253,682</u>	<u>286,699</u>
<b>Non Current</b>		
Loan - National Australia Bank	-	587,500
Loan - Other Financial Institution	87,947	30,756
	<u>87,947</u>	<u>618,256</u>
<b>Total Borrowings</b>	<u>341,629</u>	<u>904,955</u>
<b>11. PROVISIONS</b>		
Annual Leave	108,491	84,278
Long Service Leave	106,514	111,775
	<u>215,005</u>	<u>196,053</u>
<b>12. OTHER CURRENT LIABILITIES</b>		
Subscriptions in Advance	473,412	471,043
Green Fee Deposits in Advance	6,611	7,219
Sundry Income In Advance	9,661	8,633
Members' House Vouchers	133,379	81,815
Loyalty Redeem & Bonus Point	22,207	19,968
	<u>645,270</u>	<u>588,678</u>



## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 31st JANUARY, 2012

### 13. CAPITAL EXPENDITURE

1) <b>Clubhouse</b>	2012	
	\$	
Poker Machines & Upgrades	41,350	
Computer Hardware & Software	15,861	
Electric Hand Dryers	10,325	
PFC Unit	7,200	
6 X TV	4,820	
CCTV Upgrades	4,363	
Sunscreen Window Tinting	2,760	
Dance Floor	2,810	
Membership Cards Printer	2,137	
Digital Padlocks for Change rooms	1,040	
Miscellaneous	2,668	
	<hr/>	
	95,334	-
	<hr/>	
2) <b>Course</b>		
Concrete Pathways	18,289	
2 X Fairway Mowers	104,000	
Tractor	27,538	
Signage to all Tees	3,230	
Computer Hardware & Software	2,649	
2nd Hand Walk Behind Mower	2,500	
2nd Hand Utility Vehicle	1,000	
2 Way Radio	1,382	
Instant Hot Water Unit	1,223	
2 X Hand Spray Units	1,196	
Miscellaneous	1,394	
	<hr/>	
	164,401	-
	<hr/>	
TOTAL VALUE	259,735	-



Carnarvon Golf Club Limited  
ABN: 57 000 854 544

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 31st JANUARY, 2012

### 14. MEMBERS GUARANTEE

The Club is a company limited by guarantee. In the event of the company being wound up, the Memorandum and Articles of Association provide that each member is required to contribute a maximum of \$5 towards meeting any outstanding obligations of the company. At 31st January, 2011 the number of members was 2482 (2010: 2821).

### 15. STATEMENT OF CASH FLOWS

#### Reconciliation of Net Cash Provided by Operating Activities with Operating Profit after Tax

	2012	2011
Operating profit after tax	442,431	(46,360)
Depreciation & amortisation	303,041	304,465
(Gain)/Loss on sale of equipment	(21,085)	(36,835)
(Increase)/decrease in sundry debtors	(9,593)	8,177
(Increase)/decrease in inventories	(1,772)	(8,069)
(Increase)/decrease in prepayments	(15,292)	(35,517)
increase/(decrease) in other Current Liabilities	56,592	(6,419)
increase/(decrease) in provisions	18,952	(69,540)
increase/(decrease) in creditors	55,698	38,471
Net cash provided by operating activities	<u>828,972</u>	<u>148,373</u>



## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

for the year ended 31st JANUARY, 2012

### 16. FINANCIAL RISK MANAGEMENT

The club's financial instruments consists primarily of deposits with banks, accounts receivable and payable, loans to and from subsidiaries, bills and leases.

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

	Note	2012 \$	2011 \$
Financial Assets:			
Cash	4	229,091	218,335
Trade & Other Receivables	5	28,959	19,366
Total Financial Assets		<u>258,050</u>	<u>237,701</u>
Financial Liabilities:			
Bank Loans / Bill Facilities	10	187,500	825,000
Trade and Other Payables	9	266,552	230,931
Other Financial Institutions	10	154,129	79,955
Total Financial Liabilities		<u>608,181</u>	<u>1,135,886</u>

#### Financial Risk Management Policies

The directors' overall risk management strategy seeks to assist the Club in meeting its financial targets, whilst minimising potential adverse effects on financial performance. Risk management policies are approved and reviewed by the Board of Directors on a regular basis.

The main purpose of non-derivative financial instruments is to raise finance for club operations. The club does not have any derivative instruments at 31 January 2012

The Board of Directors discuss on a regular basis an analysis of the financial risk exposure and evaluate treasury management strategies in the context of the most recent economic conditions and forecasts at its regular meetings. These include the credit risk policies and future cash flow requirements.





## Specific Financial Risk Exposures and Management

The main risks the co-operative is exposed to through its financial instruments are interest rate risk, liquidity risk and credit risk.

### Credit risk

The maximum exposure to credit risk, excluding the value of any collateral or other security, at balance date to recognised financial assets, the carrying amount, net of any provisions for impairment of those assets, as disclosed in the balance sheet and notes to the financial statements. The club does not have any material credit risk exposure to any single receivable or group of receivables under financial instruments entered into by the club.

There are no material amounts of collateral held as security at 31 January 2012.

The club does not have any material credit risk exposure to any one single debtor or group of debtors under financial instruments entered into by the club.

Credit risk is managed by the club and reviewed regularly by the Board Executive. It arises from exposures to customers as well as through deposits with financial institutions.

The club monitors the credit risk by actively assessing the rating quality and liquidity of counterparts:

- (i) Only banks and financial institutions with an 'A' rating are utilised
- (ii) Only accredited fund managers linked to 'A' rated financial institutions are used.
- (iii) The credit standing of counterparts is reviewed on a regular basis for liquidity and credit risk.

### Liquidity Risk

The club manages liquidity by monitoring forecast cash flows and ensuring that adequate levels of investments are maintained.

#### *Financial Instrument Composition and Maturity Analysis*

The table below reflects the contractual settlement terms for financial instruments of a fixed period of maturity, as well as management's expectations of the settlement period for all other financial instruments. As such, the amounts may not reconcile to the balance sheet.

	Fixed Interest Rate Maturing				Total
	Within Year	1 to 5 Years	Over 5 Years	No Stated Maturity	
<u>2012</u>					
Financial liabilities due for payment:					
Bank Loans / Bill Facilities	187,500	0	0	0	187,500
Trade and Sundry Creditors	266,552	0	0	0	266,552
Lease Liabilities	<u>66,182</u>	<u>87,947</u>	<u>0</u>	<u>0</u>	<u>154,129</u>
	<u>520,234</u>	<u>87,947</u>	<u>0</u>	<u>0</u>	<u>608,181</u>



Carnarvon Golf Club Limited  
ABN: 57 000 854 544

Financial assets - cash flows realisable:

Cash	229,091	0	0	0	229,091
Receivables	<u>28,959</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>28,959</u>
	<u>258,050</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>258,050</u>
Net financial assets (liabilities)	<u>(262,184)</u>	<u>(87,947)</u>	<u>0</u>	<u>0</u>	<u>(350,131)</u>

2011

Financial liabilities due for payment:

Bank Loans / Bill Facilities	150,000	337,500	0	337,500	825,000
Trade and Sundry Creditors	230,931	0	0	0	230,931
Lease Liabilities	<u>49,199</u>	<u>30,756</u>	<u>0</u>	<u>0</u>	<u>79,955</u>
	<u>430,130</u>	<u>368,256</u>	<u>0</u>	<u>337,500</u>	<u>1,135,886</u>

Financial assets - cash flows realisable:

Cash	218,335	0	0	0	218,335
Receivables	<u>19,366</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>19,366</u>
	<u>237,701</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>237,701</u>
Net financial assets (liabilities)	<u>(192,429)</u>	<u>(368,256)</u>	<u>0</u>	<u>(337,500)</u>	<u>(898,185)</u>



Carnarvon Golf Club Limited  
ABN: 57 000 854 544

*Interest rate risk*

Interest rate risk is managed with a mixture of fixed and floating rate debt. At 31 January 2012 approximately 100% of debt is fixed.

*Foreign Currency Risk*

The club is not exposed to fluctuations in foreign currencies

*Price risk*

The club is not exposed to any material commodity price risk

*Sensitivity analysis*

The co-operative has performed a sensitivity analysis relating to its exposure to interest rate risk at balance date. This sensitivity analysis demonstrates the effect on current year results and equity which could result from a change in this risk.

As at 30th September 2012, the effect on profit and equity as a result of changes in the interest rate, with all other variables remaining constant, would be as follows:

	<b>2012</b>	<b>2011</b>
Change in profit		
Increase in interest rate by 2%	3,838	1,817
Decrease in interest rate by 2%	(3,838)	(1,817)
Change in equity		
Increase in interest rate by 2%	3,838	1,817
Decrease in interest rate by 2%	(3,838)	(1,817)

This sensitivity analysis has been performed on the assumptions that all other variables remain unchanged.

**Net fair value of financial assets and liabilities**

The net fair value of all financial assets and financial liabilities approximates their carrying value. No financial assets and financial liabilities are readily traded on organised markets in standardised form.

The aggregate net fair value and carrying amounts of financial assets and financial liabilities are disclosed in the Balance Sheet and in the notes to and forming part of the financial statements.

**COMPILATION REPORT TO CARNARVON GOLF CLUB LIMITED**



Carnarvon Golf Club Limited  
ABN: 57 000 854 544

We have compiled the accompanying special purpose financial statements of Carnarvon Golf Club Limited which comprise the trading statements and the detailed profit and loss accounts for the year ended 31 January 2012 on the basis of information provided by the directors. The specific purpose for which the special purpose financial statements have been prepared is to provide detailed information relating to the performance of the entity that satisfies the information needs of directors and members.

*The Responsibility of the Directors of Carnarvon Golf Club Limited*

The directors of Carnarvon Golf Club Limited are solely responsible for the information contained in the special purpose financial statements and have determined that the basis of accounting adopted is appropriate to meet their needs and for the purpose that the financial statements were prepared.

*Our Responsibility*

On the basis of information provided by the directors of Carnarvon Golf Club Limited we have compiled the accompanying special purpose financial statements in accordance with the basis of accounting adopted and APES 315: Compilation of Financial Information.

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

The special purpose financial statements were compiled exclusively for the benefit of the directors of Carnarvon Golf Club Limited. We do not accept responsibility to any other person for the contents of the special purpose financial statements.

**MAWBY COWPER MEARES & CO**

**Chartered Accountants**

**Stuart D. Meares**

**Partner**

**Dated this 27th day of March 2012**



**TRADING STATEMENTS**  
**for the year ended 31st JANUARY, 2012**

	2012	2011
	\$	\$
<b>BAR</b>		
Sales	632,390	618,174
<b>Less Cost of Sales</b>		
Opening Stock	39,059	33,256
Purchases	225,333	239,964
Closing Stock	(39,102)	(39,059)
	<u>225,290</u>	<u>234,161</u>
<b>GROSS PROFIT</b>	<u>407,100</u>	<u>384,013</u>
% to Sales	64.37%	62.12%
<b>CATERING</b>		
Sales	838,593	847,512
<b>Less Cost of Sales</b>		
Opening Stock	10,980	8,714
Purchases	302,061	282,978
Closing Stock	(12,709)	(10,980)
	<u>300,332</u>	<u>280,712</u>
<b>GROSS PROFIT</b>	<u>538,261</u>	<u>566,800</u>
% to Sales	64.19%	66.88%
<b>POKER MACHINES</b>		
Net Revenue (after GST)	620,645	629,125
<b>Less: Tax</b>	-	-
<b>GROSS PROFIT</b>	<u>620,645</u>	<u>629,125</u>



Carnarvon Golf Club Limited  
ABN: 57 000 854 544

**DETAILED PROFIT AND LOSS ACCOUNT**  
**for the year ended 31st JANUARY, 2012**

	2012	2011
	\$	\$
<b>GROSS TRADING PROFITS</b>		
Bar	407,100	384,013
Catering	538,261	566,800
Poker Machines	620,645	629,125
Keno Commission	18,595	21,493
Raffles	54,682	57,690
Bingo Sales	-	1,267
	<u>1,639,283</u>	<u>1,660,388</u>
<b>EXPENSES</b>		
Wages	606,887	639,155
Superannuation	52,012	54,840
Payroll Tax	17,886	22,055
Workers compensation Insurance	23,652	-
Staff Expenses	2,077	2,220
Interest & Bank Charges	2,848	1,255
Promotions & Prizes	110,944	113,723
Printing & Stationery	313	870
Replacements & Repairs	67,874	63,688
Stock Audit	9,120	9,120
Miscellaneous Expenses	19,192	30,222
Data Monitoring Services Charges	17,976	17,425
Laundry & Gas	30,297	26,499
Depreciation	22,891	26,897
Rental Expenses	8,890	24,569
Poker Machines License Expenses	24,540	24,540
Loss/(Gain) on Disposal	(1,749)	-
	<u>1,015,650</u>	<u>1,057,078</u>
<b>NET TRADING PROFIT</b>	<u>623,633</u>	<u>603,310</u>

TRANSFERRED TO INCOME & EXPENDITURE



Carnarvon Golf Club Limited  
ABN: 57 000 854 544

**DETAILED PROFIT AND LOSS ACCOUNT**  
**for the year ended 31st JANUARY, 2012**

	2012	2011
	\$	\$
<b>Golf Course Expenses</b>		
Wages	450,363	442,686
Superannuation	34,609	34,160
Payroll Tax	12,498	14,417
Workers compensation Insurance	18,619	-
Staff Expenses & Training	11,036	8,613
Fringe Benefits Tax	2,965	4,999
Supplies and Maintenance	161,623	141,396
Environmental Management	2,569	3,589
Occupational Health & Safety	2,591	2,739
Machinery Repairs	43,017	29,506
Petrol & Oil	31,230	25,192
Motorised Cart Expenses	11,538	12,053
Golf Printing & Stationery	7,705	9,103
Professional Retainer	12,000	8,000
Trophies	76,962	78,431
Ladies Trophies & Other Expenses	18,886	19,664
Green Fee Commission	25,813	25,414
Starting Commission	12,660	12,760
Miscellaneous	4,573	3,775
Golf Ball Damages	7,552	4,455
Interest & Bank Charges	22,352	20,073
Pennant Expenses	14,067	14,975
Affiliation & Golf Links Fees	33,486	35,064
Depreciation	135,541	127,279
Rental Expenses	35,888	27,623
Loss/(Gain) on Disposal	(22,500)	(45,511)
<b>TOTAL COURSE EXPENSES</b>	<u>1,167,643</u>	<u>1,060,455</u>



Carnarvon Golf Club Limited  
ABN: 57 000 854 544

**DETAILED PROFIT AND LOSS ACCOUNT**  
**for the year ended 31st JANUARY, 2012**

	2012	2011
	\$	\$
<b>Administration Expenses</b>		
Salaries	299,847	307,444
Superannuation	23,869	25,004
Payroll Tax	8,450	12,838
Workers compensation Insurance	12,347	-
Staff Training	595	607
Staff Expenses	745	1,105
Repairs & Maintenance	41,802	46,086
Security	12,955	16,395
Electricity	121,759	118,950
Cleaning & Supplies	73,538	102,997
Insurance	36,396	78,316
Printing & Stationery	11,613	19,205
Advertising & Promotions	67,341	67,624
Social & Entertainment	20,126	17,512
Audit Fees	10,050	9,800
Staff Uniform	2,312	1,175
Rates	14,550	13,482
Lease Rent - Council	33,757	33,766
Badge Draw	27,272	12,534
Miscellaneous Administration	3,881	61,120
Association Expenses	5,501	4,763
Motor Vehicle Expenses	2,079	4,699
Marketing	1,269	1,253
Bank Charges	22,556	32,751
Interest Paid	49,771	62,569
Postage	3,290	2,756
Telephone	15,025	15,282
Directors Expenses	6,092	4,483
Donations	852	1,827
General Manager Expenses	1,414	1,416
Members Meeting/Amenities Expenses	806	1,419
Computer Expenses	25,808	24,360
Fringe Benefits Tax	260	2,380
Depreciation	144,609	150,289
Rental Expenses	12,162	17,369
Loss/(Gain) on Disposal	3,164	8,676
<b>TOTAL ADMINISTRATION EXPENSES</b>	<b>1,117,863</b>	<b>1,282,252</b>

TRANSFERRED TO INCOME & EXPENDITURE





Carnarvon Golf Club Limited  
ABN: 57 000 854 544

**DETAILED PROFIT AND LOSS ACCOUNT**  
**for the year ended 31st JANUARY, 2012**

	2012	2011
	\$	\$
<b>INCOME</b>		
Subscriptions	843,770	880,425
Competition Fees	319,993	343,729
\$2.73 Increase in Comp Fees - Men	70,764	12,873
Ladies Competition Fees & Other Income	45,901	47,723
\$1.91 Increase in Comp Fees - Ladies	13,272	2,043
Visitors Green Fees	258,128	255,612
Motorised Cart Hire	113,486	116,425
Investment Income	6,467	6,162
Promotion & Sponsorship	4,363	2,333
Miscellaneous Income	428,160	25,712
Net Trading Profits	623,633	603,310
<b>TOTAL INCOME</b>	<u>2,727,937</u>	<u>2,296,347</u>
TOTAL COURSE EXPENSES	1,167,643	1,060,455
TOTAL ADMINISTRATION EXPENSES	1,117,863	1,282,252
<b>TOTAL EXPENSES</b>	<u>2,285,506</u>	<u>2,342,707</u>
<b>NET OPERATING SURPLUS/(LOSS)</b>	<u>442,431</u>	<u>(46,360)</u>



## MAJOR EVENT WINNERS 2011

<b>CLUB CHAMPION</b>	:	<i>Eugene MOROZOFF</i>
<b>'A' Reserve CHAMPION</b>	:	<i>Aaron D'ORTONA</i>
<b>B Grade CHAMPION</b>	:	<i>Gee Ho CHOE</i>
<b>C Grade CHAMPION</b>	:	<i>Jung Gil CHOI</i>
<b>Junior CHAMPION</b>	:	<i>Matthew OSBORNE</i>
<b>Veterans CHAMPION(Net)</b>	:	<i>Lewis LEE</i>
<b>(Scr)</b>	:	<i>Paul MERRIGAN</i>
<b>FOURSOME CHAMPIONS</b>	:	<i>Steve JACOBSEN and Scott JACOBSEN</i>
<b>MIXED FOURSOME CHAMPIONS</b>	:	<i>Adrian LEE and Kyung Sook KIM</i>
<b>MATCH PLAY CHAMPION</b>	:	<i>Young PARK</i>
<b>'A' Reserve CHAMPION</b>	:	<i>Aaron D'ORTONA</i>
<b>B Grade CHAMPION</b>	:	<i>Shawn SINGHAM</i>
<b>C Grade CHAMPION</b>	:	<i>Joey LEE</i>
<b>CARNARVON CUP</b>	:	<i>Dale BRANDT-RICHARDS (Mona Vale)</i>
<b>PRESIDENT'S CUP</b>	:	<i>Lewis LEE</i>
<b>CAPTAIN'S TROPHY</b>	:	<i>Nic SAGDIC</i>
<b>ROSANNA TROPHY</b>	:	<i>Mark FOLEY</i>
<b>FATHER and SON</b>	:	<i>Joe MAROUN and Andrew MAROUN</i>
<b>PARENT and CHILD</b>	:	<i>John DONNELLAN and Brendan DONNELLAN</i>
<b>PEGG-LAKEMAN SHIELD</b>	:	<i>Jeremy SAUL and Paul SCOTT</i>
<b>CARNARVON BOWL</b>	:	<i>Thomas CHO and Angela Cho</i>
<b>GOLD MEDAL</b>	:	<i>James PIKE</i>



Carnarvon Golf Club Limited  
ABN: 57 000 854 544

## LADIES MAJOR EVENT WINNERS 2011

<b>CLUB CHAMPION</b>	:	<i>Kyung Sook Kim</i>
<b>Division 2 CHAMPION</b>	:	<i>Jade Kim</i>
<b>Division 3 CHAMPION</b>	:	<i>Judy Emmett</i>
<b>Senior CHAMPION</b>	:	<i>Dorothy Cragg</i>
<b>FOURSOME CHAMPIONS</b>	:	<i>Agnes You and Joanna Kim</i>
<b>Division 2 CHAMPIONS</b>	:	<i>June Clarke and Ruth McKinnon</i>
<b>Division 1 SCRATCH SCORE</b>	:	<i>Kyung Sook Kim</i>
<b>Division 2 SCRATCH SCORE</b>	:	<i>Ruth McKinnon</i>
<b>Division 1 NET SCORE</b>	:	<i>Joanna Kim</i> <i>Young Soon Kim</i> <i>Jan Savage</i>
<b>Division 2 NET SCORE</b>	:	<i>Hae Ran Chung</i>
<b>CARNARVON CUP</b>	:	<i>Kyung Sook Kim</i>
<b>CARNARVON SALVER</b>	:	<i>Poong Ja Lee</i>
<b>PREMIERSHIP CUP</b>	:	<i>Sooja Choi</i>
<b>GOLD MEDAL</b>	:	<i>Sunny Lee</i>
<b>MOTHER'S DAY CUP</b>	:	<i>Ruth McKinnon</i>