



Riverside Golf Club Inc: A0003447Y

Annual Report 2021- 2022



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President's report



I am pleased to deliver my first annual report as President of the Riverside Golf Club.

Format Change

Members will note that we have moved to the production of a formal Annual Report.

Whilst a little more time consuming to produce, a formal report reflects our desire to project a more professional image of the Riverside Golf Club to our members and stakeholders.

Challenges and Benefits

At the start of the Year, we were challenged with Covid 19 restrictions and mandates.

The silver lining, if there is one to a Pandemic, is the popularity boost that Golf experienced worldwide. We shared in this benefit as shown in our membership numbers – referred to the chart appearing after my report.

Our immediate challenge is the flooding Murray River. Our longer-term challenge will be to build on the membership growth and continue to improve our facilities, our professionalism our culture.

Disaster Planning

We are facing a very serious risk of the golf links being consumed by flood waters.

The grounds staff, Committee and volunteers have been working hard on defending the course to the maximum degree possible.

We are also undertaking contingency planning in as to what arrangements can be put in place if the course does “go under” and recovery planning following such an event.

A verbal update will be provided to the AGM on 22 November 2022.

Course Condition

Mother Nature does not let us rest on our laurels. Throughout the year, the course has continued to improve, probably to its historical best.

The course condition is a testament to the skills and hard work of Tim Peterson and his team of John Thompson and “the Apprentice”, Ash Whitehouse.

Tim will acknowledge his team and the volunteers in his report, but we all need to recognise those efforts.

If the course is inundated by flood waters, I have complete faith that our team will do all in their power to recover the course as quickly as possible.

Membership

Our Membership has grown dramatically. Prior to our last AGM we had 435 members who were eligible to vote at the AGM.

On 30 September 2022 we had 631 members who would have been eligible to vote. We also had 95 non-voting members, taking our total membership to 726.

A graphic representation follows my report. The graph excludes our six staff and two social members.

On 1 November 2022, any member who has not paid their membership subscriptions are removed from "One Golf".

The Chart includes a column showing membership as of 8 November 2022. We have experienced 11% increase members eligible to vote, year on year.

Junior Program

We have a separate Junior program report included in the Annual Report.

Congratulations to Jason Marks and all those acknowledged in the Junior report.

It is great to see young golfers around the club enjoying our great sport.

Membership Challenge – How to increase Female Participation?

Despite the improvement in our overall member numbers, our female membership growth is well behind where we would like to see it.

The Committee is committed to working to increase our female membership and representation.

As part of this program, we have changed the Veteran's and Friends events on a Monday to Medley events. The Wednesday competition has now joined the Sunday competition, as a Medley event.

The new Committee will need to consider what further effort can be implemented.

Strategic Plan

The current Committee, and previous Committees, have undertaken a great deal of work to complete our Strategic Plan – which forms part of this Annual Report. Thanks to Pat Riordan and all others who assisted with this work.

The Strategic Plan is an important reminder of what we are seeking to achieve.

It is also necessary for both our Lease Application and funding applications moving forward.

I ask that members read and support the Strategic Plan.

Lease Application

Prior to 2002, we did not hold a lease on the Golf Links. Instead, we had a Year-by-Year licence with the Mildura Shire Council and later the Mildura Rural City Council (MRCC) being the Committee of management.

We have held a lease over the clubhouse – as required by Liquor Licensing laws since 1966.

In the lead up to 2002, we (I) made representation to the State Government for a direct Crown Lease on the Golf Links. We receive the longest available lease, of 21 years.

We subsequently reached an Agreement with the MRCC that they would provide us with the seasonal allocation of water, for as long as we held the lease, and any subsequent lease.

A Crown lease cannot be renewed.

This year, we were required to Apply for the next lease from 1 March 2023 until 28 February 2044.

The application process and supporting material was significant and dwarfed what was required in 2001-2002.

As part of the Application process, I was required to construct budgets, showing that the business is sustainable for the next six years.

Budgets 2022-23 to 2027-28

The budgets, which have been presented to the Committee, clearly indicate that we are going to need to increase our revenue to cover CPI increases (currently 7%), wage increases (5.1% this year), fuel, power and almost every other cost that affects us.

Annual Subscriptions

Given our increase in membership numbers we have been able to keep membership subscriptions at their current level for the 2022-2023 year. These fees were due on 31 October 2022.

The membership fees have not increased for approximately four years.

The Committee has recommended to increase subscriptions of all membership categories by 10% next year (due October 2023), considering the cost pressures referred to above.

This means that our subscriptions for a full member payable by 31 October 2023 will be \$495.00, which we believe is very reasonable and great value.

Cost increases

There will be other cost increases which have or are about to be implemented shortly to reflect our increased costs.

Whilst we appreciate that these charges will not be welcomed by many. We ask for your understanding that the increases are needed to ensure that the club remains economically viable in the years to come.

Thank you

At this point, I also wish to thank David Gardiner and his Clubhouse team of Mick Innes, Linda Donaldson, Peter Edwards and Simon Dale for their efforts during the year.

Thank you again to all of the volunteers, regardless of the contribution type.

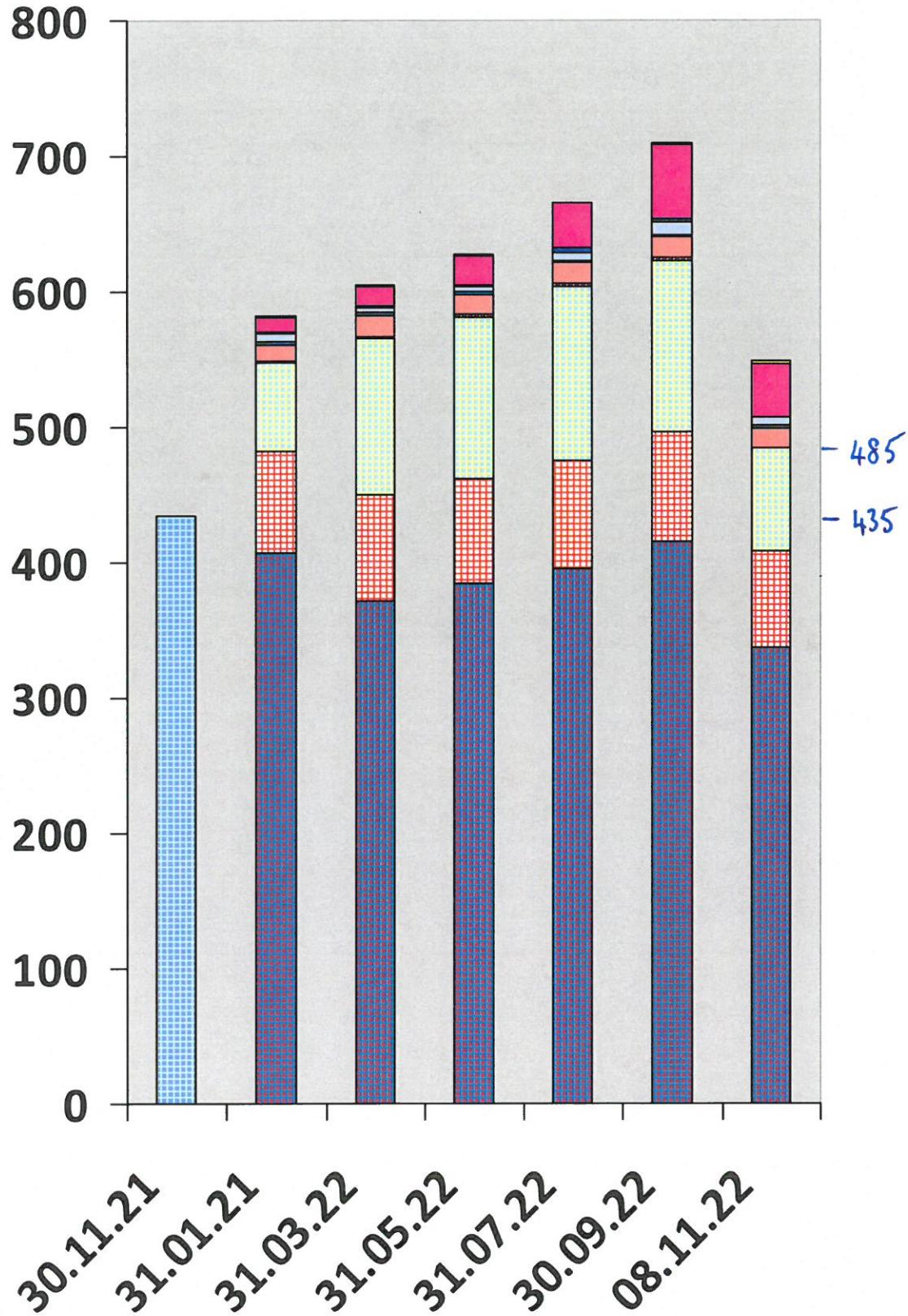
Thank you to the Committee and all the Sub-Committee members, your efforts have been outstanding.

Finally, to the membership and Sponsors for your continued support of the Riverside Golf Club.

I look forward to the year(s) ahead and at the conclusion of the AGM we shall toast your efforts.

Michael Holcroft – President

Riverside Golf Club – Membership 2021-2022



-  Junior Members - Girls**
-  Junior Members - Boys**
-  Country Members - Women**
-  Country Members - Men**
-  5 Day Members - Women**
-  5 Day Members - Men**
-  Intermediate Members - Women**
-  Intermediate Members - Men**
-  Full Members - Women**
-  Full Members - Men**
-  Full Members - No Break up**

Note:

Members Eligible to Vote includes:

- Intermediate Members – Women;
- Intermediate Members – Men;
- Full Members – Women;
- Full Members – Men; and
- Full Members – No break up.

Full Members include Life Members and Sponsors

Members Ineligible to Vote includes:

- Junior Members – Girls;
- Junior Members – Boys;
- Country Members – Women;
- Country Members – Men;
- 5 Day Members – Women; and
- 5 Day Members – Men.

Ladies Sub Committee Presidents Report – R/S -AGM -22/11/2022.



My first time as Ladies President and I have enjoyed the challenge. I have learned a lot and I am hoping the next President will enjoy the position also.

I would like to thank the Ladies Committee Members, Leonie Nott, Selma Mayne, Di Benham, Val Berry, Prue Hyde, June Hensgen and Kaye Ballantyne for all their help and support during the year.

A Huge thank you to Lynda Saunders Captain, Caroline James Vice-Captain and their Match Committee. I think the year has gone smoothly and happily. They took on this important task at the last minute and all the Ladies have benefited from their good work. I think it is very worthwhile to have the Ladies' Competitions and Social Days, run by the Ladies!

A big thank you to Selma Mayne and her team, especially Leonie Nott and Di Benham, for the many hours they have spent catering for the Club Special Days, mainly S.A. Vets competitions. They are very willing and experienced and a real credit to the Club.

Maeve Fraser, the Secretary with a talent of having the gift of the right word at the right time. Thanks Maeve.

All the Members have contributed also with delicious food on the Ladies Specials Days that we all enjoy.

The gardens continue to look neat and tidy, thanks to Lorraine Palmer, Meg Hamence, Lauris Hicks and others!

Every week Jenny Leach collects all the Competition Results and collates them into an interesting read for the Sunraysia daily. Wayne Innes has helped also. Thanking you.

Lorraine Palmer continues to encourage and help all players, especially new ladies, who are interested in playing the challenging game of GOLF! Thanks Loz.

Thank you ladies for your donations, especially Adele, for the Raffles we enjoy, usually monthly. Meg Hamence has been in charge of bringing this together & has done a wonderful job.

Thanks to the Grounds Keeper, Tim and his team for keeping the Course in such good condition. Also thanks to David, Mick, Linda & Peter for their work in the Club House.

The new NTP Boards on the Course are functional and look fantastic. Thanks to Jenny & Gary Leach and Caroline & Rod James.

When I have been away this year, Leonie Nott and others have helped when needed, thanks Leonie.

Thank you everyone for your Respect and Support!

Carol Benning

Superintendent's Report



To the Committee, Members and Guests,

I believe Riverside Golf Course has continued to improve over the last 12 months. From the feedback I have received from members, first time visitors, and repeated visitors, I am not the only one who believes this.

Our continued efforts to follow our plans and work practices has proved that Riverside Golf course is in a good position.

This year has seen many visual improvements to the course with to very successful renovations to greens in Autumn and again in Spring. Feedback on the greens this year has continued to be positive with all new greens surviving what has been thrown at them.

New works on Tees, the Roughs, and Surrounds has been successful with the increasing number of people using the course.

The program to remove over-hanging and dangerous limbs continued. We also removed the root-invading (non-native) Plain Trees.

Top dressing of fairways and consistent fertilizer applications have seen the fairways continue to improve. The installation of directional signs has also improved Course navigation, with groups being clearly directed.

The past year has also seen improvements to areas golfers don't pay attention too. The completion of the clean-up and erection of a new shed in the greenkeepers area is complete. Thank you to all involved with this as the process was a long one.

Works on the levy bank were conducted with the installation of two new pipes through it to remove any flood waters from 14th and 15th fairways.

Continued upgrades to irrigation lines and sprays were conducted throughout the course including the 12th fairway, these works are all underground.

The continued upgrading programs of machinery has continued and the club remains in a really good position, with the continuing of this process we will remain in a strong position.

Ash Whitehouse apprenticeship is nearing its end with him only having 3 more units to complete, TAFE continues to be impressed with him and the Club for the opportunity it has provided.

I have spent some time this year with Mallee Catchment Management, this group has interest in Sandilong Creek which runs through the course. We have developed a good relationship and they have Carp Removal Programs, Fish introduction to the creek, and management of the vegetation in there forward planning. They are very pleased with its current state which is nice to have them working with us at the club.

The continuing of the Greens resurfacing program went through again this year and I'm sure the results will be as good as previous years. The program has seen a total of 14 greens completed now with only 4 remaining, a huge effort from all involved. The greens replaced this year will open soon.

With the rising Murray River, I really hope that Riverside Golf course can escape the floods. If not, then hopefully, the damage is minimal.

I would like to thank John Thomson and Ash Whitehouse for their efforts working with me this year. We have a good thing going and I believe the results speak for themselves.

Also, the volunteers that have spent time on the course this year, Thank you. Special mention to Ray Cottle who continues to work every Tuesday and Thursday.

I would like to thank the committee for their ongoing support this year.

We are on a good thing at Riverside and it wouldn't be possible without you all.

Good Golfing Everyone

Tim Peterson

Captain's Report – 2022



Overview of 2022

The last year has seen us play golf without Covid-19 lock-downs, which has made my 2nd year of Captaincy a little easier than the first.

The Match Committee decided to implement a sliding grade scale for the Club Championships to even out the grades. Numerically, this gave all players an equal chance of handicap honours.

Golf Australia Visit

Early this year we hosted Golf Australia's Mark Bamford and Jayne Young for a seminar which heard GA's view on "Growing the Game".

GA acknowledge Riverside's growth as being in the top 10% of Victorian Golf Clubs last year.

The GA seminar looked at "Inclusion", especially in relation to female participation and attracting new players more generally.

The Committee has already implemented some of the GA recommendations. We have made our Monday and Wednesday competitions "Medley" events, welcoming Female players to play on these days.

2022 Events

The Tankard Dental Men's Club Championship saw the match committee allow the playing of the first 3 rounds to be played over a Wednesday or a Saturday. This allowed additional players to participate.

99 players signed up for the Club Championships, with 16 players opting to play on one or more three Wednesdays.

The Riverside Club Champion for 2022 was Ash Whitehouse, notching up his third straight championship win.

The B grade scratch winner was Andrew Graham. Dallas Kalms took out C-Grade scratch and Roger Carter – D Grade.

Congratulations to our Ladies' Champions, who will be detailed in Lyn Saunders' report.

The Watson, Henshilwood, Hollick and Holland match-play cups were played back in July with the winners being:

Watson Cup – Kendall Marchment

Henshilwood Cup – Chris Curley

Hollick Cup – Keith Willis; and

Holland Cup – Gary Van Steenis

The Seeley Memorial was won by the team of George Riordan and Graeme Southwell after a hard-fought knock out stage.

The Richardson-Lever trophy was won by the team of Michael Burton and Craig Jervies with a fantastic score of 48 points.

Congratulations to all, as well as the other major event winners.

Sponsors

The club would like to recognise the many sponsors who support the club and events. The Sponsors are recognised with displays in the newsletters, and signs around the course.

To Monaghan Truck & Trailers, Oasis Auto, Zilzie wines and GBM Consulting a special thanks goes out to them for supporting the major events throughout the year.

It is important that we support the sponsors who support us.

Volunteer & Employees

A big thank you to Craig Jervies for his work as Vice-Captain and his help, knowledge, and guidance.

To the Match Committee consisting of Simon Dale and Brendan Rowse and the Ladies' captain and vice-captain, thank you for your help.

A massive thank you to Rob Garioch in continuing in assisting and helping me learn the computer system in setting up the time sheets and competitions.

To the club staff of David, Linda, Peter and Mick thank you for your support and feedback.

As a club, we are great at pulling together when assistance is needed. I thank the members who have assisted whether it be cooking a bbq, helping during the open or volunteering on the course.

The Grounds staff are to be commended for their tireless work in keeping the course in the great condition. The course continues to be improved, including the building of new greens on the 3rd, 6th, 10th & 13th and a rebuilding the 4th tee bigger and better, they strive to make the course a memorable experience for members and visitors.

I would like to thank the membership of Riverside GC for allowing me to be captain and for the support the membership continues to offer.

I have re-nominated to be Captain in 2023. If given the opportunity I will do my best to grow Riverside GC as a great golf course, but even better Golf Club.

Riverside Club Captain

Kendall Marchment

Ladies Captain's Report – AGM 22/11/2022

I am pleased to submit our report for 2022. It certainly has provided challenges for the ladies who stepped up only with the intention of filling in a gap year.

After two years of Covid it was great to have the freedom to play and socialize.

Our playing numbers were initially very good but as the season progressed many ladies took advantage of open borders and travelling. Later in the season, which only runs from March to September with play-offs and presentations in October, we encountered problems finalizing events due to inclement weather.

Caroline James VC – June Hensgen, Sally Watson, Dorothy Knight as match committee and Janet Luke our back up, I cannot thank you enough for your support and steadfastness right from the very beginning of the year, through my health issues and on to today's final report.

Caroline your willingness to learn the fixtures and programming side with the computer has been invaluable. I feel we have worked in well together and adjusted ourselves to changes along the way. You stepping up for me when I was having health concerns, and the manner in which you did, was respectful/supportive and very much appreciated.

Carol Benning, a special thank you to you and your reliable ladies' committee for your ongoing support with all events throughout the season. We have communicated and worked in well together. For the social aspect of the club to be a success an active ladies committee is essential.

We would like to congratulate all players who competed in board events.

Congratulations to our champions as follows:

C Grade Champion – Marg Dunlop B Grade Champion – Adele Dal Corobbo

A Grade Champion – Lisa Garioch Club Champion – Lisa Garioch

Medallist of the Year was won by Janette Mason and **Monthly Award Playoff** Suzy Conquest.

Congratulations to Ros Nash for your Eagle on the 13th hole.

We have been encouraged by our Pennant ladies' performances, particularly by those who have never played Match Play before. All ladies have been very competitive for Riverside. Well done to all involved as we are the only Club to put forward two teams.

Lorraine Palmer your commitment with beginners to the game as well as teaching players the rules of Match Play has been excellent. Thank you.

Jenny Leach, your dedication to sending in the weekly golf results and providing the detailed personalized cards for special events is always appreciated.

Linda Dickson continued to keep an eye on a number of club events with very accurate recording. Thank you, Linda as we are always grateful for what you do.

I would like to thank our sponsors; Riverside lady members, Drummond Golf, Showcase Jewellers, Tasco Fuel, Pots and More, Mallee meats, Oz Pride Gateway Car Wash, Zilzie Wines, Red Rooster and Trentham Wines.

To Tim Peterson and his greens staff and all volunteers who give up their time to work on the course, we thank you for your contribution and very hard work in keeping our course to the

excellent standard it is. It was reassuring to know Tim that you were prepared to discuss any of our concerns and requests.

Dave, Mick, Linda, Peter & Simon you have been there to support us in times of need as well as present as the face of our club registering and welcoming players. Not an easy job keeping everyone happy, but we thank you and Mick we won't forget your friendly "What have you done now?" Your willingness to help with the computer has been invaluable.

A special thanks to Rob Garioch who has been an ongoing, amazing support to Caroline since she has taken on the mantle of doing our time sheets and updating fixtures. He has always made himself available to help or solve a problem.

Our Club Captains, Kendall Marchment and Craig Jervies endeavoured to include the Ladies' Captains in Match Committee decisions. Thank you to Kendall for being a back up to Caroline when the computer would not behave.

It is pleasing to see our new NTP boards up and functioning. Thanks to Rod James from JFT Flashings and Sheetmetal who arranged construction and donated the steel frames. Thank you to Jenny and Gary Leach who initiated and implemented the project from the beginning and to Exposed Signage for the deal done to supply the boards. Rod and Gary erected the signs. Thank you to Tim Peterson for his co-operation in positioning the signs.

I do hope our ladies' keep 9-hole comps as the Club moves forward. There are many reasons why this comp is so valuable;

- Ladies of any age who find 18 holes too much for them.
- Ladies returning to competition after surgery or injury.
- Ladies, who as beginners, feel 9 holes is the perfect challenge and then will move with confidence to 18 holes.

In this era of change being instigated by Golf Australia we must remember that not all new female golfers will be young and fit. Many are older retired people taking up the game for the first time.

It is disappointing that, at this point in time, we do not have a lady's captain or match committee. It is hoped that these positions will be filled in the near future.

Ladies Captains,

Lynda Saunders & Caroline James.

Treasurer's Report – Year Ended 30th September 2022



Our operating profit for the year was \$3,489 compared to last year's result of \$99,701.

The overall result for 2022 is a net profit of \$26,989 which includes extraordinary income of \$23,500 being state government grants as detailed in note 3.

INCOME

The overall income of the club increased and we saw a small increase on last year's result.

The major items and movements were:

- Fundraising increased by \$ 18,953 due to two back to front draws being held in the same financial year, with the 2021 draw being held in December 2021 & the 2022 draw being held in July 2022.
- Cart and buggy hire increased by \$18,476.
- An apprenticeship incentive subsidy of \$16,695, to offset apprenticeship expenses.

EXPENSES

The main variances include:

- Wages have increased by \$59,646 due the addition to employee numbers
- superannuation also increased by \$6,091.

The wages increase reflects, in part, the value of past volunteers who sent out the fields on Wednesdays & Sundays as well as cart cleaning. Thank you to each of you.

Depreciation is up \$24,838. This is due to the committee decision to change the depreciation policy on course improvements to better reflect the true value of those improvements.

Computer expenses have increased by \$10,263 reflecting the full year costs of the new "BePoz" system installed in July 2021.

Fuel and oil increased due to prices hikes as did gas & power.

All other expenses are comparable with the prior year.

BALANCE SHEET

The cash position has decreased on last year by \$90,713 due to the purchase of fixed assets, borrowing repayments, repayment of debentures and increase in members accounts.

Movements in fixed asset valuations:

During the year, on the recommendation to the Committee by our Greens Superintendent, items of plant & equipment and course improvement were acquired /carried out. These included:

- Course Equipment: Kubota mower \$25,300 and various small items totally \$6,421.
- Course Improvements: \$20,923 being the third, sixth, tenth and thirteenth greens,
- new wash bay and paving throughout the course \$47,700.
- New shedding, of which a deposit of \$17,541 was paid last financial year with the balance of \$31,204 paid this financial year.
- Kitchen Equipment: Thor gas fryer and griddle \$3,935.

During the year the club has ordered new spray cart which will be financed by chattel mortgage. Due to supply issues delivery is not expected until the new Year.

Trade creditors have decreased to \$14,334 which were all paid in October.

The club is currently holding \$ 23,430 in members' account. I would encourage you to use your accounts credits in purchases made around the clubhouse.

Chattel mortgages and deferred interest have decreased due to repayments made. Details are in note 9.

Replacement on-course prefabricated toilets are constructed and will be installed after the flood risk.

AUDITOR

I would like to thank Michael Buccheri from MPB Accountant & Business Consultant for his professionalism in completing the audit in a timely manner given the short time frame he was present with.

I would like to recommend that he be appointed as auditor of the Riverside Golf Club Inc. for the 2022/2023 financial year.

ACKNOWLEDGEMENTS

The 2021/2022 financial statements reflect a significant amount of effort by the RGC Committee supported by the efforts of staff and many volunteers.

I hereby present to the members of the Riverside Golf Club Inc the Financial Statements and Independent Audit Report for the year ended 30th September 2022.

Lyn Thompson
Treasurer – Riverside Golf Club Inc.

RIVERSIDE GOLF CLUB INC

ABN 89064622 192

AY0003447

FINANCIAL STATEMENT

FOR THE YEAR ENDED

30 SEPTEMBER 2022



RIVERSIDE GOLF CLUB INC.
ABN 89 064 622 192

COMMITTEE'S REPORT

Your committee members submit the financial report of the Riverside Golf Club Inc. for the financial year ended 30th September 2022.

Committee Members

The names of committee members at the date of this report are:

Michael Holcroft
Leigh Fuller
Kendall Marchment
Craig Jervies
Lisa Garioch
Lyn Thompson
Andrew Forbes
Jason Marks
Peter Schroeder
Carol Benning

Principal Activities

The principal activities of the association during the financial year were provision of golf facilities to its members and the public.

Significant Changes

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

Operating Result

The net Profit for the year ended 30th September 2022 amounted to \$ 26,989

Signed in accordance with a resolution of the Members of the Committee.

Michael Holcroft President

Dated:

Lyn Thompson Treasurer

**RIVERSIDE GOLF CLUB INC.
ABN 89 064 622 192**

**STATEMENT BY MEMBERS OF THE COMMITTEE
ON THE ANNUAL STATEMENTS GIVING A TRUE AND FAIR VIEW OF THE FINANCIAL
POSITION OF THE ASSOCIATION**

The committee has determined that the association is not a reporting entity and that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the committee the financial report:

1. Presents fairly the financial position of the Riverside Golf Club Inc. as at 30 September 2022 and its performance for the year ended on that date.
2. At the date of this report, there are reasonable grounds to believe that the Riverside Golf Club Inc. will be able to pay its debts as and when they fall due.

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

Michael Holcroft President

Lyn Thompson Treasurer

Dated:

RIVERSIDE GOLF CLUB INC.
INCOME AND EXPENDITURE STATEMENT
FOR THE YEAR ENDED 30 SEPTEMBER 2022

INCOME	2022	2021	Variance \$
	Note		
BAR			
Sales	305,666	267,694	37,972
LESS: COST OF GOODS SOLD			
Opening Stock	10,787	7,659	3,128
Purchases	<u>160,161</u>	<u>127,566</u>	<u>32,595</u>
	<u>170,948</u>	<u>135,225</u>	<u>35,723</u>
Closing Stock	<u>10,687</u>	<u>10,787</u>	<u>-100</u>
Cost of Goods Sold	<u>160,261</u>	<u>124,438</u>	<u>35,823</u>
Gross Profit from Bar Trading	<u>145,405</u>	<u>143,256</u>	<u>2,149</u>
OTHER BAR EXPENSES			
Bar Wages	78,201	65,674	12,527
Bar Cleaning Expenses	<u>221</u>	<u>1,015</u>	<u>-794</u>
	<u>78,422</u>	<u>66,689</u>	<u>11,733</u>
Profit/Loss from Bar Trading	<u>66,983</u>	<u>76,567</u>	<u>-9,584</u>
SHOP			
Sales	38,864	28,033	10,831
LESS: COST OF GOODS SOLD			
Opening Stock	5,862	4,783	1,079
Purchases	<u>31,422</u>	<u>16,472</u>	<u>14,950</u>
	<u>37,284</u>	<u>21,255</u>	<u>16,029</u>
Closing Stock	<u>10,631</u>	<u>5,861</u>	<u>4,770</u>
Cost of Goods Sold	<u>26,653</u>	<u>15,394</u>	<u>11,259</u>
Gross Profit from Shop	<u>12,211</u>	<u>12,639</u>	<u>-428</u>
OTHER SHOP INCOME			
Cart, Buggy & Club Hire	132,901	111,995	20,906
Cart/Buggy Storage	<u>8,055</u>	<u>10,057</u>	<u>-2,002</u>
	<u>140,956</u>	<u>122,052</u>	<u>18,904</u>
	<u>153,167</u>	<u>134,691</u>	<u>18,476</u>
LESS SHOP EXPENSES			
Wages	93,061	82,729	10,332
Cart Maintenance	4	<u>13,715</u>	<u>9,176</u>
	<u>106,776</u>	<u>91,905</u>	<u>14,871</u>
Profit/Loss from Shop Trading	<u>46,391</u>	<u>42,786</u>	<u>3,605</u>
BISTRO			
Sales	39,004	30,245	8,759
LESS: COST OF GOODS SOLD			
Opening Stock	825	675	150
Purchases	<u>29,180</u>	<u>20,420</u>	<u>8,760</u>
	<u>30,005</u>	<u>21,095</u>	<u>8,910</u>
Closing Stock	<u>866</u>	<u>825</u>	<u>41</u>
Cost of Goods Sold	<u>29,139</u>	<u>20,270</u>	<u>8,869</u>
Gross Profit from Bistro	<u>9,865</u>	<u>9,975</u>	<u>-110</u>
ACCOMMODATION			
Income	32,210	23,797	8,413
Expenses	<u>9,432</u>	<u>3,941</u>	<u>5,491</u>
Net Income Accommodation	<u>22,778</u>	<u>19,856</u>	<u>2,922</u>

RIVERSIDE GOLF CLUB INC.
INCOME AND EXPENDITURE STATEMENT
FOR THE YEAR ENDED 30 SEPTEMBER 2022

OTHER INCOME	2022 Note	2021	Variance
Subscriptions	203,280	210,689	-7,409
Green Fees	144,541	145,277	-736
Competition Fees	117,912	115,246	2,666
Course Maintenance Levy	25,018	21,582	3,436
Sponsorship	38,646	31,568	7,078
Insurance Recovery	8,271	0	8,271
Club House Hire & Functions	200	1,427	-1,227
Fund Raising Net	35,966	17,013	18,953
Apprenticeship Subsidy	16,695	0	16,695
Junior Academy	1,711	0	1,711
Interest Received	310	100	210
Profit on Sale of Equipment	182	1,629	-1,447
Commission Coca Cola	0	368	-368
Sale scrap metal	238	0	238
Donations	0	574	-574
Special Activities Income	2	25,685	-25,685
	592,970	571,158	21,812
	738,987	720,342	18,645
EXPENDITURE			
Advertising	4,957	5,817	-860
Apprenticeship expenses	2,341	926	1,415
Audit/Accountant Fees	3,503	2,000	1,503
Bank Charges	9,942	10,332	-390
Cleaning	9,709	10,366	-657
Clubhouse Amenities	1,271	823	448
Computer Expenses	14,363	4,100	10,263
Depreciation	64,144	39,306	24,838
Donation	428		428
Electricity & Gas	44,994	36,902	8,092
Fuel & Oil	39,013	25,039	13,974
Insurance	24,753	27,357	-2,604
Interest Paid	9,017	8,583	434
Hire Plant & Equipment	882	500	382
Land Lease	5,324	5,667	-343
Lease	5	15,046	3,398
Licences, Fees & Permits	31,082	33,506	-2,424
Junior Academy Expenses	0	134	-134
Miscellaneous Expenses	2,699	1,743	956
Motor Vehicle Expenses	2,835	1,426	1,409
Postage & Freight	1,373	673	700
Printing, Stationery & Supplies	3,742	5,337	-1,595
Rates & Taxes	7,551	4,353	3,198
Repairs & Maintenance	4	113,830	840
Security	6,540	3,304	3,236
Special Activities Expense	0	134	-134
Sponsorship Expenses	2,503	1,644	859
Staff Training & Uniforms	602	845	-243
Strategic Planning expenses	5,000	0	5,000
Superannuation	37,381	31,290	6,091
Telephone	4,751	4,682	69
Trophies & Prizes	41,227	35,520	5,707
Volunteer Expenses.	0	349	-349
Waste Disposal	2,827	1,782	1,045
Wages	217,858	187,164	30,694
Workcover	4,010	4,399	-389
	735,498	620,640	114,858
Operating profit for the year	3,489	99,701	-96,212
Extraordinary Income	3	23,500	-44,349
NET PROFIT FOR YEAR	26,989	167,550	-140,561

RIVERSIDE GOLF CLUB INC.
BALANCE SHEET
AS AT 30 SEPTEMBER 2022

	Note	2022	2021	Variance \$
CURRENT ASSETS				
Cash at Bank	6	274,601	365,314	-90,713
Cash on Hand	6	8,299	8,519	-220
Debtors		9,517	2,657	6,860
Unexpired Interest		5,082	8,118	-3,036
Stock on Hand - Bar		10,687	10,787	-100
Stock on Hand - Bistro		866	825	41
Stock on Hand – Shop		10,631	5,862	4,769
Prepayments		3,976	0	3,976
TOTAL CURRENT ASSETS		<u>323,659</u>	<u>402,082</u>	<u>-78,423</u>
NON CURRENT ASSETS				
Deferred Interest		4,743	6,560	-1,817
Property, Plant and Equipment	7	<u>754,124</u>	<u>926,653</u>	<u>-172,529</u>
TOTAL NON CURRENT ASSETS		<u>758,867</u>	<u>933,213</u>	<u>-174,346</u>
TOTAL ASSETS		<u>1,082,526</u>	<u>1,335,296</u>	<u>-252,770</u>
CURRENT LIABILITIES				
Trade Creditors		14,334	64,202	-49,868
Credit Card		1,436	89	1,347
Chattel Mortgages	8	67,901	65,292	2,609
Members Accounts		23,430	0	23,430
GST Payable		6,856	1,882	4,974
Subscriptions Received in Advance		15,499	18,700	-3,201
Grant Income Received in Advance		5092	7,342	-2,250
Rental Cart Shed in Advance		0	3,318	-3,318
Income Received in Advance		0	4,091	-4,091
PAYG		5,707	5,250	457
Payroll Liabilities	9	<u>10,440</u>	<u>7,746</u>	<u>2,694</u>
Provision for Annual Leave	10	<u>42,280</u>	<u>36,711</u>	<u>5,569</u>
TOTAL CURRENT LIABILITIES		<u>192,975</u>	<u>214,623</u>	<u>-21,648</u>
NON-CURRENT LIABILITIES				
Unsecured Notes		0	4,000	-4,000
Chattel Mortgages		<u>81,286</u>	<u>121,004</u>	<u>-39,718</u>
TOTAL NON-CURRENT LIABILITIES		<u>81,286</u>	<u>125,004</u>	<u>-43,718</u>
TOTAL LIABILITIES		<u>274,261</u>	<u>339,627</u>	<u>-65,366</u>
NET ASSETS		<u>808,265</u>	<u>995,669</u>	<u>-187,404</u>
MEMBERS' FUNDS				
Asset Reserve		24,200	24,200	0
Retained Profits		<u>784,065</u>	<u>971,469</u>	<u>-187,404</u>
TOTAL MEMBERS' FUNDS		<u>808,265</u>	<u>995,669</u>	<u>-187,404</u>

RIVERSIDE GOLF CLUB INC.
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 SEPTEMBER 2022

	2022	2021	Change \$
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash Receipts from Operations	1,152,959	893,717	259,242
Cash Payments applied in Operations	-1,050,818	-789,746	-261,072
Borrowing Costs Paid	-9,017	-8,583	-434
			0
Net Cash provided by Operating Activities	<u>93,124</u>	<u>95,388</u>	<u>-2,264</u>
 Abnormal and Extraordinary Items Income			
Grants received	0	16,429	-16,429
Government Grants received	<u>23,500</u>	<u>67,849</u>	<u>-44,349</u>
	<u>23,500</u>	<u>84,278</u>	<u>-60,778</u>
 CASH FLOWS FROM INVESTING ACTIVITIES			
Net Payments for Property, Plant and Equipment	-145,983	-227,283	81,300
Net proceeds - Disposal of assets	0	9,090	-9,090
Repayment of Debentures	-4,000	0	-4,000
Net Cash provided by (used in) Investing Activities	<u>-149,983</u>	<u>-218,193</u>	<u>68,210</u>
 CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of Borrowings	-65,777	-48,707	-17,070
Borrowings	31,853	180,088	-148,235
	<u>-23,430</u>	<u>131,381</u>	<u>-188,735</u>
Net Cash provided by (used in) Financing Activities	<u>-57,354</u>	<u>92,854</u>	<u>-183,567</u>
Net Increase in Cash Held	-90,713	0	0
Cash at Beginning of the Financial Year	365,314	272,460	92,854
Cash at the End of the Financial Year	<u>274,601</u>	<u>365,314</u>	<u>-90,713</u>

RIVERSIDE GOLF CLUB INC.
STATEMENT OF CHANGE IN EQUITY
FOR THE YEAR ENDED 30 SEPTEMBER 2022

	2022	2021
Balance as at 1/10/2021	995,699	828,056
Profit for the year	26,989	167,550
Prior Period Adjustment	<u>-224,778</u>	<u>0</u>
Balance as at 30/9/2022	<u>808,265</u>	<u>995,699</u>

RIVERSIDE GOLF CLUB INC.

**NOTES TO AND FORMING PART OF THE ACCOUNTS
FOR THE YEAR ENDED 30TH SEPTEMBER 2022**

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the Associations Incorporations Reform Act 2012 (Vic).

NOTE 1: STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

The committee has determined that the association is not a reporting entity.

The financial report has been prepared in accordance with the requirements of the Associations Incorporation Act (Vic) and the following Australian Accounting Standards:

AAS 2:Inventories

AAS 4:Depreciation

AAS 5:Materiality

AAS 30:Accounting for Employee Entitlements

No other applicable Accounting Standards, Urgent Issues Group Consensus Views or other authoritative pronouncements of the Australian Accounting Standards Board have been applied.

The financial report has been prepared on an accruals basis and is based on historic costs and does not take into account changing money values, or except where specifically stated, current valuations of non-current assets.

The following material accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report.

a) Income Tax

The association is exempt from income tax by virtue of Section 23(g) of the Income Tax Assessment Act.

b) Inventories

Inventories are measured at last purchase cost, which is accepted practice within high turnover bar operations.

c) Property, Plant and Equipment

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

d) Property

Buildings are measured on the cost basis.

e) Plant and Equipment

Plant and equipment are measured on the cost basis.

The carrying amount of plant and equipment is reviewed annually by the committee 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 which will be received from the assets employment and subsequent disposal. The expected net cash flows have not been discounted to their present values in determining recoverable amounts.

f) Depreciation

The depreciable amount of all assets is depreciated over their useful lives commencing

from the time the asset is held ready for use.

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

Class of Fixed Asset	Depreciation Rate
Course Equipment	7% - 22.5%
Course Improvements	2% - 10%
Club House, Sheds, Pro Shop & Residence	2% - 10%
Club House Equipment	5% - 50%
Golf Carts	20%
Motor Vehicles	20%
Bar Equipment	7.5% - 22.5%

NOTE 2: SPECIAL ACTIVITIES

	2022	2021
	\$	\$
Move It Program		
Income	0	25,685

NOTE 3: EXTRAORDINRY INCOME

During the year the Riverside Golf Club received grants from the State & Federal Governments in relation to the Covid pandemic. As the income received is a one off event, the income has been treated as extraordinary income to ensure the profit from normal operations is separated

	2022	2021
Cash Flow Boost 2	0	679
Dept Jobs, Precincts & Regions	23,500	67,200
	23,500	67,879

NOTE 4: REPAIRS AND MAINTENANCE

	2022	2021	Change \$
Bistro/Kitchen R&M			
Bistro Equipment Maintenance	115	0	
Bistro/Kitchen R&M - Other	135	370	
Total Bistro/Kitchen R&M	<u>250</u>	<u>370</u>	-120
Bar			
Bar equipment	2,206	0	2,206
Sheds			
Other	0	170	-170
Cart Maintenance			
Maintenance	6,030	7,794	
Cleaning	7,685	1,382	
Total Cart Maintenance	<u>13,715</u>	<u>9,176</u>	4,539
Club House			
Club House Other R&M	2,202	11,757	
House Equipment R&M	2,032	948	
Total Club House	<u>4,234</u>	<u>12,705</u>	-8,471
Course R&M			
Chemicals	1,950	3,206	-1,256
Fertiliser	20,987	15,293	5,694
Fungicide	19,902	7,348	12,554
Golf Course Accessories	3,426	5,386	-1,960
Insecticide	4,862	8,980	-4,118
Irrigation & Drainage	16,787	30,822	-14,035
Machinery R&M	21,149	15,146	6,003
Soils, Seed, Etc	4,903	5,776	-873
Workshop	4,410	2,119	2,291
Course R&M - Other	8,763	5,669	3,094
Total Course R&M	<u>107,139</u>	<u>99,745</u>	<u>7,394</u>
Total Repairs and Maintenance	<u>125,338</u>	<u>122,166</u>	<u>3,172</u>

NOTE 5: LEASES

	Monthly Payment	Expiration
Greens Mower	470	15/11/2022

NOTE 6: RECONCILIATION OF CASH

	2022	2021
a) Cash on Hand		
Petty Cash	113	173
Bar Till - Float	350	350
Shop Till - Float	300	300
Cash Float	500	500
Takings	7036	7,196
	<u>8,299</u>	<u>8,519</u>
b) Cash at Bank		
Bendigo		

Cheque Account	155,742	246,646
Savings - Maintenance Provision Funds	41,700	41,633
Savings - Reserve Funds	77,159	77,035
	<u>274,601</u>	<u>365,314</u>

NOTE 7: PLANT AND EQUIPMENT

	2022	2021	Change
Bar Equipment			\$
Bar Equipment - Other	6,045	5,109	936
Accumulated Dep'n - Bar Equip	-5,126	-5,109	-17
Total Bar Equipment	<u>919</u>	<u>0</u>	<u>919</u>
Club House and Sheds			
Club House and Sheds - Other	275,538	246,596	28,942
Accumulated Dep'n - Club House	-95,121	-87,174	-7,947
Total Club House and Sheds	<u>180,417</u>	<u>159,422</u>	<u>20,995</u>
Club House Equipment			
Club House Equipment - Other	80,479	82,298	-1,819
Acc'd Dep'n - Club House Equip	-57,097	-57,895	798
Total Club House Equipment	<u>23,382</u>	<u>24,403</u>	<u>-1,021</u>
Course Equipment			
Course Equipment - Other	473,232	441,512	31,720
Accum'd Dep'n - Course Equip.	-360,495	-351,333	-9,162
Total Course Equipment	<u>112,737</u>	<u>90,179</u>	<u>22,558</u>
Course Improvements			
Course Improvements	533,269	531,320	1,949
Accum'd Dep'n	-190,917	-206	-190,711
Total Course Improvements	<u>342,352</u>	<u>531,114</u>	<u>-188,762</u>
Golf Carts			
Golf Carts	159,744	159,744	0
Acc'd Dep'n - Golf Carts	-77,946	-53,975	-23,971
Total Golf Carts	<u>81,798</u>	<u>105,769</u>	<u>-23,971</u>
Motor Vehicles			
Motor Vehicles - Other	30,847	30,847	0
Accumulated Dep'n - Motor Veh.	-18,328	-15,081	-3,247
Total Motor Vehicles	<u>12,519</u>	<u>15,766</u>	<u>-3,247</u>
Total Fixed Assets	<u>754,124</u>	<u>926,653</u>	<u>-172,529</u>

NOTE 8: CHATTEL MORTGAGE

Chattel Mortgages	Termination	Outstanding	Interest	Monthly Payment
Toro 4700 Mower &				
Turf Co Wide Spreader	30/09/2023	7,527	189	941
7 Tempo Golf Carts	20/09/2024	30,776	1,433	1,342
Toro 3400D Greens Mower	20/03/2025	19,153	1,289	681
Toro 5510D Fairway Mower	20/09/2023	10,161	499	888
6 Tempo Golf Carts	17/05/2025	33,629	2,031	1,150
Polaris Ranger	18/05/2025	12,902	1,119	438
Kubota Mower	12/03/2027	25,403	3,265	531

NOTE 9: GRANTS RECEIVED IN ADVANCE **2022** **2021**

Ladies in Golf	2,000	2,000
Ladies Beginners Classes balance	2,114	2,114
Pennant Shirts	978	978
MRCC Activation Fund	0	2,250
	<u>5,092</u>	<u>7,342</u>

NOTE 10: PAYROLL LIABILITIES **2022** **2021**

Provision for Payroll Liabilities		
Superannuation Payable	<u>10,440</u>	<u>7,746</u>

NOTE 11: ANNUAL LEAVE **2022** **2021**

Provision for Annual Leave		
Opening Balance	36,712	31,227
Provision for Annual Leave	5,568	5,485
Closing Balance	<u>42,280</u>	<u>36,712</u>

NOTE 12: PRIOR PERIOD ADJUSTMENTS

2022

During the year it came to the attention of the committee that course improvements have never been depreciated. The committee decided that this policy needed to be amended to reflect the true value of property improvements. Hence a prior year adjustment was made for the following items:

New greens 26/03/1996 written off	38,096
Irrigation fittings 01/02/2000 written off	2,957
Deposit on water written off	5,471
Prior years depreciation	
New Irrigation depreciation 23/10/1996 - 30/09/2021	7,649
New Irrigation depreciation 01/10/1998 - 30/09/2021	54,920
New Irrigation depreciation 01/10/1999 - 30/09/2021	111,294
12th Green depreciation 28/02/2018 - 30/09/2021	1,123
New Irrigation depreciation 31/01/2019 - 30/09/2021	1,226
Greens 7th & 17th depn 30/04/2019 - 30/09/2021	1,076
Greens 8th & 15th depn 15/02/2020 - 30/09/2021	795
18th Green depreciation 01/10/2020 - 30/09/2021	171
	<u>224,778</u>

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All correspondence to the postal address

31st October 2022

The Committee

Riverside Golf Club Inc.

PO Box 541

MILDURA VIC 3502

Dear Committee

Re: Audit for the year ended 30th September 2022

The purpose of this letter is to bring to your attention the findings from the recent audit carried out on Riverside Golf Club Inc. for the year ended 30th September 2022.

We appreciate that you will already be aware of the majority of the matters contained in this letter, however we are required by the Australian Auditing Standards to formally communicate certain matters to you.

Our audit has been conducted on a test basis and thus we are unable to provide a comprehensive statement of all weaknesses which may exist in the accounting and internal control systems or of all the improvements which may be made. We can only address those matters which have come to our attention as a result of the audit procedures which we have performed.

We draw your attention to the letter of representation which we now request that the committee to approve and sign.

1. Expected modifications to the audit report

We do not anticipate any modifications to the audit report.

2. Independence

We can confirm that we have evaluated our firm's independence in connection with the audit. We confirm that we are not aware of any factors affecting our independence or objectivity and thus our ability to continue to act as auditors of the Incorporated Association (Riverside Golf Club Inc.).

3. Unadjusted/adjusted Misstatements

We have been made aware of some small adjustments made for the year ended 30 September 2022, we are happy with the adjustments made for the year.

4. Significant deficiencies in the accounting and internal control systems.

We have no matters that we wish to bring to your attention with respect of the accounting and internal control systems.

5. View about the quality of the accounting practices and financial reporting.

We have no matters that we wish to bring to your attention with respect of the quality of accounting practices and financial reporting.

There are no other matters arising from our audit.

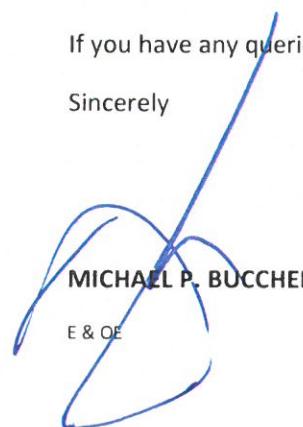
Find enclosed our fees for the work carried out.

If you have any queries, please do not hesitate to contact the writer.

Sincerely

MICHAEL P. BUCCHERI

E & OE

A handwritten signature in blue ink that reads "MICHAEL P. BUCCHERI" above "E & OE". The signature is fluid and cursive, with a large, stylized "M" and "P" at the beginning.

Audit report—unmodified opinion

The following audit report is not intended to be a standard audit report. It is to be used as a guide only and will need to be adapted according to each individual association's requirements and circumstances. This illustrative report is prepared in the context of a general purpose financial report.

To the members of Riverside Golf Club Inc:

Report on the financial report

We have audited the accompanying financial report, being a general purpose financial report of the Riverside Golf Club Inc. (the association), which comprises of the balance sheet as at 30 September 2022, the income statement, statement of changes in equity and statement of cash flows for the year then ended, notes comprising a summary of significant accounting policies and other explanatory information, and the committee's report.

Committee's responsibility for the financial report

The committee of the association is responsible for the preparation of the financial report, and has determined that the basis of preparation described in Note 1, is appropriate to meet the requirements of the *Associations Incorporation Reform Act 2012*. The committee's responsibility also includes such internal control as the committee determines is necessary to enable the preparation of a financial report that is free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We have 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 judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the association's preparation 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 the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the committee, 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.

Independence

In conducting our audit, we have complied with the independence requirements of the Australian professional ethical pronouncements.

Auditor's opinion

In our opinion the financial report of the association has been prepared in accordance with the *Association Incorporation Reform Act 2012* including:

- a) giving a true and fair view of the entity's financial position as at 30 September 2022 and of its performance for the year ended on that date; and
- b) complying with Australian Accounting Standards as referred to in Note 1 to the financial statements.

Basis of accounting and restriction on distribution

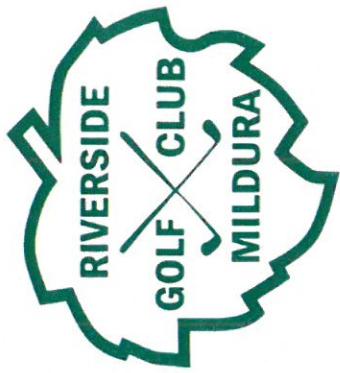
Without modifying our opinion, we draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist Riverside Golf Club Inc. to meet the requirements of the *Associations Incorporation Reform Act 2012*. As a result the report may not be suitable for another purpose.

Auditor's signature

Michael P. Buccheri – (FIPA) Fellow of the Institute of Public Accountants

Date of the auditor's review report
31st October 2022

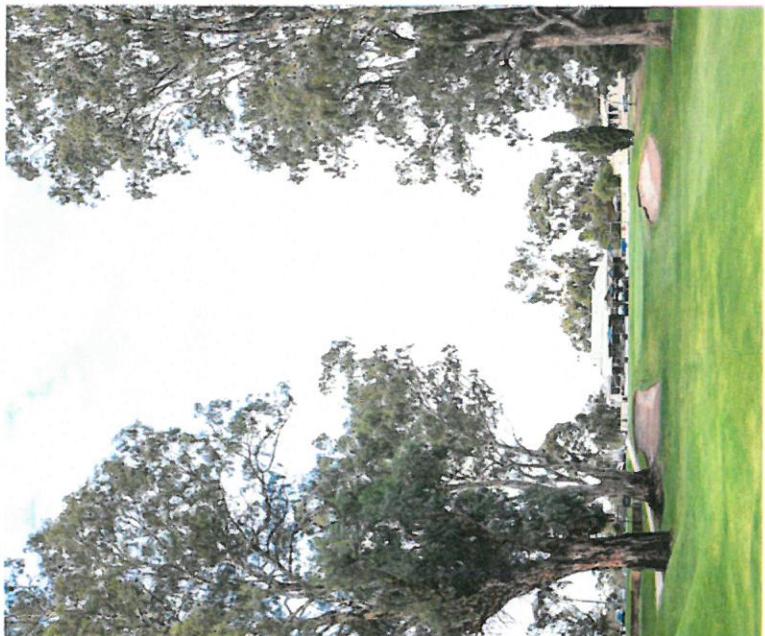
Auditor's address
6 Rivanna Court, Mildura Vic 3500



STRATEGIC PLAN

2022-2025

Version 1 Feb 2022



Vision, Mission and Values

Vision

We will be known as the 'progressive golf club' in the Sunraysia district, which welcomes all.

Mission

We provide inclusive participation opportunities for members and visitors to access a quality course in the picturesque, natural environment of the Murray River.

What We Value

A friendly, safe environment for all members and visitors.



Our Governance

Decision Making

... informed, transparent, and policy based

Organisational Development

... proactive and forward thinking

Leadership

... accountable, open / well communicated

Strategic
Pillars

Our Club

Member & Visitor experience

... where a welcome is just the beginning

Culture

... we are all ambassadors of our sport, club, and community

Programming

... relevant and inclusive opportunities

Our Enabling Setting

Asset Management

... responsible and planned

The Course

... a quality experience with natural ambience

Facilities

... a hub (social and physical) that meets the community's needs and expectations



Strategic
Pillars

Year 1: 2022 – 2025

Status: In Progress | Completed | Behind | Ongoing

1. Our Governance					
1.1 Decision making ... informed, transparent, and policy-based					
Action	Output	Time Frame	Status	Monitoring Success	Responsible Officer (RO)
Organisational Chart	Developed	January 2022	Completeness	Indicator -approved by Board	Andrew Forbes
Responsibilities	Contained in Bylaws review and Job Descriptions Review	March 2022		Indicator – approved by AGM	Michael Holcroft
Policy Manual Collate Existing	Manual developed See Operational Plan	March 2022 September 2022		Indicator – approved by Board Indicator – Board, Sub-Committees, Member and Staff awareness of policies	Leigh Fuller Linda Donaldson
1.2 Organisation Development ... proactive and forward-thinking					
Action	Output	Time Frame	Status	Monitoring Success	RO
Strategic Plan	Plan developed	March 2022	In progress	Indicator Strategic Plan adopted by Board	
				Measure Acceptance of Plan by Members at AGM	
				Communication of Plan to Board, Sub-Committee, Staff and Members	

Action	Output	Time Frame	Status	Monitoring Success	RO
Operational Plan	Year 1 Plan (2022)	Draft Jan 2022	In progress	Indicator Drafts Received	
- Develop	Management	Final March 2022		Final Adopted	
- Monitor	Course Superintendent				
- Update	Finance				
	Development				
Review	June 2022			Indicator Report of Progress	
Plan updated for Year 2 (23/24)	July 2023			Indicator <u>Operational Plan</u> updated	
				Measure Copy produced and distributed to committee members	
1.3 Leadership ... accountable and open					
Action	Output	Time Frame	Status	Monitoring Success	RO
Informing stakeholders on organisation progress	Annual Report	Draft 31.7.2022		Indicator Delivery of draft report	
		Final 31.10.2022		Measure Delivery of Annual Report	
Informing members of key decisions	Member newsletter	After each Management meeting		Indicator Member accessing levels	
				Measure Board to consider any feedback received throughout the year and AGM	
Our 'team' will strive for continuous improvement	- Staff Review	Annually		Indicator Structured process in place to facilitate staff performance management and appraisal.	
				Measure Annual staff appraisals completed.	

	- Board and sub-committee review	September 2022 & Annually	Indicator Structured process in place to facilitate Board and sub-committee performance management and appraisal Measure Annual Board member appraisal completed.
<u>Clear Role Descriptions</u> document: - Committee - Sub-committees - Staff	Role descriptions reviewed and updated	January 2022	Indicator Role descriptions that are current and compliant Measure Feedback during Board annual appraisal.
<u>We will have a formal monitoring system to ensure we are meeting our legal and legislative responsibilities</u>	Develop/update an Annual Compliance Schedule	Annually	Indicator <u>Compliance Schedule</u> developed/updated Measure <u>Compliance Schedule</u> to be tabled at Board meetings (reporting against compliance items for the period)
	Monitor the compliance tasks	As per Board Meetings	

2. Our Club

2.1 Member & Visitor Experience ... where a welcome is just the beginning

How we will promote 'customer first': Where a welcome is just the beginning

Action	Output	Time Frame	Status	Monitoring Success	RO
Ongoing and enhanced focus on "customer first"	Customer service training: - Committee - Staff - Volunteers	September 2022		Indicator Member/Visitor/Customer satisfaction Measure Board to consider any feedback received throughout the year on 'member & visitor experience' during annual committee appraisal and during staff appraisal.	
2.2 Culture ... we are all ambassadors of our sport, club, and community					
Action	Output	Time Frame	Status	Monitoring Success	RO
Creating a 'team' approach to communicating customer commitments (members/visitors/customers) service so employees/volunteers and customers know what to expect	<u>Customer Charter</u>	September 2022		Indicator Member/Visitor/Customer satisfaction levels Commitment to the Customer Charter Measure Board to consider any feedback received throughout the year on 'club culture' during annual Board appraisal and during staff appraisal.	
2.3 Programming ... relevant and inclusive opportunities					
Action	Output	Time Frame	Status	Monitoring Success	RO
Youth Participation	Junior Program	Bi Annually		Indicator Increased juniors Measure Year-to-year data (memberships)	
Inclusion	Documented strategy	Ongoing		Measure Collaborative initiatives Indicator Year-to-year data (participation)	

3. Our Enabling Setting

3.1 Asset Management ... responsible and planned

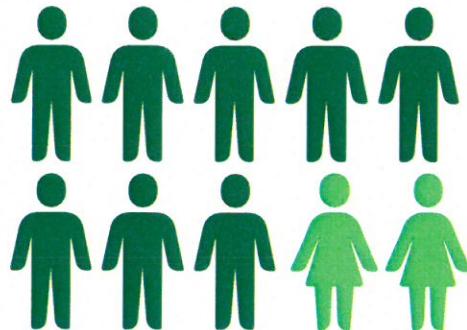
Action	Output	Time Frame	Status	Monitoring Success	RO
Collate and maintain a comprehensive <u>Asset Management Register</u> inclusive of 'Greens', 'Course', 'Facilities' and 'Equipment' categories	<u>Asset Management Register</u> developed	April 2022		Indicator <u>Asset Management Register</u> identified and reviewed Measure Initiatives listed Initiatives prioritised Initiatives costed	
3.2 The Course ... a quality experience with natural ambience					
Action	Output	Time Frame	Status	Monitoring Success	RO
Annual 'Greens' and 'Course' development program based on priority and funded initiatives in the <u>Asset Management Register</u>	Draft annual program Final	January 2022 March 2022		Indicator Receive Draft Approve Final Measure Number of priority initiatives implemented	
3.3 Facilities ... a hub (social and physical) that meets the community's needs and expectations					
Action	Output	Time Frame	Status	Monitoring Success	RO
Annual 'Facilities' and 'Equipment' development program based on priority and funded initiatives in the <u>Asset Management Register</u>	Annual schedule of 'Facilities' and 'Equipment' works implemented – draft Final	January 2022 March 2022		Indicator Initiatives planned and budgeted in annual works Measure Number of priority initiatives implemented	
Opportunities/Considerations					
Align priority initiatives with the Annual Budget and a long-term Resource Plan.					



MyGolf Participants September 2021 – October 2022

65
participants

between the ages of 6 - 16



20% female participation
53 male | 12 female

KEY ACHIEVEMENTS

- 7 programs conducted during the 12 month period.
- Funding support received (add details)
- Riverside Golf Club can boast having the highest junior registrations in the District.



- Thanks to our volunteer coaches: Mark Woodhouse, Lorraine Palmer and Barry Pilgrim. Our dedicated coaches have donated their time and prizes to our participants.
- Our Club and the Junior program has been supported by the following local businesses: Drummond Golf, McDonalds, Sunraysia Ten Pin Bowl and GBM Consulting.
- Of the total 65 participants, 15 have registered in multiple programs. The programs have reached 50 students throughout the duration.



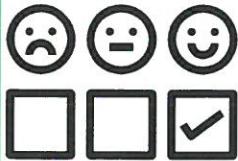
A note from the coaches

A huge thank you to all the coaches for their contribution, and to the parents for bringing their children along on a weekly basis. Thanks to the club for providing the facility and not only encouraging but understanding the importance of the junior development for the future of the club.

During the course of the program we have identified it may be more beneficial to the development of the participants to have separate groups, whether it be on an age basis or a skill basis.

Retention retention retention

- The pathway from MyGolf to the Golf Course is an area not catered currently through any golf Australia program.
- We need to provide a follow on from MyGolf to the course as a dedicated program. (see attached BPG submission)
- Juniors need to feel comfortable and gain the skills not only needed to play on course but to understand the rules and golf and the important area of course etiquette.
- Success for the junior program is the transition from practice to participation in competition, displaying not only knowledge and high level of etiquette cohesion with existing membership both new and old.



PARTICIPANT CONSULTATION

- What did they achieve?
What are their future goals? Positives / Negatives of the program?

PARENT CONSULTATION

- What are your preferred communication methods?
What are your preferred days/times to run the program? Value for money?



By applying a retention strategy to the program we have the ability to ensure participants keep returning.

Suggested Retention Strategy

- Program review - Are we offering pathways for the juniors?
- Does the MyGolf program offer enough variance to increase return bookings?
- Survey juniors participants at the conclusion of each program. (Suggested sample survey questions below)
- Consultation with parents at the conclusion of each program. (Suggested sample survey questions below)
- Offer incentives to re register, program discounts, special memberships
- Engage the parents and participants - offer a welcoming environment for participants to enjoy the company of like minded children/youth and for the parents to watch their children grow and develop, both whilst feeling part of a wider community.

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Lock 9 Lodge

MFL Mildura Finance

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Please support the businesses that support the Riverside Golf Club

For further details – see the Website: www.riversidegolclub.net