



# **Bright Country Golf Club Inc**

## ***Strategic Plan; 2022 - 2027***



“Where champions meet”

## Our Mission Statement

- The Bright Country Golf Club will provide a welcoming and an inclusive environment, for members, their families and visitors based on its long tradition of friendly service, hospitality and enjoyment:
- Our course will be maintained in excellent condition and provide a rewarding enjoyable and a challenging test for golfers of all standards.
- Our clubhouse will be a hub of activity both before and after golf, and a destination in itself.
- Our environment will continue to offer a beautiful riverside location and a home for many species of native birds and trees.
- Our staff will enjoy a supportive and engaging work environment and be committed to outstanding customer service.
- Our governance, administration and golf operations will be of the highest standard.
- Our Club will be known in the wider community as a good corporate citizen, for the quality of our facilities, service and friendly atmosphere and within the golfing community as a progressive leader.

## Our Values

- We want all our members, visitors and staff to feel welcome, respected and included.
- We care about maintaining a positive and enjoyable golf, social and work experience. We encourage fellowship and camaraderie amongst members and promote family participation.
- We have respect for others, our beautiful riverside golf course and we care about being good stewards of the land.
- We are progressive and forward thinking and use our resources wisely to ensure long-term success and sustainability.
- We are proud of our Club, its history and its traditions.
- We promote good sportsmanship and keen competition.

# The Bright Country Golf Club

**The Bright Country Golf Club** is located on the Back Porepunkah Road between Bright and Porepunkah. The club provides modern facilities for members including, bar, pro shop and recreational areas. The course is a par 72 layout taking advantage of the natural environment and offering challenges to every facet of the game.

Any future works proposed on the course will make reference to the Course Development Plan – 2009 prepared by the Bright Golf Course designer – Mr Tony Cashmore. The report is an excellent guide for the continued progress of the Bright Country Golf Club and should be referred to on a regular basis.

The Bright Country Golf Club is responding to the needs of an aging membership by continuing to support the use of carts on the course. A Storage shed is now provided for members to securely store their carts at modest annual charges designed to cover the cost of electricity and to provide a small fund to meet the progressive upgrade of cart paths around the course.

Inside the club house work continues on providing members with the most modern facilities and opportunities for relaxation and recreation. The continued raffles and fun nights provide members with immediate access and are helping to provide a valuable income stream for the club. The club is very grateful for the continued support of our ladies group providing members with a particularly high standard of food on a regular basis and also offering gourmet catering for functions and golf days.

Long term financial sustainability is one of the biggest challenges faced by the club. The competition for dollars continues to mount and the club is very reliant on a loyal but aging membership.

Support for the development of juniors and the attraction of new members to the club and the course is a feature of this plan. Operating within a restricted staff structure and relying heavily on a wonderful volunteer program both inside the clubhouse and on the course has enabled the club to stabilize its financial position.

This plan contains strategies for the continuation of that process over the next four years and includes utilizing the funds from subdivision development. The club operates within its constitution and articles of association and the legislation including the Registered Clubs Act. The management team is led by a board of very competent directors who have a vision for the future and are committed to the long term success of the club

# The Presidents Message

Dear Members,

## **STRATEGIC PLAN 2022-2027**

It is with pleasure that we enclose our Strategic Plan, which has been developed over the last few months.

The Committee has concentrated on a five year planning period and the circumstances likely to be within our control over that period. Having said that we will remain agile and alert to changing conditions and opportunities, which may arise during this period.

Our overriding emphasis has been and will be to foster a club atmosphere of friendship, civility and respect, so that all members enjoy and value their membership. This of course is the joint responsibility of not only the Committee, but all of us and requires the commitment and goodwill of all of us.

We are all aware of the pervading operating environment for private golf clubs and the financial pressures which a number of private golf clubs are experiencing. Your Committee is confident that our Club can survive and prosper into the future. Our confidence is based on the belief in the ability of our Club to maintain and refresh its membership. In order to do this, the Club's course and facilities must be first rate, so as to be the Club of first choice in the area.

The Club is in a unique location, in a beautiful environment and our focus has been to improve the playing conditions to make it a stand out course for prospective members. We believe this will be achieved in the near term. With the consolidation of the recent course works, the course should continue to improve in years to come.

We are in the process of developing a Master Plan for the Bright Country Golf Club and the Club House and its environs which may, if necessary, be completed in stages, but when completed should satisfy the members' aspirations.

We hold reasonable reserves and believe that we can prudently manage our finances to ensure that the Club does not go into debt in order to achieve much of the work contemplated by the Master Plan during the strategic planning period.

We thank the sub-committee for its work in developing the Strategic Plan and for its ongoing work in the necessary revision of our Constitution. We thank also those of you who provided input following the release of the draft Strategic Plan to the Membership.

There are exciting times ahead!

# SWOT Analysis

## Strengths

- Long standing stable membership base
- Quality golf course for all levels
- Course availability
- Natural beauty of the course
- Strong traditional program of events
- Active volunteers
- Potential for land development
- Year round favourable weather conditions
- Good course playability
- Own all land holdings
- Focused Board and Management

## Threats

- Aging membership
- Weather
- Business sponsorship
- Competition from other local clubs

## Weaknesses

- Aging infrastructure
- Technology
- Lack of expertise in social media
- Limited practice facilities
- Age of core building

## Opportunities

- Increase revenue from course and clubhouse operations
- Fairway watering
- Internet
- Accommodation facility
- Increased social membership
- Harness the rise of social golf.
- Increase the number of women and younger members

# The vision for the future

“A progressive, vibrant Golf Club where players and families come to have fun, relax and enjoy modern facilities and experience a memorable and challenging round of golf”

**Club House**



**Course**



**Members**



**Administration**



***These are the goals for each area of club operation***

A modern club house and facilities meeting the needs of members and the wider community

A challenging course in good condition all year round

A growing base of members keen to spend time on the course and in the club house

Legal compliance and long term financial stability



# 1 Members and Communication

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## GOALS

A growing base of members keen to spend time on the course and in the club house

A Club atmosphere of friendship, civility and respect for all, whereby members enjoy and value their membership.

Established pattern of periodical surveys of members' views and responses to their feedback.

Quality communication with members, staff and stakeholders.

- ACTIONS 2022 - 2027
- Consider views from all categories of membership across gender, age and golfing ability.
- Encourage participation and support for social events for members, their families and friends.
- Encourage Members to play with a diversity of players.
- Actively welcome new members.
- Create an empathetic environment so members, particularly new members, feel a sense of belonging.
- Schedule functions appealing to a wide cross section of members.
- Review and refine communication channels.
- Keep Members informed on all significant matters affecting the Club.
- Develop a social media policy.
- Appoint a Communications Officer.
- Publish and enforce policies on behaviour.



## 2 Membership

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### GOALS

A full list of members in each of the categories of membership based on sensible limits.

### ACTIONS 2022 - 2027

Determine preferred size of membership by category and establish limits for playing members.

Review categories of membership and develop flexible options for new member target groups.

Benchmark our membership categories and fees for specific membership groups against other clubs and adjust where appropriate.

Investigate more flexible financial arrangements for members and prospective members.

Establish a marketing strategy for new members in target categories.

Conduct exit interviews for those leaving.



# 3 The Course

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## 3.1 The Course Layout

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### GOALS

Establish an interesting beautiful layout providing a challenging and enjoyable experience for all standards of players.

### ACTIONS 2022 - 2027

- Completed re-design and construction of holes 5 and 7 tees including mounding and drainage.
- Completed works on new water hazard / storage on the 4th
- Consider tee positions to provide a more playable course for women, senior, junior and novice golfers and if appropriate create additional tees.
- Minimize, as far as possible, disruption to members.
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## 3.2 Fairways

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### GOALS

Establish consistent high quality native couch grass fairways on all holes.

### ACTIONS 2022 - 2027

- Continue to nurture native couch grass on all holes where it has been laid or planted and complete the program for all holes.
- Control occurrence of unwanted grasses and weeds.
- Ongoing review and improvement of drainage.
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## 3.3 Greens and Tees

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### GOALS

#### GREENS

Firm, fast, true and consistent bent grass surfaces

#### TEES

Firm, fast, true and consistent bent grass surfaces

### ACTIONS 2022 - 2027

- Focus on smooth, true surfaces that are consistent in pace and firmness
- Develop a greens strategy of maintenance and renewal based on the Superintendent's recommendations and expert advice.

Continue resurfacing and leveling of remaining Tees not done

### 3.4 Rough

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#### GOALS

Maintenance of rough areas to ensure safety, ease of finding balls, cost of maintenance, protection of the environment, and character of the course.

Firm, fast, true and consistent bent grass surfaces

#### ACTIONS 2022 - 2027

Eliminate weeds, particularly Poa and Kikuyu and Encourage and native couches.

Develop a program for maintenance of rough.

Re-assess hazard boundaries by re-aligning stakes, lines and control of undergrowth.

### 3.5 Trees and Vegetation

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#### GOALS

Trees and vegetation maintained in accordance with the Vegetation Management Plan (VMP) and relevant statutory bodies

To manage overpopulated areas producing poor growth habits

#### ACTIONS 2022 - 2027

Remove dangerous and unwanted trees in accordance and course playability considerations. Prune where appropriate to provide clear playing lines off all tees.

All removal works to be conducted in accordance with the Alpine Shire Planning Permit .( If required )

Remove excess trees.

### 3.6 Water and Irrigation

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#### GOALS

Continue to be self sufficient in periods of extreme warm and dry weather and low river flows.

Healthy billabongs.

Swift flood-water removal capability from low lying areas

#### ACTIONS 2022 - 2027

- Continue to comply with and monitor our Water –Bore and wastewater.
- Develop long term water storage plan along with further construction of water storage areas
- Monitor water quality treatment requirements and adjust if necessary.
- Investigate further infrastructure to remove flood waters from low lying areas.

### 3.7 Practice Facilities

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#### GOALS

Quality practice facilities including a practice fairway and short game areas.

#### ACTIONS 2022 - 2027

Monitor practice fairway management and maintenance program in conjunction with the Course Superintendent.

Enforce safety guidelines for the practice fairway and ensure clear signage, communication, and controls.

## 4 Safety

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#### GOALS

Ensure a safe and positive environment for all

#### ACTIONS 20222 - 2027

- Review Occupational, Health and Safety policy and practice.
- Review emergency plans to ensure regulatory compliance and safety of staff, members and visitors.
- Review adequacy of insurance covers.
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## 5 Staff

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#### GOALS

Ensure staff enjoy a supportive and engaging work environment that is committed to outstanding customer service.

#### ACTIONS 2022 - 2027

- Explore training and career development opportunities for employees.
- Review HR staff support programs.
- Establish dispute resolution procedures.
- Review and develop staff position descriptions, including areas of responsibility.
- Implement and document annual performance reviews.
- Look at ways to improve staffing in office and pro shop

## 6 Match

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### 6.1 Golf Club Events

#### GOALS

A broad range of golf events for all membership groups. Well-structured junior program. Full fields for all major events.

#### ACTIONS 2022 - 2027

- Increase participation in nine hole play for members and guests.
- Encourage mixed competitions.
- Identify a leader to run the Junior Program.
- Increase number of family and junior events.
- Continue inter-club matches and course exchanges.
- Schedule more drawn events.
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### 6.2 Other Events

#### GOALS

Host state/local and regional golf events at Bright GC.

#### ACTIONS 2022 - 2027

- Plan to hold 1 or 2 VGA and/or PGA events each year.
- Work with staff and members to develop the prestige of future events at the Bright Golf Club.
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### 6.3 Pennant

#### GOALS

Strong, competitive and successful Pennant teams. Program for development of players for Pennant teams. Greater visibility and support for Pennant teams. Host state/national golf events at Bright GC. Enhanced future events.

#### ACTIONS 2022 - 2027

Meet with Club's elite players to encourage participation, camaraderie and obtain feedback.

Review Pennant aims and appropriate goals for all teams.

Establish programs with the clubs elite to develop suitable players.

Encourage support for the teams from members.

Celebrate successes

## 6.4 Etiquette

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### GOALS

Improved speed of play.

Improved member treatment of course

### ACTIONS 2022 - 2027

Continue to educate members on speed of play, and rules.

Continue with the education videos.

Encourage members to care for the course, including proper repair of divots and pitch marks.

# 7 Clubhouse and Social

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## 7.1 Use of Clubhouse

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### GOALS

Increase use of Clubhouse by members and their guests

- before and after golf
- at members' social functions
- at special events
- for casual meeting and dining

Increase use of Clubhouse by visitors but not so as to unduly interfere with the rights of members.

Stronger participation in non golfing membership groups and activities (eg bridge, wine, food and guest speakers).

Consistently high standard of food, beverages and service at reasonable prices.

### ACTIONS 2022 - 2027

- Develop new programs and offerings.
- Promote use of clubhouse for external functions, in particular small corporate workgroups.
- Act on the results of member survey – facilities, events, food and beverage.
- Improve food, coffee and wine offerings and encourage casual use of and dining in the Clubhouse.
- Plan and implement a diverse range of member and guest functions, dinners and celebrations.
- Meet with representatives of non-golfing activities to foster expansion of activities.
- Investigate and improve media coverage in the Clubhouse.
- Continuous improvement of staff training programs to enhance variety, quality, consistency and value of food and beverages

## 7.2 Clubhouse Facilities

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### GOALS

Improved ambience and efficiency of Club House facilities.

### ACTIONS 2022 - 2027

Update Master Plan to enable cohesive programs for Clubhouse renovations and upgrades.

Cosmetic upgrade of other areas of the clubhouse as required.

Renovation of women's and men's toilets facilities

Implement a specific study to explore options for management/storage of electric buggies and carts.

Develop a marketing plan for achieving additional income.

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## 8 Governance and Strategic Planning

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### GOALS

Best practice Constitutional framework governing the Club's operations and activities and clarifying the roles and responsibilities of the Committee, women's committee, sub-committees, members and management.

Rolling extension and review of Strategic Plan.

Harnessing the skills and expertise of members by involvement in sub-committees.

### ACTIONS 2022 - 2027

- Modernize Constitution so as to eliminate anomalies and reflect good corporate governance.
- Establish Charters for General Committee and sub-committees.
- Establish by-laws for elections, operational policies, codes of conduct for members and employees.
- Self-assessment of the General Committee.
- Conduct annual governance/strategic planning workshop attended by Committee and senior management.
- Develop a skills matrix of members and engage their expertise in sub-committees and projects.
- Ensure balance and diversity in sub-committees and foster succession planning.
- Engage all stakeholders with strategic directions.
- Conduct annual (or as required) review of Strategic Plan.
- Explore training and career development opportunities for employees.
- Review HR staff support programs.
- Establish dispute resolution procedures.
- Review and develop staff position descriptions, including areas of responsibility.
- Implement and document annual performance reviews.
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## 9 Finance and Risk Management

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### GOALS

Sound prudent and sustainable financial planning and risk management.

Target operational surpluses to build reserves to ensure long-term success and financial strength.

### ACTIONS 2022 - 2027

- Complete business plan to accompany the Strategic Plan, including capital expenditure priorities and cash flows.
- Benchmark staffing, Clubhouse and course expenditure against other clubs.
- Develop a model to allow different assumptions (e.g membership levels, categories and subscriptions, income and operating costs) to be tested financially.
- Monitor new accounting system.
- Undertake risk assessment and ensure appropriate risk management is in place.
- Consider establishing a foundation to raise funds for future capital projects.
- Provide members with quarterly financial updates.
- Explore joint buying or sharing of resource opportunities with other Clubs and implement if advantageous to do so.

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## Financial Reports

<b>Profit and Loss Statement</b>	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>
Income						
Membership / Subscriptions	\$ 84,163.65	\$ 78,343.20	\$ 81,590.92	\$ 79,843.61	\$ 80,903.63	\$ 59,720.00
Advertising /Sponsorship	\$ 10,012.31	\$ 11,344.29	\$ 19,406.24	\$ 11,958.63	\$ 12,029.57	\$ 2,131.00
Golfing Income	\$ 229,811.60	\$ 249,754.04	\$ 234,531.06	\$ 258,676.40	\$ 214,079.97	\$ 244, 944.00
Golf Shop Sales	\$ 35,693.44	\$ 35,073.63	\$ 31,645.42	\$ 28,808.38	\$ 29,008.37	
House Bar sales	\$ 29,566.92	\$ 32,607.97	\$ 31,470.39	\$ 28,614.97	\$ 25,309.50	
Fund Raising Activities	\$ 5,673.00	\$ 3,584.00	\$ 7,740.68	\$ 5,800.28	\$ 4,341.35	
Competition Fees					\$ 30,677.80	\$ 27,786.00
Tournaments					\$ 17,307.26	\$ 20,966.00
Gross Profit - Trading						\$ 286.28
Other Income	\$ 3,321.05	\$ 29,342.29	\$ 3,466.12	\$ 4,133.15	\$ 10,181.05	\$ 9,965.00
<b>Total Income</b>	<b>\$ 398,241.97</b>	<b>\$ 440,049.42</b>	<b>\$ 431,791.37</b>	<b>\$ 417,835.42</b>	<b>\$ 423,838.50</b>	<b>\$ 394,140.00</b>
Expenditure						
Course Expenses	\$ 99,239.92	\$ 93,681.88	\$ 96,997.46	\$ 125,641.94	\$ 126,401.33	\$ 113,253.00
Club Operating Expenses	\$ 78,891.79	\$ 80,957.18	\$ 100,215.84	\$ 81,398.17		
Operating Expense					\$ 13893.60	
Bank Charges					\$ 3546.09	\$ 3,567
Borrowing Costs					\$ 106.40	
Catering Expenses					\$ 3564.83	\$ 4,106
Golf Cart Expenses					\$ 625.92	
House Expenses					\$ 5125.24	\$ 7,315
Competition Expenses					\$ 16539.26	\$ 16,667.00
Office Expenses					\$ 2393.04	\$ 16,185.00
Office Expense 2					\$ 14693.99	\$ 21,936.00
Capital Works						\$ 16,297.00
Insurance					\$ 9090.91	\$ 10,232.00
Interest Loan					\$ 387.11	\$ 44.00
Licences & Permits					\$ 17289.75	\$ 1,5715
Employment Expenses	\$ 120,953.80	\$ 129,099.34	\$ 131,713.07	\$ 126,853.03	\$ 129,612.88	\$ 135,543.00
Golf Shop Purchases	\$ 19,944.19	\$ 21,051.61	\$ 20,605.29	\$ 13,995.63	\$ 13,501.58	
House Committee Purchases	\$ 14,748.29	\$ 13,437.84	\$ 15,127.70	\$ 13,964.52	\$ 14,690.30	
Fund Raising Expenditures	\$ 677.45	\$ 578.63	\$ 1,101.26	\$ 0.00	\$ 322.08	768.00
<b>Total Expenditure</b>	<b>\$ 333,141.44</b>	<b>\$ 338,806.48</b>	<b>\$ 365,760.62</b>	<b>\$ 361,853.29</b>	<b>\$ 384,460.86</b>	<b>\$ 419,094.00</b>
<b>Operating Profit</b>	<b>\$ 65,100.53</b>	<b>\$ 101,242.94</b>	<b>\$ 66,030.65</b>	<b>\$ 55,982.13</b>	<b>\$ 39,377.84</b>	
Depreciation Expense	\$ 43,270.00	\$ 29,119.73	\$ 34,878.00	\$ 32,728.00	\$ 36,403.00	\$ 41,764.00

<b>Net Profit ( Loss )</b>	<b>\$ 21,830.53</b>	<b>\$ 72,123.21</b>	<b>\$ 31,152.65</b>	<b>\$ 23,254.13</b>	<b>\$ 2,974.64</b>	<b>( \$ 24,954.00)</b>
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## Financial Reports

<b>Profit and Loss Statement</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Actual</b>	<b>2023 Actual</b>	<b>2024 Actual</b>	<b>2025 Actual</b>
<b>Income</b>						
Membership Subs	\$ 76,582.00	\$ 91,429.00				
Advertising Sponsor	\$ 14,657.00	\$ 1,895.00				
Golfing Income	\$ 192,587.00	\$ 400,492.00				
Golf Shop Sales	\$ 21,788.00	\$ 48,737.00				
House Bar sales	\$ 23,420.00	\$ 43,770.00				
Fund Raising	\$ 3,830.00	\$ 1,647.00				
Competition Fees	\$ 25,874.00	\$ 38,073.00				
Golf Cart Shed	\$ 0	\$ 2,437.00				
Interest	\$ 30,400.00	\$ 26,875.00				
<b>Gross Profit - Trading</b>	<b>\$ 16,523.00</b>	<b>\$ 40,190.00</b>				
Other Income	\$ 1,162.00	\$ 25,510.00				
Govt Subsidies	\$ 38,000.00	\$ 71,794.00				
Rebates, Recoveries	\$ 19,043.00	\$ 4,916.00				
<b>Total Income</b>	<b>\$ 463,866.00</b>	<b>\$792,849.00</b>				
<b>Expenditure</b>						
Course Expenses	\$117,905.00	\$ 105,016.00				
Operating Expense						
Bank Charges	\$ 2,178.00	\$ 6,276.00				
Advertising	\$ 114.00	\$ 87.00				
Catering Expenses	\$ 4,359.99	\$ 2,022.00				
Print & Postage	\$ 6,051.00	\$ 5,629.00				
Clubhouse Expenses	\$ 2,848.00	\$ 4,804.00				
Competition Exp	\$ 15,962.00	\$ 22,220.00				
Office Expenses	\$ 1,636.00	\$3,546.00				
Capital Works	\$ 14,951.00	\$ 70,077.00				
Insurance	\$ 11,448.00	\$ 11,876.00				
Accountancy Fees	\$ 1,600.00	\$ 2,675.00				
Affiliation Fees	\$ 18,936.00	\$ 20,891.00				
Superannuation	\$ 12,329.00	\$ 14,963.00				
Bar & Shop Purchases	\$ 23,747.00	\$ 54,811.00				
Rates & Taxes	\$ 2,888.00	\$ 3,216.00				
Electricity	\$ 16,159.00	\$ 15,107.00				
Repairs & Maintenance	\$ 3,936.00	\$ 580.00				
Subscriptions	\$ 2,782.00	\$ 1,773.00				
Telephone	\$ 4,162.00	\$ 3,834.00				
Travelling & Vehicle	\$ 2,090.00	\$ 619.00				
Wages	\$ 144,639.99	\$ 165,797.00				
Registrations, Fees		\$ 2,502.00				
Sundry & Workers etc	\$ 5,347.00	\$ 5,131.00				
<b>Total Expenditure</b>	<b>\$416,068.98</b>	<b>\$523,452.00</b>				
<b>Operating Profit</b>						

Depreciation	\$ 40,965.00	\$ 38,075.00				
<b>Net Profit ( Loss )</b>	<b>\$6,832.02</b>	<b>\$231,322.00</b>				

<b>Financial Position</b>	<b>2014 Actual</b>	<b>2015 Actual</b>	<b>2016 Actual</b>	<b>2017 Actual</b>	<b>2018 Actual</b>	<b>2019 Actual</b>
<b>Assets</b>						
Current Assets	\$ 126,864.65	\$ 231,387.94	\$ 286,097.14	\$ 292,137.14	\$ 263,487.00	\$ 1,685,394.00
Fixed Assets	\$ 1,074,670.36	\$ 1,066,986.81	\$ 1,061,051.81	\$ 1,060,318.36	\$ 1,095,087.00	
<b>Total Assets</b>	<b>\$ 1,201,535.01</b>	<b>\$ 1,298,374.75</b>	<b>\$ 1,347,148.95</b>	<b>\$ 1,342,455.50</b>	<b>\$ 1,358,574.00</b>	<b>\$ 2,732,093.00</b>
<b>Liabilities</b>						
Current Liabilities	\$ 34,804.17	\$ 59,773.97	\$ 81,350.51	\$ 56,529.45	\$ 66,973.00	\$ 29,253.00
<b>Total Liabilities</b>	<b>\$ 34,804.17</b>	<b>\$ 59,773.97</b>	<b>\$ 81,350.51</b>	<b>\$ 56,529.45</b>	<b>\$ 66,973.00</b>	<b>\$ 29,253.00</b>
<b>Net Assets</b>	<b>\$ 1,166,730.84</b>	<b>\$ 1,238,600.78</b>	<b>\$ 1,265,798.44</b>	<b>\$ 1,285,926.05</b>	<b>\$ 1,291,601.00</b>	<b>\$ 2,702,840.00</b>

<b>Financial Position</b>	<b>2020 Actual</b>	<b>2021 Actual</b>	<b>2022 Actual</b>	<b>2023 Actual</b>	<b>2024 Actual</b>	<b>2025 Actual</b>
<b>Assets</b>						
Current Assets	\$ 1,666,384.00	\$ 1,871,428.00				
Fixed Assets	\$ 1,047,705.00	\$ 1,031,972.00				
<b>Total Assets</b>	<b>\$ 2,714,089.00</b>	<b>\$ 2,903,400</b>				
<b>Liabilities</b>						
Current Liabilities	\$ 25,876.00	\$ 16,771.00				
<b>Total Liabilities</b>	<b>\$ 25,876.00</b>	<b>\$ 16,771.00</b>				
<b>Net Assets</b>	<b>\$ 2,688,213.00</b>	<b>\$ 2,886,629.00</b>				

## Capital Expenditures

<b>Capital works</b>	<b>2022 Budget</b>	<b>2023 Budget</b>	<b>2024 Budget</b>	<b>2025 Budget</b>	<b>2026 Budget</b>
House					
Upgrade Toilets					
Storage Shed - Complete					
Paint internally					
Replace computer and telephone systems					
Replace tables					
Reline ceiling in Bar and Function area					
Miscellaneous					
Course					
Cart Paths					
Tee levelling program					
Design all remaining holes					
Back nine replacement greens					
Road and car park reseal					
Equipment					
Plant –					
Plant – ongoing replacement					
Land Development					
Survey, design and DA					
Totals					
Funds available for Capital works (Net profit plus depreciation)					

## Bright Country Golf Club - Machinery & Assets Audit - Aug 2020

Machinery	Year	Model	Vin	Current Market Value	Insured Value (092110PZBI)	Nominated Excess	Notes/comments
<b>Rough cutter Mowers</b>							
Toro		3280	210000103	\$1,000.00	\$5,000.00	\$250.00	
Toro Roughs Mower			250000159	\$5,000.00	\$8,000.00	\$250.00	
Toro (Fairway) Ground master 4000	2011	30448		\$31,000.00			not currently specified in policy
<b>Greens Mower</b>							
Toro Greensmower		3250D	210000398	\$5,000.00	\$13,000.00	\$250.00	Scheduled for replacement
Toro Greensmower	2008	32500	280001039	\$10,000.00	\$18,000.00	\$250.00	
<b>Tee Mower</b>							
Toro	2007	3100D	23000197	\$20,000.00	\$16,000.00	\$250.00	increase insured value to \$20,000?
<b>Fairway Mower</b>							
Toro reel master		5510	311000308	\$50,000.00	\$50,000.00	\$500.00	increase insured value to \$60,000?
<b>ANCILLARY EQUIPMENT</b>							
Toro Multipro Sprayer		DH1250	250000224	\$20,000.00	\$20,000.00	\$250.00	estimate of market value
Sand Spreader - Dakota		410	115-07	\$16,000.00	\$16,000.00	\$250.00	estimate of market value
Cushman Turf Truckster			311000308	\$20,000.00	\$12,000.00	\$250.00	estimate of market value
Motor Bike - 4 Wheel Honda		Quad	LM814	\$8,000.00	\$4,000.00	\$250.00	estimate of market value, replacement value est \$20,000
Tractor Yamaha		Yamlx pgba	YAMLX49PGBA 000240	\$31,000.00	\$31,000.00	\$300.00	
Golf Cart Yamaha 1							
Golf Cart Yamaha 2				\$5,000.00	\$5,000.00	\$400.00	
Golf Cart Yamaha 3				\$5,000.00	\$5,000.00	\$400.00	
Golf Cart Yamaha 4				\$5,000.00	\$5,000.00	\$400.00	
Golf Cart Yamaha 5				\$5,000.00	\$5,000.00	\$400.00	
Golf Cart Yamaha 6				\$5,000.00	\$5,000.00	\$400.00	
Golf Cart Yamaha 7				\$5,000.00	\$5,000.00	\$400.00	
Golf Cart Yamaha 8				\$5,000.00	\$5,000.00	\$400.00	
Golf Cart Yamaha 9				\$5,000.00	\$5,000.00	\$400.00	
Golf Cart Yamaha 10				\$7,000.00			not currently specified in policy
Golf Cart Yamaha 11				\$7,000.00			not currently specified in policy
Curators Ute				\$15,000.00			is this covered elsewhere?
<b>Total</b>				<b>\$286,000.00</b>	<b>\$233,000.00</b>		Total insured machinery (excluding contents of workshop) is currently \$400,000.00

<b>Workshop Contents</b>							
<b>Machinery</b>	<b>Year</b>	<b>Model</b>	<b>Vin</b>	<b>Current Market Value</b>	<b>Insured Value (092110PZBI)</b>	<b>Nominated Excess</b>	<b>Notes/comments</b>
Tipping Trailer				\$2,500.00			
Mobile River pump				\$2,000.00			
Ground tools				\$2,000.00			
2-Chainsaw				\$1,600.00			
20" Hand mower				\$1,500.00			
Spanner/socket sets				\$1,000.00			
2-Drills				\$800.00			
Gas Welder				\$600.00			
240v welder				\$500.00			
1-Polesaw				\$500.00			
Grease Gun				\$400.00			
Angle grinder				\$300.00			
<b>Total</b>				<b>\$13,700.00</b>			Total workshop contents \$100,000.00 - nothing nominated - is this OK?
<b>Notes</b>	Should more machinery items be nominated e.g. new carts, newest rough cutter,						
	Should we be insured for replacement value (i.e. new for old)?						

18/2/2022

