



ABN 85 000 413 187
(A Company Limited by Guarantee)

Annual Report and Accounts

For the year ended March 31st, 2020

3 Centenary Drive, Mosman
New South Wales
Australia

Office Bearers

Board Directors as at March 31st,2020

President:	K. Doran. B.Sc. (Pharm), MBA, GAICD
Vice President:	J.R. Molyneux. FCA
Treasurer:	C. Carroll. LLB
Board Secretary:	J. Dalgliesh
Directors:	Prof. R.Bushell. M.Sc,PhD
	T. James. B. Bus, LLB, MBA, GAICD, FIML
	W. Lamb. BA Econ.
	T. Rosso. MICS

General Manager

M. Murray	1 st April 2019 - 12 th August 2019
Justin Wolfs	13 th August 2019 - 31 st March 2020

Operations Committee

K. Doran
A. Marshall
J.R. Molyneux
E. Marshall
J. Wolfs

Sub-Committees/Advisory Groups

Building

G. Rietbergen (c), R. O’Dea, R. Edwards, P. Squance, J. Young

Risk & Compliance

D. Pike, A. Nicholls, R. Hyman(r), S. Dutton

Water Sports

Padding: R. Mates (c), Chris Marr (r), C. Janes, K. Soderberg

RC Sailing: N. Buckley

Fishing: D.O’Donohue

Grants

R. Bushell (c), G.Burke

Membership

K. Doran (c), J. Briscoe, J.Dalgleish

Social Committee

S. Stevens (c) M. Briggs, S. Hoffman, J. Dalgliesh, L. Holub, M. George, J. Cain, R. Bushell

Note: Those marked with (c) denote the current chairperson of the sub-committee, (r) denotes retired

President's Report

Dear Mosman Rowers Members,

It is a pleasure to be able to reflect on our first full year of operations of the Rowers New Era. As Members, as a Club, as a Community we have come a long way from having to fight for survival including having to literally fight fires! We thank every Member and our wider Community for all their support and generosity during our first year. We especially thank our Life Members, our Community Partner Sponsors, Murchisons and Di Jones Real Estate, and all those who volunteer and support our Club.

During the year to 31st March 2020 the Board and Management have focused on the following:

- Establishing sustainable and viable operations in partnership with our retail operations management team, Bird & Bear.
- Complying with the terms and conditions of the Roads & Maritime Services (RMS) Agreement for Lease (AFL) and the Lease. Establishing systems for compliance with the Independent Liquor & Gaming Authority (ILGA) license requirements and the Registered Clubs Act.
- Securing a long-term lease with Mosman Council.
- Structural improvements to the Clubhouse including the substructure.
- Reviewing and strengthening our viable operating model with a professional operator to deliver Member benefits.
- Planning and executing a long-term water-based activities strategy, including the acquisition of a Mosman Rowers safety boat.
- Establishing the relevant committees and advisory groups to ensure focus on key strategic initiatives and sustainable programs at the Club.
- Establish channels for member engagement and feedback.
- Rebuilding the Club post the voluntary administration period, including financial and operating systems, banking structure, sinking fund, compliance systems.
- New IT operating and reporting systems to improve the efficiency and accuracy of our data.
- New membership system to improve membership, enrolment, communication and renewal.
- The ongoing review of our products and services to enhance Member satisfaction and engagement.
- The recruitment and training of an entire new management and venue team to support Members.
- Maintaining optimal membership numbers and driving membership growth.
- Reviewing the annual events calendar to foster sporting, social and family events.

As at 31 March 2020 total membership was 1,397, comprising a mix of established and new Members. During the period we saw over 1000 members join and renew. Further, due to the onset of COVID-19 we extended hundreds of membership expiry dates to recognise the impact of Club closures on members access to the Club, and to enable us to adopt a "wait and see" approach to the COVID impacts for the Club post March 2020. A key focus for us continues to be ensuring we engage and embrace our new and long-term Members into our Club so they can actively be part of the Mosman Rowers community and culture. The Social and Membership Committee has gone a long way to ensuring we better communicate, engage, and support our members.

During the year, our members and the community continued to come together, but special thanks must go to the stalwart members of the Club who continually give their time and support to go above and beyond for the benefit of all members.

We are grateful for our wonderful Rowers team, who have consistently work hard through a rapidly changing period to deliver exceptional member experiences and ensure our Members feel comfortable in our home on Mosman Bay. I would also like to thank the wonderful management team, led at different times by our General Managers Matthew Murray, and Justin Wolfs, who along with Emma & Adam Marshall of Bird & Bear, have overseen the transition of the Club, in such a short one year period, from a broken Club on

the brink, to a vibrant, energetic and fully engaged Club. We welcome the arrival of Tristian Hope, the new Group General Manager for the Bird & Bear Group, an experienced chef and business owner who will work with Adam and Emma and our Rowers crew to move the Rowers closer to our ultimate goal as being the best waterside Club on Sydney Harbour.

I am also personally very grateful for the assistance of all our Board members, each and every one has dedicated and invested significant time, energy and resources into the Club, beginning with weekly Board meetings initially, then fortnightly with additional emergency meetings throughout the year. They have supported events, activities, sub committees and working groups with such positive enthusiasm and professionalism. I would also like to mention the various volunteers on our sub committees who made significant contributions above and beyond the expectations of anyone. Without our volunteers the Club would not have had such a successful first year and would not be set up so strongly for the future in Mosman Bay. Special mention must go to Professor Robyn Bushell for her incredible management of the Grant strategy and extensive work on grant submissions that saw us win several grants during the year including the Rowers Bar deck rebuild.

The Board will continue to meet regularly as we work towards achieving our vision of establishing the Mosman Rowers as THE key Community hub in the Mosman area. To this end, this year has been a great year of collaboration, seeing the Rowers really establish itself as part of the Mosman Bay broader community. We contributed to the Mosman Council Mosman Bay Plan of Management review. We have established a wonderful relationship with the 3rd Mosman Bay Sea Scouts, working together on joint grant applications for the benefit of all. We have created incredible collaborative opportunities with the Sydney Amateur Sailing Club, with new and exciting sailing initiatives and activities being planned for the next 12 months. We are working with local environmental groups and the Council to enhance our Club and Mosman Bay, all while reducing our impact on the environment.

As a community, navigating the evolving COVID-19 situation we must remember now, more than ever, that Clubs are important. They are important avenues for people to come together, to feel welcome, to feel safe and to feel a sense of belonging. To this end, we ask you to think of your fellow members, your friends and your family who may be doing it tough and support each other, our members and our broader community.

After all, the Mosman Rowers is all about Community and bringing together young and old!

Thank you once again for being a member of our fabulous Club, and we look forward to seeing you all at the Club again soon.

Warm regards,



Kathrina Doran
President
August 2020

Operations Manager's Report

What a year! From fires to fanfare, parties to pandemics, our first year at the Rowers has been one of triumph and challenge to say the least.

We've enjoyed a number of achievements - our proudest of which has been seeing the local community return to the Rowers with a new sense of pride. We've enjoyed getting to know our members more intimately, as well as welcoming visitors to the Club from across Sydney and internationally. Whilst always a local icon, the Rowers has proudly stamped its name on Sydney's food & hospitality map this year.

We saw the return of many Rowers social staples - including Trivia, Meat Raffle, Rowers Rugby, the Fishing Club and live music - a big thanks to the many volunteers that helped to make these happen. Additionally, we hosted a number of successful events, including Easter & Anzac Day celebrations, Mothers & Father's Day lunches, Melbourne Cup, Australia Day, Valentine's Day, corporate & charity events and more. We also celebrated many occasions with our members - from birthday parties, to christenings, weddings and wakes. It has been a privilege to play a part in these special moments.

We've continuously sought to improve our offering, responding to members' feedback and requests throughout the year. Head Chef Paul Baker, alongside former General Manager Justin Wolfs, have worked tirelessly with their teams to deliver the food & hospitality our members desire.

Our biggest thanks go to our incredible team, without whom none of this would have been possible. There isn't time or space here to name them all but you know who they are and they know you, and together that's what makes the Rowers what it is.

A special thanks also to the Rowers Board - all of whom have individually and collectively contributed so much throughout the New Era Campaign and every day since to secure the Club's future.

In much the same way it started, the year ended in drama. On the 23rd of March we were forced to close our doors once more. We're so grateful to all those who supported our team during this difficult time, purchasing our take-home meals and being the first to return as soon as we could reopen our doors.

Looking forward, we have a number of exciting initiatives in store for the coming year. We're working closely with the Social Committee to build a lively calendar of events. We'll continue to evolve our menu offering and deliver new experiences for members, including wine appreciation nights and other showcase events with our suppliers. And we're planning a very special summer 'Staycation' program for all of those who won't be jet setting away this holiday season - stay tuned!

We don't think anyone could have predicted the year that was - great highs, great lows, but in true Rowers tradition we've emerged only stronger for it. We look forward to continuing the adventure with you and know that with our great team and supporters we will only get better from here.

Adam & Emma Marshall

Membership Report

As a Club, Membership remains a vital part of our financial, social and community viability. Between 1st April 2019 and 31st March 2020 we had over 1000 members renew, or join the Club. That is an incredible achievement and of which we are incredibly proud.

Member's Annual membership fees remained at \$99 and have been budgeted essentially to cover the Club's specific Member and corporate costs, such as voluntary workers insurances in addition to funding extraordinary repairs or special projects such as essential equipment purchase, sporting materials, essential repairs to name a few.

The Board reviewed the membership structure in early 2020 and resolved to keep the simple annual membership fee of \$99 as the main offering. The Board also agreed to adjust membership expiry dates to account for the period during which the Club was closed during COVID and the fire. As such member's expiry periods were adjusted in the system. The Board further introduced two new membership categories, a Family Member (2 adults per household) and a Family Plus membership (4 adults per household). Unfortunately, due to COVID these programs have not been promoted fully, however the membership committee are already busy planning the launch of a membership campaign for the latter half of 2020 and early 2021.

During the New Era Campaign composition of total membership has changed considerably with many new families joining and the Mosman Rowers continues to be very much a family-oriented Club offering a variety of sporting and social activities across a diverse age demographic. Over the past year we have seen this trend continue with many new families and young members joining the Club. We will continue to attract new Members to the Club whilst ensuring the culture of our membership and the Club itself, is preserved.

The Board would like to formally acknowledge the incredible Life Members who showed extraordinary belief in the Club during the New Era Campaign:

- Prof Ed Blakely
- Ian Bottrell
- Michael Cranitch
- Julie & Jeff Dalglish
- Helen & Denis Durham
- Kate & Richard Faithorn
- Dr John Leyden
- Gary Rothwell
- Margie George
- Dorothy & Richard Treweweke

The Club continues to work to improve our membership system. We want to make it easier for our members to join, renew or communicate with the Club. Like all technological projects there are always a few hiccups along the way, and we thank our members for their patience, however it has proved to be a system that covers the majority of functions we need in an efficient and effective manner. We continue to work on plans to evolve the system and its integration into marketing, point of sale and other programs to enable us better communicate to our members, ensure we understand their needs and provide the best member experience.

Members are reminded to download the *memberjungle* app, select Mosman Rowers as your Club and log in (using your email as your username) to ensure all their details are correct, and most importantly your date of birth to get your birthday voucher. About 30% of members have NO birthday in the system despite many emails and requests for such, so please, if you cannot access your account, next time you are down at the Club ask for Sam or one of our wonderful Rowers Crew to help you. The Member Jungle app can be scanned in the Club to get your member discounts.

A critical element of our success is for Members and their families to feel a sense of pride and belonging at the Rowers, a feeling that this is their Clubhouse. To achieve this the Board together with the Membership and Social Committee will undertake significant investment in developing and running member centric programs such as the Mosman Rowers Artists Series in the Gallery, Bridge Groups, Movie groups, motorized sailing boat groups, paddling, and many more. We seek the support and help of our Members to not only support these programs but to get involved and ensure we continue to build a sustainable Membership-based Club at the Rowers.

As of 31 March 2020, total membership was 1,397 comprising Members from all parts of Mosman and beyond, as far away as New York.

The Club encourages all Members to actively support Membership initiatives by introducing new Members to our beloved Club. Members can join easily via our website at www.mosmanrowers.com.au/memberships or by completing a form at the Club. We remind members, that apart from making you a supporter of the Rowers, member benefits include: 10% off beverages; 5% off food items; \$50 Birthday Dining Voucher; Annual Members Event & exclusive social events throughout year; Discounted rate on tickets for Club events. Memberships are vital to our continuing success, so we look to your support and encouragement of your friends to join.

The Membership & Social Committee welcomes any Members who would like to be involved in supporting the Clubs membership and social efforts in the coming year. Please contact Kathrina Doran at membership@mosmanrowers.com.au

Social Report

We are delighted that our Mosman Rowers Social Committee has been established and have been meeting regularly since February. To ensure we were off to a good start the committee held a full day strategic planning session. We had exciting plans for the Rowers 1st year 'New Era' anniversary on March 15th, which unfortunately had to be cancelled due to COVID-19. The Committee has continued to meet very regularly with ANZAC Day marking the re-opening of the Club; Mothers' Day take home hampers which proved a great success and more recently, following easing of restrictions the return of the Friday night Meat Raffle [Now Meat and Veg]. A range of Club merchandise is now available for purchase at the Club and the range is to be extended.

Trivia has since returned with a weekly member special meal offering.

The Committee has been developing a number of initiatives and are looking forward to delighting members with an exciting agenda of social activities for young families (like school holiday craft activities; movie nights; a schedule of regular dinners with guest speakers on a wide range of topics; cruise dinners and much more.

They also are planning regular newsletters to keep members better informed and in touch.

A number of member activities had already commenced in 2019, but due to COVID most are on hold and yet to return. Book clubs, dancing, fitness classes, bridge, mahjong, art exhibitions are all planned.

Water Sports Report

The Mosman Rowers is a sports club, with our main sport being paddling. We are an associate member of Paddle NSW. We are delighted to have many members who regularly paddle in Mosman Bay in small groups. We completed a 2020 calendar of events early this year to include a number of larger Club wide initiatives including a water safety day, family day and fun races planned to commence in the next 12 months, but all have had to be put on hold due to COVID.

We did manage however to have a number of other very successful water-based sporting events, that has reinvigorated the committee and our volunteers. Now a bigger and better calendar of events is planned for the next 12 months post COVID. In October, we had an incredibly successful Rowers Family Fishing Day led by one of our stalwart members, and the Mosman Rowers Fishing Captain, Dennis O'Donohue. We had over 30 children and over 30 adults attend the event which was a huge hit, especially the prizes!. It was a huge success and we look forward to being able to announce another event soon.

Late last year we held our first Mosman Rowers radio-controlled sailing day to a wonderful response led by Norman Buckley our Sailing Captain. Norman and his crew spent hours rigging radio-controlled sailing boats and teaching our little Rowers how to race boats in the Bay. The event was such a success the Club has invested in 2 boats that we will get branded and we are planning to hold regular races in the Bay for all sailing enthusiasts, young and old.

The absence of a pontoon or fishing platform has made progress with more structured water-based activity slower, however the Club continues to work around these challenges, while continually looking for funding and innovative solutions. We submitted a number of grants last year and will continue to look for solutions and funding this year. We are open to suggestions or any offers of help.

Additionally, we have submitted a request to the Mosman Council as part of the Mosman Bay plan of management to provide kayak storage space and better water access from Harnett Park. We are also in discussion with 3rd Mosman Sea Scouts and Sydney Amateur Sailing Club for enhanced collaboration and support of our community-based activities on Mosman Bay.

We received funds through Zali Stegall's office for water safety training and equipment for our volunteers, which will be activated in coming warmer weather.

Risk & Compliance Report

The Risk and Compliance advisory group has a significant remit, and this year we have focused on developing a charter for the volunteers, producing a Whistle blower policy, a Privacy statement and starting a framework across the key areas of focus for the operation being, Work Health and Safety, Registered Club Act and Liquor Act compliance, as well as RMS and Council lease compliance.

The group met quarterly last year however will meet more frequently post COVID, to further flesh out a framework and action plans.

Building Report

The Building Committee, led by Chair, Geraldine Rietbergen, continue to focus on strategic needs of the club house. After working tirelessly last year, to ensure the appropriate structural repairs and restorative activities were proactively managed, this year the focus has turned to developing a strong repairs and maintenance plan and focusing on the additional lease compliance activities required in 12 months time.

During this period the following building works were undertaken for the Club including but not limited to:

- the completion of the Gallery space with newly sanded floorboards
- the restoration and installation of the heritage lighting on the front eastern balcony
- the upgrade to the fire system to have a back to base response system

- the repairs to the upstairs and lower ground floor due to fire damage
- the replacement of the damaged carpeted area upstairs
- the complete replacement of the Rowers bar deck
- the completion of the front entrance garden
- the installation of additional fire safety systems in the kitchen
- the installation of acoustic sound panels in the lower ground floor area.

Under the RMS lease obligations there are some additional substructure repair work that will need to be completed in the coming 14 months however the Board is actively managing this with the Building committee to ensure we manage expectations given the potential COVID impacts. There are a number of Initiatives the Board would like to undertake to make our Club more accessible to the broader community and to enable better access to the water, and so have submitted a number of grant applications to complete this work. We thank all the Members in advance for their support of our building initiatives and for patience when any building works are taking place.

The Board has started a CAPEX register for future repair work. This will be reviewed and updated Quarterly, and the Board will prepare some strategic plans for the funding and fundraising of the essential works.



Mosman Rowers CAPEX Register

Area	Project Name	Description	Responsibility	Start Year	Estimated Timeframe	Estimated Costs	Funding	Status
Clubhouse	Air Conditioning Upgrade LG	Replacement of existing Air Conditioning System over Café area, repair of built in system	Board	2021	1 week	\$11,000	Federal Grant planned Aug 20	Quote obtained Grant started
	Air Conditioning Upgrade Rowers Bar	Install new aircon unit in Gallery space to enable better use of space - split system	Board	2021	2 weeks	\$15,000	Federal Grant planned Aug 20	Quote obtained Grant started
	Air Conditioning install Gallery	Supply and installation of Solar panels on Clubhouse pending Heritage approval	Board	2021	2 days	\$4,000	Federal Grant planned Aug 20	Quote obtained Grant started
	Solar Panels	Replace Northern Deck way including installation of additional steel piles and lateral cross bracing of the building	Board	2021/2022	8 weeks	\$80,000	Member fundraising/ Federal Grant	Research underway
	Northern Deck replacement	Southern walkway extension and installation of fishing platform and Jetty	Board	2021/2022	8 weeks	\$220,000	Member Fundraising/Grant	Concept stage
Substructure	Fishing Platform/pontoon	Replace inefficient pumps and damaged sewer holding tank	Board	2021	14 weeks	\$280,000	Primary Industries Grant	Grant submitted, Concept designs completed
	Sewer system replacement	Compliance with RMS AFL repairs lists for 12-35 mth - unwrap, repair and rewrap piles	Board	2021	4 weeks	\$80,000	Grant/Other	Applied for State Grant with Scout Hall. Discussions with key landlords
	RMS AFL Pile repair	RMS compliance repair	Board	2021	1 weeks	\$25,000	CAPEX account	PTL, Heritage exemption needs to be lodged. Structural Eng engaged State Grant submitted
	Concrete slab repair	replace inefficient and non compliant dishwasher	Board	2021	1 weeks	\$25,000	CAPEX account	Not started
	Dishwasher Rowers Bar	replace inefficient and non compliant dishwasher	GM	Aug-20	4 weeks	\$4,000	Club funding	quotes in progress
Equipment	Dishwasher Café Area	Replace broken Kitchen Freezer	GM	Aug-20	4 weeks	\$4,000	Club funding	quotes in progress
	Kitchen Freezer	Replace with Rowers umbrellas	OPS mgr	Aug-20	1 day	\$5,500	Stimulus Grant	Grant received, Quote received, order in progress
	Sun Umbrellas for deck	Replace with Rowers umbrellas	GM	Aug-20	2 days	\$12,500	Community Sponsor	DI Jones to sponsor, designs in sign off phase
	Waste Management upgrade	Upgrade of waste management across the Club to minimise waste area issues, costs and drive efficiency and greater sustainability	Prof. Robyn Bushe/Operations Manager	2020	6 months	\$25,000		Mosman council enagamebnt EPA review in progress State grant review

Grants Report

During 2019 and early 2020 numerous relevant grants have been identified with several applications submitted.

To date we have applied for State and Federal funds for maintenance work on piling supporting the building, upgrading bathrooms and accessibility, creating a change room, repairing and upgrading the sewerage system, installing a fishing platform, purchasing a defibrillator, gallery space fit out; acoustic panels for café, improved fire protection for kitchen, repair leaking windows, repairing the leaking upper deck and replacing air conditioning. Funds have been received for the defibrillator (\$1,300), and deck repairs (\$43,992). We are awaiting outcomes on others, although we grants are increasingly competitive and many now prioritise bushfire affected and more regional areas. We acknowledge and are most grateful for the support of both Ms Felicity Wilson, MP, State Member for North Shore and Ms Zali Stegall OAM, MP, Federal Member for Warringah.

We also have applied for support from State and Federal Grants and partnerships with Mosman Council to ensure the Club is environmentally responsible. This includes a move to low energy air conditioning and heating, keeping food waste out of landfill, moving away from use of single use food and drink containers, especially coffee cups and plastics and beautifying the approach to Club, waste storage and delivery areas.

Directors' Report

The Directors have pleasure in presenting the Financial Reports of Mosman Rowers Limited (the Club) for the period ended March 31st, 2020, and the Auditor's Report thereon.

We are pleased with the result for the year, being an operating profit of \$160,386 (\$41,555 loss for 2019), which includes a fee of \$50,000, being part of a Licence fee to manage the retail operations of the Club, and which has enabled us to do a large scale renovation of the Clubhouse.

Directors

The Directors in office at the March 31st, 2020 were:

Kathrina Doran, *President*

Board Member since Oct. 23rd, 2018.

John Molyneux, *Vice President*

Board Member since Oct. 23rd, 2018.

Chris Carroll, *Treasurer*

Board Member since Oct. 23rd, 2018.

Tim James, *Director*

Board Member since Oct. 23rd, 2018.

Timion Rosso, *Director*

Board Member since Oct. 23rd, 2018.

Warwick Lamb, *Director*

Board Member since Oct. 23rd, 2018.

Robyn Bushell, *Director*

Board Member since Aug. 29th, 2019.

Directors' Meetings

The number of Directors' meetings and number of meetings attended by each of the Directors of the Club during the financial year are:

Director	Attended	Held*
K.G. Doran, <i>President</i>	20	20
J.R. Molyneux, <i>Vice President</i>	19	20
C. Carroll	17	20
T. James	20	20
W. Lamb	20	20
R. Bushell	20	20
T. Rosso (leave of absence)		

Matters or circumstances arising after the end of the years' Declaration

The impact of the Coronavirus (COVID-19) pandemic is ongoing and while it has been financially negative for the Club up to 31st March 2020, it is difficult to estimate the full potential impact, positive or negative, after the reporting date. April 2020 to June 2020 saw a significant negative impact however the second quarter has seen the negative impact plateau somewhat. The situation continues to be fluid and is dependent on measures imposed by the Australian Government and other countries, such as maintaining social distancing requirements, quarantine, travel restrictions and any economic stimulus that may be provided.

Apart from the above, no other matter or circumstance has arisen since 30 June 2020 that has significantly affected or may significantly affect the Club's operations, the results of those operations, or the Club's state of affairs in future financial years.

Directors' Declaration

In the Directors' opinion:

- a) the Financial Statements and notes set out on pages 17-20 are in accordance with the *Corporations Act 2001*, including:
 - i. giving a true and fair view of the Club's financial position as at March 31st, 2020 and of its performance for the year ended on that date; and
 - ii. complying with *Australian Accounting Standards* (including the *Australian Accounting Interpretations*) and the *Corporations Regulations 2001*; and
- b) there are reasonable grounds to believe that the Club will be able to pay its debts as and when they become due and payable.

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



Kathrina Doran
President
2nd October 2020

Statement of Profit and Loss and Other Comprehensive Income For the year ended March 31st, 2020

		2020	2019
		\$	\$
Revenue from Retail Operations			
Revenue from Sale of Goods and Services	Note	3,352,277	209,922
Expenditure from Retail Operations			
Cost of goods sold		1,104,638	91,949
Employment		1,595,600	148,060
Depreciation	3	10,691	0
Operating and Administrative costs		625,071	49,989
Total Expenditure		3,336,000	289,998
Net Retail Operations Profit for the Year		16,277	(80,076)
Other Income			
Licence fee to manage the Retail Operations of the Club	4	50,000	0
Revenue from Club Activities		11,562	0
Income from memberships		65,025	11,799
Interest income		147	327
Commonwealth Grants		1,375	0
Other Income - Donations		16,000	26,395
Total Club Income		144,109	38,521
Net Profit for the year		160,386	(41,555)

The statement of profit and loss and other comprehensive income is to be read in conjunction with the notes to the accounts set out on pages 17-20

Balance Sheet

For the year ended March 31st, 2020

		2020	2019
		\$	\$
CURRENT ASSETS			
Cash and Cash Equivalents	Note	232,619	138,102
Stock on Hand at cost		26,107	32,000
Accounts Receivable		78,727	72,189
Total current assets		337,453	242,291
NON-CURRENT ASSETS			
Clubhouse Improvements at cost		837,507	780,626
Clubhouse at Directors Valuation		500,000	500,000
Plant & Equipment, Furniture at depreciated value	3	94,071	63,479
Total non-current assets		1,431,578	1,344,105
Total Assets		1,769,031	1,586,396
CURRENT LIABILITIES			
Accounts Payable		270,549	241,622
Deferred Revenue		67,233	510,000
Employees Benefits	7	34,569	61,351
Total current liabilities		372,351	812,973
NON-CURRENT LIABILITIES			
Unsecured Loans		378,586	315,716
Deferred Revenue		400,000	0
Total non-current liabilities		778,586	315,716
Total Liabilities		1,150,937	1,128,689
Net Assets		618,094	457,707
MEMBERS' FUNDS			
Current Year Earnings		160,386	(41,555)
General Reserve		500,000	500,000
Retained Earnings		(42,292)	(738)
Total Member's Funds		618,094	457,707

The balance sheet is to be read in conjunction with the notes to the accounts set out on pages 17-20.

Statement of Changes in Equity

As at March 31st, 2020

	2020 \$	2019 \$
Total Equity at the beginning of the financial year	457,707	145,028
Operating Profit for the year	160,386	(41,555)
Voluntary Administration write offs	1	(145,028)
General Reserve -Clubhouse at Valuation	0	500,000
Outgoings from Administration	0	(738)
Total equity at the end of the financial year	<u>618,094</u>	<u>457,707</u>

The statement of changes in equity is to be read in conjunction with the notes to the accounts set out on pages 17-20

Statement of Cash Flows

For the year ended March 31st, 2020

	2020 \$	2019 \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash receipts in the course of operations	3,352,277	248,433
Cash payments in the course of operations	(3,336,000)	(289,988)
	<hr/>	<hr/>
Net cash provided by operating activities	16,277	(41,555)
	<hr/>	<hr/>
CASH FLOWS USED IN INVESTING ACTIVITIES		
Deferred Income	(17,233)	500,000
Accounts Payable less Debtors	(305,118)	208,045
Prior year Adjustment payment	0	(738)
Payments for property, plant and equipment	(87,473)	(844,105)
Grant funding, club income and member donations	144,109	26,395
Funding provided by Third Parties	343,955	315,717
	<hr/>	<hr/>
Net cash provided by / (used in) investing activities	78,240	138,102
	<hr/>	<hr/>
Net increase in cash held	94,517	138,102
Cash at the beginning of the financial year	138,102	0
	<hr/>	<hr/>
Cash at the end of the financial year	232,619	138,102
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The statement of cash flows is to be read in conjunction with the notes to the accounts set out on pages 17-20

Notes to Accounts

1. Company limited by guarantee

The Club is a Company limited by guarantee under the *Corporations Act 2001*. The amount of Capital which is capable of being called up in the event of, and only for the purpose of, a winding up of the Club, is not to exceed \$10 per Member by virtue of the Club's Constitution.

2. Statement of significant accounting policies

The significant policies which have been adopted in the preparation of this financial report are:

a) Basis of preparation

The Financial Report is a general-purpose financial report which has been prepared in accordance with the Australian Accounting Standards and the Corporations Act 2001.

It has been prepared on the basis of historical costs and except where stated, does not take into account changing money values or current valuations of non-current assets.

The financial report has been prepared on a going concern basis, which contemplates continuity of normal business activities and the realization of assets and liabilities in the ordinary course of business. The going concern of the Club is dependent upon it maintaining sufficient funds for its operations and commitments. The Club made a profit of \$160,386 during the period ending 31 March, 2020. Notwithstanding this result, the Directors are conscious of the potential impacts of COVID-19 on the trading, however based on budgeted cash forecast for the next 12 months which reflect the estimated COVID-19 impact, the Directors believe that the Club will be able to continue as a going concern and as a result the financial statements have been prepared on a going concern basis.

b) Statement of compliance

The Financial Report has been prepared in accordance with the Australian Accounting Standards (AASBs) adopted by the Australian Accounting Standards Board (AASB).

c) Cash and cash equivalents

For statement of cash flows and balance sheet presentation purposes, cash and cash equivalents includes cash on hand.

d) Revenue recognition

Sales revenue

Sales revenue is recognised when the goods are provided, or when the fee in respect of services provided is receivable.

Subscriptions/Memberships

Subscription revenue is recognised in the period to which the membership relates.

Interest income

Interest income is recognised as earned.

Grant income

Interest income is recognised upon receipt of the grant monies.

Donations income

Donation income is recognised upon receipt of the donated monies.

Licence fees

Under the terms of the agreement the Club entered into with Ashdown (Archie Bear) Pty Limited in April 2019 there was a payment received for the sum of \$500,000 which was applied toward the costs associated with the new fit-out to the Club's premises. In accordance with Australian Accounting Standard AASB 15 - 'Revenue from Contracts with Customers' - the payment of this sum has been treated as the creation of a performance obligation. As the amount is non-refundable and the term of the agreement is for 10 years, then in accordance with the requirements of the Standard the revenue derived from the performance obligation will be recognised over the full term. The adoption of AASB 15 has resulted in a change in the treatment of the Deferred Revenue amount on the Balance Sheet. In the year ending 31 March 2019 the full amount of \$500,000 was shown as a Current Liability. With the change of accounting treatment only the revenue to be recognised in the 12 month period ended 31 March 2021 is treated as a Current Liability and the balance has been transferred to a Non-Current Liability account.

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e) Income tax

No provision for income tax is necessary in respect of Club trading and investment income because the income is exempt from tax under the relevant provisions of the Income Tax Assessment Act.

f) Property, plant and equipment

Depreciation

Items of property, plant and equipment are depreciated using the straight-line method over their estimated useful lives. Assets are depreciated from the date of acquisition.

g) Employee benefits

- i. Liabilities for wages, salaries and annual leave are recognised for employee benefits in respect of employees' services up to the reporting date and are measured at the amounts expected to be paid when the liabilities are settled, plus related on-costs.
- ii. The liability for long service leave expected to be settled within 12 months of the reporting date is recognised and measured in accordance with (i) above.

The liability for long service leave expected to be settled more than 12 months from the reporting date is recognised but is measured based on remuneration rates current as at balance date for all employees and based on the probability of each of them achieving ten years of service.

The directors believe that this method provides an estimate of the liability that is not materially different from the estimate that would be obtained by using the present value basis of measurement.

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

h) Inventories

Inventories consisting of house supplies are carried at cost.

i) **Goods and services tax**

Revenues, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Tax Office (ATO). In these circumstances the GST is recognised as part of the cost of acquisition of the asset or as part of an item of the expense.

Receivables and payables are stated with the amount of GST included.

The net amount of GST recoverable from or payable to the ATO is included as a current asset or liability in the balance sheet.

Cash flows are included in the statement of cash flows on a gross basis.

3. Depreciation

	2020	2019
	\$	\$
Depreciation:		
Buildings	0	0
Plant and equipment	10,691	0
	<u>10,691</u>	<u>0</u>

4. Licence Fee Revenue

The \$50,000 licence fee revenue represents an apportionment of the deferred revenue arising from the agreement entered into with Ashdown (Archie Bear) Pty Limited in March 2019

5. Auditors' remuneration

	2020	2019
	\$	\$
Amount due and receivable by the Auditors for:		
Auditing the accounts	8,500	5,000
Other accounting assistance	0	0
	<u>8,500</u>	<u>5,000</u>

6. Property, plant and equipment

Valuations

The unimproved value of the Clubhouse was previously valued at \$ 500,000. The directors are of the opinion that this basis provides a reasonable estimate of the value of the Clubhouse.

7. Employee benefits

	2020	2019
	\$	\$
Wages Payable	18,791	51,157
Superannuation	9,769	9,193
Annual Leave	6,009	1,020
Aggregate liability for employee entitlements, including on-costs.	<u>34,569</u>	<u>61,350</u>

8. Related Parties

The directors have paid subscription fees, bar and dining room accounts on the same terms and conditions as available to Members with the exception of a coffee at meetings.

9. Commitments

Operating lease commitments

At balance date the Company had an Agreement for Lease with Transport for NSW. The Australian Accounting Standard AASB 16 - Leases - requires leases to be recorded on the Balance Sheet as non-current Right of Use assets (ROU) with an associated liability separated into current and non-current components. However, the Agreement for Lease is short-term and the Standard gives the lessee the choice of whether to recognise short-term leases on the Balance Sheet. The Club has elected to apply the short-term lease exemption to the Agreement for Maritime lease.

10. Segment Reporting

The Club operates in Australia providing Club facilities for the recreation of its Members including a continuous water-based activity.

11. Subsequent Reporting

There are no events of a material and unusual nature likely, in the opinion of the directors, to affect significantly the operations of the Club, the results of those operations, or the state of affairs of the Club in subsequent financial years not otherwise disclosed in this report or the financial statements.

12. Non- Current Liabilities

Unsecured Liabilities refer to the Third-Party Loan to the Club from Ashdown Archie Bear Pty Ltd.

13. Other information

Mosman Rowers Limited is a Company limited by guarantee incorporated and domiciled in Australia. Its registered office and principal place of business is 3 Centenary Drive, Mosman, 2088, New South Wales.

The financial report was authorised for issue by the directors on the 4th day of August 2020. The Club has the power to amend and reissue the financial report. The financial report is presented in Australian currency.

Unsecured Liabilities refer to the Third-Party Loan to the Club from Ashdown Archie Bear Pty Ltd



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MOSMAN ROWERS LIMITED
ABN 85 000 413 187

**AUDITOR'S INDEPENDENCE DECLARATION
UNDER SECTION 307C OF THE CORPORATIONS ACT 2001
TO THE DIRECTORS OF MOSMAN ROWERS LIMITED**

I declare, that to the best of my knowledge and belief, during the year ended 31 March 2020 there have been:

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

Moyes Yong & Co Partnership



William M Moyes
Partner

Dated this 6th day of October 2020
Sydney



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MOSMAN ROWERS LIMITED
ABN 85 000 413 187

**INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF
 MOSMAN ROWING CLUB**

Opinion

We have audited the accompanying financial report of MOSMAN ROWING CLUB, which comprises the statement of financial position as at 31 March 2020, statement of comprehensive income, 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 directors' declaration.

In our opinion, the accompanying financial report of MOSMAN ROWING CLUB is in accordance with *the Corporations Act 2001*, including:

- (a) giving a true and fair view of the company's financial position as at 31 March 2020 and of its performance for the year ended on that date; and
- (b) complying with Australian Accounting Standards to the extent described in Note 1, and the *Corporations Regulations 2001*.

Basis for opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Report section of our report. We are independent of the Company in accordance with the auditor independence requirements of the Corporations Act 2001 and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards) (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We confirm that the independence declaration required by the Corporations Act 2001, which has been given to the directors of MOSMAN ROWING CLUB, would be in the same terms if given to the directors as at the time of this auditor's report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other information

The Directors are responsible for the other information. The other information obtained at the date of this auditor's report is information included in the annual report for the year ended 31 March 2020 but does not include the financial report and our auditor's report thereon. Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of this auditor's report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.



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Responsibilities of the Directors for the Financial Report

The directors of MOSMAN ROWERS CLUB are responsible for the preparation of the financial report that gives a true and fair view and have determined that the basis of preparation described in Note 1 to the financial report is appropriate to meet the requirements of *the Corporations Act 2001* and is appropriate to meet the needs of the members. The directors' responsibility also includes such internal control as the directors determine is necessary to enable the preparation of a financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the ability of MOSMAN ROWERS CLUB to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibility for the audit of the financial report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

A further description of our responsibilities for the audit of the financial report is located at the Auditing and Assurance Standard Board website at: www.auasb.gov.au/auditors_files/ar2.pdf. This description forms part of our audit report.

Moyes Yong & Co Partnership
Chartered Accountants

Partner: William M Moyes

Dated this 6th day of October 2020
Sydney



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