



Torquay Bowls Club

Monday May 2nd

2016

A report to the members of the Torquay Bowls Club by the Board of Management about its activity for the 2015/2016 season

**Annual General
Meeting
Report**

Chairman report – Mac Smith

Your Board began the 2015-16 year understanding that growth within our club had reached a point where we needed to consider a best approach to managing our day to day operation.

The appointment of a General Manager was made and shortly afterwards a blueprint outlining new strategies was drafted and a number of changes implemented.

As you are aware our GM resigned and left us with the immediate challenge of ensuring impact to club activities was kept to a minimum.

Very pleasingly board members, club staff and many of our wonderful volunteers offered their services which enabled us to maintain continuity of our services. A huge thank you to all involved.

I must stress that volunteers are still the heart and soul of our club!

Yes, we now do have to run more like a business, but we always need volunteers to contribute..... we are still first and foremost a bowls club and everything should be driven by a desire to serve the needs of the bowling members. During times of great change, clubs can easily lose sight of this prime objective and we should endeavour to assure members that we all have this intent front and centre.

To our many sponsors, our heartfelt gratitude, your support is instrumental to the successful running of our bowling events throughout the season.

Given the traffic on the greens, recognition must be given to the amazing ability of our greenkeeper Billy Hamshere for providing us all with brilliant greens throughout the season, he really is a master. It was a wonderful year for our Pennant teams culminating in a magnificent final series for three of our divisions. For all three teams to bring home flags was a superb effort.

Within the club our Twilights have again had a very successful season. It is great to see so many enjoying their midweek competition and it was also good to see more and more of them participating in club championship events.

Achievements for the year include:

- Purchase of Portable stage – used for functions and entertainment evenings
- Mobile Bar – used specifically on Twilight Bowls nights and corporate events
- Industrial Ice Machine
- New Balcony Furniture
- CCTV installed – 16 cameras operating both inside and outside of clubhouse
- Club Security updated – new safe codes, strict control and registration of club access keys etc.
- New flagpole and TBC Flag
- Upgrade to the Audio System
- Twilights Honour Board
- Commercial Table purchased for food preparation in the TBC kitchen
- Improved Raffles on Friday nights
- Commander phone system installed – we still require further phone lines in/out of the club
- Appointment of a Summer Bowls Co-ordinator – to oversee social barefoot bowls throughout the holiday season and to provide instruction/supervision of patrons on the greens – this role commenced in December 2015
- Documentation of TBC Club History and Archives underway – thanks to Ian Gribble and Colin Hibberd
- Appointment of Phil Girvan (Operations Manager) and Leanne Salisbury (Barefoot Bowls & Functions Co-ordinator). Both Phil and Leanne have absorbed a number of responsibilities previously managed by the GM.
- Based on the number of visitors books used, we have had in excess of 30,000 visitors through our doors since March 2015.

Challenges ahead:

- The need for a 3rd green
- The 2nd phase of our building development
- Replacement of tables and chairs in the function room
- An extension of the club bar
- Extension of toilet facilities in club house area
- Provision of Storage facilities
- Enclosing back Veranda behind the Bistro

These are but a few of the proposed activities on our wish-list.

At the moment I believe the club has never been in finer shape, the overall operation is running smoothly and financially our club is in a very sound position.

Finally, I must thank all members of the Board who have all been of immense support to me in my role as Chairman.

In closing, I wish those migrating to warmer climes for winter a most enjoyable holiday and we'll look forward to welcoming you back in Spring. To those remaining in Torquay, please remember it will be business as usual and we look forward to seeing you at the club.

Treasurer report – Nick Webster

The club continues to grow strongly and generate the cash needed to realise members' wishes. Total revenue for the year was \$890k which is more than \$200k up on last year, a remarkable 30% growth despite a more modest 8% increase in membership. There were many notable contributors to this result.

Direct income from social events grew by eight times, a contribution of over \$20k without consideration for any increased bars sales from the activities. Sponsorship was up 50% to nearly \$30k and hire of facilities nearly doubled to \$75k.

By far the biggest contribution was the bar with \$130k increase on the previous annual income of \$465k. It is impossible to identify all the drivers for this increase so I will leave it to the reader to choose any or all from the following:

- Traffic from increased hire of the greens and clubhouse.
- Increased attendance for the improved raffles, we now spend approaching three times as much on raffle prizes.
- Contribution from the numerous and well attended social events.
- Significantly increased spend on advertising and promotion of the club.
- The pennant teams enthusiastically drinking the bar dry after a magnificent three team championship victory.
- The twilight teams conscientiously drinking the bar dry every Wednesday and Thursday night.
- And, of course, our very personable, attentive and well trained bar staff who keeps the drinks flowing so efficiently.

Profitability did not grow in line with income on a percentage basis but we did return a respectable profit of nearly \$110k and the EBITDA was just 10% down on last year. I consider this an excellent result given how quickly the club is changing and the organisational turmoil surrounding the brief tenure of a full time General Manager. I estimate the cost of that exercise to be between \$60k and \$80k.

The good news on costs is that our electricity bill has halved thanks to the solar panels. The bad news is that wages have grown by 65%. Operations costs have increased markedly mainly due to cleaning costs with the increased activity. There are other gains and losses in the mix but all are swamped by wages. This is to be expected. The bar is much busier and not staffed by volunteers on a regular basis. Also there is a significant additional workload from hiring out our facilities and other general business let alone the cost of the General Manager.

Profit made its way to the balance sheet on a 65:35 split between cash and fixed assets such that club cash reserves now sit at a healthy quarter of a million dollars.

All-in-all a very pleasing result that speaks eloquently to the huge amount of effort put in by everyone concerned.

Profit & Loss and Balance Sheet reports attached.

Personnel report – Philip Price

The year ended with 849 members paying a total of \$80,800 in subscriptions. There were 393 Affiliated players and 456 Social members of whom 122 were RSL. This means that the overall membership increased by 6.6% compared to the 2014-2015 season. The dramatic leap in membership experienced in the 2014-2015 season was not repeated, but nevertheless an increase of 6.6% is a healthy one and bodes well for the future.

A simplified membership application form has been introduced for the 2016-2017 season. Existing members will find it straightforward to complete as most of their personal details are already in our database and do not need to be entered on the form unless there have been any changes. New members will need to complete all sections of the form.

The retention of the renewal application form was considered to be the only cost effective way of ensuring the dissemination of the vital volunteer form as the two are stapled together. It is a concern that some of those members who download the membership application form from the website are ignoring the volunteer form. However, the number of the latter received at the time of writing is impressive.

An initial batch of membership forms was produced having the changed date of June 2017 as the end of the membership year. An examination of the Constitution and Regulations showed that the financial year ends on the last day of February and cannot be changed without amending the Constitution. Therefore the end date on the current membership form was changed back to 28th February 2017.

Members' membership cards will be deactivated on 31st March 2016 and reactivated on receipt of the appropriate renewal subscription. Renewal implies that a member agrees to abide by the rules and regulations of the Torquay Bowls Club.

On a sad note, the following members passed away in 2015: Frank Wilcock, John Liddicut, Casey van Berkel, Muriel Rathmill, Peggy Wainwright and Ian Tyack; and in 2016, Rupert Julien.

Bowls Report – David McKenzie

This year has been the most successful Pennant season in many years for TBC, winning 3 Premierships.

Once again TBC was able to field 6 sides in Saturday Pennant and 4 in Mid-week. Over 100 players competed on Saturday during the season and 58 in Mid-week, with many new players making their debut.

At the end of the season, TBC had half of the sides in each competition in the finals, which is a great credit to all players. Thanks to Karen Harrington, all the details of matches are on the website. In Mid-week the Division 3 side was beaten in the semi-final, whilst the Division 6 side lost in a close affair in the Preliminary Final.

The story for the Saturday sides in the finals was one to savour. With all TBC sides playing at Belmont, we had great member support for the Grand Finals. We were treated to a great display of bowls, with Division 8 fighting off the minor Premiers for a convincing win. Division 10 had to play 3 extra ends to gain its hard-fought victory, and Division 3 came from behind to beat Lara on the last end in a controversial finish.

Thanks are due to the 2 Pennant sub-Committees for their diligent efforts in selecting our best available teams each week, and getting half of our sides into the finals. It is unfortunate that the relegation system applying in Premier Division means that TBC returns to Division 1 next year, despite having 2 Clubs finishing below them.

TBC played host to GBR semi-finals on Saturday and Grand Finals in Mid-week. This is testament to the quality of our greens, and a tribute to the skill of Greenkeeper Billy Hamshere, and the efforts of Greens Manager Geoff Grigg and the Greens team.

A Thanks is due to Claire Crameri for the success of the Tuesday Bankers/social bowls, and to the many volunteers who have assisted in Pennant bowls.

Due to the efforts of our lady volunteers, 2 Ladies Open/Invitation Days were a great success, with new sponsorship from Torquay Storage.

Indoor Bowls was again enjoyable for the mainly older members due to Roma Julian's management, and she is thanked for her efforts over the last 7 years in running this program.

Finally, I would like to thank all members of the Bowls Committee - Janice Pekin, Geoff Grigg, Rosemary Canning, Bernie Convery and Jim Boucher - who have worked hard to make sure that the Bowls season has been enjoyable for all.

Championships and Tournaments – Geoff Grigg

Bowls Championship Results – 2015/2016

| | | |
|------------------|---|-----------------------|
| Women's Pairs: | Winner – Sandra Skene / Wendy Sanderson R/Up - Janice Pekin / Karen Harrington | |
| Men's Pairs: | Winner – Mac Smith / Paul French R/Up - Wayne Canning / Geoff Grigg | |
| Women's Singles: | Winner - Karen Harrington | R/Up – Lyn Kitchin |
| Men's Singles: | Winner – Alan Sampson | R/Up – Wayne Canning |
| Men's Veterans: | Winner – Alan Sampson | R/Up – John Mayne |
| Mixed Pairs: | Winner – Jean Luke / Robert Grubb R/Up – Bev Teggelove / Wayne Canning | |
| Triples: | Winner – Gary Banks, Mac Smith, Paul French R/Up – Peter Cox, Wayne Monaghan, Peter Anderson | |
| 100 Up: | Winner – Lance Avent | R/Up – Gary Wakefield |
| Minor Singles: | Nick Peter | R/Up – Peter Forbes |

Regional Event Results – 2015/2016

Regional O/60's Singles: Winner – Alan Sampson

Regional O/60's Pairs: Winner – Alan Sampson/Daryl Kitchin

State O/60's Pairs: R/Up – Alan Sampson/Daryl Kitchin

Regional Mixed Pairs: Winner – Alan Sampson/Karen Harrington

Champion of Champions: Winner – Karen Harrington

Social Bowls report – Jim Boucher

The 2015/16 Season has seen a marked development in the participation in social bowls activities [primarily on Wednesdays]. The addition of two new volunteers to the sub-committee has also meant that there is more flexibility for the individuals involved.

Approval was given to the Social Bowls Subcommittee to introduce larger prizes for winning and runner-up teams and for the introduction of a “Jackpot” event once per month with the winner being determined by a random draw of the teams’ scores. The prizes awarded having a sliding scale that reflects the numbers of participants.

The average number of participants has steadily risen from 41.5 in the first week in September 2015 to a high of 57.4 in late December [currently at 55.2]. The total number of actual participants reached 167 also in March; the vast majority of these are club members, although a small number of visitors are included. There has been ample unsupported speculation on the reasons for this, and the kindness of the weather on event days has not hurt.

The Jackpot appears popular with the largest amount won to date being \$136 by a team who had not had a great day and had scored a disheartening 13 ends, out of 48, won the Jackpot.

It is anticipated that the social bowls activities will continue to be popular and be run, by the existing committee, on Wednesdays and some Saturdays, next season. There are also additional innovations for social bowls being considered and hopefully details will be worked out in the off-season ready for the 2016/17 season.

Twilight Bowls report – Mick Slater (Acting President)

The Twilight Bowls 2015/2016 season and competition has made a significant contribution to the Torquay Bowls Club. Over the course of the 18 week season, Gross proceeds from membership, raffles and bar takings have amounted to approximately \$140,000.

The total number of players registered to play in 2015/2016 season was 271 of which 226 (83.5%) joined the club as affiliated members.

Such is the popularity of Twilight Bowls that the Twilight Team Manager Gillian Pritchard, reports she has received inquiries from new teams wanting to play next year. Demand has led to the creation of a team waiting list.

In consultation and with assistance from the Board and Bowls committee, the Twilight Committee has been able to rearrange the configuration of play over the two nights. This has been achieved by reducing the number of rinks available on Wednesday, thereby allowing an increase of rinks on Thursday which is the more popular night. This enables us to accommodate 30 teams on Thursday and on Wednesdays a bye has been introduced.

This season also saw further innovations including: draws, results and ladders displayed on TV monitors for bowlers on both nights and a more extensive supper menu for bowlers. Many thanks go to Wayne Chaffey and Kevin Halley.

Obviously the concept is working very well with players enjoying the experience of participating in a relaxed, casual but also competitive and low key atmosphere.

It is worth mentioning that over the past 5 to 6 years, approximately 10 Twilight players have gone on to play Pennant bowls in both the mid-week and Saturday competitions for the club. As such, Twilight Bowls obviously continues to be an avenue for the development of future players of the club. Congratulations to all winners of the Twilight competitions. The standard of bowls created a lot of interest, especially the finals where most results in all grades came down to the last end.

The Twilight Committee wish to thank the TBC Board of Management who is placing a Twilight Honour Board in the club. The winners, listed below, will be the start of many to come.

Due to the growing number of inquiries for 2016/17 season the twilight committee is seeking from the board a plan/concept for a third green to be considered in the near future. This may be possible over time with the extra revenue generated from the Twilight Program as well as the substantial increase in casual green hire over the season.

The club is growing as is community participation at the club. Torquay Bowls Club needs to harness such growth and support as soon as possible.

The popularity of the twilight bowls has seen an increase in sponsors who are seeing the positive benefits of being associated with the Torquay Bowls Club. We thank all sponsors for their commitment to the Twilight competition and we look forward to their continued support next season.

In conclusion, the Twilight Committee is enjoying great support and encouragement from the players, Bowls committee and the Board. With continuing support and the growing number of Twilight players and members, 2016/17 promises to be most successful socially and financially for the TBC.

Finally thank you to the Twilight committee for another successful year. Your many hours of volunteering both on and off the field are very much appreciated.

Singles Champions for season 2015/16:

| | | | |
|-----------------------------|-------------------|------|---------------|
| Ladies Single Champion: | Gillian Pritchard | R/up | Effie Wake |
| Thursday Single Champion: | Bernie Convery | R/up | Glen Turnbull |
| Wednesday Singles Champion: | Peter Forbes | R/up | Matt Malone |

Team Champions for season 2015/16:

| | | | |
|----------------------|-------------------------------------|------|--------------------|
| Wednesday Division 1 | High Rollers (Matt Malone) | R/up | She's got the Jack |
| Wednesday Division 2 | Easterly (James Carroll) | R/up | Happy Jacks |
| Thursday Division 1 | Probus (Ken McIntyre) | R/up | Goodbanwitbat |
| Thursday Division 2 | Tradies not Ladies (Geoff Williams) | R/up | Newbees. |

Grants and Development report - Chris Lewis

It was a very positive year for the Club in many ways, including the success of two important grant applications.

1. The first being the allocation of \$22,000, including GST under the Commonwealth Government's Solar Towns Program, enabling the installation of 70 x250 watt solar panels producing 17.5 watt of energy. This will assist the club reduce its power cost considerably. I would like to acknowledge the contribution of Vince Balestra, the club's Property Director, Lyndon Langan, President of the Torquay Combined Probus Club Inc who auspiced the application, Richard Davies of the Great Ocean Road Coast Committee, the land manager and Brad Ott, Director of Velocity Solar, the preferred supplier for their assistance in the preparation of the successful application. It was a great team effort!
2. The second grant was from the Victorian State Government under its Sporting Uniforms Program and this resulted in the Club receiving \$920, excluding GST to fund the purchase of pennant clothing to enable non regulars to play pennant at short notice. It also ensures that members are not excluded from playing competition bowls due to the cost of uniforms. Both the State and Commonwealth Governments' contributions were formally acknowledged at the Official Season Launch held on 28th August 2015.

From a development perspective considerable progress has been made, including building stronger relationships with key stakeholders such as the Torquay sub branch of the RSL, improved administrative and financial systems, facility upgrades and more professional corporate governance. I would like to commend the dedicated service of the Chairman, Mac Smith and my fellow Board members for achieving so much in such a challenging year.

Training report- Gary Banks

The Board identified the need for TBC to have someone responsible for training particularly as the club transitions itself from being a volunteer-based sporting club to that of a more business oriented community facility.

Before the resignation of Andrew Terry (General Manager), my role was to work in cooperation with him to identify and deliver training for club members/staff.

A very successful night was organised in the use of the club defibrillator should anyone in the club/grounds go into cardiac arrest. Twenty eight club members were led through the operating of the defibrillator by an experienced paramedic.

Training for club/bar staff and members in Level 2 First Aid is to be delivered over the winter break.

The TBC strategic plan for the next 5 years will direct the work of the Training Manager with some expected priorities likely to be customer service, OH&S and workplace safety.

Website report – Karen Harrington

When did you last visit www.torquaybowlsclub.com? Are you one of the 600+ hits per day our site is receiving?

Our webpage is evolving all the time, and a thank you to those who are getting the idea and providing content for me to include (more always welcome). Thanks are also due to Mac Smith who generously provides our outstanding website & technology support.

Our club has grown to have a diverse membership of bowlers, social members & visitors. Communication is the key! The website is the place to find out what is happening at your club – from club notices, the latest news & results, bowling events, social events to all the info for pennant, as well as information for visitors to our club, greens & the bistro. It is accessible from home computers, public computers, tablets & mobile phones. Make sure you are a regular visitor – let me know what you think...

Social Committee report – June Macrae

The TBC Social Committee consists of a small group of TBC Member Volunteers whose aim is to stage events that help sustain the club as an active and vital Social hub for club Members and the surrounding Community.

The Committee meets once per month to discuss how each event is to be organised, marketed and budgeted. Future events are also discussed taking into account important matters such as member & community appeal and financial viability.

It has been a busy and productive year for the Social Committee. The New Year celebrations went off in great style bringing in 2016 with the ever popular band 'Cool Change'. The evening was a sell out and the band is booked again to welcome in 2017.

Throughout the year we have had fantastic turnouts for the 'Motown/Soul Train' night, 'INXSIVE' The INXS Tribute Band Night and the latest our AC/DC Tribute Band night with 'DIRTY DEEDS' bringing the house down.

In the pipeline we have Quiz Nights which will take place every second Wednesday of the month starting on 13th April at 7 pm. An 'Afternoon Tea' is in the planning and will be advertised soon, and in October we have a Rolling Stones Tribute Band Night.

The TBC Social Committee's success is due to a lot of hard work by the Committee, Club Bar Manager Phil Girvan and his Staff, the Club's Contractors and of course by the support of the TBC Board, TBC members and the local community. The investment by the TBC in a new portable stage has also helped enormously when setting up events and will serve the club for many years to come.

The TBC Social Committee will continue to work hard for the Club putting on events that bring pleasure to members whilst contributing to club funds to help future club development.

Barefoot Bowls and Functions report – Leanne Salisbury

From December 2015 to March 2016, Barefoot Bowls at the Torquay Bowls Club has proven to be extremely popular with 2,315 people using our facilities.

Sunday has proven to be the most popular day for bowls with barefoot patrons with an average of 60 people playing bowls.

A monthly breakdown is included below for the 4 month period from December to March.

| <u>MONTH</u> | <u>NUMBER OF PEOPLE</u> | <u>APPROXIMATE REVENUE</u> |
|--------------|-------------------------|----------------------------|
| December | 855 | \$9,095 |
| January | 666 | \$12,739 |
| February | 411 | \$6,575 |
| March | 383 | \$8,090 |
| | <u>TOTAL</u> | <u>\$36,499</u> |

Revenue is from the following:

1. Green Fees- \$15 per head
2. BBQ and Bowls Packages in conjunction with Bistro On the Green
3. Functions- including 2 engagement parties, 2 Bucks Parties, 3 Birthday parties and numerous family groups.
4. Charity Events- Annual Lions Bowls Day, Peace of Mind Charity event.

It is fairly safe to assume that such activities have also generated a similar amount in bar takings over this period of time.

Profit & Loss Torquay Bowls Club

For the 12 months ended 29 February 2016

| | Feb-16 | Feb-15 | |
|--------------------------------------|-------------------|-------------------|--------------|
| Income | | | |
| Bar | 594,411.06 | 466,778.07 | 27% |
| Raffle | 28,487.85 | 29,157.02 | (2%) |
| Social events | 25,779.17 | 3,300.91 | 681% |
| Uniforms and other | 5,776.08 | 12,655.44 | (54%) |
| Total Income (a) | 654,454.16 | 511,891.44 | 28% |
| Less Cost of Sales | | | |
| Bar | 210,596.82 | 171,570.67 | 23% |
| Raffle | 16,623.28 | 6,038.83 | 175% |
| Social events | 23,961.39 | 1,574.19 | 1422% |
| Uniforms and other | 5,311.66 | 6,839.26 | (22%) |
| Total Cost of Sales (b) | 256,493.15 | 186,022.95 | 38% |
| Marginal Income (c) = (a)-(b) | 397,961.01 | 325,868.49 | 22% |
| Plus Other Income | | | |
| Grants & Donations Nett | 47,744.46 | 20,687.92 | 131% |
| Hire of Facilities | 76,463.54 | 39,543.06 | 93% |
| Membership fees | 79,543.19 | 73,754.13 | 8% |
| Rents Cafe and RSL | 32,254.68 | 39,386.35 | (18%) |
| Sundries | 313.87 | 533.38 | (41%) |
| Total Other Income (d) | 236,319.74 | 173,904.84 | 36% |
| Total Revenue (a)+(d) | 890,773.90 | 685,796.28 | 30% |
| Less Operating Expenses | | | |
| Administration | 22,153.79 | 12,688.48 | 75% |
| Advertising & Promotion | 14,529.81 | 924.55 | 1472% |
| Affiliation Fees | 16,020.46 | 13,610.32 | 18% |
| Competitions | 34,408.36 | 31,069.18 | 11% |
| Finance and Insurance | 26,803.63 | 20,628.99 | 30% |
| Maintenance | 42,285.75 | 46,061.02 | (8%) |
| Operations | 35,001.06 | 18,765.33 | 87% |
| Utilities & Rates | 36,438.41 | 41,539.12 | (12%) |
| Wages | 272,786.07 | 164,717.25 | 66% |
| Total Operating Expenses (e) | 500,427.34 | 350,004.24 | 43% |
| EBITDA (c)+(d)-(e) | 133,853.41 | 149,769.09 | (11%) |
| Depreciation | 26,472.00 | 27,046.00 | (2%) |
| Profit | 107,381.41 | 122,723.09 | (13%) |

Balance Sheet
Torquay Bowls Club

As at 29 February 2016

| | Feb-16 | Feb-15 |
|--|-------------------------|-------------------------|
| Assets | | |
| Bank | | |
| Cash in Bank | 261,454.38 | 207,197.49 |
| Other cash and clearing | 4,017.72 | (10,659.00) |
| <hr/> Total Bank | 265,472.10 | 196,538.49 |
| Current Assets | | |
| Debtors | 11,717.23 | - |
| Float | 3,000.00 | 2,849.61 |
| Petty cash | - | 900.00 |
| Stock | 21,502.80 | 15,974.00 |
| <hr/> Total Current Assets | 36,220.03 | 19,723.61 |
| Fixed Assets | | |
| Fixed assets at valuation | 596,395.80 | 541,852.38 |
| Accumulated depreciation | (202,412.00) | (175,940.00) |
| <hr/> Nett Fixed Assets | 393,983.80 | 365,912.38 |
| <hr/> Total Assets | <hr/> 695,675.93 | <hr/> 582,174.48 |
| Liabilities | | |
| Other liabilities | 0.48 | (0.09) |
| Tax liabilities | 7,446.71 | 7,655.47 |
| Current Liabilities | | |
| Creditors | 23,082.28 | 17,685.62 |
| Payroll liabilities | 2,525.93 | 1,594.36 |
| <hr/> Total Current Liabilities | 25,608.21 | 19,279.98 |
| <hr/> Total Liabilities | <hr/> 33,055.40 | <hr/> 26,935.36 |
| Net Assets | 662,620.53 | 555,239.12 |
| Equity | | |
| Opening Balance Equity | 250,425.67 | 250,425.67 |
| Retained Earnings | 304,813.45 | 182,090.36 |
| Current Year Earnings | 107,381.41 | 122,723.09 |
| <hr/> Total Equity | <hr/> 662,620.53 | <hr/> 555,239.12 |