

# Torquay Bowls Club

Monday May 1st

# 2017

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A report to the members of the Torquay Bowls Club by the Board of Management about its activity for the 2016/2017 season

**Annual General  
Meeting  
Report**

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## **Chairman report – Mac Smith**

Well, another season is now behind us and despite not having quite the success of the previous year on the greens, I believe our club has continued to progress nicely in line with our longer term strategic plan.

Our appointment of Phil Girvan into the role of General Manager and Libby Ingleton as Bar Manager has certainly worked well for us and they remain the only fulltime employees of the club. Our bar operation has worked seamlessly since these appointments and remains our key source of revenue. Eileen Williams stepped into the role of Barefoot Bowls/Functions co-ordinator and has been literally run off her feet looking after Barefoot Bowls groups. As long as our greenkeeper and greens director support it, we will continue to entertain casual bowlers as they certainly do add to our bottom line. As you are all aware, early in the season our greenkeeper Billy Hamshere resigned and we had to quickly find a replacement. We welcomed Adam Shawcross into the fold and considering the traffic our greens have endured, he deserves a huge thank you for preparing fine playing surfaces for us throughout the season. Adam has a heavy maintenance program planned for the off season, I'm sure you will all watch progress with interest.

Towards the end of season we hosted a volunteers 'Thank You' night for those members who have given of their time to serve our club. I was honestly surprised at just how many wonderful helpers we have, it was extremely gratifying.

I said in my report last year and I'll say it again, volunteers are still the heart and soul of our club and we need anyone who is able, to please consider contributing.

We also held two 'Thank You' functions for our many sponsors and at our end of season gathering each of them were presented with a Certificate of Thanks.

Again we extend our sincere gratitude to them all, their support is invaluable.

Our Twilight bowlers have had another hugely successful season and excellent news is that numbers for next year make it almost certain that we will again fill both greens on Wednesday and Thursday evenings. There is just so much talent within the group and once more we really encourage all Twilight bowlers to consider entering our club championship events.

### **Achievements for the year include:**

- New TBC Entrance Sign – approval has been granted, intention is to install before next bowling season – will advertise the Bowls club, Torquay RSL and Bistro on the Green.
- Rear Veranda at the back of the Bar and Bistro on the Green – storage area has been extended and closed off with security gates
- Review of both the Board of Management Structure and Bowls Committee Structure – change in Board of Management roles reflects the changing nature of the club's business.
- Master plan for the future – possible 3<sup>rd</sup> green and stage 2 building – currently undergoing formal conversations with the various authorities
- Shed for the Green keeper/maintenance – will be considered as part of the Master Plan
- Water flow under deck – sub-committee investigating cause and possible solutions. Board considers that further action to address this problem be taken.
- TBC Club Jacket – imminent
- Foxtel installed in the bar, trial for a 12 month period and is primarily there so members can watch AFL Football and other sports.
- Asset management – following the clean-up in the storage area under the deck, an inventory of assets has been recorded.

- Bowls Australia Awards – October 2016 - TBC nominated alongside Club Helensvale (Qld); Manning Memorial (WA); Southport (Qld). Club Helensvale and Manning Memorial Bowls Clubs were announced as joint winners.
- Club History – has been written and currently being edited – information on noticeboard seeking orders for the booklet. TBC History cabinet currently under development.
- Communication with members – has been and still is an issue – much larger club now and every opportunity taken to inform members – Board summary notes on notice board – problem with limited wall space to accommodate all relevant information. The Board to investigate a 'member's only' section on website to inform members.
- Establish a Welfare Support team – to improve communication with, and assist members who are unwell; in hospital or unable to attend the bowls club for happy hour, events, etc
- Board of Management retiring members – Philip Price (Membership); Vince Balestra (Facilities) and Karen Harrington (Acting Bowls President).  
Welcome to the new Board members – Mick Slater (Business); Pip Cassady (Events); Gill Pritchard (Membership); Lance Avent (Facilities) and Alan Murphy (Bowls President).
- The volunteers contributing to the club is invaluable to the day-to-day running of the club's bowls activities and committees – more so now that the club is growing in membership.

### **Challenges ahead:**

- The 2<sup>nd</sup> phase of our building development and the need for a third green
- An extension of the club bar
- Extension of toilet facilities in club house area
- Provision of extra storage facilities

This list is certainly not exhaustive, but they are activities that we propose to address as soon as we are able.

Currently I believe the club remains in a very healthy state, our daily operations continue to run smoothly and our financial state remains sound.

In closing, my sincere thanks to all members of the Board for their exceptional support throughout the past year. To Karen Harrington, Phil Price and Vince Balestra, who are retiring from their posts, a huge thank you not only for your contribution at board level, but also for your dedicated work within your own portfolio.

Wish I could join you, but to those lucky enough to be heading away from the Victorian winter I wish you an enjoyable and safe holiday. To those left behind, may I remind you that it will be business as usual and all club facilities will be available for you during the winter months, so please continue to support your club during this period.

### **Treasurer report** – Nick Webster

Last year delivered explosive growth of near 30% which, of course, is not sustainable and, indeed, brings its own problems trying to manage the rapid increase in manpower required to handle it. This year we see a more modest growth of just under 10%. (Reports attached – Appendix 3)

The Profit & Loss shows Membership Fees down 10% which does not reflect reality but rather the timing of how fees are collected and how well I am able to accrue for timing variances. Clearly, not very well.

We are changing how we collect fees and how we manage the membership database(s) so, hopefully, this will be a thing of the past. Without this artefact, revenue growth would be over 10%; a very respectable result in this day and age.

Bar takings showed healthy growth but, unfortunately, the cost of goods grew faster! You'll have

heard me bang on about the need to schedule in some price rises in the bar. I know this won't help my popularity ranking in the club but we can't ignore cost pressures and taking well timed but small price rises is much better than trying to hold off and being forced into making big price hikes in the future.

Raffles continue to grow strongly but now with a very well managed cost base. The Events line does not do justice to the contribution of the Events committee and volunteers. All that appears here is ticket sales and most of the revenue generated appears elsewhere in the Profit & Loss. If we are to maintain growth into the future then, outside of any plans to physically enlarge the club, the main driver will be events.

Some excellent work on Sponsorship has delivered 35% growth.

The Sundries line in 'Other Income' is up because of the insurance payout for the burglary incident.

Some lines in the Operating Expenses need commentary:

Increase in Affiliation Fees is from Geelong Region with Bowls Victoria posting a modest increase.

Maintenance is up because we now have a contract greens keeper and cost no longer appears in Wages.

Utilities and Rates increase is driven solely by Electricity. What we thought was the effect of the solar panel installation was in fact a billing problem with the power company so that we weren't being charged during FY2016 and had to repay the shortfall in FY2017.

Operating Profit is down 7.6% despite the increased turnover. This is driven almost wholly by the increase in Wages. It looks out of control but, as already mentioned, we've had to manage a massive growth in turnover and a tumultuous change in organisation following the less than easy appointment of a General Manager.

Most of the cost hike took place during the back end of FY2016 and early FY2017. I believe we are now in much better control and wages should soon be running at a more sensible proportion of revenue.

The Balance Sheet shows the operating profit has swelled the Cash situation by just over a hundred big ones so we have over \$350k in the bank. A prudent \$100k reserve for cash flow variances leaves a quarter of a mill fund for any major capital projects we may have in mind. This is just as well because we do have quite a few major capital projects in mind!

Another pleasing year of which all volunteers and staff should be justly proud.

## **Membership report** – Philip Price

The year ended with 892 members paying a total of \$82,488 in subscriptions. The membership was made up of 395 Affiliated and 497 Social members of whom 152 were Torquay RSL.

These figures indicate an overall membership increase of just over 5% compared with last year. Affiliated members are expected to volunteer for some form of duty as a condition of their membership, and approximately half of them did so.

In December 2016, in order to enable visitors arriving on holiday to enjoy at least 6 months of membership, the Board resolved to change the Social membership year to run from July to June. This

change has had the outcome of a healthy increase in member numbers. Existing Social members have the benefit of a 4 month extension of their membership at no extra cost.

Affiliated member fees are rising by \$10 to \$190 for the 2017/2018 season which begins on 1<sup>st</sup> March. Social members will see an increase of \$5 to \$35 when their year begins on 1<sup>st</sup> July 2017. These are modest increases and I believe that members still receive good value for their outlay.

The membership cards of Affiliated Members will be deactivated on 31<sup>st</sup> March and re-activated on receipt of the renewal subscription. Renewal implies that a member agrees to abide by the rules and regulations of Torquay Bowls Club.

On a sad note, members John Cross; Tess Dicker; Gary Carroll; Jim Pascoe passed away during the year along with former members Ted Goette; John Stock; Noelle Tonkin; Norman Slaven and Florence Evans.

I am nearing the end of my two year period as Membership Manager and I would like to express my appreciation for the support I have received from fellow Board members and Secretary, Rosemary Canning. I must also acknowledge my debt to Wayne Chaffey whose expertise and guidance has been invaluable regarding the printing of membership cards.

I leave the Board, confident that the future of the Club is in good hands, and I wish Gillian Pritchard every success as the new Membership Manager.

### **Business/Club Manager report – Mick Slater/Phil Girvan**

2016/2017 has been a successful year in relation to monetary returns and growth of the business.

TBC's mission is to encourage local community involvement by supplying better services and functions for members, visitors, group organisations and local business' that support the club.

The business has seen a revenue increase of 20% on last year for Barefoot and function events plus a 13% increase in bar takings. Over the summer months alone, from October until March, approximately 3,500 people either played Bare-foot bowls or attended one of the eight functions that were held. (This does not include the Twilight competition).

The club has this year installed 14 CCTV security cameras, supplied ceiling fans to the club rooms plus better lighting, along with new tables and chairs for the function room. The upgrade to the club house Audio Visual MultiTek system has given patrons and sponsors better coverage by utilising all the TV monitors. Some of the exterior improvements such as bike racks, a dog station, a new entry sign and asphalt repairs to the car park have been completed for community benefit.

The Bistro on the Green has been busy over the summer months with bookings being taken nearly every day and in the holiday period it was 'book before you eat'.

TBC has again benefited from the relationship with both the Torquay RSL and the Bistro on the Green whose support and involvement is appreciated.

Looking forward to season 2017/2018 patrons and members will see different activities being implemented - with more entertainment and a variety of one-off day events such as Melbourne Cup and the AFL grand final (Fox Footy). With five events already booked in the calendar up until June 2017, TBC is striving to become the number ONE hub for social activities in Torquay.

It is also very pleasing to note that the business (TBC Club) is acquiring new sponsors for 2017/2018 along with our current sponsors, thanks to our marketing director. We sincerely thank and appreciate the support that our sponsors give us.

In conclusion the Torquay Bowls Club with around 900 members will hope to increase that number by giving the community and members a variety of new options.

Giving members value for their membership will benefit all, and in turn, this will give the Torquay Bowls Club the ability to accommodate and cater for Torquay's increasing population.

## **Marketing report** – Tony Gall

Overall we are pleased with the final figures achieved, my thanks to the many people who have been of great assistance with ideas, feet on the ground & implementation of our Marketing Plan. I would especially like to mention the great response by both the day & twilight bowls sections to amalgamate our ideas & contacts for the overall improved benefit for our club.

Particular mention to Chris Lewis, Mick Slater, Frosty Miller, Ian Bennett, Rosemary Canning, Bernie Convery, Joe Issell, Rod Salisbury, Leanne Salisbury, Paul Thompson & Mac Smith. If I have forgotten anyone, my apology, all of these people assisted at various times & to varying degrees. Marketing income & services increased by about \$33,250 this season due to some sponsors accepting our offer to increase their present package, combined with the rationalisation of some sponsorship packages to a more commercial value, plus several new sponsors coming on board.

All sponsors now have signed a written 3 year agreement, and at the next renewal date we are considering including annual automatic CPI increases.

Some new innovations introduced this year include -

1. All sponsors have been invited to attend a luncheon & a cocktail party.
2. Certificates of appreciation have been presented to each.
3. Additional "sponsor for the day" of social/twilight events with invitations to present prizes.
4. All sponsors names listed on a banner which is on permanent display in club house. The introduction of sponsors for our bowls mats.
5. Our major sponsor Hocking Stuart have offered the TBC \$1,000 for every property sale of a member, provided a referral form is completed by the member at time of listing the property [referral forms are contained in a plastic jacket on notice board near the bar]

As we have a new sponsor for the naming rights on our membership cards, please be kind enough to show your membership card at the bar in an effort to provide some publicity & value for "surfcoastdental".

All members will gradually be issued with a new membership card retaining your same membership number.

We encourage all of our members to please consider using our sponsors at all times, if at all possible, as this reinforces their relationship with TBC & encourages renewal of existing arrangements, in addition to new sponsors being attracted.

The breakdown of sponsorship income is as follows,

Cash sponsorships	\$40,250
Goods or services	\$32,000
<u>Total Value:</u>	\$72,250

The cash sponsorship figure shows an increase in excess of 40% over the previous 12 months.

## **Strategic Development report** - Chris Lewis

2016/17 has been a planning year in terms of the Strategic Development portfolio.

The Board established a member based sub-committee to investigate the potential to develop a third playing surface, given the incredible growth of the Club.

The sub-committee headed by Joe Issell, supported by Wayne Chaffey and Ian (Frosty) Miller reported to the Board that such a move was both desirable and practical, subject to the availability of a small section of Taylor Park.

Based on this advice the Board has developed a project brief for the development of a Master Plan to map out the future needs of the Club - in terms of infrastructure including a new third playing space, Stage 2 building works and associated car parking.

Even at this initial planning phase it has become apparent that the Club will need to make a significant contribution to achieve these aspirations. It is highly unlikely the whole vision will be possible without external funding. However, this is a challenge that has been experienced since the establishment of the TBC in 1924.

The next step is to appoint a head consultant to develop a Draft Landscape Plan which will not only document the scope of the project, but will also calculate the total likely cost in order to finalise an affordable, staged program of works.

A critical next step will be the establishment of a funding strategy including formation of a fund raising committee.

The other major activity has been the development of a Draft Strategic Business Plan. The current draft is now displayed in the clubhouse on the Board notice-board, and on the Club website with feedback sought and welcomed until mid-May, 2017.

So go on line and provide your feedback by Friday May 19<sup>th</sup>.

## **Compliance report**– Gary Banks

As a consequence of restructuring the responsibilities and operational procedures of the Torquay Board of Management in the past year and the occurrence of a number of disciplinary issues involving some members of the club, it was decided to explicitly document a Code of Conduct for both the Board of Management and members of the club.

The purpose of these documents is to set out the standards of behaviour that are expected of the Torquay Bowls Club Board members and general members of the Torquay Bowls Club (affiliated, social and visitors).

The Board is very conscious that the club is transitioning from a small volunteer based bowls club to that of a much larger club/business with employees and a leased bistro. Members will be aware that many thousands of people now utilise and visit the club throughout the year be it for barefoot bowls, functions, hiring the facility and using the bar and bistro.

A consequence of this change is that an explicit standard of behaviours is essential for members to both retain confidence in their Board members and to have knowledge of the required behaviours of all members at all times.

The Code of Conduct for Board members includes areas such as conflict of interest, fiduciary expectations, confidentiality and acting with openness, sensitivity and with the best interest of the club in all matters.

The Code of Conduct for members simply lists the expected behaviours of all members of the club.

Both these documents are in the Appendix of this report.

## **Events Committee report** – Pip Cassady

It has been a busy year for the Events Committee. Events such as High Tea & Quiz nights were run to reach members who were not interested in crowds & loud music.

However, it was evident that the biggest revenue for TBC is definitely big band nights.

We have a committed & multi talented team who work well in a volunteer capacity to provide: Entertainment, revenue-raising for Torquay Bowls Club (TBC) & increasing the TBC profile in the wider community.

### **Summary of events since AGM 2016:**

High Tea – May  
Quiz Nights - April May June July August (monthly)  
Cocktail Party – September  
Rolling Stones Tribute Band –October  
Cool Change – New Years Eve (Carnivale Theme)  
SPANK – Australia Day Beach Party 2017

### **Club Manager & Cabs events:**

Our Committee assists Phil & Cabs to run their events for TBC: e.g. manning the door & banners etc.

**Club Manager events:** Jan Juc Jets - July

### **Cabs events:**

Neil Murray - February  
The Moonee Valley Drifters – February

### **Future events: - for 2017 & 2018**

#### Events Committee:

Sassy - Easter Saturday  
JLS Shelley & CO –May 13<sup>th</sup>  
AC/DC – November 5<sup>th</sup>  
Cool Change - New Years Eve (Heroes & Villains theme)  
Australia Day January 27<sup>th</sup> 2018– TBA  
Easter Saturday March 31<sup>st</sup> 2018 – TBA

Club Manager: SHEDZEP & SKELTONES – April 16<sup>th</sup>

Comedy Hypnotist June 24<sup>th</sup>

Cabs: Liz Stringer – Sunday April 30<sup>th</sup>

### **Advertising & Publicity:**

The Committee would like to see a variety of avenues to advertise events such as –

- a) a permanent structure at the entrance to TBC to display banners,
- b) functioning Facebook &
- c) updated email database.

Our aim is to reach out to all TBC members as well as the wider community, and notify them of upcoming events.

### **Website report – Karen Harrington**

Our website patronage is going from strength to strength with increasing number of views each day. However, don't forget it is an important tool for getting information to our bowling & social members. There are all things bowls from Pennant selection and results, championship draws and results, fixture info, to online entry to social bowls. As well as club information from the Board, Social event calendar, news and links to various bowls publications & websites. It is always a work in progress and improvements & new facilities are coming.

As we plunge headlong into the digital generation we ask members to brave the new world & at least make sure the club has your email address as a way of communication. For those of you who are blog savvy, it will be a method increasingly used to get the news out, particularly for events.

## **Bowls report – Karen Harrington (Acting President)**

As season 2016/17 comes to a close, congratulations go to those sides achieving a spot in Pennant Finals. Saturday had Divisions 1 and 7 in the first round of finals, with Division 1 getting to the grand final. Midweek had Division 3 and 5 getting through, with Division 3 winning to earn a place in the Grand Final. Unfortunately no flags won. Midweek Division 3 will be promoted to Division 2.

Thank you to both Pennant Selection committees for their hard work in sorting out the 160 or so players into teams & sides each week. We sometimes might all remember what a difficult task that is!

It was good to see 209 entries to our Club Championships. These are games which everyone can play and gain experience from and we encourage members to enter. Congratulations to those who picked up a winner or runner-up award.

Thanks also to the Social Bowls Committee who have been working hard to provide improved social bowls opportunities and have succeeded in increasing patronage. Don't forget that website entry to social games will be available again next season.

As the number of members attending our volunteer appreciation day indicated, our club needs many hands to keep going. If you aren't on a committee, don't forget to put your hand up for a small task. Many thanks to those who help out and enable our club to provide the bowling you enjoy.

Thanks to the Twilight Committee who manage the enormous task of running our substantial Twilight bowls & competitions.

It is wonderful to see our club full on Wednesday/Thursday evenings with so many people enjoying the facilities and competition.

Finally, thank you to the Bowls Committee for their efforts. Rosemary Canning, Geoff Grigg, Jim Boucher, Janice Pekin, Mick Slater (standing in for Bernie Convery) have all worked hard to keep our bowls club running. I leave you in good hands with Alan Murphy taking the Bowls President role for the coming year.

## **Championships and Tournaments – Geoff Grigg**

### **Bowls Championship Results – 2016/2017:**

Women's Pairs:	Winner – Karen Harrington R/Up – Cornelia Smith
Men's Singles:	Winner – Alan Sampson R/Up – Vincent O'Flaherty
Men's Veterans:	Winner – Alan Sampson R/Up – William Fuller
100 Up:	Winner – Gary Wakefield R/Up – Wendy Sanderson
Minor Singles:	Winner – Peter Forbes R/Up – Gary Wakefield
Women's Pairs:	Winner – Leanne Salisbury / Cornelia Smith (Skip) R/Up – Effie Wake / Eileen Williams (Skip)
Men's Pairs:	Winner – Tim Jenkinson / Daryl Kitchin (Skip)

R/Up – Gary Banks / Alan Sampson (Skip)

Mixed Pairs: Winner – Bev Teggelove/Wayne Canning  
R/Up – Judith McKay/Nick Peter

Triples: Winner – John Musco, Geoff Williams, Ken McIntyre (Skip)  
R/Up – Keith Banks, Robert Wilson, Gary Banks (Skip)

### **Regional Event Results – 2016/2017:**

Women's State Pairs: R/Up – Karen Harrington/Jan Walter

Men's Veterans: Winner – Alan Sampson

### **Twilight Bowls report – Mick Slater (Acting President)**

The Twilight Bowls 2016/2017 season has again made a significant contribution to the Torquay Bowls Club. Such is the popularity that over the 18 week season the Twilight bowls sponsors have increased their generosity, both in value and numbers, resulting in the raffle takings of \$14,766. (Not to mention bar takings and affiliation fees).

The number of Twilight Players for 2016/2017 **INCREASED** from last year to a total of 278 registered players of which 243 (87.5%) were affiliated members.

Such is the popularity of the competition, Gill Pritchard the Twilight Team Manager has had to put six **NEW** teams submitting their registration for 2017/2018 on a waiting list. We can only play 28 teams on Wednesday and 30 teams on Thursday. Hopefully the 3<sup>rd</sup> Green proposal will become a reality in the near future.

It was pleasing to note that 4 players from Twilight joined Pennant teams for season 2016/2017 and another 3 have put their names down for 2017/2018. As such, Twilight Bowls continues to be an avenue for the development of future players for the club. Congratulations to all the winners of the Twilight competitions. The standard of bowls again created a lot of interest with most results in the finals coming down to the last end.

The popularity of Twilight Bowls has seen an overwhelming increase in the numbers of sponsors supporting the competition and is seeing the 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 from the players, Bowls Committee and the Board of Management. Many thanks to the hardworking Twilight Committee along with the volunteers, (too many to mention), that have made and continue to make Twilight Bowls such a popular competition of which I believe Torquay has by far the biggest membership in the state.

#### **Singles Champions for season 2016/2017.**

Wednesday Singles Champion: Winner: Matt Malone  
R/up: Tom Aldridge

Thursday Singles Champion: Winner: Wally Wiener  
R/up: Mick Slater

Women's Singles: No event.

#### **Team Champions for season 2016/2017.**

Wednesday Division 1:

Winners: Fat Yaks  
R/up: High Rollers

Wednesday Division 2:

Winners: Cracker Jills  
R/up: Bog Rats

Thursday Division 1:

Winners: Try Hards  
R/up: Malibu's

Thursday Division 2:

Winners: High Rollers  
R/up: T Bones

**Lightning Premiership:**

Winners: Cement Heads  
R/up: Forty Two

**Social Bowls report – Jim Boucher**

The 2016/17 season has seen a continuation of the development in the participation of the previous season. The average attendance has risen again, if only briefly from 57.4 to 61.0, and still continues at a similar level to that of last year.

Once again the busiest time is in the period between the end of the pennant season and the date for the closure of the greens. The monthly Jackpot continues to be popular with wins to teams that have not done so well on the day

I wish to express my personal thanks to every one of the subcommittee members who have made the season a pleasant experience for me as well as for all players.

I have much appreciated the support and advice readily available in my period as Social Bowls Coordinator.

Thanks to Wayne Chaffey for the great statistics record. I also want to mention the fine work done by Judy McKay as our newest member of the group. She has fitted in so well and meant we all have found the tasks that much easier.

An additional social bowls event was trialled on a Friday afternoon, and although the numbers were low compared to the popular Wednesday event, it was considered successful enough to introduce it as a regular event for season 2017/18. Hopefully, this activity will lead to other innovations to help promote the club and the sport in Torquay.

With the prospect of a full membership of the subcommittee, it is anticipated that the social bowls activities will continue to be popular and be run, by the existing committee, on at least Wednesdays and some Fridays and Saturdays, next season.

(See Statistics attached – Appendix 2)

## **Appendix 1: Torquay Bowls Club Members – Code of Conduct**

Members of the Torquay Bowls Club will:

- Treat everyone in a considerate, fair and courteous manner.
- Show respect to all persons regardless of his or her age, gender, race, culture, disability, religion or sexual orientation.
- Show respect towards each other, the club, employees, visitors and the wider community.
- Never engage in loud, violent, abusive, offensive or bullying behaviour.

## **Torquay Bowls Club Board of Management – Standards of Behaviour**

### Purpose

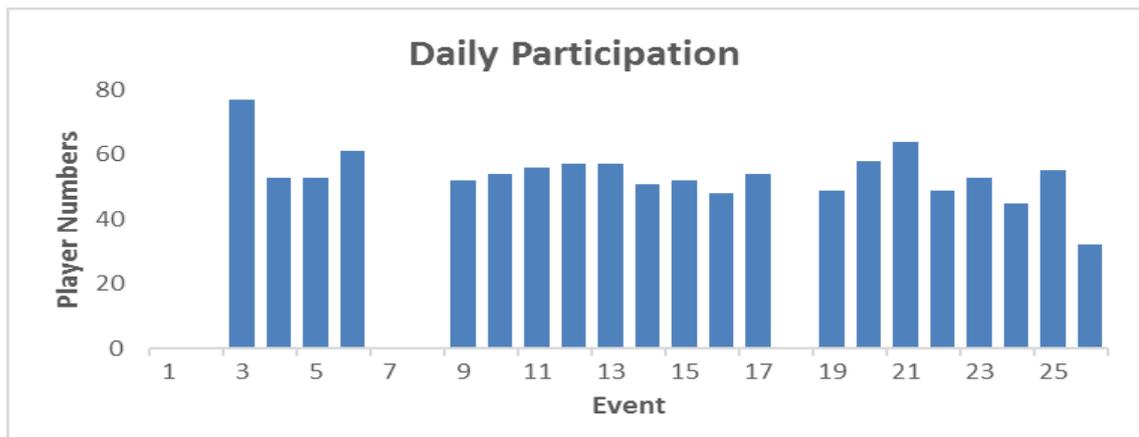
The purpose of this document is to set out the standards of behaviour expected of the Torquay Bowls Club Board members. In agreeing to be part of the Board each member must also agree to adhere to these codes at all times.

Board Members of the Torquay Bowls Club will:

- Be diligent in their role
- Attend Board meetings or forward their apology prior to the meeting
- Treat all people associated with the Club, including members, volunteers, employees, visitors and other Board members with respect
- Always consider the welfare of the Club's members above on field success
- Attend to their fiduciary responsibility and make decisions based on what is best for the Club, not for individual interest or gain
- Not take advantage, financial or personal, of their position on the Board in any way
- Declare any Conflicts of Interest as they arrive and act to ensure that these conflicts do not pose a risk to the organisation
- Be open to feedback from members and respond appropriately
- Be honest at all times
- Maintain Board confidentiality and treat private information with sensitivity and confidentiality
- Act as a positive role model with respect to good sporting/community behaviour
- Smoke in the designated areas and refrain from the excessive use of alcohol at the Club
- Adhere to the policies and procedures established by the Club
- Adhere to the legislative requirements of the Club
- Respect the equipment and resources of the Club and only use these in Club related business
- Not receive gifts that result in personal financial benefit
- Always look for opportunities for improved performance of the Club operations and Board functions
- Always represent the Club in a professional manner
- Follow Board protocols in all matters relating to dealing with the media, making public comment, directing enquiries to the Chairperson, etc

**Appendix 2: SOCIAL BOWLS SUB-COMMITTEE STATISTICS 2016- 2017**

Game	Date	Day	Players per day		Player ave/day	Logins per day
1	27-Aug	Sat	0	0		0
2	31-Aug	Wed	0	0		9
3	03-Sep	Sat	77	77	77.0	3
4	07-Sep	Wed	53	130	65.0	8
5	14-Sep	Wed	53	183	61.0	1
6	21-Sep	Wed	61	244	61.0	6
7	28-Sep	Wed	0	244	61.0	7
8	12-Oct	Wed	0	244	61.0	9
9	19-Oct	Wed	52	296	59.2	13
10	26-Oct	Wed	54	350	58.3	12
11	05-Nov	Sat	56	406	58.0	15
12	09-Nov	Wed	57	463	57.9	21
13	16-Nov	Wed	57	520	57.8	14
14	23-Nov	Wed	51	571	57.1	12
15	30-Nov	Wed	52	623	56.6	9
16	14-Dec	Wed	48	671	55.9	10
17	21-Dec	Wed	54	725	55.8	13
18	28-Dec	Wed	0	725	55.8	4
19	11-Jan	Wed	49	774	55.3	9
20	18-Jan	Wed	58	832	55.5	8
21	25-Jan	Wed	64	896	56.0	14
22	08-Feb	Wed	49	945	55.6	14
23	15-Feb	Wed	53	998	55.4	8
24	22-Feb	Wed	45	1043	54.9	14
25	08-Mar	Wed	55	1098	54.9	19
26	22-Mar	Wed	32	1130	53.8	10



## Appendix 3: Treasurer's Reports

### Profit & Loss Torquay Bowls Club For 12 months ending 28th Feb 2017

	2017	2016	2015	2017v16	2016v15
<b>Sales</b>					
Bar	663,637	594,411	466,778	11.6%	27.3%
Raffle	38,967	28,488	29,157	36.8%	(2.3%)
Events	26,171	25,779	3,301	1.5%	681.0%
Uniforms and Other	1,919	1,519	2,817	26.3%	(46.1%)
<b>Total Sales (a)</b>	<b>730,695</b>	<b>650,197</b>	<b>502,053</b>	<b>12.4%</b>	<b>29.5%</b>
<b>Less Cost of Sales</b>					
Bar	238,346	210,597	171,571	13.2%	22.7%
Raffle	21,397	16,623	6,039	28.7%	175.3%
Events	19,222	23,961	1,574	(19.8%)	1422.1%
Uniforms and Other	4,314	5,312	6,839	(18.8%)	(22.3%)
<b>Total Cost of Sales (b)</b>	<b>283,279</b>	<b>256,493</b>	<b>186,023</b>	<b>10.4%</b>	<b>37.9%</b>
<b>Marginal Income (c) = (a)-(d)</b>	<b>447,415</b>	<b>393,704</b>	<b>316,030</b>	<b>13.6%</b>	<b>24.6%</b>
<b>Plus Other Income</b>					
Sponsorship	33,486	24,732	12,006	35.4%	106.0%
Hire of facilities	77,663	76,464	39,543	1.6%	93.4%
Membership fees	71,776	79,543	73,754	(9.8%)	7.8%
Rents (RSL & Bistro)	35,997	32,255	39,386	11.6%	(18.1%)
Sundries	10,833	4,571	10,372	137.0%	(55.9%)
<b>Total Other Income (d)</b>	<b>218,770</b>	<b>217,565</b>	<b>175,062</b>	<b>0.6%</b>	<b>24.3%</b>
<b>Total Revenue (a)+(d)</b>	<b>949,464</b>	<b>867,762</b>	<b>677,114</b>	<b>9.4%</b>	<b>28.2%</b>
<b>Less Operating Expenses</b>					
Administration	15,158	22,154	12,688	(31.6%)	74.6%
Advertising and Promotion	5,314	14,530	925	(63.4%)	1471.6%
Affiliation Fees	20,329	16,020	13,610	26.9%	17.7%
Competitions and Catering	34,101	34,408	31,069	(0.9%)	10.7%
Finance and Insurance	27,822	26,804	20,629	3.8%	29.9%
Maintenance	61,562	33,919	37,053	81.5%	(8.5%)
Operations	45,458	43,368	27,774	4.8%	56.1%
Utilities and Rates	51,432	36,438	41,539	41.1%	(12.3%)
Wages	313,585	272,786	164,717	15.0%	65.6%
<b>Total Operating Expenses (e)</b>	<b>563,776</b>	<b>500,427</b>	<b>350,004</b>	<b>12.7%</b>	<b>43.0%</b>
<b>Operating Profit (f) = (c)+(d)-(e)</b>	<b>102,409</b>	<b>110,841</b>	<b>141,087</b>	<b>(7.6%)</b>	<b>(21.4%)</b>
<b>Other Items</b>					
Grants (+)	-	23,012	8,682	(100.0%)	165.1%
Depreciation (-)	23,939	26,472	27,046	(9.6%)	(2.1%)
<b>Total Other Items (g)</b>	<b>(23,939)</b>	<b>(3,460)</b>	<b>(18,364)</b>	<b>591.9%</b>	<b>(81.2%)</b>
<b>Nett Profit (f) + (g)</b>	<b>78,470</b>	<b>107,381</b>	<b>122,723</b>	<b>(26.9%)</b>	<b>(12.5%)</b>

**Balance Sheet**  
**Torquay Bowls Club**

	28 Feb 2017	29 Feb 2016	28 Feb 2015
<b>Assets</b>			
<b>Cash</b>	<b>369,061</b>	<b>268,668</b>	<b>207,197</b>
<b>Current Assets</b>			
Bar float	5,300	3,000	3,400
Stock	18,476	21,503	15,974
Receivables	12,837	11,717	-
Sundry	(369)	-	350
<b>Total Current Assets</b>	<b>36,245</b>	<b>36,220</b>	<b>19,724</b>
<b>Fixed Assets at Valuation</b>	<b>403,670</b>	<b>393,984</b>	<b>365,912</b>
<b>Total Non-current Assets</b>	<b>-</b>	<b>(3,195)</b>	<b>(10,659)</b>
<b>Total Assets</b>	<b>808,976</b>	<b>695,676</b>	<b>582,174</b>
<b>Liabilities</b>			
Payables	32,049	23,082	17,686
Wages	24,288	6,319	5,240
GST	11,548	3,654	4,009
Rounding	1	0	(0)
<b>Total Liabilities</b>	<b>67,885</b>	<b>33,055</b>	<b>26,935</b>
<b>Nett Assets</b>	<b>741,090</b>	<b>662,621</b>	<b>555,239</b>
<b>Equity</b>			
Opening Equity	250,426	250,426	250,426
Retained Earnings	412,195	304,813	182,090
Current Year Earnings	78,470	107,381	122,723
<b>Total Equity</b>	<b>741,090</b>	<b>662,621</b>	<b>555,239</b>