



TORQUAY BOWLS CLUB

Monday May 6th

2019

Annual General Meeting Report

A report to the members of the Torquay Bowls Club by the Board of Management about its activity for the 2018/2019 season

CHAIRMAN'S report – Mac Smith

Well, another season comes to an end, and despite not having had quite the success on the greens we would have liked, it has certainly been a progressive year in terms of Club Business and Administration. A club of our size has to be run as a professional business, and I'm happy to report that we are well advanced in ensuring we have both the right staff and technology in place to meet future demand and our longer-term strategic plan.

The appointment of Peter Temple as our General Manager has had an immediate impact. Peter came with a wealth of hospitality and administration experience and in his relatively short time with us he has already applied a number of changes that are benefitting the club. He is currently working towards installing new hardware along with a new POS (Point of Sale) system with enhanced technology; this system will integrate well with the membership data base.

You can also expect to see a revamped Website in the near future.

Further changes are anticipated and all will be well communicated with members as they progress.

Stealing a line from my report last year, our bar operation still remains our key source of revenue and we must thank our previous GM Phil along with Peter and especially our Bar Manager Libby, for their effort in ensuring the smooth and effective day to day running of this aspect of our business.

The Bistro has thrown up a challenge or two for us over the year, but happy to report that the operation is now running much more efficiently.

That said, our 'lean period' is over the winter months, so I implore all members spending the cold season at home to come along and warm yourselves up with some fine fare from our Bistro. Peter and the staff will keep you abreast of 'What's On' via our Website, Flyers and our weekly email.

Eileen (Tiger) Williams as Barefoot Bowls/Functions Coordinator has had another very busy season with many Barefoot Bowls groups using our facilities. Thanks go to our Greenkeeper Adam Shawcross and Greens Manager Peter Barnes for their continued support.

Our annual end of season Volunteers and Life Members 'Thank You' night for those members who have given of their time to serve our club was once again very well attended.

Repetitive, as it was last year, but I'll restate my standard line.....volunteers are still the heart and soul of our club and we need anyone who is able, to please consider contributing.

Sponsorship continues to be a major benefit to the club and again this past season we held two very successful 'Thank You' functions for our many sponsors.

A huge thank you must go to our Marketing Director Tony Gall for his dedicated work in not only attracting sponsors to the club, but for also looking after them so well.

Sincere thanks to all our sponsors, your support is invaluable.

Our Pennant, Social and Twilight bowlers have all been well looked after throughout the season and I thank all members who have worked tirelessly to look after us.

I'm sure Alan will have more to say about this in his Bowls Committee report.

Achievements/Challenges for the year include:

- **GORCC Taylor Park Master Plan**

At a recent meeting with GORRC we were informed that our request for our proposed 3rd green to be included on the GORRC master plan had been unsuccessful. That doesn't mean the door is closed, but it does mean further work and consultation needs to be undertaken. GORRC have committed to continue to work with us on the project.

Your Board will pursue all avenues in a bid to allow us the very small portion of the park we require to accommodate a future 3rd green.

- **The Community Sport Infrastructure Grant**

is a scheme to support small to medium scale projects up to \$500,000 to improve local community sport infrastructure which will support greater community participation in sport and

physical activity and/or offer safer and more inclusive community sporting hubs. We must note that this is a competitive process so not all applications are successful. We forwarded a submission, but unfortunately were unsuccessful in both the first and second rounds. We will continue to apply for relevant grants as they are advertised.

- **Development & implementation of significant TBC policies**
relating to members & patrons - including documents on Code of Conduct & Standards of Behaviour; Privacy; Smoking; Recruitment; Alcohol Management and Functions Hire.
- **Valued support from Graeme McTaggart**
Graeme played a significant role in the recruitment process for our new GM, his past experience in HR/IR was of immense help to the panel.
- **Review of BOM Structure**
to reflect changing needs/demands within the club & also include General Manager role.
- **Digitization of all Club Records and Documentation**
the digitization and electronic storage of all documents continues.
Club Historians (Ian Gribble & Tracey Bedem) are setting up the TBC Member Service Record to document bowls and administrative activities of all Affiliated Members.
- **FLAME (Friends Looking After Members) support group**
looking for new members to join the group and assist in supporting members in times of need.
- **TBC Club Manual**
At both a Board and Bowls level, this document has undergone its first extensive review since its inception. A number of policies and procedures have changed significantly, due to the changing nature of how the club has developed over the last few years. It is anticipated that a final draft may be available by the start of 2019/20 bowls season. Thank you to Rosemary Canning for her most diligent work on this project.
- **Social Media/Website review**
Social Media sub-committee (led by GM) to review the current TBC Website; and prepare a TBC Policy outlining the practices for both members and staff using Social Media platforms - Facebook; Instagram; Mailchimp; Website and newspaper articles.
- **Succession Planning**
as Board of Management & Bowls Committee and subcommittee positions will be advertised early in the new year, we urge all members to consider the skills and knowledge they can offer to the club.

PROPERTY:

- **Installation of new sheds**
on both greens for storage of new scoreboards & barefoot bowls.
- **Barefoot bowls trolley**
made new boxes to store bowls used for Barefoot bowls - easier for staff/volunteers to carry & transport.
- **Car parking area for Disabled**
outside General Manager & TRSL office. Line marking for 4 car spaces painted on bitumen; stencil Disabled parking signs on ground and change arrows on sign to indicate car spaces.

In his report Treasurer Nick has outlined the rather trying time we have had in relation to our finances over the past year, fortunately with the help of our new General Manager we now foresee a much better outcome for the 2019-20 period.

Members can be assured that we will be most vigilant in our watch over club finances.

In closing, may I say a sincere thank you to all members of the Board for the dedicated work each has put into their portfolio. With time comes change and each year we seem to add new responsibilities to their role, happy to report all have adjusted seamlessly.

To Rosemary Canning, who has retired from her role as Secretary, the biggest thank you for 7 years of devoted work. Rosemary, a non-bowler, has not only been the most wonderfully efficient Secretary, but she has also been an active member of several other committees' as well.

We will all certainly miss her at Board level.

Gill Pritchard is also retiring as Membership Director after 2 years. Gill took to the task of making administration of the membership database a whole lot easier and that she has certainly achieved. Any future Membership Director will certainly benefit from Gill's hard work. Thank you, Gill.

Nick Webster is another Director retiring after 4 years as our tireless Treasurer. Looking after Club finances is a role requiring considerable diligence and Nick has done an exceptional job presiding over your club's accounting. Thank you, Nick.

I know that each winter a number of members will head towards warmer climes; I wish you all a safe and enjoyable break.

For those members remaining, please remember it will be business as usual at the TBC, so please keep up to date with activities and join others in supporting the club during this period.

TREASURER'S report – Nick Webster

Annual revenue at over \$1.8 Million is more than three times the size it was when I took on the role of Treasurer four years ago. This revenue base should provide a solid foundation for a profitable enterprise in the future.

Please read my annotated 'Profit and Loss' and 'Balance Sheet' reports below for commentary on the finer details of the Club financial performance. There are some pleasing individual results but, at a gross level, the last two years have been disappointing with a decline in equity of \$130k, cash down \$250k and a FY operating loss of \$120k.

All of our ills stem from taking on the operation of the Bistro.

Cost of Goods (COGS) for the Bistro has been as high as 60%. It is now down to 43%. We were advised that it should be 25%, we set a target of 30% but a realistic target is probably closer to 40%. COGS was \$80k adverse to target last year.

Worse still was labour cost. Our best advice was that this should run at 40-50% of revenue. Some months costs were over 100%.

Several actions have been taken to improve labour efficiency. Among them to consolidate Front of House and Bar staff teams. As a result, it is difficult to identify the true cost of labour just for the Bistro. However, actual spend on wages was \$924,000 versus a plan of \$750,000. An over spend of \$174k that was almost all as a result of the Bistro operation.

Given the above, the operating loss for the year (before depreciation) of \$77,000 reflects surprisingly well on the financial health of the rest of the Club.

We now have a tool (DEPUTY) for management of Labour and we are about to complete the installation of a new Point of Sale (POS) system which should facilitate control of COGS. We also have a General Manager who looks to have the expertise and drive to make use of these tools.

The first month of the next financial year (March) saw the wages bill come in on plan although COGS continues to be over.

I can only hope that we are, at last, on track. The forecast for this financial year (FY2020) is to deliver a profit in excess of \$135k.

This is my last report to you as Treasurer. I think it's time to hang up the abacus and concentrate on getting my Twilight team off the bottom of the third division!

BUSINESS report – Mick Slater (Business Director) & Peter Temple (General Manager)

2018/2019 has been a year that encountered a variety of challenges causing many sleepless nights; but with changes to managerial input, guidelines and prudent budget control, the business is now able to budget for a number of priority projects.

The Club Bistro has been a stressful 12 months with the necessity to make changes to head Kitchen Chefs, staff and the casual labour hours. It is pleasing to report now that the Bistro Business has improved, allowing the club to budget for the future. Adjustments to menu and beverage pricing has and will be increased in accordance with never-ending purchase costs and taxes. (We can't run at breakeven). Managerial changes to the purchasing of food and beverage items has been another area where we are reducing cost.

Both the Club Bistro front of house staff and the Club Bar staff have been accredited and trained to work in both areas. This has been a cost saving strategy that has allowed both areas to operate more efficiently.

Current employment = 31 staff of which 4 are full time employees. The Club also has around 130 very reliable volunteers; that's imperative to the club's future.

The Club can't exist without you. THANK YOU ALL.

A list of priority projects is currently under discussion at Board level – including – a new 'Point of Sale' system; Bar renovation; IT office upgrade; possible rear door with disability access; replace plinths on bottom green; and future synthetic green.

Torquay Bowls Club demographic and growth factors 2018/19

Demographic members profile (Age Group)

Age range (years)	% of membership
Under 35	5%
36 to 50	19%
51 to 70	48%
71 to 80	14%
Over 80	5%
Undisclosed	8%

TBC Member and Growth in 2018/2019.

- 81,000 member contacts.
- 85,000 visitors to the Club.
- 3,000 "Barefoot" or social bowlers.

NB: Over the past 5 years, the Club has grown at an average annual rate of 17.7%, with a total membership growth of 126% representing 563 new members.

Member entitlements and loyalty rewards. (Possible changes)

A review of member benefits will be completed prior to the commencement of the 2019 – 2020 season. Matters under consideration include:

- The amount, scope and form of discounts and other benefits that accrue to members of the club
- The types of memberships and the level of benefits that accrue to each type of member
- The impact of delivering benefits as "loyalty points" as opposed to direct cash discounts

Social events, Club Hire: (Weddings etc).

This year saw a 12.5% increase in the total number of functions conducted at the club. However, revenue from functions was down for the year, owing to a lower average spend, and significantly lower customer numbers (-10%).

The popularity of barefoot bowls continues to grow, with both revenue (4%) and participant numbers (28%) significantly up on last year. The largest demographic group of “bare-footers” are under 30. with this year seeing a significant increase in the number of children participating.

Social media:

Work is underway on the development of a new website which will integrate better with all our current social media channels.

A new comprehensive marketing strategy including the use of print, social, and other marketing channels, along with a new social media use policy is also under development. Both should be in place and operating shortly after the AGM

Associated Clubs Update:

Work is currently underway to make more meaningful connections with other Torquay sporting, social and community clubs under the banner of “Our Town, Our Community, Our Club”. Initial discussions are positive and encouraging. We look forward to improving our community relationships, and making the Bowls Club a central part of the lives of a greater number of Torquay residents. Our excellent relationships with the Torquay RSL, Lions, Probus, and the Freemasons continue to be valuable to us and we are exploring new ways to deepen these relationships.

Thank you

Peter and I wish to thank the staff and the many people who have contributed to, and supported the Club over the past 12 months.

MARKETING Report – Tony Gall (Marketing Director)

Thank you to the Marketing Sub-Committee Peter Temple, Ian Bennett, Frosty Miller, John Musco & Chris Lewis (who resigned) [my sincere apologies if I have overlooked anyone]. They have all assisted by generating ideas & contacts for the overall benefit for our club.

We acknowledge the assistance of Karen Harrington & Gill Pritchard who look after our sponsors and advertisers on our internal TV, website, fixture book & weekly news bulletin via email.

Some of the continuing benefits for our sponsors include:

- **Invitations to attend a dinner twice each year**
with the number of invitations per sponsor increasing according to the sponsorship levels.
- **Certificates of Appreciation**
are updated annually & presented to each sponsor.
- **Additional exposure**
as “sponsor for the day” of social bowls events with invitations to present prizes.
- **Banner**
All sponsors names are listed on our banner which is on permanent display in our club house.
- **Complimentary memberships**
depending on sponsorship level.

We thank all our sponsors for their generosity; in particular, **McCartney Real Estate** who has signed a five-year agreement to be our Major Sponsor.

We also acknowledge our new sponsors since our previous AGM - Geelong Travel, Muirfield Financial Planning, Lifestyle Communities, QLabour Solutions, About BBQ's & Fire Places, Peach's Torquay, Tudor Co. Custom Signage & Kings Funerals increased to a Gold sponsorship.

Our club will continue to prosper if all members would consider using our sponsors when possible. Importantly we need you to tell them you are a TBC member, as this reinforces our relationship and encourages renewal of existing arrangements as well as assisting in new sponsors being attracted.

A total of 51 sponsors and advertisers provide TBC with \$115,000 of value each year for which we are very grateful.

MEMBERSHIP Report – Gill Pritchard (Membership Director)

Our financial year end saw total membership standing at 1011, slightly down on the previous year of 1039.

Membership numbers were as follows:

- **Affiliated members – 414**

including 18 who are also RSL members (up from 409) and representing 42% of overall membership.

- **RSL members – 158**

Excludes those who are also Affiliated Members. Down from 165 last year and represents 9.5% of overall membership.

- **Social Members – 439**

Down from 465 and representing 44% of overall membership.

Total membership subscriptions taken was \$83,840.00

Affiliated membership fees have remained at \$190.

It is always a sad duty to report those esteemed members that we have lost during the year:

- Alan Grinter 10/7/2018 (on his 83rd birthday)
- Noel Harbison 12/7/2018 (in his 95th year)
- William (Bill) Sanderson 5/8/2018
- Jeanette Mariager 15/10/2018
- Robert (Bob) Wells 5/11/2018
- Bruce McCardel November 2018, and
- Noel Phyland 14/12/2018
- Nola Harbison 16/4/19 (in her 94th year)

Finally, my term as a Member of the Board has come to an end. While I am retiring from Board duties, I am going to remain involved in the transition of member records to a new 'Point of Sale' system, which the General Manager will be commissioning during the winter months.

Meanwhile, I will continue to process new membership applications and maintain current records, until such time as we are comfortable that appropriate training is in place and management can be handed over.

FLAME report – Cornelia Smith

In 2018 the Board of Management supported the establishment of a group to provide assistance and community support to Club members in line with the values and mission of the Torquay Bowls Club*

Friends Looking After MEMbers

The group is known as FLAME (**F**riends **L**ooking **A**fter **M**EMbers), bringing together the caring support already existing in the Club's broader community.



Torquay Bowls Club

Current group members include Cornelia Smith (Coordinator), Rosemary Canning, Bridget and Bill Dobson. The group composition is evolving, and we are always looking for new members to assist – please register your interest and contact us.

The key objectives of the FLAME group are to:

- Coordinate the Volunteer Appreciation Function, (including Life Members & Distinguished Service members) & assist with Sponsor Appreciation events
- Keep the connection with members and their club – offer transport to/from the club to Happy Hour, General Members Meetings, AGM, or bowls events; consider a buddy system to encourage members to offer this service, if appropriate
- Establish key member contacts to assist with gathering and disseminating information - acknowledge that members have established networks in Kithbrooke; Lions Village and Star of the Sea
- Publicise this new venture throughout the club house; on the website and in the “On the Mat” club article in Surf Coast Times
- Report at General Members Meetings and AGM report
- Liaise with Membership Director for member's contact information, where appropriate

The FLAME group relies on TBC members to pass on relevant information and requests for support, such as -

- **Personal support**
telephone calls, home visit; informal chat
- **Bereavement support**
keeping in touch with members; send a card; offer support
- **Illness/surgery**
send a card; visit home/hospital; phone call
- **Celebrate major milestones**
acknowledge member's significant birthdays; notable member achievements.

Over the past 12 months the FLAME group have:

- Sent 31 cards to members and/or families – includes sympathy; birthdays; significant events; sickness; medical procedures
- Made 8 visits to members
- Attended 5 funerals
- Made multiple (30+) phone calls

The group can be contacted by using the phone number for the group members in the Fixture Book or email to info@torquaybowlsclub.com

- Cornelia 0438 614 093
- Bill and Bridget 5261 3069
- Rosemary 0467 166 972

* TBC Strategic Plan Key Issue No 5 - Develop and implement a member's welfare program

BOWLS Report - Alan Murphy (President - Bowls Committee)

2018-2019 Pennant Finals Outcomes:

- **Midweek:**

Division One: Elimination were defeated by Ocean Grove 81 - 65

Division Five: Elimination defeated Bannockburn 79 - 65

Division One: Preliminary were defeated by City of Geelong 67-66

Division Five: Grand Final versus Bannockburn defeated 63-60

- **Saturday:**

Division One: Elimination vs Ocean Grove, were defeated 105-77

Division Six: Elimination vs Ocean Grove - won 96-86

Division Nine: Elimination vs Portarlington - won 70-64

Division Six: Preliminary vs Belmont - were defeated 104-99

Division Nine: Preliminary vs Belmont - won 88-58

Division Nine: Grand Final vs Queenscliff - defeated 77-72

Congratulations to all members who represented the Club in the Finals, particularly in Midweek Pennant Division 5 & Saturday Pennant Division 9 who have done the club proud, with their efforts.

What has happened throughout the 2018-19 pennant season?

The Bowls Committee in collaboration with the Saturday/Midweek Selection subcommittees, reviewed the following documents:

- Torquay Bowls Club Bowling Etiquette;
- Torquay Bowls Club Pennant Bowls Information and
- Torquay Bowls Club Pennant Selection Guidelines for Members & Selectors.

Outcomes from these reviewed documents have ensured:

- Current and new members are made aware of expected behaviours on the greens and whilst accessing the clubhouse;
- Current and new members are made aware of protocols of club guidelines including appropriate clothing, footwear, use of mobile phones, alcohol on the greens, team-based requirements, selection guidelines and player roles, and
- Current and new members, in context with selection guidelines, are treated with fairness and without discrimination; and in doing so, generates consistency, certainty and transparency to sides selection and team outcomes.

Pennant structure review

GBR undertook a review of the Pennant Structure for 2019-2020 season:

This resulted in the dissolving of the Ballarat-Geelong Premier Division, with the six (6) GBR registered teams returning to form a GBR Premier Division, along with existing Divisions.

Open forums were held at the Torquay Bowls Club 13 November 2018, as an opportunity for club members to provide open feedback, (and issues as identified) regarding what potential implications could be imposed on current pennant structures at club level.

Essentially, no major implications will impact on both Saturday & Midweek structures and competition from next season, as follows:

- 10 Teams per Division will remain, for both Saturday & Midweek;
- Eighteen (18) game season to continue;
- 25 Ends per game will continue to apply to both Saturday & Midweek and
- Promotion & Relegation process, as currently applied, will remain.

Social Bowls:

The season began with a new prize distribution format. No longer were bowlers going to be out of the hunt after the first of the two games played.

Social bowls now has a system of 1st game winners, 2nd game winners and overall winners, which has kept everyone involved right to the end and has proved popular. At the time of printing, 29 social bowls sessions have been held (3 sessions still to go).

A total of 1594 bowlers have participated, of whom 1252 were male and 342 females. The average attendance per session has been 55 bowlers. Approximately 23% of bowlers registered their interest to play via the website booking procedure.

In early January 2019, a consolation prize has been awarded to the team which has lost both games and has had the most points scored against it.

The prize has taken the form of a tin of sardines which has formed a nice contrast to the "Shark of the Week" ceremony held after Saturday Pennant.

The Social Bowls Committee is always receptive to offers of help in organising the day on Wednesdays, whether on a temporary or permanent basis. At this point, on behalf of the committee, we would like to express our appreciation of the role that Judy McKay has played. She is leaving the committee at the end of this season and has been an enthusiastic member of the team.

Sam Grima has provided a report on the activities of the Friday Social Bowls group. Up to the time of his report, 225 males and 146 females have taken part. Generally, people are happy with the time and format for the day and would like to see it roll over to next year.

Thank you to Phillip Price & his sub-committee for all their ongoing support to the continued success & growth of social bowls competition.

Twilight Bowls:

Another successful season. The numbers of twilight teams have increased from 58 to 60, which has allowed more participants. The increase in team numbers has been due to the outstanding co-operation between the Twilight subcommittee, the Bowls Committee, Social Bowls subcommittee, the Greens Manager and the Green Keeper.

The popularity of twilight bowls has enabled a healthy level of sponsorship.

Feedback from sponsors has been extremely positive and they are seeing real value in supporting twilight bowls.

Twilight bowls continues to have a positive effect on the whole club. Over 240 members together, with raffle takings and bar trade has generated a continual source of revenue.

Twilight players continue to be a source of recruitment for Pennant teams and Social bowls.

It is pleasing to see the increase in female participation in twilight bowls and the program continues to provide an avenue for those starting to play bowls.

The twilight teams, singles and mixed pairs championships were keenly contested and congratulations goes to all the winners.

We have some committee members retiring and we thank them for their valuable contributions. A number of club members have indicated their willingness to assist in the running of the twilight bowls both at committee level and general operational tasks.

Twilight Competition results:

Competition	Winner	Runner Up
Singles Champion	Peter Forbes	Rob Wilson
Mixed Pairs	Effie & Michael Wake	Margaret & Peter Hirth
Wednesday Div 1	Cement Heads	Coasters
Wednesday Div 2	Jaffa	T-Bones
Wednesday Div 3	Good Grass	Wednesday Knights
Thursday Div 1	Malibu	Darlings
Thursday Div 2	High Rollers	Tradies not Ladies
Thursday Div 3	Easy Beats	Pommies

Thank you to Ian Bennett and his sub-committee for all their work and effort to the continued success & growth of twilight bowls competition.

Future Planning – for next 12 months:

Bowls Committee to maintain a Budget for discretionary & non-discretionary expenditure:

The Bowls Committee will maintain a self-managed allocation of funding, to meet the financial needs of bowls operational activities, including:

- Purchase of bowls requisites & replacement equipment;
- Accreditation expenses;
- Costs associated with tournaments, championship events etc;
- Financial support for members representing the club in higher level competition/s and
- Administrative costs etc.

Review the effectiveness of a number of existing club functions:

The Bowls Committee, in consultation with members and/or short-term subcommittees, will review a number of existing functions (as per the Fixture Book) including:

- Crameri Medal function
- Presidents Day and
- Other 'early season' & 'end of season' events.

The primary aim for any proposed changes is to:

- Maintain the relevance of these types of functions in a way & manner that 'better fits' the changing needs of the club, moving forward and to
- Work towards a more inclusive approach for club members.

Review the TBC Bowls Manual:

During the off-season, further work will be undertaken to review key areas of the TBC Bowls Plan.

Key areas to be reviewed include:

- Social Bowls (ie: improving participation, enhanced use of internet, for communication);
- Twilight Bowls (ie: investigate new formats to cater for emerging growth);
- Volunteers (ie: to assist with player development);
- Communication techniques (ie: heightened use of MailChimp to communicate to members and use of existing website);
- Exploring the opportunities to engage with the younger generation (eg. primary & secondary schools, people with a disability), etc.

Foster the growth of Bowls to the younger generation:

The Bowls Committee has established a partnership approach with Surf Coast Secondary College as an opportunity to engage with the younger generation (school age 14-17).

The aim of the program is to:

- Introduce small groups of interested students to the game of Bowls;
- Provide structured tuition, coaching and ongoing development;
- Consider potential pathways to the Club on an incremental basis, and
- Ultimately, provide opportunities for school aged students (14-17) to represent the College in inter-regional and/or metropolitan school championship events.

This initiative is very much an embryonic task & project, but is seen as a genuine opportunity to build relationships within the local community and is deemed to be an ongoing area of development.

Player development & potential coaching opportunities

The Bowls Committee, via the Board of Management, have been vested the authority to pursue further benefits of enhancing 'player development' through

- accessing and reviewing existing coaching resources
- opportunities to gather and explore all essential elements, of how a Coach could be genuinely engaged with the club, moving forward.

The Bowls Committee is required to evidence 'due diligence' across a range of critical factors and criteria, prior to the submission of a thorough & reasoned Business Case proposal be submitted to the Board of Management for consideration.

Increase prize money for Championship Events:

Competition	Winners	Total	Runners Up	Total
Singles: Women/Men	\$70 X 2	\$140	\$35 X 2	\$70
Pairs: Women, Men/Mixed	\$35 X 6	\$210	\$15 X 6	\$90
Triples: Club	\$30 X 3	\$90	\$15 X 3	\$45
100 Up	\$35 X 1	\$35	\$15 X 1	\$15
Minor Singles: Club	\$35 X 1	\$35	\$15 X 1	\$15
Veterans Men	\$30 X 1	\$30	\$15 X 1	\$15
Total		\$540		\$250

Thank you to Geoff Grigg and his subcommittee for all their work and effort for the continued management of all intra-club championship and tournament events.

Challenges - Succession Planning:

In order for the Bowls Committee to remain fresh & relevant, and to continue meeting the needs of club members moving forward, it is vital and essential that club members be willing to 'come on board' with fresh/new ideas and approaches.

Any club member, willing to volunteer their time & skills would be highly valued and be given all the support & mentoring required.

Finally, I extend my sincere thanks and appreciation to the Board of Management & Bowls Committee for their advice, support and wise counsel over the past twelve months.

CHAMPIONSHIPS and TOURNAMENTS – Geoff Grigg

Club Competitions

Competition	Winner	Runner Up
Women's Singles	Karen Harrington	Elaine Rosser
Men's Singles	Gary Banks	Geoff Grigg
Men's Veterans	Alan Sampson	Vin O'Flaherty
100 Up	Michael Wake	Walter Wiener
Minor Singles	Walter Wiener	Wayne Chaffey
Women's Pairs	Janice Pekin & Karen Harrington (Skip)	Effie Wake & Eileen Williams (Skip)
Men's Pairs	Gavin Williamson & Ken McIntyre (Skip)	Tim Jenkinson & Daryl Kitchin (Skip)
Mixed Pairs	Karen Harrington & Alan Sampson (Skip)	Janice Pekin & Robert Grubb (Skip)
Triples	Lindsay Harrington, Robert Aitken & Michael Wake (Skip)	Tracey Bedem, Jos Bedem & Gavin Williamson (Skip)
Lou Crameri Medal	Karen Harrington	

The above events were contested by 189 players.

Regional Event Results – 2018/2019

Event	Result	Player(s)
Women's Champion of Champions	Quarter Final	Karen Harrington
Men's Champion of Champions	2 nd Round	Gary Banks
Men's Veterans	Winner	Alan Sampson
Women's Regional Side	Selected	Karen Harrington
Women's State Fours	Runner Up	Terri Rudge, Eileen Williams, Kaye Robinson, Sandra Skene

Nominated Aggregate Events:

1st Wednesday of the Month Triples – 28 teams.

Thursday Triples (Fortnightly) – 9 teams.

Tournaments:

- **Surf Coast Classic**

A very successful 2 days with 28 teams entered, and with fast greens, good weather and the last game deciding the prize winners, it all fell into place beautifully.

- **Ladies Open**

24 teams entered this year being the best turnout for a number of years. Well run with lucky dips, numbers and a raffle a great day was held by all.

The above tournaments were well catered for by the Bistro, and with the assistance from our own ladies, the response from the players was excellent.

Social Bowls attendance statistics

Game	Date	Day	Players per day	M	F
1	1 Sep	Sat	45	37	8
2	5 Sep	Wed	43	30	13
3	12 Sep	Wed	54	41	13
4	19 Sep	Wed	54	39	15
5	26 Sep	Wed	55	43	12
6	10 Oct	Wed	51	40	11
7	17 Oct	Wed	44	34	10
8	24 Oct	Wed	42	33	9
9	31 Oct	Wed	52	43	9
10	14 Nov	Wed	41	35	6
11	17 Nov	Sat	45	37	8
12	21 Nov	Wed	43	33	10
13	28 Nov	Wed	64	51	13
14	12 Dec	Wed	58	46	12
15	19 Dec	Wed	69	51	18
16	29 Dec	Sat	56	47	9
17	9 Jan	Wed	83	62	21
18	16 Jan	Wed	69	57	12
19	23 Jan	Wed	68	58	10
20	30 Jan	Wed	72	56	16
21	13 Feb	Wed	61	52	9
22	20 Feb	Wed	55	44	11
23	27 Feb	Wed	60	48	12
24	20 Mar	Wed	56	41	15
25	27 Mar	Wed	66	51	15
26	30 Mar	Sat	24	21	3
27	6 Apr	Sat	56	44	12
28	10 Apr	Wed	50	38	12
29	13 Apr	Sat	58	40	18

Profit and Loss

TORQUAY BOWLS CLUB INC

For the year ended 28 February 2019

	2019	2018	2017	NOTES
Revenue				
Bar receipts	824,640	760,984	663,637	1
Bistro receipts	623,242	326,720	-	2
Membership and green fees	154,180	129,487	128,984	3
Sponsorship and advertising	62,683	64,268	33,486	4
Events income	67,542	38,832	26,171	5
Raffles income	47,913	47,201	38,967	6
Hire of facilities	59,000	41,470	20,455	7
Other sales	5,858	11,814	1,919	8
Total Revenue	1,845,057	1,420,777	913,620	
Cost of Sales				
Bar COGS	312,395	263,461	238,346	1
Bistro COGS	270,960	139,137	-	2
Membership costs	41,196	50,704	40,285	3
Sponsorship costs	18,704	2,900	-	4
Events costs	51,117	46,104	19,222	5
Raffle costs	38,897	34,952	21,397	6
Hire of facilities costs	-	-	10,985	7
Other sales costs	4,260	29,815	4,314	8
Total Cost of Sales	737,528	567,074	334,549	
Gross Profit	1,107,530	853,703	579,071	
Other Income				
Rents received	5,000	15,425	35,997	9
Other income	9,149	14,020	10,833	10
Total Other Income	14,149	29,445	46,830	
Grand total revenue	1,859,206	1,450,222	960,449	
Operating Expenses				
Administration	22,298	19,397	13,674	11
Advertising and Promotion	17,097	14,636	5,314	12
Finance	49,681	38,517	30,983	13
Operations	65,884	51,920	46,942	14
Utilities and Rates	67,651	54,591	51,432	15
Maintenance	37,007	44,897	37,691	16
Other Expense	14,574	8,887	-	17
Labour costs				
Contractors	81,646	92,111	23,871	18
Wages	765,719	479,465	284,974	19

	2019	2018	2017	NOTES
Wages oncosts	78,342	51,333	28,612	20
Total Labour costs	925,707	622,909	337,456	
Total Operating Expenses	1,199,899	855,754	523,492	
Operating Profit	(78,221)	27,395	102,409	
Non operating financials				
Depreciation and Capitals	43,230	38,825	23,939	21
Total Non operating financials	43,230	38,825	23,939	
Reporting Profit	(121,451)	(11,430)	78,470	

1. Bar

Bar revenue continues healthy growth delivering over 8% growth this year.

Unfortunately, gross profit from bar only grew by 3% as price rises failed to match cost increases from suppliers and the tax man.

Cost of Goods (COGS) are approaching 40% and should be closer to 30%. Prices will have to go up.

2. Bistro

Revenue is below target but still a healthy \$650k. COGS at 43.5% is crippling but it has been a lot worse and is showing signs of coming under control. The implementation of a new Point of Sale (POS) system during April and May will help with management to the target level in the low 30% range.

3. Membership

Revenue from Membership is showing high growth (19%) but this does not reflect reality. It is just an accounting glitch caused by cessation of accruing membership fees paid prior to the end of the club financial year (end of Feb). We did this on the advice of the Auditor given membership fees are now spread across the year as more fees are received from Twilight players. This is a one off effect.

4. Sponsorship

Revenue appears flat but this is largely the result of accrual method of accounting required by Consumer Affairs Victoria. On a cash basis revenue has increased 25% pa for the last two years.

More is being spent on "Sponsor appreciation" - \$5,500 FY2019

Sponsorship for the new scored boards was invoiced in FY2018 but the boards were purchased in FY2019 so Income was understated this year and/or expense overstated by \$6,500

Sponsored Members Draw costs of \$6,300 appears in Sponsorship costs.

5. Events

Income only reflects ticket sales.

Seeming high growth this year is the result of a backlog of online ticket sales suddenly appearing on the books following a processing problem during 2017-18.

6. Raffles

As with Events, Raffles are managed so as not to make a loss but, primarily, as a service to members and to drive revenue growth from the Bar and Bistro.
Revenue is pretty steady now.

7. Hire of Facilities

Club house hire for functions and greens hire for bare-foot bowls continues to show very healthy growth as a result of the hard work of our club Administrator and the bowling instructors.

Hire of Facilities costs in FY2017 were mainly payments to the (then) independently operated Bistro for package deals for food with hire of hall or greens. Since Bistro has been operated in house the food elements have been accounted for directly in the Bistro profit center.

8. Other sales

Uniforms and history books.

9. Rents received

The only rents received now is \$5,000 pa from the Torquay RSL. Previous years included rent from the Bistro.

10. Other income

FY 2018 was swamped by grant of \$12,000 from Joe White Bequest as a contribution to the development of the club history book.

This year predominantly the insurance payout after the break in. Also DEET contributions, Bank interest and (of course) pool table takings of \$114 ;-D

11. Administration

Increases driven by Telstra and blank membership cards. Debatable whether the latter should appear in "Membership costs".

12. Advertising

All activity driven.

13. Finance

Increased EFTPOS charges but mainly increased Bookkeeping fees as a result of bringing Bistro in house. The introduction of the new POS system will significantly reduce these fees as a large proportion of the cost is the management of the manually recorded till sheets.

14. Operations

Increase mainly driven by cost of design for new bar which was then abandoned because of lack of funds.
Costs kept under control despite increased cleaning liability following taking Bistro in house.

15. Utilities and Rates

Electricity! Don't we all know it!

16. Maintenance

Mainly greens

17. Other expense

Mainly costs associated with taking over the operation of the Bistro (eg napkins, decorations etc).

18. Contractors

\$35k for the (now abandoned) Contract Chef.

Rest is Contract Greenkeeper.

19. Wages

It's fair to say that wages have blown out beyond reasonable expectation. Driven wholly by the Bistro.

We took on direct management of the Bistro as there was no interest from third parties to take it on a contract basis without revenue from the bar.

We received bad advice from several parties on the management of the Bistro and struggled to find anyone with the fortitude or expertise to bring it under control. We were also hamstrung by the lack of effective tools to report and manage labour or materials.

Meanwhile, the club haemorrhaged money through wages and cost of goods (COGS).

I reported this situation over the last three General Meetings always with the hope that things would turn around in time to deliver a profit, or at least break even, for the full financial year. Sadly this has not been the case.

Needless to say, this has been the subject of much debate, frustration and angst for the Board.

We now have an effective tool for management of labour (DEPUTY) and the first full month of the current Financial Year (FY2020) showed labour costs on plan.

20. Wages oncosts

The lion's share is superannuation (\$70k) but we are also now liable for Payroll Tax (about \$4,500 last Financial Year) the rest is Workcover premiums and payments.

21. Financial Adjustments

All depreciation. As a not-for-profit organisation we have no tax liability so this line is just for completeness and has no effect on cashflow rather it impacts on the Balance Sheet.

Balance Sheet

TORQUAY BOWLS CLUB INC

As at 28 February 2019

	28 FEB 2019	28 FEB 2018	28 FEB 2017	NOTES
Assets				
Current Assets				
Cash in Bank	101,816	192,919	366,430	1
Other cash and clearing	8,123	7,677	12,391	2
Float	5,096	6,311	5,311	3
Stock	29,705	35,689	18,476	4
Debtors	87,938	15,479	13,807	5
Total Current Assets	232,678	258,077	416,416	
Fixed Assets				
Assets at valuation	789,602	784,777	624,912	6
Accumulated depreciation	(308,406)	(265,176)	(226,351)	7
Total Fixed Assets	481,197	519,601	398,561	
Total Assets	713,875	777,678	814,977	
Liabilities				
Creditors	74,658	18,331	37,540	8
Payroll	20,929	11,956	24,288	9
Tax	9,978	17,730	12,059	10
Other	100	-	1	11
Total Liabilities	105,666	48,018	73,887	
Net Assets	608,209	729,660	741,090	
Equity				
Opening Equity	250,426	250,426	250,426	
Retained earnings	479,234	490,665	412,195	
Current year earnings	(121,451)	(11,430)	78,470	
Total Equity	608,209	729,660	741,090	

1. Cash in Bank

Very large reduction in cash reserves over the last two years wholly as a result of taking the operation of the Bistro in house.

\$100k was spent on fitting out the kitchen so resulted in an increased fixed asset base but the rest was overspend on Bistro Cost of Goods and (particularly) Wages.

2. Clearing and other cash

Bar clearing account: cash received that had not been banked at the close of the month.

3. Float

Cash for tills. Attempting to keep this as low as possible given two break-ins but increased turnover makes this difficult.

4. Stock

Increased last year with Bistro stock included. Reduced this year with continued focus on range reduction and lower Bistro inventory.

5. Debtors

Increased because all Affiliate Membership invoices issued before end of Financial Year and not accrued for, as was the previous practice, under advice from the Auditor.

6. Fixed assets at valuation

Flat. No major capital spend this year.

7. Accumulated depreciation

Increased because of major capital spend on Bistro and bottom green last year.

8. Creditors

Increased because of Bistro and revised policy to pay invoices on terms rather than immediately so as to maximise cash availability during recent tough times.

9. Payroll liabilities

Superannuation and PAYG tax withheld.

10. Tax liabilities

GST.

11. Other liabilities

Drinks vouchers not redeemed.

Torquay Bowls Club Inc

Independent Auditor's Report to the Members

Report on the Audit of the Financial Report

Opinion

We have audited the financial report of Torquay Bowls Club Inc (the association), which comprises the Statement by Members of the Committee, Income and Expenditure Statement, Balance Sheet as at 28 February 2019, a summary of significant accounting policies and the certification by members of the committee on the annual statements giving a true and fair view of the financial position and performance of the association.

In our opinion, the accompanying financial report presents fairly, in all material respects, the financial position of the association as at 28 February 2019 and [of] its financial performance for the year then ended in accordance with the accounting policies described in Note 1 to the financial statements and the requirements of the Associations Incorporation Act 1991.

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 association in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter – Basis of Accounting

We draw attention to Note 1 to the financial report, which describes the basis of accounting. The financial report has been prepared to assist the association to meet the requirements of Associations Incorporation Act 1991. As a result, the financial report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of the Committee for the Financial Report

The committee is responsible for the preparation and fair presentation of the financial report in accordance with the financial reporting requirements of the Associations Incorporation Act 1991 and for such internal control as the committee determines is necessary to enable the preparation and fair presentation of a financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the committee is responsible for assessing the association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the committee either intends to liquidate the association or to cease operations, or has no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Financial Report

Torquay Bowls Club Inc

Independent Auditor's Report to the Members

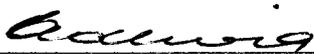
Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that 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.

As part of an audit in accordance with Australian Auditing Standards, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the committee.
- Conclude on the appropriateness of the committee's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the association's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the association to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the committee regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Signed on 4 May, 2019:



Colin J Helwig, CPA

C J Helwig and Associates

222 Torquay Road Grovedale Vic