



Torquay Bowls Club

Monday May 7th

2018

A report to the members of the Torquay Bowls Club by the Board of Management about its activity for the 2017/2018 season

**Annual General
Meeting
Report**

Chairman report – Mac Smith

Reflecting back on our 2017-18 season I believe it has been another progressive year for the club and we should all be especially proud of being adjudged the national 'Bowls Club of the Year' by Bowls Australia.

We didn't quite have the success we strived for within our pennant ranks, but we should be buoyed by the number of additional members that participated, hopefully we'll turn the tables next season.

Despite the normal 'out of left field' issues we've encountered your Board is overall very happy that progress is still in line with our longer term strategic plan.

Our bar operation still remains our key source of revenue and our thanks goes to both General Manager Phil and Bar Manager Libby for their effort in ensuring the smooth and effective day to day running of this aspect of our business.

As you are no doubt aware the Bistro came under our control during the year.

Pleasingly the transition was pretty much seamless and even though it is still relatively 'early days' we are striving to ensure the bistro becomes both a major attraction and a revenue generating source for the club.

Our General Manager now has the responsibility of overseeing both the Bar and Bistro operations.

Eileen (Tiger) Williams as Barefoot Bowls/Functions Manager has had another very busy season with a record number of Barefoot Bowls groups using our facilities. Thanks go to our Greenkeeper and Greens Manager for their continued support.

Greenkeeper Adam's major renovation of our bottom green over winter last year provided us with a first class playing surface, I'm sure it was appreciated by all. This winter Adam will carry out extensive maintenance on our top green, the result should mean two excellent playing surfaces available for bowlers next season.

Our annual end of season Volunteers 'Thank You' night for those members who have given of their time to serve our club was once again very well attended. As always, it is most pleasing to see the number of members that are happy to put up their hand to volunteer.

This year for the first time Life Members were invited to attend, sometimes we forget their contribution, and our intention is to continue to invite them to this yearly function.

Repetitive, but I do need to 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.*

This past season we again held two 'Thank You' functions for our many sponsors, and at our end of season gathering we had a record number (in excess of 80) attend the night.

Feedback was extremely positive, huge thanks 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 Twilight bowlers have experienced another highly successful season which ensured both greens were again full on both Wednesday and Thursday evenings.

The unfortunate news is that at this stage we don't have green space to accommodate all those wishing to play, and while the Board is still trying to manage its way through the legislative maze in order to gain approval for a 3rd green, this is neither an easy or quick process.

Thank you to our Twilight committee, you have done an outstanding job in promoting and managing the overall running of the group throughout the season.

Another of my annual pleas, I really do encourage all Twilighters to consider entering our club championship events, I'm sure you'll enjoy the experience.

Achievements for the year include:

- **Australian Bowls Club of the Year 2017 Award** – held on Thursday October 26th 2017 in Surfers Paradise – 5 members represented the club at the Bowls Australia Awards night. TBC was nominated alongside Rockhampton BC for the Stockland Club of the Year Award.
- **Digitization of all Club Records and Documentation** – process has been completed to digitize all these documents and store them electronically – thank you to Ian Gribble.
- **Launch of FLAME (Friends Looking After Members) support group**
- **Club Rules Manual** – At both a Board and Bowls level, this document is undergoing 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. This rewrite of the document is underway – with the hope that a draft may be available by the start of 2018/19 bowls season.
- **Achieved Level 3 Good Sports program** – supported by Vic Health
Good Sports work directly with sporting clubs to help create healthy environments. This means clubs ensure positive and sustained social change on the big issues that impact their members. It also means stronger clubs that can attract more members, even more passionate supporters, greater contributions from sponsors and healthy club revenues.
IT'S A TEAM EFFORT - Creating a healthy club culture means looking out for ourselves and for one another when it comes to: Alcohol consumption; Healthy diets and Mental Wellbeing.
- **Club Supporter info** – club mascot; stubby holders; car stickers; club supporter shirt to be confirmed.
- Advent of a **new Major Club Sponsor** – McCartney Real Estate.
- **Redevelopment of the Bottom Green** – significant funding towards this project over the winter period. Thanks to the Greenkeeper and the Greens Manager for their work.
- **New Front Entrance Club Sign** has been erected.
- **Andrew Katos** – extract of document that appeared in the official Parliament of Victoria Hansard of 7th September 2017 – following Opening night.
- **TBC Club History book** – the book was launched on Opening Night of the Bowls season. Congratulations to Ian Gribble and Col Hibberd for their work in the production. Copies available from the club at a cost of \$15 for Affiliated members and \$25 for non-members.
- **Social Media** – as well as information for members being posted on the TBC Website, we now have TBC Facebook and Instagram pages that are monitored by designated TBC staff.
- **Review/reconfiguration of Disabled car park spaces** – to create 1 to 2 additional spaces and possibly resurface for easier access.
- **Succession Planning** – as Board of Management & Bowls Committee and subcommittee positions are advertised, we urge all members to consider the skills and knowledge they can offer to the club.

PROPERTY:

- Safety rail placed outside the Main entrance has complied with OH&S regulations.

- New store room shelving has been built.
- Crushed rock spread in the car park behind the club rooms.
- Bowls Club Australia sign at the end of the Bottom green.
- New urinal bowl in the men's toilet and entrance signs placed outside all toilets.
- New second hand ride on mower and trailer bought for the green keeper.

Our Treasurer Nick is still of the view this year that your club remains in a sound financial state, but be assured, we will continue to be forever vigilant in our watch over club finances.

In closing, may I say a sincere thank you to all members of the Board for their untiring effort throughout the year. Each member has approached work within their portfolio with total professionalism and I think we are indeed lucky to have such high calibre members on our board. To Pip Cassidy, who has retired from her role as Events President, a huge thank you for both your contribution at Board level and your dedicated work within your portfolio. Pip and the Events committee have done a wonderful job in organising and ensuring all our social events have been such a resounding success.

To all those heading off to dodge the Victorian winter, have a great break and stay safe. For those bunkering down at home for the cold months, please remember it will be business as usual at your club, so I trust you will continue to support it during this period.

Treasurer report – Nick Webster

Financial statements available at end of report.

The financial results I am tabling this year look a bit grim with the Profit and Loss showing a negative bottom line, the balance sheet recording a depletion of cash reserves approaching \$180k and a decline in equity of about \$12k.

On the surface, nothing to be proud of, but the underlying story shows a very different picture.

Historically, the “Bistro on the Green” has been operated by a third party which was responsible for its own profitability and which paid the Bowls Club a rent of \$30k pa.

In September 2017 they indicated their intention not to continue with the lease.

Several members of the Board have always considered a contracted-out Bistro to be a flawed business model since it impedes joint promotion and labour efficiency. We, therefore, took the opportunity to bring the operation of the Bistro in-house... to manage it ourselves.

This was quite a bold decision as it was very costly in the short term. It was like starting up a new business. We had to fit out the kitchen with our own equipment. We had to recruit employees to run the Bistro well before any revenue could be earned. We had to build up stock of materials for the pantry. We had to manage a significant dip in revenue as our expertise ramped up. And, of course, we would no longer collect rent.

All of the above, we predicted, would cause a decline in profits of about \$130k and a further reduction in cash in the region of \$90k being the capital spend on the kitchen.

In actuality, revenue from the Bistro exceeded expectations by about 50% and labour costs were in line with projections so, although cost of goods were higher than expected, the negative impact on profit was just \$102k, nearly \$30k better than predicted.

As you will appreciate, taking on the Bistro has not been a trivial exercise and there has certainly been a number of hairs turn grey or even lost in the board room. However, it is my firm belief that this has been the right decision and we will reap the benefits from a much more robust profit stream commencing this year.

All this activity with the Bistro has masked some terrific results in other areas of operations. I have identified these in my commentary to the Profit and Loss report however some are worthy of note here.

Revenue from both Sponsorship and Hire of Facilities has pretty well doubled in just one year, mainly as a result of individual efforts by the Marketing Director and the Club Administrator respectively. I say well done indeed.

The contribution from the bar has continued its rapid growth; 17% this year!

Pretty well everyone can claim some responsibility for this. The Bar Staff for such efficient and cheery service, the Events Committee for delivering a great activity program, all the Volunteers who run the Raffles and Twilight Bowls and even all the small contributors like yours truly, who invariably purchase just-one-more-beer-for-the-sake-of-the-club even though they're trying to lose weight. The sacrifices we make.

I hope you read beyond the bottom line numbers delivered here and see a strong and vibrant club as I do. I believe this year will see turnover approaching \$2M and profits in excess of \$200k. We use these profits to pay for projects that will make the club even stronger and more vibrant.

A truly virtuous circle.

Membership report – Gill Pritchard

The 2017/18 Financial Year saw membership reach new heights. A total of 1039 Members were recorded as at 28th February 2018, 409 Affiliated with 165 RSL Social members and 465 Club Social members. This represents an 11% increase in overall membership from the previous year, 7% of which is in Social Club membership.

Between Christmas and the New Year, we received an application from Aaron Lawson who became our 1000th member, a milestone commemorated by a special presentation of his membership card on a Friday night in January.

The substantial increase in Social membership, I believe, reflects the popularity of the Club in Torquay – indeed, I have had new members tell me how much they like the club, its friendly atmosphere and welcome. The Greens Bistro, attractive bar prices and the ever-popular music nights have all been instrumental in raising the Club's profile as an alternative to the more central pubs and bars in the town and this is reflected in the growing Membership. Affiliated Member fees remained static at \$190 this year.

Sadly, we have lost a number of members this year: -

Norm Slaven 11 March 2017

Florence Evans 12 April 2017

Nancy Donald 5 July 2017

Muriel Hartley 24 July 2017

Margaret Lawrence 13 August 2017

Wilma Feddema 29 October 2017

And past President William (Bill) Thirlwell 4 March 2018

Business/Club Manager report – Mick Slater/Phil Girvan

2017/2018 has been another very successful year in relation to the growth and financial returns of the business.

Our mission statement to encourage local community involvement and patronage has seen an increase of membership which now stands at 1,055 and is increasing every month.

During the year several changes and events occurred that will strengthen the club for years to come.

- Being awarded the number **ONE** Bowls Club in Australia
- Taking full control of the **NEW** "Greens Bistro and Bar.
- Drawing up and submitting a master plan to GORCC for the club that will take us well into the future.
- A new Smoking policy for the club was established in October 2017 along with new Smoking shelters built to comply with the policy.
- Free WIFI for all members that frequent the club.
- Several policies have been updated and adhered too including - Alcohol Management Policy, Safe Transport Policy and a Child Safe Policy including a Child Code of Conduct Policy. These policies are mandatory for TBC's governance.

Revenue from the Bar sales have increased by a further 7% on 2017's record sales of 13% increase plus, and with the Bistro now adding to the sales figures since the 28th of September 2017, the return for the business is doing well.

TBC's Bistro now employs ONE contracted Head Chef plus TWO full time chefs (one being an apprentice); EIGHT casual employees for frontline serving and SIX casual employees for the back-end duties. The Bar has ONE full time employee plus SEVEN casual employees. All employees except the Head Chef are being used in BOTH areas whilst on duty. TBC has ONE permanent part time employee who is taking care of the clubs Hire Policy and co-ordinating Barefoot Bowls and Club Functions. The only other contracted employee is the Green Keeper. All Managers report to the General Manager.

Around 2,500 barefoot Bowlers played over the summer months and many of them have joined as members (mostly social) because of the experience they had with us. Hire of the function room has increased with over 4,000 persons attending functions throughout the year, on top of the live music nights which has attracted several thousand patrons. Functions have included - weddings, birthdays, wakes, corporate functions, christenings, education department functions and fund raisers. Members of the community have embraced the bowls club as the hub to hold functions here, which has returned revenue to the club.

Since last year Phil Girvan (TBC General Manager) along with the Events Committee have increased the number of activities, which include music nearly every (Summer) Sunday on the deck, Melbourne Cup day, Grand Final day, and a variety of tribute bands not forgetting TBC's sell out New Year's Eve parties. (Keep visiting the TBC Facebook page to follow upcoming events, you will be surprised.)

Looking forward to 2018/2019 patrons will see - renovations to the existing bar being installed over the winter months; some extra furniture in the club rooms; new coffee machine (just installed) in the Bistro; along with new menus for the upcoming weeks and a variety of specials to tempt the community. Barista training has been implemented to keep all staff up to date with new ideas and techniques.

In conclusion it is pleasing to note that the number of sponsors has increased and the Club now has 1039 members as of February 2018.

On behalf of Phil and myself we thank all the staff for their contribution and especially the members who have supported the club over the past twelve months.

Marketing report – Tony Gall

Thank you to the many people who have assisted with our Marketing Plan - the Day & Twilight sections have complimented each other by the amalgamation of ideas & contacts for the overall benefit for our club.

My thanks to our Marketing sub-committee of Chris Lewis, Frosty Miller & Ian Bennett who have assisted me to varying degrees. Thank you to our new major sponsor McCartney Real Estate plus several new sponsors for coming on board.

We acknowledge and value the IT input of Wayne Chaffey & Karen Harrington who look after our sponsors and advertisers on our internal TV, website & fixture book.

Some of the continuing benefits for our sponsors include:

- 1) Invitations to attend a dinner twice each year with the number of invitations per sponsor increasing according to the sponsorship levels.
- 2) Certificates of appreciation are updated annually & presented to each sponsor.
- 3) Additional exposure as "sponsor for the day" of social bowls events with invitations to present prizes
- 4) All sponsors names are listed on our banner which is on permanent display in our club house.
- 5) 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.

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

The total value of all types of sponsorship and advertising has shown an increase of 37.5% over the same period last year.

Strategic Development report - Chris Lewis

1. Torquay Bowls Club future aspirations - evidence of need and details of priorities:

- Oversubscription of people wanting to play bowls. Turning teams away for social bowls.
- The Club could timetable more competitions but we need to limit use due to wear and tear on greens.
- Currently the Club has to close down the sporting side of the Bowls club operation on the greens from April through to September, thus a synthetic bowls green(s) would increase participation.

2. Summary of the Bowls Club masterplan, staged priorities:

- Car parking is a critical issue so the Board engaged O'Brien Traffic to do a report to recommend a way forward regarding provision of enough car parking.
- It was found 126 car parks are required.
- Also, modelling has been done and it has been confirmed the development only encroaches 0.68% into the total Taylor Park open space.
- Priority 1 for the club – No 1 green (turf green) altered to a 7 x 7 rink synthetic surface with a roof (deliver all at once rather than staged) - club could fund the synthetic conversion stand-alone but would then lose these funds as leverage for grants to complete these priority works.
- Provision of the roofing component provides the best recreation / participation outcomes. Gaining approval to this is the first step as well as sourcing the required funding.
- If the Club had a Winter competition which would be possible with a roofed green, then the Club would target the whole regional bowling community.

- Cost for Priority 1 - approximately \$260,000 (Synthetic green) plus a roof including lighting and possible heating brings this component up to approximately \$950,000 meaning a total project cost of around \$1.3 million.
Potential funding breakdown that the club would be proposing - \$250,000 Bowls Club: \$250,000 Surf Coast Shire (SCS): \$800,000 State via an election commitment or grant.
The Surf Coast Shire advised the Club to prepare a business case outlining the base cost to deliver the project plus contingency and project management services.
- Priority 2 - extension of club room, estimated cost around \$850k, to be confirmed once amended plans are documented.
- Priority 3- 3rd green and car park upgrade, not yet fully costed but new green and surrounds will cost in the order of \$300,000.

Summary of communications:

Final approval will be required from the Department of Environment and Land, Water and Planning (DELWP) who may not support any encroachment into Taylor Park. Their current view is that it would be more advisable to build another satellite club elsewhere, which is unrealistic from a TBC perspective.

- Great Ocean Road Cost Committee (GORCC) board approved the review of Taylor Park Master Plan incorporating all phases of the Bowls Club aspirations. GORCC to run the public consultation which will satisfy DELWP.
- GORCC will field objections and then the GORCC board will determine what they will include in masterplan and what they won't. This position then goes to DELWP for final consent.
- Masterplan is planned to be done between March and June 2018. It will not be a major review and it is likely that the Bowls Club issues will be the significant ones
- Andrew Katos, Gayle Tierney and Darren Cheeseman, have been fully briefed.
- Cr Rose Hodge and Cr Martin Duke are familiar with the concept. David Bell and Brian McKiterick are yet to be fully briefed.

Compliance report– Gary Banks

The position of Director of Compliance and Training on the Torquay Bowls Club Board was created to facilitate the fact that the Club is transitioning from a volunteer-based sporting club to a business that works in the interest of all members.

One of the criteria on which Torquay Bowls Club was selected as Australian Bowls Club of the year was our commitment to ensuring that the club operates in an ethical, open and compliant manner to all community and government governance standards.

To this end the Board now has clear and demonstrable policies on:

- Members Code of Conduct
- TBC Board Code of Conduct
- Complaints and Grievances
- Child Safety Standards
- Child Code of Conduct
- Working with Children Checks
- Social Media Protocols
- Alcohol Management
- The Responsible Serving of Alcohol
- Smoking
- Privacy

As an employer The Torquay Bowls Club is committed to providing a safe and healthy workplace for all our staff and visitors and we strictly adhere to:

- Fair Work Australia
- Worksafe
- Occupational Health and Safety
- The elimination of bullying and harassment.

I want to acknowledge the exceptional work of Mac Smith, Rosemary Canning, Alan Murphy and our Club Manager Phil Girvan for all the work they have done in both the drafting and implementation of these policies and procedures.

Events Committee report – Pip Cassady

It has been a hugely successful year for events & music at TBC. The Events Committee has worked in a volunteer capacity to provide: Entertainment, revenue & an increased profile for TBC in the wider community.

Summary of Events 2017 -2018

- Sassy - Easter Saturday 2017
- JL Shelley & CO –May 13th
- Comedy Hypnotist June 24th
- July 1st - over 30's Rhythm of the night DJ & Party DJ Graham
- 12th August –The Glitter Gang
- 9th September –Austin Tashious
- 18TH August Friday –Salted Fish
- 1st September Friday – Opening of Bowls Season
- Grand Final Day Saturday 30th September
- October 7th - Test Pilot Molly
- November 5th AC/DC
- Melbourne Cup Tuesday 7th November 2017
- Cool Change - New Year's Eve (Heroes & Villains theme)
- Australia Day January 27th 2018– Gypsy
- Easter Sunday April 1st 2018 –Gold Chisel

Piano Lounge.

During winter a Piano Lounge was trialled free to patrons.

Music on the deck

Music organised on the deck during December & January added ambience for patrons drinking & dining whilst enjoying the gorgeous sea view.

Advertising & Publicity

Improvements have been made in advertising events to members & the wider community. The Torquay Bowls Club Facebook page has contributed greatly to advertise events. In future, an updated email database solely for advertising events for members on the TBC Website, TBC Instagram and Advertisements in local papers would contribute to advertising all events.

Our aim is to reach all TBC members as well as the wider community to offer:

- a) A diverse range of entertainment and events to engage club members and non-members.
- b) To notify members of up-coming events.
- c) To make TBC the go- to venue on the coast for music & variety events.

Thank you to the Events Committee members who have contributed in the organisation of social activities to make TBC a successful & vibrant Club.

Digitization report – Ian Gribble

Research into the club history produced a book of which the Board sold some 150 copies with an unexpected second outcome.

Two long past presidents, Joe and Hilton White, created significant benevolent funds which support historical research. Upon application the Joe White fund donated sufficient money to the club to fund the research and printing of the book.

The sale of the book at a minimum price has allowed the board to purchase a new scanner and laptop computer.

The scanner, little larger than a desk top lamp, has allowed the scanning of all hard copy club records. The result is that three filing cabinets of paper and one tall cabinet of archives are now waste paper and now comprise 20,000 files now stored on a single USB flash drive.

This will extend to the Board devising a standardized filing system, including a defined file naming format. All files will likely be stored on the club's computer or 'in the cloud' so that all approved officers can access them directly via remote home computers.

The system, when bedded down in 12 months, will save hours of work copying and emailing files for approval or further editing.

A third outcome is the appointment of a Club Historian and Archivist responsible to the Secretary. The Board advertised the position for the first time at this AGM.

FLAME report – Cornelia Smith

The Board of Management has 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. * The group will be known as FLAME (**F**riends **L**ooking **A**fter **M**EMbers). This will bring together the caring support already existing in the Club's broader community.

Initially Cornelia Smith will be the coordinator of the group. Other members are Rosemary Canning and Bridget and Bill Dobson. The composition of the group can be varied from time to time.

The Group's activities may include:

- Notice to all members informing them of the function of this group – via noticeboard; website; member General Meetings; Annual General Meetings.
- Initially, the FLAME group will be relying on TBC members to pass on relevant information and requests for support which would include the following:
 - Personal support – telephone calls, home visit; chat over a beer or a coffee;
 - 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.
- Co-ordination of Volunteer Appreciation Function, (including Life Members)
- Keeping the connection with members and their club – offer transport to/from the club to Happy Hour, General Members Meetings, AGM, or bowls events; establish a

Friends Looking After MEMbers



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buddy system to encourage members to offer this service; utilise the Ride the Wave bus, 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 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
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* TBC Strategic Plan Key Issue No 5 - Develop and implement a member's welfare program

Bowls report – Alan Murphy

Pennant competition outcomes:

In Midweek Pennant, we had 4 Divisions participating this season ie. Divisions 1, 2, 5 & 6. Divisions 2,5 & 6 just finished out of finals contention and Division 1 finishing 3rd but were narrowly defeated by Highton in the Elimination Final.

Appreciation is extended to Selection Chair Janice Pekin and colleagues for their work and effort throughout the season.

In Saturday Pennant, we had 7 Divisions participating this season, with 4 divisions participating in finals.

Division 11 was narrowly eliminated in week 1, and Divisions 1, 4 & 9 continued on to the Preliminary Final 25 March 2018, however, unfortunately did not progress beyond.

Our appreciation is also extended to Selection Chairman Ken Sproat and colleagues for their work and effort throughout the season.

Approximately 160-170 bowlers participated this season across both formats, as such requires considerable planning and coordination, week in & week out.

It should be noted that the efforts of all club bowlers who participated in the finals, be recognised and appreciated by all, as we continue to improve our position & strength as a club.

Social Bowls:

The weekly Social Bowls events continued to be popular and well attended on the club calendar, with player numbers consistently averaging at about 55.

Sincere thanks and appreciation to the Social Bowls sub-committee, ably led by coordinator Phillip Price and his group of competent volunteers.

Twilight Bowls:

The Twilight section of the club continued to maintain its high profile & status within the club, as such requires a significant amount of resourcing and coordination throughout the season.

Sincere thanks and appreciation to the Twilight Bowls sub-committee, ably led by coordinator Ian Bennett and also to his group of competent volunteers.

Bowls Victoria openly indicated in late 2017, our Twilight Section is seen as a 'role model' for other clubs to aspire to.

Tournaments & Championship Events:

Sincere thanks to Geoff Grigg and his team for their hard work, efforts and coordination of all the tournaments and championship events on offer, for both club and external bowlers.

Tournaments & championship events are conducted throughout the entire season, as such significant planning goes into these events, to ensure they remain successful, provide good outcomes and experience for club bowlers and importantly, sustains wonderful exposure for the Club.

Sincere thanks and appreciation to Geoff Grigg and his team of volunteers for their hard work, efforts and coordination of all the scheduled events.

2018 Women's Regional Championships:

The Geelong Women's Regional Team was victorious in the recent championships held in Swan Hill, that concluded in early April 2018.

The winning team was selected from the 24 clubs within the Geelong region and Karen Harrington was selected from the club.

The Geelong Region defeated Sandbelt, which was a rematch of last year's final.

Congratulations to Karen for her efforts & contributions during the series and representing the club at a regional level.

Bowls Committee:

The Bowls Committee has been very busy and diligent during the season, developing and implementing a range of new policies for the benefit of club members and visitors alike.

These include:

- Smoking Policy (in line with government/legislative requirements);
- Child Safety Standards - as above;
- Sun Smart Policy - as above;
- Privacy Policy - club initiative;
- Use of clubroom facilities - club initiative and a
- Weather Policy - in context with GBR & Club requirements.

The implementation of these policies is evidencing that we, as a sporting club, are:

1. Continuing to meet compliance with government legislation;
2. Providing a safe environment for the benefit of all club users and
3. Providing good governance as an organisation within the local community.

In addition to the above, Role Descriptions particularly relevant to the Bowls Committee and sub-committees have been reviewed to ensure that individual expectations and duties are current, updated and reflect current needs, within and across the club.

Club membership continues to grow steadily, as such, this generates more work and requires more support. We continue to seek out individual club members with skills and attributes to further add-value to the diverse range of Volunteers we already have.

Fixture Book:

The Fixture Book is a massive 'body of work' that brings together all the essential communication requirements, for the benefit of club members. A significant amount of time is given to this task, often un-noticed.

Sincere thanks and appreciation is extended to Karen Harrington & Janice Pekin et al, for all their efforts and time to maintain the relevance of the content.

Final comment:

I wish to take this opportunity to sincerely thank the:

- Board of Management for their collegial support;
- Bowls Committee members for their help, history, advice and support and
- All the individual members for their thoughts, views, wise counsel throughout the season.

Championships and Tournaments – Geoff Grigg

Bowls Championship Results – 2017/2018

Women's Singles:	Winner – Karen Harrington R/Up – Sandra Skene
Men's Singles:	Winner – Alan Sampson R/Up – Joe Issell
Men's Veterans:	Winner – Alan Sampson R/Up – Phillip Price
100 Up:	Winner – Josh Bedem R/Up – Geoff Williams
Minor Singles:	Winner – Peter Forbes R/Up - Walter Wiener
Women's Pairs:	Winner – Cory Hooiveld / Sandra Skene (Skip) R/Up – Elaine Rosser / Lyn Kitchin (Skip)
Men's Pairs:	Winner – Gary Banks / Alan Sampson (Skip) R/Up – Nic Peter / Gary Wakefield (Skip)
Mixed Pairs:	Winner – Karen Harrington/Alan Sampson (Skip) R/Up – Sandra Skene/Gavin Williamson (Skip)
Triples:	Winner – Corry Hooiveld/Karen Harrington/Alan Sampson R/Up – Keith Banks/Rob Wilson/Gary Banks

The above events were contested by 226 players.

Regional Event Results – 2017/2018

<u>Champion of Champions:</u>	Women's:	Quarter Finalist – Karen Harrington
	Men's:	R/Up – Alan Sampson
	Men's Veterans:	Winner – A Sampson
Nominated Aggregate Events:	1 st 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 extra sponsorship enabling us to pay prize money to 9 teams.
Ladies Open – Cancelled due to wet weather.

Women's Country Week: Club successfully conducted 2 days of competition.

Twilight Bowls report – Ian Bennett

Again, another highly successful season. The number of twilight teams being 28 on Wednesday night and 30 on Thursday night.

The competition is so popular that there is a waiting list of about 10 teams wishing to participate in the 2018 - 19 season.

The popularity of twilight bowls has resulted in increased sponsorship in both numbers and monetary value. These sponsors see a real benefit of being associated with the competition and the feedback from them has been overwhelmingly very positive. We look forward to their continued support.

The twilight competition has had a very positive effect on the club as a whole in many ways -

- a) Financially, it certainly assists the club. With over 240 players paying membership fees, raffle takings and bar trade, has generated a reliable source of revenue.
- b) It is pleasing to note the number of twilight players playing in the pennant teams. Twilight has been a great avenue for recruitment.

Twilight has introduced many new players to the game of bowls and the casual atmosphere of the competition has added to the enjoyable experience. The advent of 3 divisions for each twilight night has been very well received as all abilities have been catered for, and each team having a chance of success.

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

In conclusion, the twilight committee continues to enjoy support from the whole club. The committee members as well as other volunteers have ensured the smooth running of the competition. We have some members retiring and we thank them for their valuable contributions. A number of club members have indicated their willingness to join the twilight sub-committee, which is most pleasing.

SINGLES CHAMPIONS for season 2017 / 2018:

Winner: Peter Forbes R/up: Paul Thompson

MIXED PAIRS CHAMPIONS for season 2017/ 2018

Winners: Jen and Rob Aitken R/up: Vivian and John Musco

TEAM CHAMPIONS for season 2017/ 2018

Wednesday Division 1

Winners: Cement Heads

R/up: High Rollers

Division 2

Winners: Saints

R/up: Crackers Jills

Division 3

Winners: Zeally Bay

R/up: Unbiased

Thursday Division 1

Winners: Malibu

R/up: Oz Clogs

Division 2

Winners: Darlings

R/up: High Rollers

Division 3

Winners: Abercrombie

R/up: Incredibowls

Social Bowls report – Philip Price

During the 2017/2018 season the Wednesday afternoon Social Bowls event has continued to attract an enthusiastic band of participants. Up to the last event at the end of February, total of 1074 bowlers had taken part, 284 of whom had signed in via the web form, i.e. 26% of the total. The average number of players was 54 per event.

In previous seasons, if the first of the two games played resulted in a draw, neither of the two teams could remain in contention for a prize. Eliminating the drawn game allows at least one team

to remain in the hunt so this is why the “Golden Bowl” rule was introduced for this season. With scores level, the two skips put down one bowl each and the closest to the jack is awarded 10 points: the “golden bowl”.

Under consideration for next season is an increase from two prize winners to three. The idea is to have one overall winner, a first game winner and a second game winner.

Towards the end of the season the Tuesday Social bowls group was growing in numbers, and as such, their numbers were capped due to availability of rinks on the greens.

Following consultation, the group proposed that playing on a Friday from 10:30 – 12:30pm was a viable option – to be known as the Friday Casual bowls group and listed in the fixture book. As the group did not appear under any management portfolio it was agreed that this group would become accountable to the Social Bowls Committee.

As a new member of the Social Bowls Committee at the start of the season, I have much appreciated the invaluable help and support given by Jim Boucher, Wayne Chaffey, Judy McKay, Bill McLelland and John Touhey.

With Wayne leaving the committee at the end of the season and doubts over the availability of Bill and Jim, it would be ideal if three or four new members could be recruited into our group for 2018-2019.

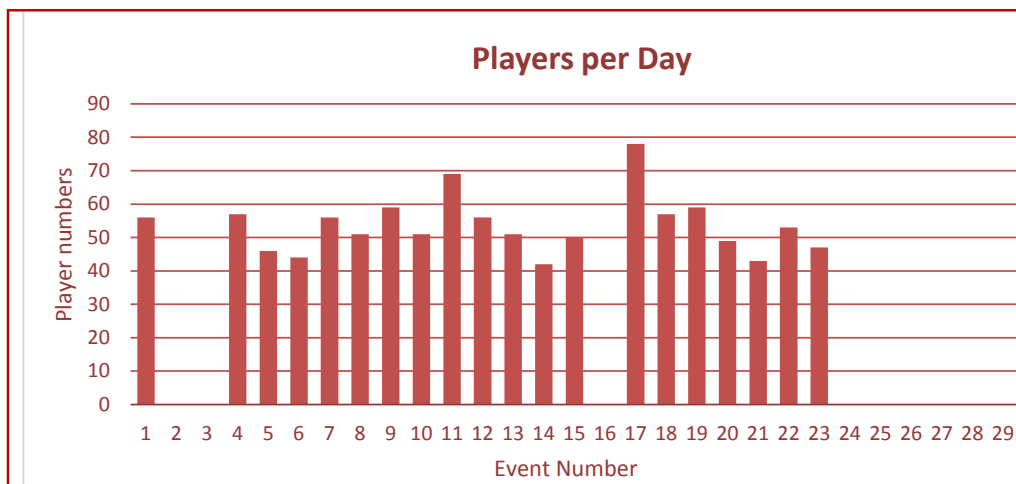
[See statistics attached – Appendix 1]

SOCIAL BOWLS REPORT - Season 2017/18



Torquay Bowls Club Inc. - Social Bowls 2017/18

Game	Date	Day	Players per day	Player ave/day
1	2-Sep	Sat	56	56
2	6-Sep	Wed		
3	13-Sep	Wed		
4	20-Sep	Wed	57	57
5	27-Sep	Wed	46	53
6	11-Oct	Wed	44	51
7	18-Oct	Wed	56	52
8	25-Oct	Wed	51	52
9	8-Nov	Wed	59	53
10	15-Nov	Wed	51	53
11	18-Nov	Sat	69	54
12	22-Nov	Wed	56	55
13	29-Nov	Wed	51	54
14	13-Dec	Wed	42	53
15	20-Dec	Wed	50	53
16	27-Dec	Wed		
17	10-Jan	Wed	78	55
18	17-Jan	Wed	57	55
19	24-Jan	Wed	59	55
20	31-Jan	Wed	49	55
21	14-Feb	Wed	43	54
22	21-Feb	Wed	53	54
23	28-Feb	Wed	47	54
25	28-Mar	Wed		
26	11-Apr	Wed		
27	14-Apr	Sat		
28	18-Apr	Wed		
29	21-Apr	Sat		
30	28-Apr	Sat		
TOTALS			1074	54



Balance Sheet

TORQUAY BOWLS CLUB INC

As at 28 February 2018

	28 FEB 2018	28 FEB 2017	29 FEB 2016	NOTES
Assets				
Current Assets				
Cash in Bank	192,919	366,430	261,454	1
Other cash and clearing	7,487	12,391	4,018	2
Float	6,311	5,311	3,000	3
Stock	35,689	18,476	21,503	4
Debtors	15,669	13,807	11,717	5
Total Current Assets	258,077	416,416	301,692	
Fixed Assets				
Assets at valuation	784,777	624,912	596,396	6
Accumulated depreciation	(265,176)	(226,351)	(202,412)	7
Total Fixed Assets	519,601	398,561	393,984	
Total Assets	777,678	814,977	695,676	
Liabilities				
Creditors	18,331	37,540	23,082	8
Payroll	11,956	24,288	6,319	9
Tax	17,730	12,059	3,654	10
Other	-	1	-	11
Total Liabilities	48,018	73,887	33,055	
Net Assets	729,660	741,090	662,621	
Equity				
Opening Equity	250,426	250,426	250,426	
Retained earnings	490,665	412,195	304,813	
Current year earnings	(11,430)	78,470	107,381	
Total Equity	729,660	741,090	662,621	

1. Cash in Bank

Cash depleted as a result of capital investments, mainly the Bistro kitchen, and increased stock for the Bistro.

2. Clearing and other cash

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

3. Float

Increasing with turnover and number of tills.

4. Stock

Increased with Bistro stock coming under club control.

5. Debtors

Sponsors and hire of facilities.

6. Fixed assets at valuation

7. Accumulated depreciation

8. Creditors

Accounts payable generally kept to 10 days with a weekly payment cycle.

9. Payroll liabilities

Superannuation and PAYG tax withheld.

10. Tax liabilities

GST.

11. Other liabilities

Nil.

Profit and Loss

TORQUAY BOWLS CLUB INC

For the year ended 28 February 2018

	2018	2017	2016	NOTES
Revenue				
Bar receipts	760,984	663,637	594,411	1
Bistro receipts	326,720	-	-	2
Membership and green fees	129,487	128,984	141,322	3
Sponsorship and advertising	64,268	33,486	24,732	4
Events income	38,832	26,171	25,779	5
Raffles income	47,201	38,967	28,488	6
Hire of facilities	41,470	20,455	14,685	7
Other sales	11,814	1,919	1,519	8
Total Revenue	1,420,777	913,620	830,936	
Cost of Sales				
Bar COGS	263,461	238,346	210,597	1
Bistro COGS	139,137	-	-	2
Membership costs	50,704	40,285	48,970	3
Sponsorship costs	2,900	-	-	4
Events costs	46,104	19,222	23,961	5
Raffle costs	34,952	21,397	16,623	6
Hire of facilities costs	-	10,985	-	7
Other sales costs	29,815	4,314	5,312	8
Total Cost of Sales	567,074	334,549	305,464	
Gross Profit	853,703	579,071	525,473	
Other Income				
Rents received	15,425	35,997	32,255	9
Other income	14,020	10,833	26,571	10
Total Other Income	29,445	46,830	58,826	
Grand total revenue	1,450,222	960,449	889,762	
Operating Expenses				
Administration	19,397	13,674	19,827	11
Advertising and Promotion	14,636	5,314	14,530	12
Finance	38,517	30,983	27,250	13
Operations	51,920	46,942	45,695	14
Utilities and Rates	54,591	51,432	36,438	15
Maintenance	44,897	37,691	33,919	16
Other Expense	8,887	-	-	17
Labour costs				
Contractors	92,111	23,871	-	18
Wages	530,798	313,585	272,786	19
Total Labour costs	622,909	337,456	272,786	

	2018	2017	2016	NOTES
Depreciation	38,825	23,939	26,472	20
Total Operating Expenses	894,579	547,431	476,917	
Net Profit	(11,430)	78,470	107,381	

1. Bar

Bar receipts continue healthy growth delivering almost 15% this year compared with less than 12% increase in FY2017.

COGS were 34.6% which is an improvement on the 35.9% last year but still adverse to a standard of 33%.

2. Bistro

Prior to October 2017 the Bistro was operated by a third party who rented the space from the club. When the operator surrendered their lease it was decided to take the running of the Bistro in-house. The effect of this is that we now enjoy all the revenue from the Bistro but suffer the direct costs of materials and labour and also the loss of rental revenue of \$30,000 pa.

The change has impacted the club finances quite adversely in the short term requiring a capital investment of close to \$90,000 and very high variable (Cost Of Goods Sold) and semi-variable (Labour) costs during the start-up phase.

COGS are 42.6% for this report versus a standard of 25%. The situation is improving quickly and costs are currently 36%.

Revenue is about 50% better than forecast and Labour costs about what we expected the upshot being that the startup delivered a net cost to the P&L of about \$85,000 versus an expected loss of \$120,000. Additionally, we lost the rental revenue for half the year, \$15,000. Of course this is to be coupled with the capital investment in the kitchen to give a negative cashflow of \$190,000.

The prognosis for next year is that Bistro will make a net contribution of more than \$100,000.

3. Membership

Membership up but playing membership flat and social membership has a significantly lower price. Total revenue is flat because of lower green fees as a greater proportion of these are allocated to prizes and benefits prior to them being recorded.

4. Sponsorship

Consistent hard work attracting and recognizing sponsors has deliver a doubling of revenue from this area.

5. Events

Events are accounted for and managed to break even but they provide much of the driving force behind the increase in revenue from the Bar and Bistro. The only revenue allocated to Events is ticket sales.

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.

7. Hire of Facilities

Club house hire for functions and greens hire for bare-foot bowls has been an area of focus this year and, as a result, the revenue raised has doubled.

8. Other sales

Purchase and sale of club uniforms and the recently commissioned book of the Club history. Increase in costs as a result of needing to replace all uniforms following change of major sponsor.

9. Rents received

Club tenants were the Torquay RSL and the Bistro operators paying \$5,000 and \$30,000 respectively. The Bistro is now operated directly by the club so future rent receipts will drop to \$5,000 pa.

10. Other income

Interest from bank deposit accounts and a grant of \$12,000 from Joe White Bequest as a contribution to the development of the club history book. Last year also included insurance payout for a break-in at the club. The year prior to that included a grant.

11. Administration

Includes telephone and office supplies. Increase driven mainly by costs associated with production of the club history book.

12. Advertising

Higher expenditure driven mainly by installation of new signage to the entrance of the club car park.

13. Finance

Increased bookkeeping fees and bank charges as complexity and volume of transactions increases.

14. Operations

Cleaning up 15% with the addition of Bistro. Security down 50% with more efficient events calendar. Addition of Fox Sports in the bar adds \$5,850 equal to \$6,350 pa.

15. Utilities and Rates

Increases driven by energy rates. Last year large increase versus previous was driven by billing error by electricity supplier during FY2016 which was corrected FY2017. Real increase in usage charges this year significantly more than apparent because of this.

16. Maintenance

Large increase in spend driven by major refurbishment of bowling greens. Complete rebuild of lower green was capitalized but cost of work on upper green appears as an expense item.

17. Other expense

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

18. Contractors

Last year appointed a contract Greenkeeper following the resignation of the full time Greenkeeper.

This year appointed a contract Consultant Chef to oversee the establishment of the in-house Bistro.

19. Wages

Wages continue to rise in line with the increasing complexity of the club operations. Significant increase this year as a result of kitchen and front of house staff required to operate the Bistro. With a full year of Bistro operation next year, we can expect labour costs to top three quarters of a million dollars.

20. Depreciation

Increase driven by part year depreciation of the new kitchen equipment for the Bistro.

TORQUAY BOWLS CLUB INCORPORATED

INDEPENDENT AUDITOR'S REVIEW REPORT

To the members of the Torquay Bowls Club Incorporated.

We have reviewed the accompanying annual financial report of the Torquay Bowls Club Inc., which comprises the balance sheet as at 28th February 2018, and the income statement, statement of changes in equity and cash flow statement for the 12 month period ended on that date, a description of accounting, other selected explanatory notes, and the statement by members of the committee being those charged with governance.

The Members of the Committees Responsibility for the 2018 Financial Report

The members of the committee of the Torquay Bowls Club Inc. are responsible for the preparation and fair presentation of the annual financial report in accordance with the Australian Accounting Standards and the Associations Incorporation Reform Act 2012 and for such internal control as the committee determine is necessary to enable the preparation and fair presentation of the annual financial report that is free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express a conclusion on the annual financial report based on our review. We conducted our review in accordance with Auditing Standard on Review Engagements ASRE 2410 *Review of a Financial Report Performed by the Independent Auditor of the Entity*, in order to state whether, on the basis of the procedures described, anything has come to our attention that causes us to believe that the financial report is not presented fairly, in all material respects, in accordance with the Australian Accounting Standards and the Associations Incorporation Reform Act 2012. As the auditor of the Torquay Bowls Club Inc., ASRE 2410 requires that we comply with the ethical requirements relevant to the audit of the annual financial report.

A review of an annual financial report consists of making enquiries, primarily of persons responsible for financial and accounting matters, and applying analytical and other review procedures. A review is substantially less in scope than an audit conducted in accordance with Australian Auditing Standards and consequently does not enable us to obtain assurance that we would become aware of all significant matters that might be identified in an audit. Accordingly, we do not express an audit opinion.

Independence

In conducting our review, we have complied with the independence requirements of the Australian professional accounting bodies.

Conclusion

Based on our review, which is not an audit, nothing has come to our attention that causes us to believe that the annual financial report of the Torquay Bowls Club Inc. does not present fairly, in all material respects, or "give a true and fair view of the financial position of the club as at 28th February 2018, and of its financial performance and its cash flows for the 12 months ended on that date, in accordance with the Australian Accounting Standards and the Associations Incorporation Reform Act 2012.

Signed

Dated:



18th April, 2018

Colin Helwig, CPA
C J Helwig and Associates
222 Surf Coast Highway
Grovedale Vic