
2021

Trafalgar Golf Club

112th Annual Report



Table of Contents

Club Sponsors	Page 3
President's Report	Page 4
Treasurer's Report	Page 5
Financial Comparison	Page 6
Membership Report	Page 7
Captain's Report	Page 8
Lady Captain & Match & Play Report	Page 9
Club Champions 2020/21	Page 10
Sub Committees' Reports	Page 11
Golfing Highlights	Page 12
Seniors Committee Report	Page 13
Current & Future Members Sub Committee	Page 14
Junior Golf Report	Page 15
Assets Sub Committee	Page 16
Occupational Health & Safety Sub Committee	Page 17
Course Management Subcommittee	Page 18
Financial Report 20/21 Extract	Page 19
Strategic Plan	Page 23
Strategic Plan Achievements 2020/21	Page 24



To be considered one of Gippsland's great all-weather championship golf courses, which conserves the bushland environment and encourages great social, health and well-being for all members and the broader community.



Thanking Our Club Supporters

			
	 AUSTRALIA'S BIGGEST GOLF RETAILER		
	 Gary Blackwood MP STATE MEMBER FOR INDIAN OCEAN <i>Standing up for Tasmania</i>	 0412 515 995	
	 3 Contingent St Trafalgar Ph:5633 1450		
			
	 Ph:5623 1500 ELECTRICAL SUPPLIES		
 CONSTRUCTION • EVENTS • POOLS	 PARTNERS IN MACHINERY	 TYRE & TYRE SERVICE Ph: 56 338 097	 "Quality in Spades"
	 SAND FILTERS & SEPTICS	 OUTDOOR POWER EQUIPMENT SPECIALISTS	 FARM MACHINERY
 136 QUEEN STREET "The Best in Beds" (03) 56 231 940		 Painting made easy	
	 Certified Practising Accountants		
 PROUDLY LOCAL SUPPORTING LOCAL	 Choices Flooring	 10 Contingent St Trafalgar	 5141 1648
 Workwear & Safety	 MOE (03) 5127 9500 harveynorman.com.au		



President's Report

Dear Members

It with much pleasure I wish to report another successful year for the Trafalgar Golf Club.

While the year presented more than enough challenges, I am proud of the resilience and determination of our club members to drive the club forward.

I wish to thank our club committee who participated in countless meetings online using video streaming due to lockdown rules between July to December. The committee continued to capitalise on cost saving initiatives which enabled the funding of new course machinery, solar panels to save electricity costs and clubhouse refurbishments a decade in the pipeline.

The club managed to resume operations as Covid restrictions eased in the second half of 2020. Golf provided a welcome outlet for hundreds of occasional, social and new golfers to use our great course. Our competition golfers also showed their appreciation for the outstanding condition of our course, with increased field numbers across all competitions this season.

It's amazing the dedication of many people across the club membership who volunteer their time to work on subcommittees, working parties and tasks on and off the course. Further to those acknowledged later in this report, one working party undertook a review of the Club Constitution. They which completely re-drafted and socialised the new document to members before a successful EGM vote in December 2020. This has seen the number of committee member reduce from a maximum of 16 down to a Board of 11 members.

I thank the retiring committee members who due to Covid restrictions served until early March

2021, notably Treasurer Paul Fogarty and Life Member Gavin Patchett after almost three decades in a leadership role.

I am pleased to report that the club has made steady progress against its 2020 Strategic Plan goals. I encourage members to review the Strategic Plan Report Card (p.23) and provide the Board your innovative ideas towards achieving our goals over the next few years.

The success of our "Get Into Golf Program" in November 2020, was incredible with 38 new players (pictured P.13) introduced to the game and encouraged to use our facility. This program delivered new members in all age demographics as well regular social golfers who now enjoy the game at Trafalgar.

After a downturn in the size of the club membership over the past decade, its great to see 318 people want to proudly call Trafalgar their Golf Club. It is now imperative on all members to not take our eye off the ball and continue to be inclusive, welcome new players and develop the club, so that the next generation of members can enjoy golf at Trafalgar as much as all do now.

I hope to see you out on course soon and good golfing to you all.

Stewart Cluning

President

Treasurer's Report

Whilst the club has experienced another challenging year with COVID 19 restrictions impacting the club again, we have continued to receive Federal and State Government Grants worth \$45,799.80, which have helped to offset the loss of income during these shutdowns. We also continued to receive Jobkeeper for our employees, and received a further \$27,000 in this financial year to supplement our employee's wages. Luckily, at the same time there has been a significant increase in those interested in the game of golf, as many sports were shut down completely and people were restricted in being able to travel. This resulted in some dramatic increases in some income items such as Green Fees, which increased from \$35,513 to \$64,739. This helped to offset weeks where we were unable to run competitions through August and September 2020. As a result we have made a healthy profit and a significant cash surplus.

At the bottom of Note 4 - LVA Grant, in our Financial Report - it states that our Operating Profit excluding the LVA Grant for 2021 was **\$84,652.60** compared to the previous year of **\$55,472.90**.

As a committee, we have continued to work hard to reduce our current and future overhead costs in order to put the club in a stronger financial position. This year we installed solar panels on the clubhouse roof which will significantly reduce the cost of heating and cooling the clubhouse. We also purchased new Baroness Mowers, Fairway and Greens, which should reduce the repairs and maintenance on Plant and Equipment. These were purchased through a chattel mortgage at an interest rate of 0.9% over a 4 year period. We were fortunate to be able to take advantage of historically low interest rates.

We have been able to maintain the same level of Sponsorship, even though some members of the committee had anticipated a decline in Sponsorship due to COVID 19. The same concern was expressed with club membership, but with this increased interest in the game of golf, our Member Subscriptions actually increased by \$11,000.

As a result we have gone from having cash of **\$120,528** in 2020 to **\$201,735** in 2021, a cash surplus of **\$81,207**.

This result can and should also be attributed to the continued improvement in the condition of our golf course and the amazing work that all our volunteers do over an incredible range of areas. I would again like to thank you all

for your generosity, in giving up so much of your time to help this club.

Lastly I want to provide a summary of the Income and Expenditure of the LVA Project which was finally completed in 2021.

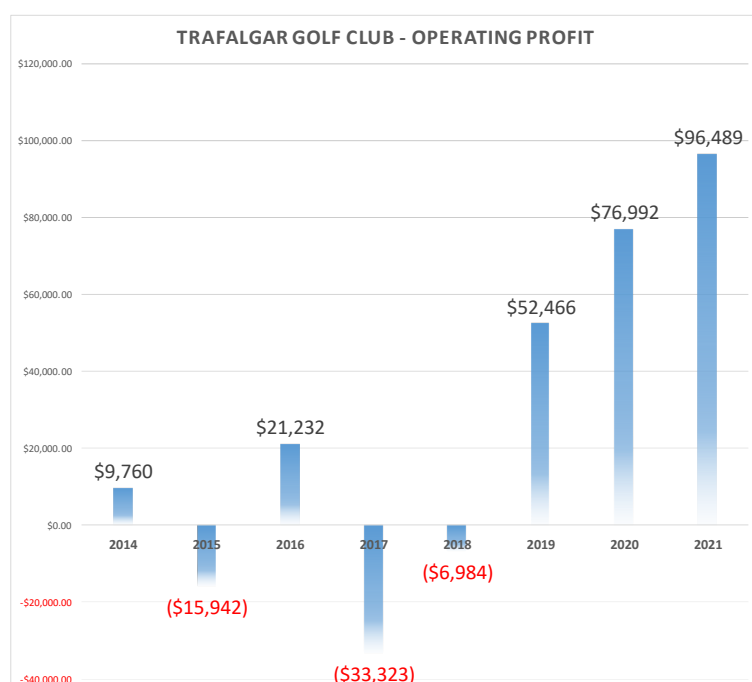
The Grant and the funds raised by the members were paid into a separate LVA Bank Account, which nearly paid for the entire project and the club was only required to contribute **\$276.57** from non LVA sources.

<u>LVA Expenditure</u>	<u>Budgeted</u>	<u>Actual</u>
Roof	\$24,300.00	\$24,300.00
Door	\$4,495.00	\$ 4,495.00
Stump Removal	\$6000.00	\$ 2,801.27
Contingencies	\$11,500.00	\$777.18
Irrigation System	\$79,300.00	\$103,146.42
TOTAL	\$125,595.00	\$134,799.87

<u>LVA Income</u>	
LVA Grant	\$107,595.00
LVA Members Levy	\$19,831.85
LVA Donations	\$2,589.00
Irrigation System	\$4,507.45
TOTAL	\$134,523.30

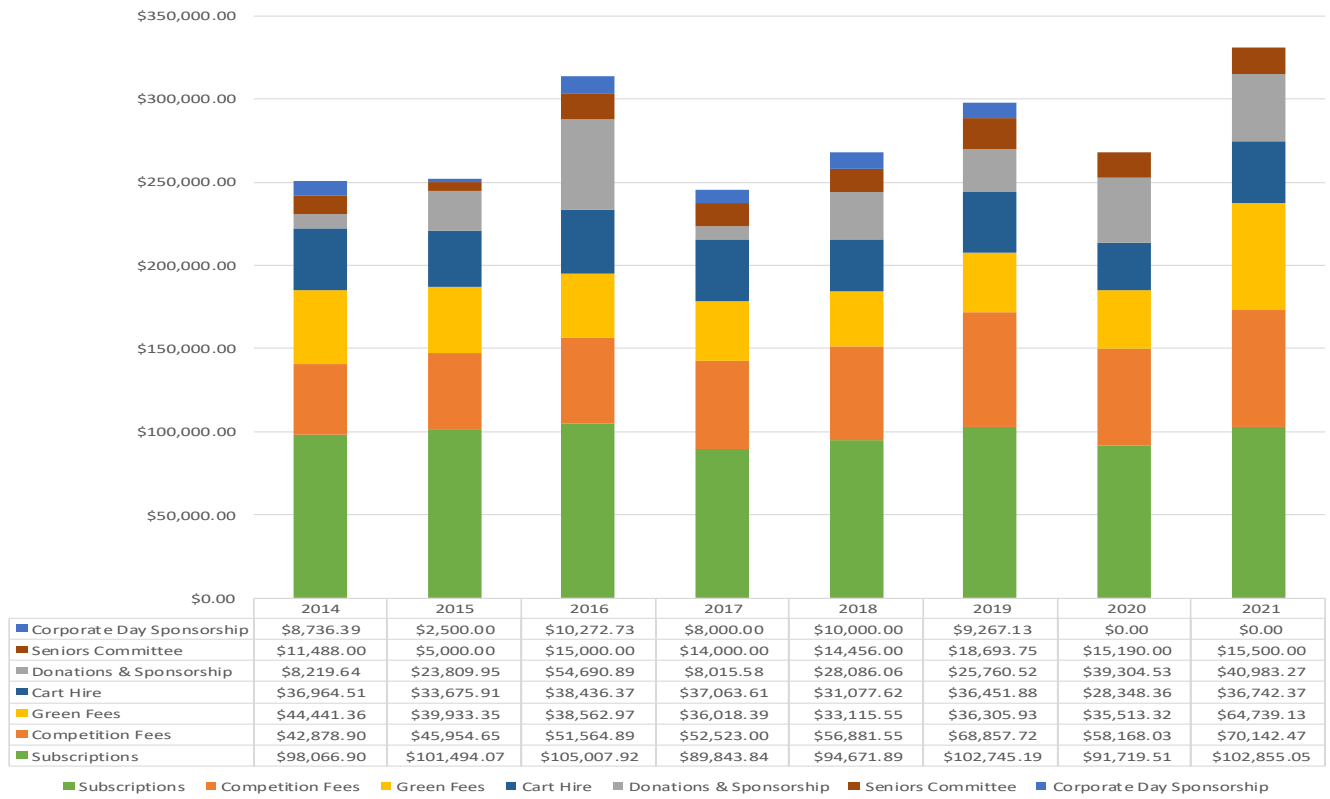
Paul Fogarty

Treasurer

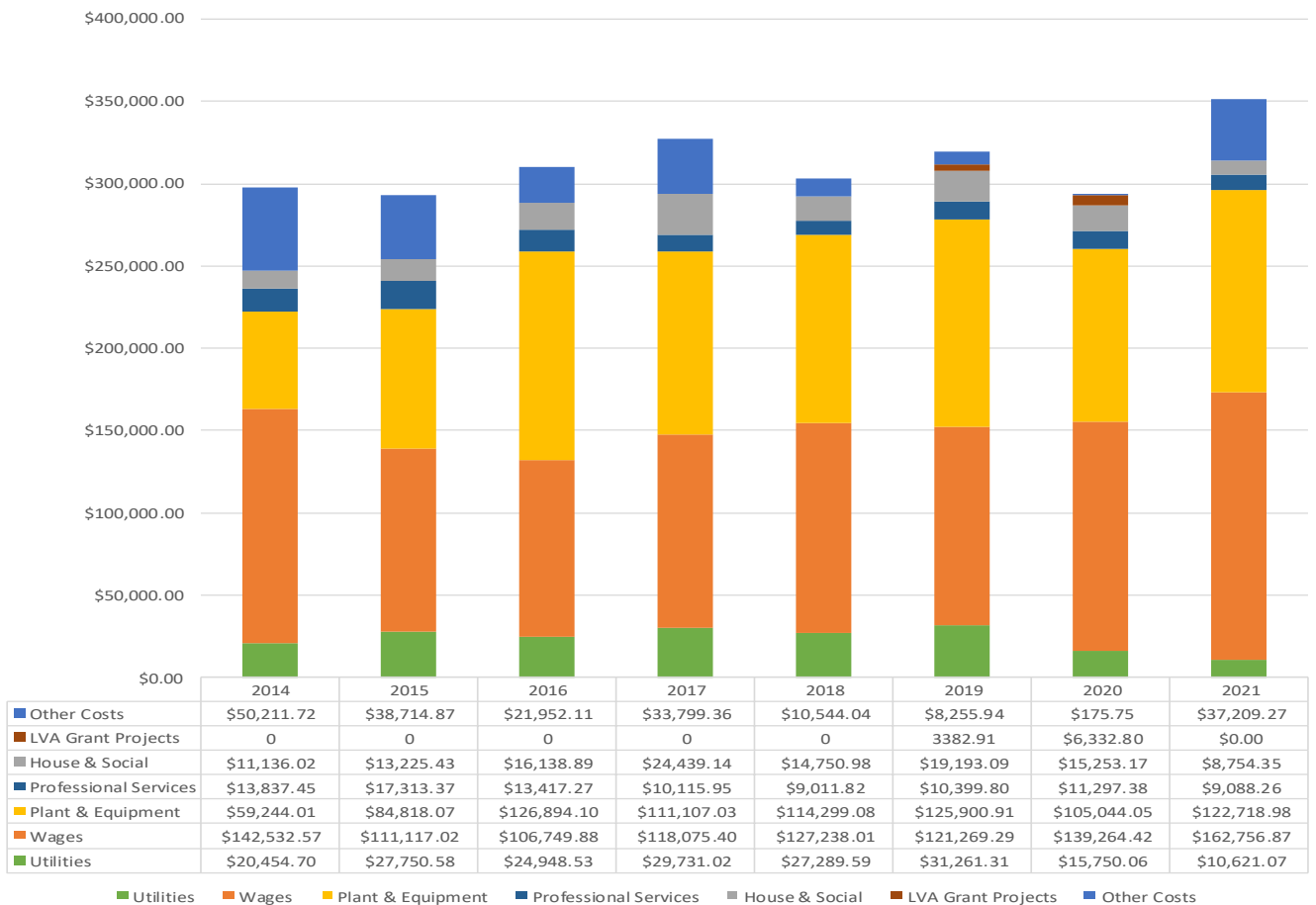


Financial Comparison

Club Major Income Sources



Club Expenditure - Major Costs



Membership Report

Membership over the period of 2020/21 improved significantly year on year returning to levels not seen since around 2010. The effects of the Covid-19 lockdown and cancellation of many other sports had a dramatic impact on golfing membership enquiries in Victoria. Consequently our club attracted over 80 new members to join the club over the past twelve months.

A number of trends are worthy of mention:

- Beginner, junior and female memberships have increased for a second year on the back of increased club coaching promotions. The club awarded 10 junior girls memberships as part of Golf Australia's scholarship program (5 new members).
- Our club has 72 female members, up from 52 in 2019, which at 23% is greater than Golf Australia's national club membership rate of 20%.
- The number of members in the full member category increased by 20% this year.

Karen McGregor
Club Membership Officer

Members Category Report

Class	2018	2019	2020	2021
Aged / Pension	33	39	44	50
Beginner	7	1	6	28
Country	10	10	12	13
Full	90	91	82	97
Honorary	3	3	3	3
Junior	2	7	9	22
Life	8	9	8	7
Leave of Absence	5	7	3	6
Nine Hole	17	22	17	17
Patron	1	1	1	1
Six Months	13	9	1	7
Sponsor	2	2	1	2
Over 70	42	36	35	38
Over 80	15	19	22	22
Young Adult				5
TOTAL	248	257	244	318



2021 Australian Golf
Foundation Junior
Girls Scholarship
Holders with Coaches
Di & Craig

Captain's Report

The Golf Club has had a much more uninterrupted few months than last year due to Covid restrictions with only 3 weekends lost, as I write this we are currently in lockdown so there could be more missed weekends to come. Our fields for the Friday & Saturday events jointly have averaged just over 115 players in 2021, this is slightly up on previous years.

I would like to congratulate the winners of all events over the last year, especially the winners of our Championship events.

Club Championships

Club Champion - Craig Hasthorpe

A Grade H/cap – Stewart Cluning

B Grade Scratch – Shane Dwyer

B Grade H/cap – Shane Dwyer

C Grade Scratch - Hank Fiddelaers

C Grade H/cap— Brian McKenzie

D Grade Scratch - Tim Mackenlay

D Grade H/cap - Tim Mackenlay

Veterans - Peter Walsh

Foursomes Champions

Jeff Hasthorpe & Nic Blake

We had two men's Pennant teams for the year, Handicap 1 & Handicap 2. Neither team was able to find good enough form to make it to the finals.

Jeff Hasthorpe and John Tabuteau are still throwing around some good scores, since the March AGM I think they have each once shot their age or better.

I would like to thank course superintendent Tony O'Reilly and his band of volunteers for the way the golf course is presented, you all do a fantastic job keeping the course looking and playing as good as it does.

We have introduced an online timesheet for which members can book there rounds and view live scor-

ing on the day. Everyone I talked to is happy with the system and it has reduced the amount of work that starters do on a Saturday morning.

I would like to thank the following, for without their support, events would not run as smoothly as they do:

- Life Member Gavin Patchett who gets out to the club early on Friday & Saturday mornings to get everything set up for the running of the days event and start the early players.
- The Match & Play committee for their great work throughout the year, without their assistance many events would struggle to get off the ground.
- Volunteers for scoring, BBQ's, drink carts, selling of raffle tickets and bar work.
- The bar staff for their assistance.
- Saturday Starters.
- Event Sponsors.

Finally to all of the members I would like to say that I appreciate all of the support and positive comments you have provided. It is you who make this club the success that it is.

Peter Moss

Men's Captain

Lady Captain & Match & Play Report

The Captain and Match and Play would like to thank all the Lady Members for their support during the previous year as well as the ground staff and volunteers. The Course is in great condition.

We have had another topsy turvey year with Covid rearing it's ugly head several times. So far lockdown number five is trying and annoying, but hopefully we will see the end of it soon.

Our numbers have been consistently good, especially in the fine weather. We have welcomed several new members, Alison Bailey, Claire Clamp and Charlie Killeen

Our Club Champion for this year was June Tickell and A Grade Handicap winner was Kerren Ludlow. B Grade Scratch winner was Karen MacGregor (after a four-hole playoff against Lorna Risol). Karen also won the Handicap event. C Grade Scratch winner was Jo Baker and Handicap winner was Angela Bayley. Karen MacGregor won the Veterans event.

36 Hole Scratch Foursome Champions were Kerren Ludlow and June Tickell and the Handicap Event winners were Lyn Powell and Jan Griffin.

The 4BBB knockout winners for this year was Sonia Roberts and Bev Keily. This event was reintroduced this year after a five-year break. The Singles knockout winner was Sue Tabuteau.

The 4BBB Championship winners for this year was Trudy Mumford and Aileen McNair.

We had two teams in Pennant this year, Divisions One and Two. Neither team made it to the final, but I would like to thank all players for doing their best.

At the Ladies AGM held in July it was decided to no longer have a Ladies Committee but to con-

tinue on with a Match and Play Committee. This has worked well for the past year, and I would like to thank all current and past members of the Committee and all the Ladies for their support and encouragement over the past 12 months.

I am confident we are in a great position to continue attracting new members to the club and I look forward to the next 12 months as Captain.

Regards
Karen MacGregor
Lady Captain

2020/21 Club Champions



Club Champion

June Tickell



Club Champion

Craig Hasthorpe



A Grade Handicap

Stewart Cluning



A Grade Handicap

Kerren Ludlow



B Grade Scratch &
Handicap

Shane Dwyer



B Grade Scratch &
Handicap

Karen MacGregor



C Grade Scratch

Hank Fiddelaers



C Grade Scratch

Jo Baker



C Grade Handicap

Brian McKenzie



C Grade Handicap

Angela Bayley



D Grade Scratch &
Handicap

Tim Mackenlay



Veterans

Peter Walsh



Veterans

Karen MacGregor

Annual Golfing Highlights



2020 Medal of Medalists Playoff (L-R): Robert Davie, Glenn Doolan, John Robinson, Tim Cross, Warwick Griggs, George Petkovic, Ray Williams, Tim Mackenlay, Brian McKenzie

**2020 Trafalgar GC
Bannister Family Perpetual Trophy
Medal of Medalist Champion
Warwick Griggs**



**2020 Trafalgar GC
Reno Borg Perpetual Trophy
Best Club Person Award Recipient
Anne Outhred**

Seniors Committee Report

For all of us the last 12-18 months has involved coming to grips with a global pandemic that we could never have imagined. While this has meant that our golf club activities have been curtailed somewhat, it is great to see that the Seniors group remains strong - welcoming new members and turning out in force to play on this wonderful course. The Seniors group continues to be a vital part of Trafalgar Golf Club, not only through playing on Tuesdays and Thursdays, but through active involvement on sub-committees and volunteering in many and various ways from grounds maintenance to gardening to catering, fundraising, and so on.

The social aspect of our activities is perhaps more important than ever given times in lockdown and away from families and friends; the bonds of friendship within the group are of considerable and maybe understated value, especially to those who feel isolated by factors outside their control. It is great that members have continued to look after each other, and we trust that with the gradual lifting of restrictions we will be able to return to 'normal' social activities, including inter-club and fundraising events, very soon.

Many thanks to Captain Glenn Doolan and Vice-Captain Pat O'Connell for quietly but carefully implementing the required COVID-19 protocols and protections while ensuring that we could come and enjoy our golf. Both Glenn and Pat will continue in these roles for the next 12 months.

The Seniors Committee will continue to support the Board in doing our best to ensure every member's experience here meets their needs and is the best it can be. We do take our

role seriously as just one of the sub-committees that help drive the Club. We acknowledge the contribution of all those who contribute to the club, as paid staff or volunteers; the course is wonderful, the clubhouse welcoming, and we are lucky to belong to a club with a focus on continuing improvement and growth.

Ian Outhred

President – TGC Seniors

Current & Future Members Sub-Committee

As a new subcommittee, we are working on the fundamental of golf with encouraging junior/ adult participation.

The first event was “Beginners Bash” on the afternoon of 26th June. A great day and involved the 9 participants (7 ladies and 2 juniors) playing an Ambrose competition over 4 holes of golf. After golf was an opportunity to sit and chat providing participants information about the club, give them an opportunity to become more involved and eventually take out and maintain club membership.

A big thankyou to both Anne and Karen for assisting with the day. Further “Beginner Bashes” are to be planned during the year for both adults and juniors

We are also considering ways to follow up with new members to ensure that they are feeling welcomed and provided mentoring and every encouragement to the next step in their journey.

Our Club’s website and Facebook pages are to be updated and a great place for people to make contact with the Club and it’s news. Using digital technology, we are developing a team’s APP that would provide up to date information for both new and current members. This app could include a link to a group (such as a Facebook group) where people and chat to each other and organise games of golf. We are trialling it currently with the ladies and beginners.

I would also like to acknowledge the other members of the subcommittee for all their hard work and input being Micheal Lewis, Kerryon Ashton, Brian Barnes, Jeff Gray, Karen McGregor and Ann Outhred

Yours in Golfing

Di Moody

Chair



Junior Golf Report

Trafalgar's Junior Coaching Program is going from strength to strength and attracting a whole new generation of golfers and new families to the club.

The third year of our monthly junior coaching clinics has seen participation maintained at between 10 and 15 juniors each month and our more experienced juniors confidently playing on-course.

Late in 2020, Trafalgar GC was selected as one of only 25 clubs in Australia to join an invitation only program after our demonstrated success in attracting young girls to our monthly MyGolf junior clinics.

The Australian Golf Foundation junior girls scholarship program valued at \$2,000 is designed to encourage junior girls to learn the game and over time become competition golfers. The AGF scholarship program has seen 10 girls coached by a PGA professional on a weekly basis each school term and receive free membership courtesy of Trafalgar Golf Club.

Di Moody, Bronwyn Wallace and Luke Bryant are great roles models and coaches to our next generation of golfers.

The club thanks the following generous supporters of our junior coaching programs:

- McDonalds Gippsland (uniforms)
- Drummond Golf (equipment)
- Australian Golf Foundation (Junior Girls)
- Golf Australia (coaching and MyGolf promotion)

Building on the relationships we have with Golf West Gippsland and Golf Australia, in April 2021 the club sent two of our most enthusiastic juniors members Estelle and Makayla to Golf Australia's annual development camp at Tocumwal GC.



Estelle and Makayla had a great time away. They had the opportunity for golf coaching, fitness activities, meeting other golfing girls their age, and most of all having lots of fun! Golf Australia organiser, Megan Carr, reported that the girls were great ambassadors and a credit to Trafalgar GC and West Gippsland.

Seeing the children improve their golfing skills, exercising in the fresh air and enjoying our course is a very rewarding way to spend a Sunday morning.

Any members looking to help our juniors are most welcome. Members don't need to be coaches, but as these juniors improve, we need willing mentors to take them out to play the course and put what they have learnt into practice.

Stewart Cluning
Junior Co-Ordinator



Assets Sub Committee

The major asset procurements for the last year were:

Clubhouse

- Installation of 14 KW solar power system on the clubhouse.
- Purchase of additional outdoor furniture.
- Fitted new carpet in the clubhouse
- Purchase of new seats in the clubhouse
- Obsolete equipment removed from the club rooms' breezeway.

Course Equipment

- Purchase of a new greens mower.
- Purchase of a new fairway mower.

Caretakers Residence

- Reverse cycle air conditioner installed.
- Electrical switchboard replaced
- Dangerous overhanging tree removed.

Work in Progress

- Outdoor area roof structure selected, area prepared and planning approval granted by Baw Baw Shire.



Upgrades in the Forward Budget

Plans and budgets are being prepared to:

- Refurbish the two outdoor toilets on the course.
- Replace the old carport at the residence.
- Refurbish the mens toilet in the clubhouse
- Provide additional shedding for the course maintenance equipment,
- Procure additional course maintenance equipment including a greens roller, fairway leaf blower and turf utility vehicle.
- Progressively install automated fairway irrigation.

Steve Gould

Assets Co-Ordinator



Occupation Health & Safety Sub Committee

Trafalgar Golf Club Inc. employs a number of paid staff and volunteer staff. As such, it is required to provide a safe work place. To get an assessment of where the club stood in meeting this requirement, a work place safety consultant was engaged to provide guidance on how should ensure our compliance with the legal requirements of an employer.

The consultant reviewed our work practices and documentation and provided a report identifying a list of 35 areas where we need to make improvement. This list included details and priorities to enable us to progress to a safer work-place.

An Occupational Health and Safety (OH&S) sub-committee (Glenn Doolan, Anthony Cunningham, Craig Moon, Steve Gould) was established in March 2021 and work started to address these areas.

So far this team have delivered:

- OH&S policies, procedures and recording documentation commenced.
- The Work shop Chemical Data Sheets have been compiled and stored on the Club's OneDrive (Cloud Server).
- A new workshop grinder with proper guards installed.
- Oxy welding cylinders secured safely.
- Personal Protective Equipment procured and stored at the workshop.
- Identified the need for more shed space to safely store equipment and chemicals.
- Testing and tagging of all electrical equipment on the premises.

As the OH&S policies and procedures are developed there will be the need for everyone to be aware of them and maybe the need to modify old behaviours in order to comply.

Safety is everyone's responsibility and the work of this subcommittee will be ongoing. Any volunteers who are capable to assist on our safety journey are encouraged to contact the club.

Steve Gould

Chair OH&S Sub Committee



Course Management Sub Committee

The Course Management subcommittee provides the direction for the course maintenance in conjunction with the Course Superintendent (Tony O'Reilly) and the TGC board. Currently 4 TGC Board members, Tony O'Reilly and 5 volunteers form the subcommittee.

Much of the work is conducted by volunteers and their contribution over the years has kept the course as the jewel of Gippsland.

2020 and 2021 have been another productive year for the course and the playing surfaces have improved further.

- Completion of the automated green water system has improved the putting surface and surrounding approaches with the extra spray coverage.
- This year the greens were cored and sanded in addition to the regular verti- drain spiking. Regular application of gypsum and fertilisers have kept the greens in great condition.
- Kikuyu grass has almost been eradicated from the course and ongoing spot spraying will continue. Discussion has occurred on what to do about the Parramatta grass but the way forward is not yet clear.
- Work has commenced to rebuild the 2nd tee to provide a grassed flat surface with clear access to the green. It is planned to stage the works so there is always some part in play for both men and women, particularly during the club championships.
- Landscaping the rear slopes of the 8th and 17th greens was completed and the grass is slowly returning.
- Lots of fallen tree clean-up has been required due to storm damage and Willow Grove Lions club have provided great assistance.
- The area around the maintenance sheds has been cleaned and some obsolete equipment removed. More clean-up is planned.
- Occupational Health and Safety procedures and practices for the staff and volunteers have commenced an update to meet the need of modern business to comply with WorkSafe guidelines.
- Recording maintenance works on machinery has commenced.

Looking Forward

Once the weather is favourable it is planned to spread dolomite lime on the fairways to optimise the soil for grass growth.

Investigations and budgeting are in progress to start adding automated fairway irrigation. Probably the 3rd and 8th fairways first. Ultimately this will save the labour effort deploying the existing mobile irrigators.

To provide better and safer storage, a larger machinery shed investigation, scoping and budgeting has started.

To further improve the works environment some additional or replacement machines are recommended, including;

- Hydraulic hoist for machine maintenance
- Replacement surrounds mower
- Fairway leaf blower
- Greens roller
- Multipurpose vehicle

Graeme Harris

Chair—Course Management Subcommittee

Financial Report 20/21 Extract

TRAFALGAR GOLF CLUB INC

ABN: 36 331 637 449

INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE 2021

	Note	2021 \$	2020 \$
SALES			
Sales		133,589.32	116,628.87
LESS COST OF GOODS SOLD			
Opening Stock		9,147.84	10,771.85
Purchases		65,904.95	48,023.51
Closing stock		(9,988.77)	(9,147.84)
		65,064.02	49,647.52
GROSS PROFIT FROM TRADING		68,525.30	66,981.35
LESS DIRECT COSTS			
Depreciation		5,922.00	4,388.30
Wages and Superannuation		69,638.56	70,563.97
		75,560.56	74,952.27
GROSS PROFIT FROM TRADING LESS DIRECT		(7,035.26)	(7,970.92)
OTHER INCOME			
Competition Fees		70,142.47	58,168.03
Donations and Sponsorship		40,983.27	39,304.53
Green Fees		64,739.13	35,513.32
Interest Received		385.86	573.32
Ladies Committee		38.18	895.91
Social Committee - Raffles		7,486.26	3,733.93
Fundraising		-	1,427.15
Subscriptions		102,855.05	91,719.51
Sundry Income	2	7,056.18	4,435.05
Cart Hire		36,742.37	28,348.36
Seniors Committee		15,500.00	15,190.00
Government and Other Grants	3	79,077.80	41,102.00
LVA Grant	4	11,836.00	27,751.82
Profit on Sale of Non-current Assets		9,161.81	20,354.64
Gross profit from rental operations		8,668.28	9,562.90
		447,637.40	370,109.55

Financial Report 20/21 Extract

TRAFALGAR GOLF CLUB INC
ABN: 36 331 637 449

INCOME STATEMENT
FOR THE YEAR ENDED 30 JUNE 2021

	Note	2021 \$	2020 \$
EXPENDITURE			
Accountancy Fees		7,920.00	8,050.00
Advertising/Signwriting		693.13	1,075.00
Amortisation - Greens		488.00	535.00
Bank Charges		2,579.83	2,327.72
Borrowing Costs-Amortisation		67.24	-
Catering		7,392.73	13,767.37
Cleaning		1,361.62	1,485.80
Computer Software & Support		999.99	1,392.83
Coaching Fees		1,185.45	-
Depreciation		42,142.00	26,008.82
Electricity & Gas		10,259.72	12,969.26
Employee Annual Leave		2,896.23	(474.76)
Equipment Purchases		536.71	-
Freight & Cartage		260.37	230.14
Fuel & Oil		12,706.55	14,110.60
Hire of Plant & Equipment		12,100.00	20,210.00
Insurance - Workcover		2,172.86	1,940.91
Insurance		12,127.27	10,100.00
Interest Paid		2,196.66	1,944.49
Junior Expenses		285.76	2,330.00
LVA Grant Expenses	4	-	6,332.80
Ladies Committee Expenses		226.02	3,970.22
Legal Costs		168.27	1,854.55
Permits, Licences & Fees		27,177.85	5,649.47
Printing & Stationery		3,150.81	3,283.82
Protective Clothing		498.33	615.82
Repairs & Maintenance		97,912.43	70,723.45
Security Costs		940.90	872.47
Staff Training & Welfare		621.82	-
Subscriptions		354.55	-
Sundry Expenses		3,139.83	2,041.81
Superintendent Duties		86,805.58	67,234.30
Telephone		(101.37)	2,188.08
Trophies		9,418.94	9,854.94
Waste Disposal		462.72	592.72
		<u>351,148.80</u>	<u>293,217.63</u>
Operating Profit for the year		96,488.60	76,891.92
Retained earnings at the beginning of the financial year		738,433.76	661,541.84
Retained earnings at the end of the financial year		834,922.36	738,433.76

The accompanying notes form part of these financial statements.

Financial Report 20/21 Extract

TRAFALGAR GOLF CLUB INC ABN: 36 331 637 449

BALANCE SHEET AS AT 30 JUNE 2021

	Note	2021 \$	2020 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	5	201,736.20	120,528.41
Trade and other receivables	6	2,974.82	1,588.52
Inventories	7	9,988.77	9,147.84
Prepaid Borrowing Expenses		357.76	-
TOTAL CURRENT ASSETS		215,057.55	131,264.77
NON-CURRENT ASSETS			
Other financial assets	8	500.00	500.00
Property, plant and equipment	9	744,175.22	663,544.84
Improvements to residence 97/98		23,565.13	23,565.13
TOTAL NON-CURRENT ASSETS		768,240.35	687,609.97
TOTAL ASSETS		983,297.90	818,874.74
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	10	18,158.48	7,183.50
Employee benefits	12	9,415.29	6,519.06
Income Received in Advance		622.73	12,689.83
Income Received in Advance (A Dalglish)		352.05	701.50
TOTAL CURRENT LIABILITIES		28,548.55	27,093.89
NON-CURRENT LIABILITIES			
Borrowings	11	119,826.99	53,347.09
TOTAL NON-CURRENT LIABILITIES		119,826.99	53,347.09
TOTAL LIABILITIES		148,375.54	80,440.98
NET ASSETS		834,922.36	738,433.76
MEMBERS' FUNDS			
Retained earnings	13	834,922.36	738,433.76
TOTAL MEMBERS' FUNDS		834,922.36	738,433.76

Financial Report 20/21 Extract

TRAFALGAR GOLF CLUB INC

ABN: 36 331 637 449

CASH FLOW STATEMENT FOR THE YEAR ENDED 30 JUNE 2021

	2021 \$	2020 \$
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from customers	486,293.07	413,097.95
Payments to suppliers and employees	(438,451.27)	(390,431.69)
Interest received	385.86	573.32
Government and other grants	86,885.80	64,070.00
Net cash provided by operating activities	<u>135,113.46</u>	<u>87,309.58</u>
CASH FLOWS FROM INVESTING ACTIVITIES		
Proceeds from sale of plant and equipment	13,636.36	23,109.10
Payments for plant and equipment	(133,656.93)	(162,339.61)
Dividends received	60.00	45.00
Net cash used in investing activities	<u>(119,960.57)</u>	<u>(139,185.51)</u>
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from long-term borrowings	97,750.00	70,945.00
Repayment of borrowings	(31,695.10)	(17,597.91)
Net cash provided by financing activities	<u>66,054.90</u>	<u>53,347.09</u>
Net increase (decrease) in cash held	81,207.79	1,471.16
Cash at beginning of financial year	<u>120,528.41</u>	<u>119,057.25</u>
Cash at end of financial year	<u>201,736.20</u>	<u>120,528.41</u>

5

Trafalgar Golf Club Strategic Plan

Our Core Values

1

Foster a welcoming, friendly and inclusive environment for members, families, guests and visitors.

2

Recognise and support for the tradition of the Club and the game of golf.

3

Foster communication between members, staff and stakeholders.

4

Responsible governance to ensure ongoing sustainability of the committee, facilities and club.

We will strive to be a well-managed community golf club by:



Attracting new members and visitors to the Club by providing an inclusive and welcoming experience to all.



Maintaining the integrity of the course through the enhancement and presentation of the facilities to the highest possible standard.



Ensuring that the Club's core values are upheld.



Environmental stewardship.



Providing a comprehensive range of golf services to enable members, guests and visitors to enjoy, develop, play and compete.



Sustainable financial performance underpinned by stable governance and staff, whilst operating the Club in a transparent, compliant manner.



Utilising technology to promote, communicate, save costs, manage business information and derive revenue whenever possible.







Strategic Plan Achievements 2020/21

Trafalgar Golf Club Strategic Plan Review

Year 2020/21

Date - 30 June 2021

Goal 1 Attracting New Members and visitors to the Club by providing an inclusive and welcoming experience to all

Goal	Description	Priority	Lead SubCommittee	Progress Update
1.1	Clarify the new members process and welcoming procedure	Very High	Current & Future Members	 New subcommittee established by Board dedicated to focus on attracting and retaining new members and providing more value to members.
1.2	Review the Saturday competition structure to ensure everyone feels welcome and has someone to play with. Trial new strategies to find the one that works.	Very High	Match & Play	 New online timesheet introduced in March 2021 has improved certainty of finding playing partners. This assists both new members looking to join in, ladies booking in and guests joining members.
1.3	Consider how the course and competitions are structured to make the games easier for new players. This may consider the renaming of events.	High	Current & Future Members	 Ladies nine hole events on Wednesdays, Parent Child Event and increased number of shotgun starts this season have improved access and encouraged meeting new people.
1.4	Ensure that the club promotional materials, club house and information is easy to read and reflects a broad demographic of users.	High	Current & Future Members	 Club publications such as annual report, strategic plan, newsletters placed at entrances to encourage players and visitors to review them. Majority of key documents available on the club website.
1.5	Continue to try new strategies to welcome community members to visit the club as a destination, not just for golf. This could be through facility hire, alternative programs or events.	Medium	House & Social	 Covid protocols have restricted opportunities in 2020/21. Work required to develop and market our improved facilities.
1.6	Continue to refine, strengthen and embed strategies to increase new member participation in golf e.g. Junior program and Tee Up @ Traf. including a transition strategy from clinic or programs to club membership.	High	Current & Future Members	 Get into Golf in November 2020 was a great success with 38 participants over six weeks. Beginners Bash afternoon social event for social players on Saturday afternoon commenced in June 2021.

Goal 2 Maintaining the integrity of the course through the enhancement and presentation of facilities to the highest possible standards.




Goal	Description	Priority	Lead SubCommittee	Progress Update
2.1	Develop a course improvement master plan with justification and planned expenditure. This might require external technical advice.	Medium	Strategic	 Budget allocated for 2021/22. New strategic subcommittee delegated to action this initiative.
2.2	Review the condition of the club house facility and plan likely future maintenance work that will be required to plan ahead. This might require external technical advice.	Medium	Strategic	 Budget allocated for 2021/22. New strategic subcommittee delegated to action this initiative.
2.3	Provide regular training opportunities and/or seek external advice where needed to ensure industry best practices are used to maintain the course within the budget available.	High	Course Management	 Health and safety uplift program underway in 2021.
2.4	Plan for the replacement of all club equipment valued over \$1,000.	Medium	Assets	 Ten year financial plan developed for all club assets.

Trafalgar Golf Club Strategic Plan Review




Year 2020/21

Date - 30 June 2021

Goal 3 Ensure that the Club's core values are upheld

Goal	Description	Priority	Lead SubCommittee	Progress Update
3.1	Review all club documentation to ensure that it represents the clubs culture and values. This includes an update of the constitution.	Ongoing	Board	 Club constitution (using Golf Australia template) reviewed throughout 2020 and adopted by members in December 2020 EGM.
3.2	Continue to recognise and celebrate the club's history in ways that the club continues to grow and change over time. Perhaps the club could appoint a historian volunteer role and provide regular updates to members.	Low	Board	 No action to date.
3.3	Communicate the club's vision so that members have realistic expectations about how the club can be managed and developed in the future.	Very High	Board	 Strategic Plan promoted at Club Opening Day 2020. Flyers posted around the clubrooms. Review to be provided in Club Annual Report.

Goal 4 Environmental Stewardship

Goal	Description	Priority	Lead SubCommittee	Progress Update
4.1	Partner with local community organisations or stakeholders who are experts in environmental management to ensure club practices enhance the natural environment. Determine if they have opportunities to support projects at the club.	High	Course Management	 No action to date.
4.2	Create educational opportunities and promote the work being done by the club to enhance and preserve the natural environment. This could be through signage or member updates.	Low	Course Management	 No action to date.
4.3	Apply for grants that will assist the club to reduce the amount of water and electricity to ensure responsible use of resources	Medium	Grants	 Solar panels installed on clubhouse in January 2021. A number of grants were applied for to reduce the clubs environmental footprint (as at June 30, all grants were unsuccessful)







Strategic Plan Achievements 2020/21

Trafalgar Golf Club Strategic Plan Review

Year 2020/21

Date - 30 June 2021

Goal 5 Providing a comprehensive range of golf services to enable members, guests and visitors to enjoy, develop, play and compete.








Goal	Description	Priority	Lead SubCommittee	Progress Update
5.1	Partner with golf professionals, Golf Australia, GippSport, program providers or other clubs to deliver a broad range of golf offerings to suit the local need.	Very High	Current & Future Members	 Golf Australia's Get Into Golf Program delivered in Nov 2020. Strong networks established with GWG and Golf Aust particularly in Vision 2025 and Junior Girls Scholarship Program
5.2	Keep track of current trends in Golf to redefine competition structures so that they match expectations as well as cater for the members preferences.	High	Match & Play	 No action to date.
5.3	Explore other options for physical activity or community programs that can make use of the club facilities i.e. Baw Baw Runners, Active Ageing Programs.	Medium	Current & Future Members	 No action to date.
5.4	Develop and promote membership options that encourage partners, family members and locals to support the club i.e. Baw Baw Golf Membership, reciprocal rights with other local clubs, social members or a multi visit pass/ voucher system.	Medium	Current & Future Members	 New Under 30 membership category established to encourage transition of younger players into full membership
5.5	Through consultation, it was agreed that social functions at the club would have the focus of club building rather than income generation	Ongoing	House & Social	 No action to date.
5.6	Develop a coaching/ mentoring structure to enhance the club in district and intra-club events. This could encompass a sponsored coaching program that is financially supported by the club.	High	Match & Play	 No action to date.

Trafalgar Golf Club Strategic Plan Review

Year 2020/21

Date - 30 June 2021

Goal 6 Sustainable financial performance underpinned by stable governance and staff, whilst operating the Club in a transparent, compliant manner.







Goal	Description	Priority	Lead SubCommittee	Progress Update
6.1	Ongoing education of the members about the club's financial position so that they can support future strategies to improve financial performance. Development of financial triggers to ensure effective decision making.	Very High	Finance	 Full financial report presented by Treasurer at 2019/20 AGM. Report detailed cost savings initiatives and impact of recent club decisions on club financial sustainability.
6.2	Ensure all expenditure is matched with a detailed business proposal.	Very High	Finance	 Rank upcoming projects (both OPEX and CAPEX). Work is still required to develop a detailed business case approach but the \$11,500 purchase of solar panels demonstrated a return on investment decision making process.
6.3	Establish and document the staff profile required, in line with industry standards and the club's financial capacity. Review every 6 months to ensure that the paid staff roles align with the club's requirements.	High	Governance	 No action to date.
6.4	Develop role and responsibility statements for paid staff and volunteers to ensure that their workload is clear, realistic and achievable and aligned to the club strategic plan. Recognise and value the contribution of all staff and volunteers. Consider the	High	Governance	 Human resources consultant engaged by the club in May 2021 to update staff policies and procedures. Work in Progress.
6.5	Benchmark fees against similar clubs, increase with CPI and develop diverse income streams to maximise revenue in line with what it costs to operate the club.	High	Finance	 Benchmark comparison of member fees and categories undertaken prior to establishment of 2021/22 subscriptions being set by Board.
6.6	Utilise the Strategic Plan to make future decisions and measure performance annually. Formally update the plan after 5 years.	High	Strategic	 Review of strategy plan to be included in 20/21 Club Annual Report
6.7	Monitor industry and Council policy, programs, procedures, strategies and plans that provide opportunities for Trafalgar Golf Club and implement where possible to strengthen club operations.	Ongoing as needed	Strategic	 No action to date.

Trafalgar Golf Club Strategic Plan Review

Year 2020/21

Date - 30 June 2021

Goal 7 Utilising technology to promote, communicate, save costs, manage business information and derive revenue wherever possible.

Goal	Description	Priority	Lead SubCommittee	Progress Update
7.1	Investigate online options to collect revenue and collect statistics about green fee players at the club.	Very High	Strategic	 No action to date.
7.2	Consider electronic options for recording data about all participation types at the club that is easy for volunteers to manage.	Very High	Strategic	 No action to date.
7.3	Complete regular updates to the website and ongoing use of social media platforms to promote the club and facilities.	Very High	Current & Future Members	 Facebook continues to be the clubs primary social media outlet. A TeamsAPP platform has been used successfully by the ladies and will soon be rolled out to the club's new members and beginners.
7.4	Continue to communicate to all members and stakeholders, especially good news stories via a succinct newsletter.	High	Board	 Monthly club newsletter published from January - June 2021 (6 month) read by over 60% of members each month
7.5	Consider options for external bookkeeping or financial tracking software packages to ensure budgeting and ongoing regular monitoring.	Medium	Finance	 No action to date.
7.6	Investigate cloud based software for filing and record keeping to enable volunteers and staff to work flexibly and remotely.	Medium	Governance	 No action to date.



Trafalgar Golf Club

www.trafalgargolf.com.au

230 Gibsons Road, Trafalgar 3824