
2022

Trafalgar Golf Club

113th 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 2021/22	Page 10
Golfing Highlights	Page 11
Seniors Sub Committee	Page 13
House & Social	Page 14
Current & Future Members Sub Committee	Page 15
Junior Golf Report	Page 16
Assets Sub Committee	Page 17
Compliance & Governance Sub Committee	Page 18
Occupational Health & Safety Sub Committee	Page 19
Course Management Subcommittee	Page 20
Financial Report 20/21 Extract	Page 21
Strategic Plan	Page 25
Strategic Plan Achievements 2021/22	Page 26



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



Thanking Our Club Supporters

President's Report

Dear Members

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

I wish to thank our Board who continued to make every post a winner for the club this year.

The Board made a conscious decision after a number of bank building years, to re-invest almost \$100,000 in projects on our golf course, clubhouse and facilities. Demonstrating this commitment, the Board have published a capital works plan for next year valued at \$150,000. I refer you to the Assets report which lists the many projects completed and those works in progress.

The committee continued to capitalise on cost saving initiatives which enabled the funding of more new course machinery and clubhouse refurbishments a decade in the pipeline.

The club managed to resume operations as COVID restrictions eased in the second half of 2021. 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.

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.26) and provide the Board your innovative ideas towards achieving

our goals over the next few years.

An important task for the Board completed in November was the appointment Tony O'Reilly into a staff position as Course Superintendent after many years working as a contractor.

The club sought the view of its members in December via a Course Condition Survey attracting responses from 40% of our members. The insights gained from this feedback will help the Board make decisions going forward.

In May, the Board made the strategic decision to offer an apprenticeship to one of our junior members to pursue a career in sports turf management. Jordan Chapman will undertake a four year apprenticeship under Tony's tutorage.

With a stable membership base of 340, 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



It was a pleasure to host District PGA Professional John Toyne as he shared his affection for Trafalgar at the 2022 Club Opening Day

Treasurer's Report

I want to begin my report by thanking our sponsors and volunteers. Whilst the club benefited from COVID Grants of \$74,200 this financial year, COVID also made it extremely difficult and stressful for those of us who were left to try and deal with the damage it caused. Well into 2022, it resulted in months of volunteer work by the House and Social Committee, Club Captains and other volunteers, who assisted in keeping the clubhouse open when vaccination status rules and outbreaks of COVID prevented staff from working. Unfortunately, in early May this year, two of those volunteers contracted COVID as a result of working at a function held at the club.

Although it appears as though Sponsorship has fallen by \$14,000, last year's amount included \$10,000 we received from Bendigo Bank to replace the carpet in the clubhouse and a generous donation from a club member. During COVID there were some who suggested our sponsorship would fall, even halve, but our sponsors have been incredibly loyal, with only a handful deciding to withdraw their support of the club. I look forward to the club being able to organise a day, later in the year, where we can pay tribute to their ongoing support, through a very difficult and challenging 2 ½ years.

Volunteers at this club, over a long period, are also largely responsible for the club's improved financial position and their work is one of the major reasons why our club membership fees are among the lowest in Gippsland, while members are still able to enjoy one of the region's best courses. (Not that I believe the current low membership fees are sustainable or good for the future of this club.) I tried to do some research into other club's Annual Re-

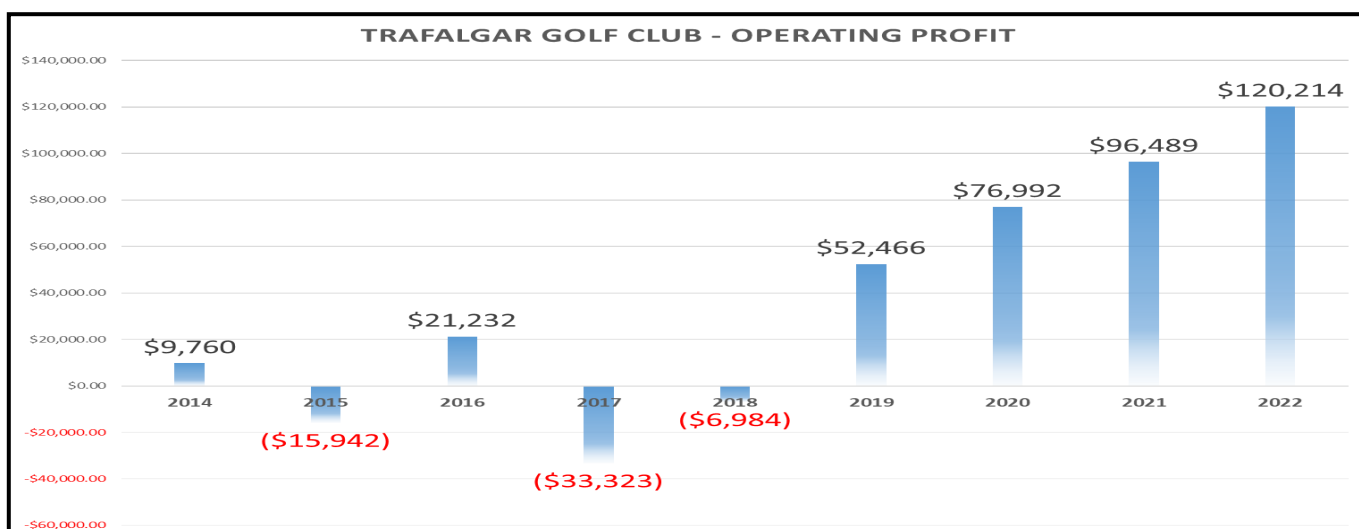
ports, but unfortunately they are not as well publicised as ours. However, I was able to find Financial Reports for Traralgon in 2019 and Drouin in 2020. At that time, Traralgon had Membership Fees of \$290,000 and Wages of \$237,500. Drouin had Membership Fees of \$208,000 and Wages of \$259,000. This year our Membership Fees were \$123,000 and Wages \$150,000. On the assumption that it would take roughly the same labour to maintain each course and clubhouse, an estimate of the work done on our course and in the clubhouse, by our large group of volunteers, is in the vicinity of \$100,000 a year.

In addition to this, I would also like to acknowledge the many other areas where volunteers contribute - catering, sponsorship, fundraising, gardening, committees, subcommittees, cart maintenance, membership management, juniors, looking after new members, cleaning and shopping. Thank you to all the volunteers who give up their time to assist our club. As a small token of appreciation, the club will be organising another Volunteers Appreciation Day, to be held on Sunday September 11, 2022 and we would love to see as many of our volunteers come along and enjoy themselves with their families/partners.

This year the club made an Operating Profit of \$120,214.02 in comparison to the previous year \$96,488.60. Most major revenue items were higher, apart from Competition Fees. We also had a cash surplus of \$83,708.50 which increased our cash holdings from \$201,736.20 to \$285,444.70 However, it is important to note that of the \$83,708.50 surplus, \$74,200 came from COVID Grants.

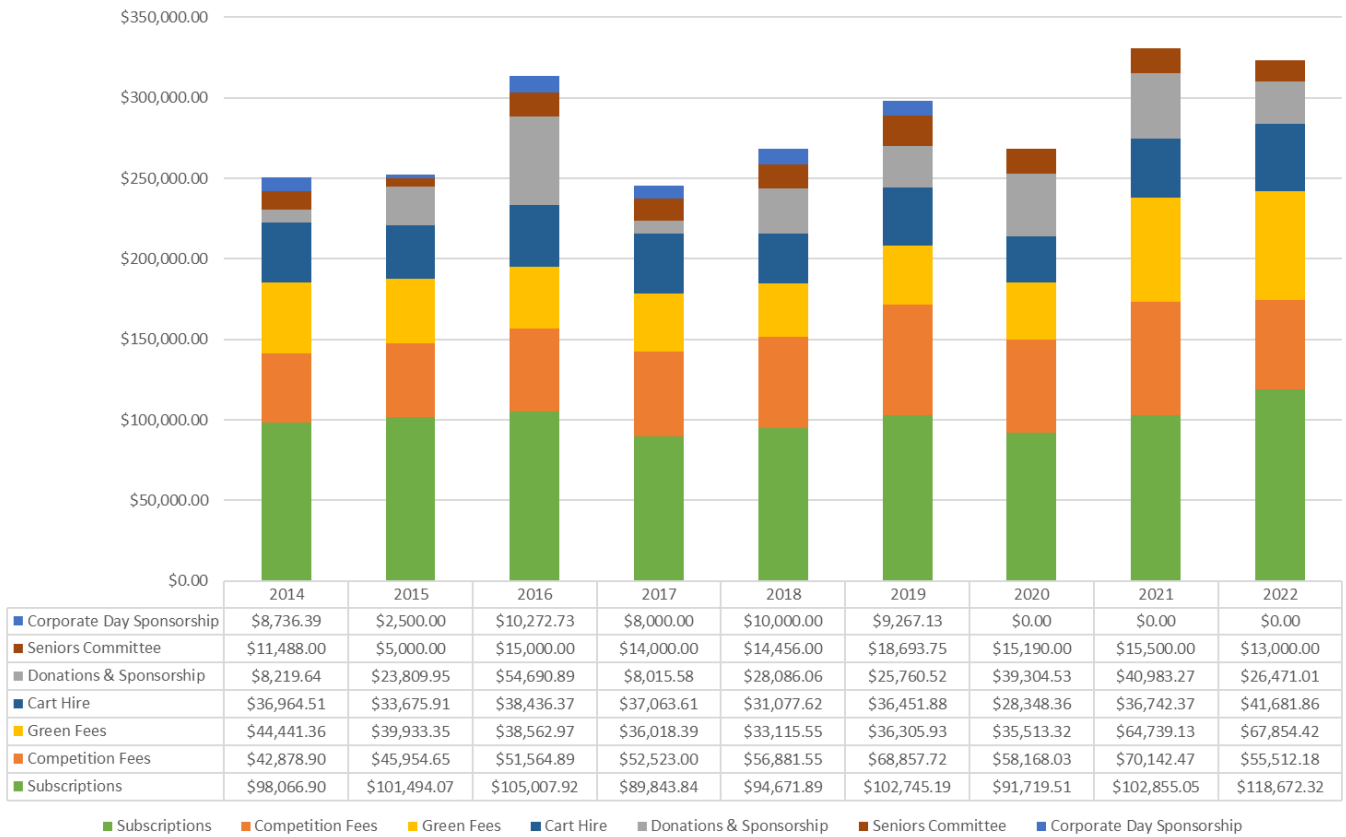
Paul Fogarty

Treasurer

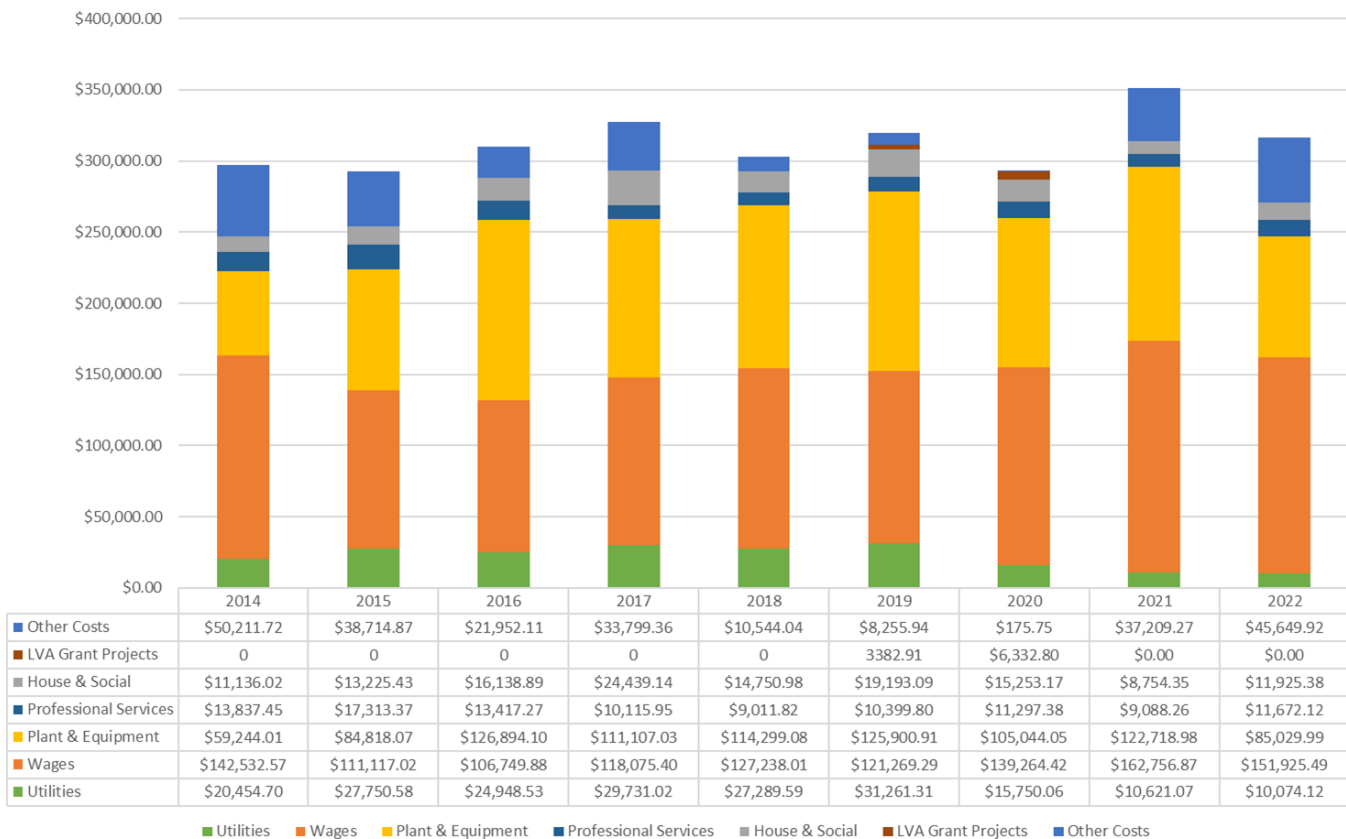


Financial Comparison

Club Major Income Sources



Club Expenditure - Major Costs



Membership Report

Members Category Report

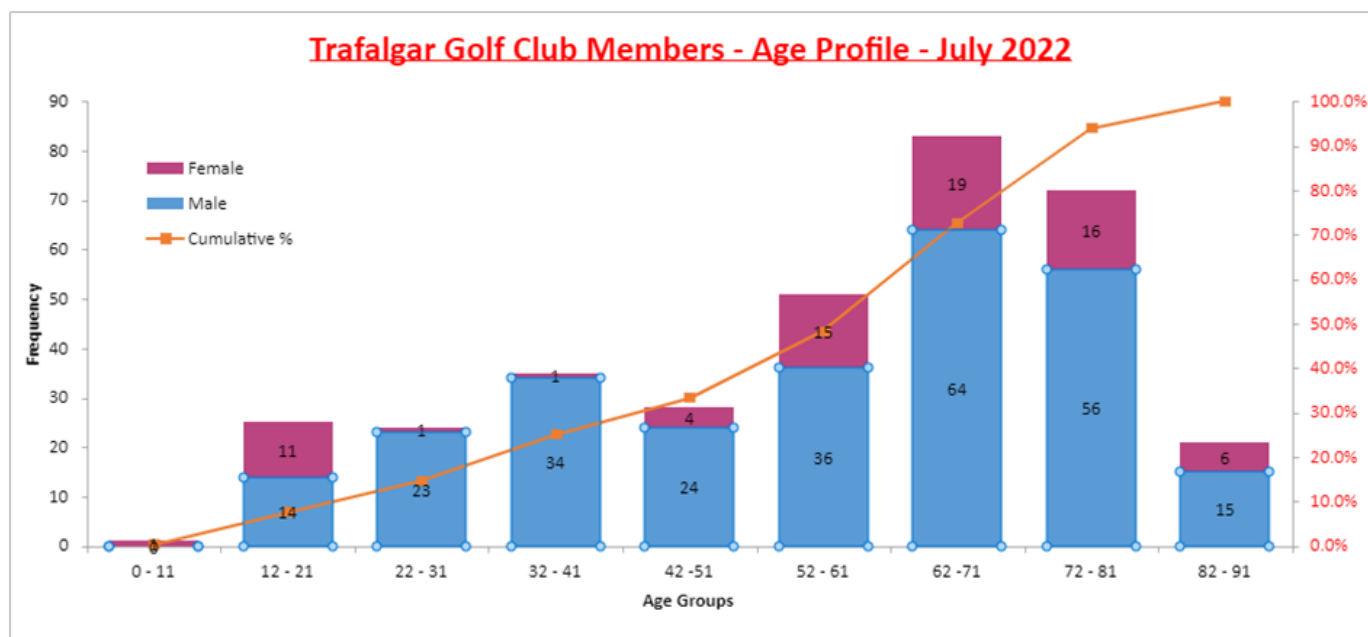
Membership during 2021/22 remained strong on the back of a significant increase driven by the Covid 19 lockdown of other sports in 2020/21. In 2020/21, courtesy of increased beginner and female participation programs we had a step up in our “new golfers” taking up membership. In 2021/22 its clear that we retained a large proportion of these new recruits.

It is promising to see the number of full, country and young member classes are increasing despite a number of members graduating into the aged category as baby boomers are retiring. Our proportion of female golfers at 21.7 % continues to be above the national club average of 20%.

Karen McGregor

Club Membership Officer

Class	2018	2019	2020	2021	2022
Aged / Pension	33	39	44	50	51
Beginner	7	1	6	28	39
Country	10	10	12	13	18
Full	90	91	82	97	105
Honorary	3	3	3	3	1
Junior	2	7	9	22	21
Life	8	9	8	7	7
Leave of Absence	5	7	3	6	5
Nine Hole	17	22	17	17	15
Patron	1	1	1	1	1
Six Month	13	9	1	7	1
Sponsor	2	2	1	2	1
Veteran Over 70	42	36	35	38	44
Veteran Over 80	15	19	22	22	20
Young Adult				5	11
TOTAL	248	256	244	318	340



Captain's Report

Our fields for the Friday & Saturday events jointly have remained reasonably stable with just over 115 players.

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 -	Nic Blake
A Grade H/cap -	Jeff Hasthorpe
B Grade Scratch -	Stuart Marriott
B Grade H/cap -	Stuart Marriott
C Grade Scratch -	Ian Charge
C Grade H/cap—	Toby Davie
D Grade Scratch—	Pat O'Connell
D Grade H/cap -	Akos Kerekes
Veterans -	Bob Baldry

Foursomes Champions

Jeff Hasthorpe & Nic Blake

We had two men's Pennant teams for the year, Handicap 1 & Handicap 2. Handicap 1 had a solid year and handicap 2 were up & down with both teams just missing the finals. We do struggle trying to fill sides every week so it would be great to have some new names next year.

Life Member Jeff Hasthorpe is still playing some good golf and shot better than his age back in April.

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. Welcome to apprentice Jordan Chapman who I am sure will gain valuable knowledge & experience working under Tony.

The online timesheet are still working well. Following on from some comments last year we have removed the Saturday starting duties, now generally only Medal days and other major events are started by Match & Play, although Vice Captain Mick does get out there for quite a few other days and gets things ready for the players.

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 efforts 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 a more reliable season with covid lockdowns coming to an end.

Our numbers have been consistently good, especially in the fine weather. We have welcomed several new members, Sue Klemke, Rachael Ritchie and Linda Chapple.

Unfortunately, two of our past members passed away this year, Joyce Lloyd and Mary Dyke.

Our Club Champion for this year was June Tickell and A Grade Handicap winner was also June Tickell. B Grade Scratch winner was Karen MacGregor. B Grade Handicap winner was Angela Bayley. C Grade Scratch winner was Nola Fordham and C Grade Handicap winner was Sue Klemke. Karen MacGregor won the Veterans event.

36 Hole Scratch Foursome Champions were Jo Baker and June Tickell and the Foursomes Handicap winners were Lyn Powell and Jan Griffin.

The 4BBB knockout and the Singles knockout finals are still to be played.

The 4BBB Championship winners for this year was Lyn Powell and Angela Bayley.

We had great success with West Gippsland Events. Di Moody won the Bronze Championship and Bev Keily and June Tickell won both the Scratch and Handicap events in the foursome's championships.

Bev Keily also had a hole in one this year on the 13th hole.

We had two teams in Pennant this year, Division One playing on Sundays and Division Two playing on Mondays. The Sunday team didn't make the final, but the Monday team won the final over Warragul 3/2. Great win players. The Pennant player for the year was Sue Klemke who in her first year playing Pennant won all

her games. Well done, Sue.

In June we attended Moe Golf course, with a great field of 36 players. It was a cold but dry day. In July Moe will be visiting Trafalgar for the return visit. These are great days for two small clubs to get together.

Our social calendar has been very full the past year. We had our Picnic day at Lang Lang. It was very hot, but an enjoyable day was had by all. We had our Christmas break up at Moe Racing Club, with a great meal and a sing along entertainment. In May we went to the West Gippsland Arts Centre for dinner and a show, it was a very enjoyable night. Thank you to Kerren Ludlow, Jenny Evison, Aileen McNair and all the other helpers in organising these events.

I retired in June from the Captain's position. 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 have enjoyed my time as Captain, but now is the time to hand over the reins to someone who can continue to unite the club and do their best for the members.

I wish Anne Outhred and the new Match and Play Committee all the best for the upcoming year. I know Anne will be a great Captain and I am sure all the Ladies will offer her their support. I am confident we are in a great position to continue attracting new members to the club.

Good golfing to everyone.

Regards

Karen MacGregor

Previous Lady Captain

Anne Outhred

Current Lady Captain

2021/22 Club Champions

Club Champion
Nick Blake



Club Champion &
A Grade Handicap
June Tickell



A Grade Handicap
Jeff Hasthorpe



B Grade Scratch &
Handicap
Stuart Marriott



B Grade Scratch
Karen MacGregor



B Grade Handicap
Angela Bayley



C Grade Scratch
Ian Charge



C Grade Scratch
Nola Fordham



C Grade Handicap
Toby Davie



C Grade Handicap
Sue Klemke



D Grade Scratch
Pat O'Connell



D Grade Handicap
Akos Kerekes



Veterans
Bob Baldry



Veterans
Karen MacGregor

Annual Golfing Highlights



**2022 Golf West Gippsland Division 2 Pennant Winning Team (L-R):
Cheryl Toyne, Bronwyn Wallace, Cheryl Deppler, Anne Outhred, Sue Klemke, Jo Baker.**



Bev Keily (left) scored a Hole in One on the 13th

**Angela Bayley and Lyn Powell with the
Ladies 4BBB Championship Trophy**



Annual Golfing Highlights



2022 Medal of Medalists Playoff (L-R):
Harold McNair, Bob Baldry, Scott McKinnon, Roy Whatmough,
Ken Street, Ross Anderson, Stewart Cluning.



2022 Trafalgar Women's Pennant
Player of the Year
Sue Klemke (centre)

2022 Golf West Gippsland
Bronze Medallist—Di Moody (centre)



Seniors Sub Committee

In the Club's publication "A Century of Golf - Trafalgar Golf Club 1909-2009" one article was titled - "Twenty Years Young the Traf Seniors". Since that article in 2009 we move forward to 2022 and Trafalgar Seniors have now been operating for 33 years.

Continuing the tradition Trafalgar seniors recently held their Annual General Meeting electing a new committee for the 2022/23 year.

Following the AGM Traf Seniors also enjoyed their Presentation Night for the 2020/21 season (which had been delayed due to Covid restrictions). Trophy presentations were made to those who amassed the best scores for the various events throughout the 12 months.

Nine-hole competitions are held each Tuesday and Thursday for Seniors members where a great mix of golfing rivalry and social cohesion come together. An assortment of competitions and events are held throughout the year, mostly at home at Trafalgar, but sometimes away, including Challenge Cups with other Gippsland Seniors.

Seniors competitions include Stroke, Stableford, Four-balls and mixed events. The handicap system is the same as Twilight (to share the winnings around) and that's about the only change - the rest is golf as normal - with the added camaraderie and social network thrown in.

Currently member numbers total around 100 and thanks to all those participating in the playing or social side of gatherings.

Seniors Golf is alive and well at Trafalgar Golf Club.

Harold McNair
Seniors President



Monthly Seniors Sausage Sizzle

House & Social Sub Committee

Covid was still having an impact with the running of the club, particularly in the first six months of the year not only with fewer numbers coming to the club but also with staffing issues.

I'd like to thank the many volunteers that stepped up to assist during that challenging time which enabled us to get through without too much disruption to the running of the club. But of course this situation was not sustainable for the long-term.

In January we saw the departure of Natalie Winn and we welcomed Jenny Moss to that role at the club.

The club thanks Natalie Winn for her service to the Trafalgar Golf Club over a number of years. Jenny Moss has settled in well and her enthusiasm and commitment and her cheery approach is a great asset to the club.

The Trafalgar Golf Club is starting to be booked again for functions as people become more comfortable with getting out and about with a couple of 21st's and a funeral wake being held this past year.

Also, we have catered for a number of clubs from the area that have heard about the wonderful spread that Lyn Powell and her team put together with quite a number of annual and repeat bookings.

The kitchen underwent a small upgrade with drawers placed under the island bench and under the servery bench to secure the cutlery and crockery which has improved the accessibility and the ease of handling for the workers in the kitchen.

We were unable to secure a chef/cook for Twilight this year which seemed to have an impact on numbers competing hopefully we will get one next year.

As you know the seniors have comps on a Tuesday and Thursday with the Tuesday being fewer numbers but most remain for a cuppa afterwards Thursday being the main day with usually over 50 people staying back for the presentations. The fellowship and the buzz around the clubhouse on a Thursday afternoon is very enjoyable.

In closing, I would like to thank my committee of Jenny Evison. Paul Fogarty, Jan Griffin, Bev Keily and Sue Williams for their assistance and support throughout the year and of course to Jenny Moss and Fred Dyke for the invaluable contribution to the smooth running of the house throughout the year.

Chris Griffin
Chair—House & Social



The annual Greenskeepers Revenge Day wasn't supposed to be a dress up , but nobody told these ladies.

Current & Future Members Sub-Committee

Covid has impacted on the work of this Committee this year with communication occurring via a Zoom meeting, and email. The Committee was created to encourage junior and adult participation in golf, and to support new members.

It is pleasing to note that Membership has continued to grow over the past two years, despite Covid, and the membership currently is around the 340 mark. A major focus of the work of the Committee this year has been looking at streamlining the processes associated with membership applications. A welcome pack has been developed and an email / phone process used to inform applicants of the progress of their application.

Once a Membership is approved, personal contact is made to welcome the member and invite their participation in Club events, or to answer any questions they may have. The Club is also looking at developing a "Frequently Asked Questions" on the website and notice board.

The Committee would like to acknowledge the work of Jenny Moss in developing and distributing the Welcome Pack. Jenny provided the Committee with valuable feedback from her personal interactions with potential members and advising of the application process. This feedback has been crucial in streamlining the process, and leading to what are, significant improvements.

The Club has long been regarded as a place that is warm and welcoming of new members to the Club. All members have a role in welcoming new members and assisting them where they can, and you all should be proud of the work you do in this regard. A simple hello in the car park, or can I help you?, or would you like to join us for a

game, all go a long way (don't forget we were all new to the Club at some stage!). The Captains do a great job in overseeing this, and the Board members have been involved in assisting with an initial phone call.

The Committee is also looking at the concept of a buddy system to assist in the welcoming process for new members, and seeking the interest of members to take on such a role.

To encourage new members to continue their golfing experience at Trafalgar, the Club has made the decision to extend the beginning membership category to cover the first two years of membership.

A partnership was developed in 2021 with Gippsport to assist in the co-ordination of Beginners Clinics. Unfortunately Covid prevented these Clinics from taking place, but these programs are a great way to promote both the game of golf, and the Club.

I acknowledge the work and initiatives of the members of this Committee over the past year - Anne Outhred, Jenny Moss, Stewart Cluning, and Jeff Gray, and encourage others to volunteer to join if you have some ideas and focus for this important area of the Clubs' operations.

Brian McKenzie

Chair—Current & Future Members

Junior Golf Report

This season our junior coaching sessions have attracted between 6 and 15 enthusiastic young golfers to the club each month ably assisted by three club volunteers and PGA professional Craig McIntosh.

For the second year, the club was a recipient of the Australian Golf Foundation Junior Girls Scholarship Program which aims to provide coaching and support to foster female participation to enable junior girls to develop skills to obtain a Golfink handicap. As part of the program, four junior girls receive free club membership and PGA coaching as well as distinctive golf shirts and caps.

The club is appreciate of support from:

- McDonalds Gippsland (Uniforms)
- Drummond Golf (Equipment)
- Australian Golf Foundation (juniors Girls)
- Golf Australia (coaching and MyGolf promotion)

On behalf of the club, Stewart Cluning was invited to present to the Golf West Gippsland District Delegates meeting in January to explain the club's successful junior and beginner golf programs.



At the meeting, the other district clubs were supplied with how Trafalgar have achieved our increase in juniors from three in 2018 to twenty-three in 2021 and the work we did to enlist community coaches to help both juniors and beginners learn the game.

As an outworking of the presentation, Golf West Gippsland adopted a suggestion to create a GWG Juniors Card entitling every junior member of a club two free games of golf at any other West Gippsland club. Trafalgar's board supported this recommendation as did the majority of clubs and in June 2022 all Trafalgar juniors were issued with their card.



The number of juniors playing the course on weekends and school holidays is testament that our junior programs are working, and I thank the volunteers who are helping to encourage and coach our next generation of social golfers and members. Any members looking to participate in a volunteer or coaching capacity are encouraged to contact the club. Going forward as our juniors improve, they will need mentors to take them out and play the course and put what they have learnt into practice.

Stewart Cluning
Junior Co-Ordinator



Assets Sub Committee

Thanks to the members of the Assets Sub Committee, Graeme Harris and Brian Barnes.

The major asset procurements and developments for the last year were:

- Rural Turf finalized commissioning of the green irrigation automation.
- Residence safety inspections and rectification works completed.
- Replacement of asphalt at the south east corner of the carpark and around the south side on the building.
- Both course outdoor toilets refurbished.
- A second hand greens roller purchased and in use
- New Toro blower ordered on a 6 month delivery.
- A new hoist for the maintenance shed was ordered.
- The outdoor shelter erected and almost complete pending final earth works on the surrounds.

Work in Progress

- Painting the clubhouse outside façade has been ordered and waiting for favourable weather.

Upgrades in the Forward Budget

Plans and budgets are being prepared to:

- Procure a new BBQ and outdoor kitchen for the outdoor shelter.
- Replace the condemned power pole on the supply to the clubhouse with an underground supply.
- Install safety circuit breakers on club house electrical circuits.
- Procure additional course maintenance

equipment including a turf utility vehicle.

- Provide additional shedding for the course maintenance equipment,
- Install fairway drainage on the 14th, 16th and 17th.
- Refurbish the men's toilet in the clubhouse.
- Progressively install automated fairway irrigation.
- Replace the older 6 golf carts.

Steve Gould

Assets Co-Ordinator



Tony was quick to test out the new greens roller purchased this year.

Corporate Compliance, Governance, Risk & Audit Sub Committee

The Compliance and Governance Subcommittee deals with the corporate or business functions of the club.

This subcommittee consists of the most senior members of the Board being the President, Secretary and Treasurer with other Board members enlisted for projects from time to time..

The Compliance and Governance wish to report the following progress in the following areas:

COVID-19: The last two years working through Victoria's Covid's regulatory environment has seen this subcommittee and the Board responsible to manage a raft of compliance matters including the development and review of Covid Safety Plans and monitoring staff, members and visitor's vaccination status. All these duties were never on the radar three years ago but the club has dealt with them well to keep our community safe.

WORKCOVER: No Workcover claims over the last twelve months. A recent employee injury may see some minor physio costs being borne by the club (being under the club's claim excess). There is no increase in our annual premium expected.

INSURANCE: The club's insurance agent advised of a large premium increase in February 2022. The subcommittee asked the agent to shop around for a better deal but none were forthcoming. The year on year increase was about 30% higher despite the club not making a claim for two years. This will be a focus area for the Board going forward to manage our insurance risks and the cost of insurance.

LEGAL: The club did not have any need for Legal advice over the past twelve months.

HUMAN RESOURCES: The Board engaged the services of a HR advisor to ensure our Covid-19 staff obligations were being met. The Board also managed the recruitment of Tony O'Reilly into a staff position as Course Superintendent (previously a contractor). Finally in June the Board recruited Jordan Chapman as a first year Sports Turf Management apprentice.

RISK: In conjunction with the Health and Safety Subcommittee, the Board have been working to mitigate the risks out of our volunteers and ensure we are meeting our compliance obligations. Some of the risk mitigations measures undertaken include:

- Agreements for Hiring Clubhouse for Functions – used on recent events
- Working With Children Check Register – all Board Members and Staff are up to date and compliant
- Locksmith engaged to re-key all locks under a restricted system.
- Fire escape compliant doors fitted as part of locks upgrade.
- Induction manuals for volunteers being developed.

Our club is not immune from the increasing costs of running a business however as demonstrated above our volunteers are working hard to ensure the club is being responsibly managed into the future.

Jeff Gray

Chair—Compliance & Governance

Occupation Health & Safety Sub Committee

The Health and Safety Subcommittee was formed in early 2021 to provide a forum to improve the club's compliance for employee and volunteer safety.

As an outworking of the Club's 2019 Strategic Plan to improve our business operations, the Board signed onto a 12 month Worksafe Victoria improvement program in late 2020 whereby an accredited safety inspector visited the club to assess and provide recommendations to improve our safety compliance.

As a result, a small team of volunteers have worked for over 18 months to address areas identified from the Auditor's recommendations.

The following key outcomes have been delivered by the OH&S team :

- Development of Club Health and Safety Policy – awaiting Board approval.
- Establishment of Monthly Toolbox (Safety) Meeting – commenced April 2022.
- Chemical Inventory Lists (Clubhouse and Greens Shed)
- Material Safety Data Sheet Folders
- Review of all Safety Signage onsite.
- Review of Personal Protective Equipment and setup account at Local Supplier (club sponsor).
- Development of Induction Manuals for New Volunteers.
- Development of Training and Competency registers for Outdoor equipment.

This team have provided the following projects for capital funding consideration by the Board:

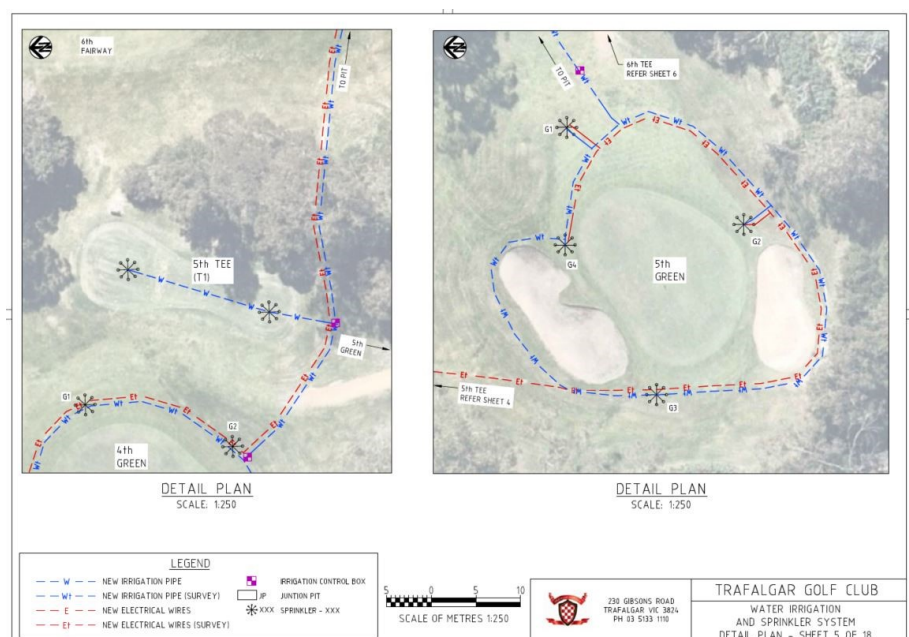
- Installation of Workshop Hoist.
- Upgrades to Chemical Handling Facilities
- Annual Arborist Inspection to independently assess Dangerous Trees.
- First Aid Training for Staff & Volunteers

Should any members wish to volunteer their time or skills to this administrative yet practical subcommittee, please do not hesitate to contact me at the club— many hands make light work.

I thank the OH&S team for their hard work this year and the staff who have provided feedback to ensure the Club is complying with its obligations to keep every one safe.

Dr. Glenn Doolan

OH&S Chair



Detailed survey accurate drawings of the irrigation system were developed this year thanks to numerous club volunteers.

Course Management Sub Committee

The Subcommittee is responsible for the monitoring and the maintenance of the Golf Course and surrounding areas including gardens with the exception of buildings; monitor the expenditure of maintenance and development works; consider recommendations of the Course Superintendent; report and present recommendations to the Board; and pass information from the Board to the Course Superintendent.

Membership includes Mr. Graeme Harris (Chair), Dr. Glenn Doolan (Secretary), Mr. Tony O'Reilly (Course Superintendent), Mr. Gavin Patchett (Handicapper), Peter Moss (Club Captain), Dick Sheehan, Steve Gould (Board Member) & Chris Griffin (Board Member).

This year the fairways have benefitted from the new Fairway Mower. The Course Superintendent, Mr. Tony O'Reilly advised that the fairways require dolomite to maintain their condition and the dolomite would be spread when conditions are favourable.

The rake handles were replaced due to splintering and then set upright on the edge of the bunkers to facilitate easier retrieval. The 2nd Tee, 10th Ladies Tee and the back of men's 15th Tee was refurbished by volunteers under Tony's supervision.

A second hand Greens Roller has been purchased and used to great effect. A surrounds Mower has been considered to replace the current machine which is becoming unreliable and to improve the safety of the operator when mowing adjacent to bunkers. A multi purpose vehicle (e.g. Gator) for use around the course instead of a golf cart has also been proposed.

The Course Management Sub-Committee appreciates the work of the many volunteers who attend to duties both on the course and within the club-house.

A new shed- which is required to help meet OH&S needs and to enable the proper maintenance and protection of plant and the storage of consumables is being planned and allocations have been made within the projected budget for 2022-23.

Works completed to-date includes the cleaning-up and disposal of drums & pipes at the shed. Holes are being changed on a weekly basis. Returfing occurred on the front of the 10th tee and the 2nd & 3rd tees and the back of the 11th has been extended. Cups & flags were replaced at the end of the previous year.

Painting and replacement of the existing on-course toilets incorporating low water technology has been undertaken by Mr. Brian Barnes.

Future planning includes the provision of an in situ fairway irrigation system installed over a period of 6 years.

The Greens committee expresses their deep appreciation of the work of Tony O'Reilly and his team of volunteers and congratulate them on achieving such a fine effort over this year of quite enjoyable weather conditions.

We hope you enjoy the course as much as the team enjoys working on the course!

Graeme Harris

Chair—Course Management Subcommittee



New apprentice Jordan Chapman was welcomed to Trafalgar GC by Course Superintendent Tony O'Reilly in June 2022.

Financial Report 21/22 Extract

TRAFALGAR GOLF CLUB INC
ABN: 36 331 637 449

INCOME STATEMENT
FOR THE YEAR ENDED 30 JUNE 2022

	Note	2022 \$	2021 \$
SALES			
Sales		143,870.05	133,589.32
LESS COST OF GOODS SOLD			
Opening Stock		9,988.77	9,147.84
Purchases		69,944.50	65,904.95
Closing Stock		(14,507.89)	(9,988.77)
		65,425.38	65,064.02
GROSS PROFIT FROM TRADING		78,444.67	68,525.30
LESS DIRECT COSTS			
Depreciation		5,979.00	5,922.00
Wages and Superannuation		67,070.74	69,638.56
		73,049.74	75,560.56
GROSS PROFIT FROM TRADING LESS DIRECT COSTS		5,394.93	(7,035.26)
OTHER INCOME			
Competition Fees		55,512.18	70,142.47
Donations and Sponsorship		26,471.01	40,983.27
Green Fees		67,854.42	64,739.13
Interest Received		227.92	385.86
Ladies Committee		42.00	38.18
Social Committee - Raffles		8,576.70	7,486.26
Subscriptions		118,672.32	102,855.05
Sundry Income	2	7,864.30	7,056.18
Cart Hire		41,681.86	36,742.37
Seniors Committee		13,000.00	15,500.00
Government and Other Grants	3	78,581.00	79,077.80
LVA Grant	4	-	11,836.00
Profit on Sale of Non-current Assets		-	9,161.81
Gross profit from rental operations		12,612.40	8,668.28
		436,491.04	447,637.40

The accompanying notes form part of these financial statements.

Financial Report 21/22 Extract

TRAFALGAR GOLF CLUB INC ABN: 36 331 637 449

INCOME STATEMENT FOR THE YEAR ENDED 30 JUNE 2022

	Note	2022 \$	2021 \$
EXPENDITURE			
Accountancy Fees		7,230.00	7,920.00
Admin Support		2,510.00	-
Advertising/Signwriting		2,005.67	693.13
Amortisation - Greens		446.00	488.00
Bank Charges		2,801.94	2,579.83
Borrowing Costs-Amortisation		106.25	67.24
Catering		7,389.96	7,392.73
Cleaning		4,535.42	1,361.62
Computer Software & Support		4,442.12	999.99
Coaching Fees		80.00	1,185.45
Depreciation		44,124.28	42,142.00
Electricity & Gas		9,479.40	10,259.72
Employee Annual Leave		(1,568.23)	2,896.23
Equipment Purchases		9.09	536.71
Fuel & Oil		15,805.39	12,706.55
Hire of Plant & Equipment		8,880.00	12,100.00
Insurance - Workcover		2,686.38	2,172.86
Insurance		15,654.55	12,127.27
Interest Paid		1,743.83	2,196.66
Junior Expenses		884.09	285.76
Ladies Committee Expenses		-	226.02
Legal Costs		-	168.27
Permits, Licences & Fees		22,842.77	27,177.85
Postage		520.96	260.37
Printing & Stationery		6,079.62	3,150.81
Protective Clothing		85.38	498.33
Repairs & Maintenance		60,344.60	97,912.43
Security Costs		711.81	940.90
Staff Training & Welfare		-	621.82
Subscriptions		-	354.55
Sundry Expenses	15	3,702.34	3,139.83
Superintendent Duties		83,736.60	86,805.58
Telephone		109.08	(101.37)
Trophies		8,412.08	9,418.94
Waste Disposal		485.64	462.72
		<u>316,277.02</u>	<u>351,148.80</u>
Operating profit for the year		120,214.02	96,488.60
Retained earnings at the beginning of the financial year		834,922.36	738,433.76
Retained earnings at the end of the financial year		955,136.38	834,922.36

The accompanying notes form part of these financial statements.

Financial Report 21/22 Extract

TRAFALGAR GOLF CLUB INC

ABN: 36 331 637 449

BALANCE SHEET AS AT 30 JUNE 2022

	Note	2022 \$	2021 \$
ASSETS			
CURRENT ASSETS			
Cash and cash equivalents	5	285,444.70	201,736.20
Trade and other receivables	6	1,153.02	2,974.82
Inventories	7	14,507.89	9,988.77
Prepaid Borrowing Expenses		251.51	357.76
TOTAL CURRENT ASSETS		301,357.12	215,057.55
NON-CURRENT ASSETS			
Other financial assets	8	500.00	500.00
Property, plant and equipment	9	734,164.24	744,175.22
Improvements to residence 97/98		23,565.13	23,565.13
TOTAL NON-CURRENT ASSETS		758,229.37	768,240.35
TOTAL ASSETS		1,059,586.49	983,297.90
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	10	16,634.59	18,158.48
Employee benefits	12	7,847.06	9,415.29
Income Received in Advance		2,705.00	622.73
Income Received in Advance (A Dalglish)		-	352.05
TOTAL CURRENT LIABILITIES		27,186.65	28,548.55
NON-CURRENT LIABILITIES			
Borrowings	11	77,263.46	119,826.99
TOTAL NON-CURRENT LIABILITIES		77,263.46	119,826.99
TOTAL LIABILITIES		104,450.11	148,375.54
NET ASSETS		955,136.38	834,922.36
MEMBERS' FUNDS			
Retained earnings	13	955,136.38	834,922.36
TOTAL MEMBERS' FUNDS		955,136.38	834,922.36

The accompanying notes form part of these financial statements.

Financial Report 21/22 Extract

TRAFALGAR GOLF CLUB INC
ABN: 36 331 637 449

CASH FLOW STATEMENT
FOR THE YEAR ENDED 30 JUNE 2022

		2022	2021
		\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from customers		507,602.63	486,293.07
Payments to suppliers and employees		(415,270.22)	(438,451.27)
Interest received		227.92	385.86
Government and other grants		74,200.00	86,885.80
Net cash provided by operating activities	14	<u>166,760.33</u>	<u>135,113.46</u>
CASH FLOWS FROM INVESTING ACTIVITIES			
Proceeds from sale of plant and equipment		-	13,636.36
Payments for property, plant and equipment		(40,538.30)	(133,656.93)
Dividends received		50.00	60.00
Net cash used in investing activities		<u>(40,488.30)</u>	<u>(119,960.57)</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Proceeds from long-term borrowings		-	97,750.00
Repayment of borrowings		(42,563.53)	(31,695.10)
Net cash provided by (used in) financing activities		<u>(42,563.53)</u>	<u>66,054.90</u>
Net increase in cash held		83,708.50	81,207.79
Cash at beginning of financial year		201,736.20	120,528.41
Cash at end of financial year	5	<u>285,444.70</u>	<u>201,736.20</u>

The accompanying notes form part of these financial statements.

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 2021/22

Trafalgar Golf Club Strategic Plan Review

Year 2021/22

Date - 30 June 2022

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 2021/22. 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	 After a successful year in 2020, Covid prevented a Get into Golf program proceeding in November 2021. Mentor program implemented to buddy new members with aligned current board members.

Trafalgar Golf Club Strategic Plan Review

Year 2021/22

Date - 30 June 2022

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. External repaint ordered. Mens toilet update under review.
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 procedures in progress. Tool box meetings started to introduce staff to the expectations.
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 2021/22

Date - 30 June 2022

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. Updated in Feb 2022.
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.

Trafalgar Golf Club Strategic Plan Review

Year 2021/22

Date - 30 June 2022

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	 Vegetation Management Plan established in 2021
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 2021/22

Trafalgar Golf Club Strategic Plan Review

Year 2021/22

Date - 30 June 2022

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	 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	 Looking to run quarterly mixed and shotgun start type events to bring club members together.
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 2021/22

Date - 30 June 2022

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 AGM. Annual report details 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	 Over the past year, a five year expenditure model has been developed and used to rank upcoming projects (both OPEX and CAPEX). Work is in progress to develop a capital approval process (inc business case approach).
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	 Developed position descriptions for Greenskeeper and Bar Manager over the past 12 months.
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 appointment of a volunteer coordinator to monitor and support all work completed by volunteers.	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 2022/23 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	 Report card of Strategic Plan Goals reported annually in Club Annual Report document for visibility by members. (started in 20/21)
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 2021/22

Date - 30 June 2022

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 since January 2021 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 on external book keeping but new budgeting and tracking system being trialled by club treasurer.
7.6	Investigate cloud based software for filing and record keeping to enable volunteers and staff to work flexibly and remotely.	Medium	Governance	 Club has been using Cloud based OneDrive for 12 months to store files and share information. Work in progress to get a Microsoft 365 licences for entire Board and Club Administration and migrate information across to Cloud.



Trafalgar Golf Club

www.trafalgargolf.com.au

230 Gibsons Road, Trafalgar 3824