



THEEWATER SPORTS CLUB

BOARD DIRECTORS' MEETING MINUTES

DATE	Friday 14 March 2025	TIME	19:00	FACILITATOR	Grant Ekermans Chairman
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PRESENT

Grant Ekermans - Chairman
Stan Wallace - Vice Chairman, Futures and Human Resources
Lloyd Lomas - Caravans, Cabins and Camping
Clinton Dante - Food and Beverage (via Zoom)
Anders Buchwald - House and Grounds
Neil Ashton - Commodore and Information Technology
Bruce Kelly - Trustee
Stuart Brown - Trustee
Erica Waller - Trustee
Francois le Roux - General Manager
Julie le Roux - Board Secretary (in absentia audio)

1. WELCOME

The Chairman welcomed the attendees.

2. APOLOGIES

Michelle Marais - Finances
Johan van Dyk has stepped down from the Board as Director of Events and Marketing.

3. ACCEPTANCE OF AGENDA

The attendees approved the Agenda.

4. ADOPTION OF BOARD DIRECTORS' MEETING MINUTES - FRIDAY 24 JANUARY 2025

The Minutes of the previous Board Directors' Meeting were proposed by Neil Ashton, seconded by Lloyd Lomas and adopted.

5. MATTERS ARISING FROM BOARD DIRECTORS' MEETING MINUTES – FRIDAY 24 JANUARY 2025	ACTION
5.1 The H&G Com will get prices for the self-catering cabins project and ensure that it gets underway. This project may need to be delayed until next financial year as it is not in the strategic plan for this year. The H&G Director needs to be made aware of this decision. (Point 5.1) 5.2 The Water Sports Committee is to develop a policy document for reciprocity agreements with other clubs. 5.3 At the last Board meeting, a discussion arose surrounding giving members an option to erect more cost-effective “cabins”. The CCC Com has taken the proposal to the Futures Committee for consideration. 5.4 Fin Com needs to investigate the points raised in this discussion and submit a proposal at the next board meeting. 5.5 Futures Com needs to ensure that all committees contribute to the Master Plan. 5.6 The Events Committee is to please cater for teenagers’ events in future, e.g. maybe a silent disco?	This point is to be discussed at the next H&G Com meeting. This point is in progress.
6. GENERAL MANAGER'S REPORT	ACTION
<u>Projects undertaken since the last Board meeting</u> - Renovating restaurant kitchen to improve electrical and gas compliance and ensure better hygiene; increase size of “footprint” to ensure better workflow for staff - Appointment of restaurant consultants to do a complete audit of the restaurant and bar offerings and to make recommendations on the way forward - The consultants have submitted a report – this report will be shared with the Board and the committee will discuss the way forward based on this report. - The Futures Committee put a lot of work into finalising the Strategic Plan which will enable us to set up a 3-year budget. - My main focus is to facilitate the setting up of wish lists by each committee so that we can finalise costing and prioritise the most important projects. These will be put into the 2026/2027 budget with the remainder going into the next two years’ budget. This will remain my priority until the Fin Com has completed the budget. - The staff were treated to a day out and lunch at Elgin River Lodge to thank them for their fire fighting efforts and hard work over the festive season.	
7. COMMITTEE REPORTS	ACTION
7.1 Events	
No Report Submitted.	
7.2 Marketing	
No Report Submitted.	

7.3 Food and Beverage

After our busy season, it has brought on many further and different challenges. During the course of January, we were given notice that Paul and Vossie has elected to retire – we wish them all the best. We thank them for their contribution to TSC F&B – may they enjoy their golden years.

Francois, Nikki, Jackie M, Essie and the staff have been valuable throughout this transitional period. Much thanks go to them for their hard in keeping the ship sailing.

With change comes opportunity. The questions that have been asked:

1. What kind of offering/facility do we want to be?
2. Can the building support such offering?
3. Is our menu offering, correct? Can the facility and the resources support such menu?
4. Do we have the financial resources to support this vision?
5. Do we have the human capital available? Can we develop such capital if needed?

With the above in mind, the committee has turned to the assistance of industry professionals for guidance – see attached. This is a very comprehensive report based on what seems to be unlimited funds – lets call it, within reason and subject to changes, an end goal. We will only know what we can do, once we know what could be required. This document is currently on review and very much up for discussion.

I put to this board that we look at the easy wins/low hanging fruit (minor/no costs) and tick them off during our slow season? Once the report has been finalised and an action plan (with further ref to the Strategic Goal submitted to Stan) has been established, we budget based on that action plan over the next 2 – 3 years.

Also noticeable, is the changes made to the kitchen facility. Francois and his team have been very busy over the last 6 weeks – we thank them for all the long hours and hard work put in.

We now have a dedicated wash up area, a dry store, compliant gas installation, open plan office and clad walls – to name a few. Members have noticed the changes.

We are really excited with the progress, however there is so much more that can be done.

We would also like to thank Stan Wallace for his input over the last couple of weeks. Your insight is incredibly valuable – much appreciated.

F&B looks forward to a strong effort, working towards the end of financial year.

7.4 Caravans, Cabins and Camping

01. Mobile cabin –Container

Container -Mobile Cabin –The Proposal has run its course through all the necessary parties. The Board has approved container homes as an alternative cabin option. The document will be sent out to members for comment. Should there be any negative comment the CCC will address this and advise the Board.

There has however been a fair amount of interest and although we still have a hurdle to get over with DWS this option should only require final ratification at the AGM.

Once this has finalised we shall consult with the member on 103 to clad the unit in order that it falls in line with the bylaws.

02. Latte application

This application for Latte falls outside of the bylaws and requires the Board to approve.

The member has followed all the requirements in making the application for Latte.

The board was clear that the application is declined as the bylaw is clear. However the member has approached the Management and CCC to erect a terrace structure like site 23. This site has had the terrace prior to the decision to change the Bylaw. The Member was given alternatives however has asked that this be considered. We do not believe that this request should be considered.

03. by Law Amendments

A few members inquired as to what the time allowed is for repairs to be done to properties damaged in winter rains as there are a number of sited which remain in disarray. This goes in line with caravan and site neatness. The committee believes that repairs should be undertaken prior to December 15th unless the water prevents this. If you can't rebuild management should be advised however the area should then be tidied up. We will address this matter in due course.

Bylaws will continue to be reviewed as an on-going process.

04. Bylaw transgressions

The General Manager continues to institute the new disciplinary code on a number of Members who have chosen to ignore the bylaws.

05. Site Inspections

This is an on-going exercise and will continue to ensure that the standard at club is maintained and that members adhere to the bylaws.

06. General

Alternate mobile home concept

Robert Hicks - The Member who proposed his idea to the CCC of Cold storage panel cabin designs was also given a hearing at the Futures committee. He presented this concept and provided details of the company with whom he had been in contact. On calling the company called Cool Maintenance, they advised that they have built a cabin for a TSC member in the past. This Cabin stands on site 54.

Further information has been requested via email, such as panel prices as well as DIY options. The company has yet to reply to emails sent even after a call. This matter will still be investigated.

07. Wish List

1. Additional Ablutions, add on toilets and showers to existing Ablutions

While during quite times the current facilities appears adequate however during peak times additional facilities are needed. The current facilities also require an upgrade such as gas geysers 2. Additional play areas for the younger set and a hang out area for older teens. We need to have more areas for the younger set. This will have a positive effect on the future of the club. We need to encourage the younger set to ensure we have growth at the club. Water sport items at the swim area like the platform/raft. A teenage hang out with basic foods on sale, TV and movies. Most of what CCC needs will in the end become H&G responsibility to implement. The other side is the public side and that's a H&G wish list, although CCC can give input .It would be great to have Container cabins on the public side plus all the other items such as trees and wind breaks.	
7.5 Finances	
No Report Submitted. A discussion arose surrounding the club's current cash flow situation. A meeting will be scheduled for the following week to discuss the cause and possible solutions.	
7.6 Futures	
2025 STRATEGIC REVIEW <i>DRAFT</i> INTRODUCTION At the 2023 AGM it was inter alia resolved that a strategic review should on an annual basis be performed and presented to the AGM. A review was done by the Futures Committee on 8 March 2025 and the review was adopted by the Board at its meeting on 14 March 2025. This document is the outcome of the review process and can be considered as an update of the Club's strategic focus areas. The strategic priorities for the 2025/26 financial year are also reported on in this document. Certain strengths, weaknesses and or threats have remained the same, diminished or have been added since last year. PURPOSE The Purpose of the strategic plan is to decide on and guide what should be done in order to respond appropriately to a changing environment and to remain sustainable and successful as a Club. To identify: • strategic risks that need to be mitigated and which may threaten the operational and strategic sustainability and functionality of the club • opportunities which the club need to capitalise on. • capacity constraints and weaknesses that may impact on its ability to perform. SWOT Currently: 1. The <u>most critical strengths</u> of the club	

- a. is its excellent state of corporate governance, leadership and management.

This remained being the most important strength of the club and it is accordingly having the most significant impact on the success of the club.

- b. The range of management mechanisms, systems and policies that have also been developed and adopted are aiding management and leadership in its decision-making and to plan, implement, function and to oversee. Accordingly, it was added as a strength.

1. The most critical weakness of the club is:

Remaining weaknesses

- a. The financial sustainability potential of the Club.
- b. Insufficient and ageing infrastructure and equipment, machinery and the state of facilities. The fleet has been upgraded this year and accordingly "Flee"t as a weakness, has been removed from this list.
- c. Inconsistent enforcement of Bylaws and Regulations. It is however felt that it is not a matter of inconsistent enforcement but rather a lack of cooperation and ill discipline amongst certain members. Accordingly, the title of this weakness has been changed to "Non compliance of members in terms of Bylaws and other Club Regulations." This remains a serious headache.

Diminishing Weakness

- a. Limited range of activities offered by the Club and more specifically in respect of children and young people. This was, during the past year, one of the Club's outstanding performance areas. A range of activities for the whole family was offered and accordingly this is being removed as a priority focus area. This does not mean that this will remain a priority.

Added Weakness

The Club's core business is Watersports. More can be done to support and promote water sport at the Club. The following weakness is accordingly added.

'The promotion, quality and range of Watersports need to receive more support and focussed attention'.

2. The most critical Threats:

Remaining Threat

Although the number of crime related incidents at the club have over the past two years dropped significantly, Rising Crime remains an external threat.

One of our challenges has been to attract experienced and qualified volunteers to serve on the Security Committee. This committee has now been combined with the IT Committee.

New Threat

Portion of Open Land adjacent to the Club is considered as a threat i.e. in terms of crime, land invasions and fire.

Emerging Threat

Deterioration in the standard and reliability of municipal services.

STRATEGIC FOCUS AREAS and BUSINESS TACTICS IN ACHIEVING SUCH STRATEGIC GOALS

- i. Secure the financial sustainability of the Club through the following Expenditure Management interventions:

a. Contain fuel consumption from exceeding a desirable and affordable level. <i>This is being attended to on an ongoing basis</i> b. Seek alternative and more reliable and cheaper energy sources like Solar Energy. <i>Club has since invested into solar power</i> c. Optimise labour productivity before considering a further expansion of the labour force. <i>Receiving ongoing attention of Management. Supervisory capacity has also been strengthened.</i> d. Provide for the impact of additional labour cost when costing and assessing the viability of establishing a recreational area for the local community, improved recreational facilities and activities for children and young people and expanding and upgrading the camping and accommodation facilities for non-members. e. Separate the repairs and maintenance votes on the budget and provide for separate funding for each of such items. <i>Still needs to be done</i> f. Seek a reduction in the cost of repairing infrastructure, machines, equipment, fleet items, facilities etc. <i>Receiving attention on an ongoing basis</i> g. Increase investment into scheduled maintenance in order to extend the life of infrastructure, machines, fleet items, facilities etc and to reduce preventable repair costs of such items. <i>Not done yet</i> h. Place a cap on a further increase in the number of permanent sites. ii. Develop and implement a 5-year Infrastructure Master Plan which should inter alia address the following: a. Adopt a Site Lay Out and Development Plan and which should contain a chapter on Aesthetics standards and requirements. Such a plan will largely guide further development on Club land. <i>Such a plan has been adopted.</i> b. Ageing infrastructure, machinery, equipment, fleet items and facilities. <i>The development of a 5 year Master Plan and supporting Funding Model is currently being attended to and should hopefully be ready for inclusion in the preparation of the next budget and the interim budgets for the following two years..</i> c. Expansion and upgrading of services, camping and accommodation facilities for non-members. <i>Some work has been done but we still have a long way to go.</i> d. Recreational facilities for the local community. <i>Project basically completed.</i> e. Devices and tools of trade, that will assist in curbing labour cost. f. A funding model for such a master plan. <i>Currently receiving attention</i>	
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iii. Increase the Revenue base and the Income stream of the Club by:

- a. Limiting membership Fees and Tariff increases to the minimum in order to sustain the affordability of the club.
- b. Increase non-member overnight stays and revenue. Expand and upgrade camping facilities and self-catering accommodation accordingly.
- c. The developments referred to in c. above should be self-funded.
- d. Attract more events and revenue from such events
- e. Optimise the efficiency of the Restaurant and the revenue it could generate for the Club
- f. Become a preferred Film Production venue of choice and that can serve as another important source of revenue.
- g. Expand storage facilities for rental purposes.

iv. Address Security and Safety at the Club by:

Continuously monitoring the developing and changing crime situation within adjacent areas and the risk it might hold for the club and its members and proactively take mitigating action.

v. Draft and roll out a 5 year Financial Plan which encompasses the Goals set out above

This is being attended to and should be ready for presentation at the AGM

vi. Management needs to place greater emphasis on the consistent enforcement of Club Bylaws and Regulations.

This is considered as a priority and structures and processes through which member compliance can be monitored and non-compliance can be addressed, are being investigated

STRATEGIC PRINCIPLES/VALUES IN MANAGING AND ADMINISTERING THE CLUB

- a. Sustainability of the Club
- b. Healthy and balanced level of order, discipline and compliance will be encouraged and if necessary, enforced
- c. Affordability
- d. Relationships are important to us
- e. The safety and security of the club and its members and visitors are non-negotiable
- f. Productivity
- g. Developments and further expansions must be self-funded.

PRIORITIES AND TO BE ADDRESSED DURING THE 2025/2026 FINANCIAL YEAR

- a. Finalising Infrastructure and Facilities Master Plan and related funding model - no deviations from this plan and related funding model should be allowed and accordingly it should be adopted at an AGM and can be reviewed by an AGM only- received 20 rating points at the workshop.
- b. Financial plan (3-5 year) - 15 rating points
- c. Upgrading of non-members' facilities especially public camping sites and a possible self-catering facility - 15 rating points
- d. Infrastructure development e.g. boat storage and accommodation for public rental as additional sources of revenue- 14 rating points
- e. Bylaw enforcement/disciplinary process - 7 rating points

f. Optimise the efficiency of the restaurant and the revenue it could generate for the club - 6 points g. Deterioration in the Quality and Reliability of Municipal service delivery issues as a threat h. Increase income by hosting events This Strategic Review was approved by the Board for presentation to the AGM.	
7.7 Human Resources	
1. Performance Agreement of the GM for the 2024/25 Performance Period Resolved: a. Due to the GM currently being extremely busy with special projects that are demanding his personal attention, Julie and Stan will assist in the drafting of such an agreement and which shall be in time for the appraisal that needs to be concluded before the AGM b. The drafting will be guided by projects already completed or which are in a process of being concluded before the end of the 24/25 performance year. 2. Performance Agreement of the GM for the 2025/26 Performance Period Resolved: As the Performance Agreement is in many ways the Performance Plan of the GM for himself, this should be drafted by the GM and in time for consideration in the terms of the Policy 3. Performance Appraisal of the GM for the 2024/25 Performance Period Resolved This process shall be informed by the Agreement referred to in 2 and accordingly the urgent finalisation of such a draft is urgent. 4. Annual Bonusses for staff. Resolved In view of the importance of our staff as a critical resource and asset of the club, it be recommended to the Finance Committee and the Board to seriously consider the inclusion of some bonus payment in the 25/26 Budget.	
7.8 Water Sports	
Discussion Topics Our discussion included the updated Water users regulations, swimming areas & platforms, the development sailing initiative, the TSC 9 hour regatta and the Overberg Sailing Championships. Water Users Regulations The committee approved the updated Water users regulations document and indicated that it needs to be better enforced through marketing to both Members and the public Swimming Areas & Platforms The committee agreed that more swimming areas are required and propose that an additional swimming area be created on the Members side. Both swimming areas on the Members side should have swimming platforms. Furthermore, two swimming areas should be created, without swimming platforms for the Public side, one in front of the day visitors area and the other in front of the public campsite. Development Sailing Initiative The Watersports Committee discussed the Development Sailing initiative at length and members felt that we need to identify the end goal and be given budget to work with before a final decision can be made on the best way forward.	

TSC 9 Hour Regatta The 9 hour regatta is due to take place at TSC on the 15th March. In preparation Francois has provided GPS readings of the Club marks. Overberg Sailing Championships Marketing material has been created and distributed to all Clubs in the Western Cape. The NOR has been submitted to SA Sailing for approval and the Quicket booking system has been created. Overberg Sailing Federation has provided R3000 in sponsorship. Further sponsorship and prizes will need to be sourced.	
7.9 Information Technology	
Discussion Topics Our discussions included the Club's Internet and the need to control the network internally, installing a fibre backbone between the Gate House and Club House, the separation of the network and electrical cabling in the kitchen, the integration of the Security Committee into the IT Committee, budget planning and future projects, the new Club website and the adoption of a new POS system. Club Internet The IT committee discussed the transition of network management from our external vendor to internal control, emphasizing the need for training and capacity building among staff members as level 1 support. Leonard has shown interest in taking on responsibilities in this regard. A discussion was had around creating a fibre backbone initially between the Gate House (water tower) and the Club House. Based on quotes received and Francois' input, this would cost about R25 000. Francois will revert to the Committee with his and the staffs' capacity to dig the required trench and laying the conduit. Electrical and Cabling Maintenance As part of the kitchen upgrade, the network and electrical cabling have been separated and are now housed in separate conduits. A cable tracer will be loaned to Francois to allow him to identify and remove dead cables. Security Committee Integration The committee agreed to integrate security management into the existing IT committee, recognizing the need for improved security measures, especially in newly developed areas. Discussions included the potential hiring of a consultant to assess current security systems and recommend upgrades, with a focus on enhancing camera coverage and network integration. Budget Planning and Future Projects The committee focused on budget planning for upcoming infrastructure upgrades, including fiber optic installation and the adoption of a new POS system. A shared document was created for members to contribute ideas and prioritize projects, with a follow-up meeting scheduled for the 18th March to finalize the budget and project list. Website Development Julie is working in conjunction with the web developer on updating the new Club website with photos and enhanced layouts, and will report back to the IT committee. Point of Sale Systems It was decided to get quotes on the POS systems recommended by the F&B Consultants and to include this in next years budget.	
7.10 House and Grounds	
No Report Submitted.	GM is to send photographs of the damage to the Estate House to the Board. H&G Com will need to

	decide on the way forward.
8. NEW CLUB MEMBERS	
• Marco Albeldas • Maryjane and Andre Leibrandt • Sydney le Sueur and Arlene Levitt • Juan-Craig and Alyssa Norman • Juan Smith • Christo and Anoschka Swart • Arno and Kathleen van Wyk • Morne and Gretchen van der Schyff • August and Nicolene Visser • Paul and Michele Wagstaff were approved at the Board meeting effective 14 March 2025.	
9. DATES OF NEXT BOARD MEETINGS	
• Thursday 24 April 2025 via Zoom • Saturday/Sunday 17/18 May 2025 – Annual General Meetings	
10. GENERAL	
10.1 The TSC Auction has been scheduled for 26 April. 10.2 An events co-ordinator wants to host a music event at TSC over the New Year period. The Board has decided that it cannot go ahead due to the size and timing of the event.	
11. CLOSE	
The Chairman thanked Board Directors and Trustees for attending the meeting.	