



THEEWATER SPORTS CLUB

BOARD DIRECTORS' MEETING MINUTES

DATE	Friday 24 January 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
Michelle Marais via Zoom - Finance
Clinton Dante - Food and Beverage
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

Johan van Dyk - Events and Marketing

3. ACCEPTANCE OF AGENDA

The attendees approved the Agenda.

4. ADOPTION OF BOARD DIRECTORS' MEETING MINUTES - FRIDAY 15 NOVEMBER 2024

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

5. MATTERS ARISING FROM BOARD DIRECTORS' MEETING MINUTES – FRIDAY 15 NOVEMBER 2024	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 focus on the development of water sports for the local community as this has implications for the Club's lease with the Department of Water and Sanitation. (Point 5.2) This point has been actioned within the Water Sports Committee. 5.3 The Water Sports Committee is to develop a policy document for reciprocity agreements with other clubs. (Point 7.10) This point is to be carried over. 5.4 At the last Board meeting, a discussion arose surrounding giving members an option to erect more cost-effective "cabins". The CCC Com will take the proposal to the Futures Committee for consideration. (Point 10.3)	This point is to be discussed at the next H&G Com meeting. GM and NA to discuss ideas for TSS. This point is to be carried over. This will be discussed in the CCC report.
6. GENERAL MANAGER'S REPORT	ACTION
I am not submitting a GM's report like usual but need to address issues affecting the budget for the new financial year with possible changes that may need to be approved at the AGM. In November 2024, I reached the 3-year anniversary as GM and have taken the opportunity to think about the last 3 years at TSC. I have consulted with the Finance Committee on the concerns outlined below - they are in agreement and have contributed points towards this document. Every year we meticulously compile a budget to ensure that maintenance is done, and infrastructure is upgraded and special projects for future development are undertaken e.g. the new public ablution facility. I feel that this is top priority to ensure that the club offers value to members and moves forward in sustainability. To my great frustration, many of these projects need to be rolled over from year to year as the cash flow projected in the budget is not a reality in the club's bank account. As a result of this frustration, I have started looking into why this is happening year after year. After doing a bit of market research, comparing similar clubs and camping facilities in the Villiersdorp area, the following areas need attention by the TSC committees: • Our new member joining fees are too cheap in comparison with other clubs. Research has shown that these fees are ringfenced for future development of the club's facilities. • Caravan and boat storage fees are not market related. • Some fees have not increased since the Covid pandemic e.g. R 70 per night for members' guests, water sport events attendees' camping fees, tractor movements and hoist fees. • Our public camping fees, launching fees and annual boat permits are not market related either.	

- Not all the restaurant's expenses e.g. electricity, repairs and maintenance are being covered by restaurant income. I feel that the restaurant should be able to fund its own overheads, repairs, improvements at the restaurant and afdak area, bathrooms and storage rooms etc independently, leaving other income to maintain and upgrade the members' club facilities and areas.
- In general, TSC's funding model is not performing as well as other nearby clubs. The other clubs have levies payable every year to maintain and develop their club infrastructure. I understand that we may be unique as a club in many ways but there are also many similarities between TSC and other clubs when it comes to remaining sustainable in a difficult economic environment. It is important that we have a vision going forward. Does TSC simply want to keep only achieving the minimum maintenance of current infrastructure or develop the club to realise its full potential?
- A great deal of effort has gone into developing a Strategic and Site Development Plan. How is the club going to fund these plans if we cannot even keep up with the projects that are budgeted for at the beginning of each financial year?
- I do have a concern that with Board members changing every year, the Strategic and Site Development planning may be adjusted constantly resulting in shifting "goal posts". It is my opinion that every committee needs to submit a list of all future projects, upgrades, procurement of assets to the Futures Committee within the next 6 weeks so that these "wish list" items can be slotted into the Strategic and infrastructure replacement plans for implementation over the next 5 years. Once this plan is in place, it will then be presented to members at the AGM for approval and may not be changed unless at the next AGM or an SGM. This will better enable the Finance Committee to adequately plan ahead and not have unplanned projects thrust upon them.

Examples of planned projects include:

Water Sports

- Replacement of rescue boats
- Swimming platforms
- Mast hoist etc

House and Grounds

- Five-year infrastructure replacement plan
- Self-catering for public visitors
- Water system upgrade etc
- irrigation
- maintenance to old covered boat parking
- secure pound area
- upgrade disabled bathroom
- create more afdak fireplaces
- level out the garden on the dam view side

Food and Beverage

- Expansion of kitchen

- Additional deck
- Replacement of current aged appliances etc
- Dedicated smoking section

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- POS system
- Access control system
- Internet upgrade

The projects listed above are only examples – there are many more that need attention.

I hope you understand where I am going with this. The above-mentioned projects are extremely costly and will need to be budgeted for over a period of time. We also cannot expect revenue generated from membership fees alone to fund all these projects.

My background in engineering has made me more sensitively aware of all the infrastructural neglect that has taken place at TSC over the years and I am very committed to solving this problem with the help and support of the Board and committees. I feel like adequate foresight and planning will go a very long way towards truly making TSC the place to be, hence the need for a Strategic Plan that we can stick to and implement over time.

A discussion arose surrounding the need to budget and plan infrastructure projects over a 3-to-5-year period and stick to this planning meticulously. There is also a need to review fees to ensure that they are market-related and are an adequate form of revenue generation. Committees, which continue even despite a change in Board Director, will need to submit “wish lists” as well as a funding model for how to afford items on their wish lists. The infrastructure master plan needs to be finalized before the budget for the new financial year is drawn up. Funds need to be ringfenced for expenditure on Capex. All “profits” need to be spent on Capex so that the Club is not taxed on income. Better allocation of F&B maintenance/Capex expenditure will fix the problem. TSC membership fees are “middle to low end” compared with other clubs. A 25% capital levy could be paid by club members to go towards the upgrading of members’ facilities. Fin Com needs to take how SARS operates regarding the depreciation of assets into account. Capex accounts for each committee need to be allocated appropriately – e.g. members’, public and water sports Capex in separate categories. Fin Com needs to ensure that there are no budget deviations.

Fin Com needs to investigate the points raised in this discussion and submit a proposal at the next board meeting.

The office needs to review public fees.

The strategic and master plans need to be approved at the AGM.

Futures Com needs to ensure that all committees contribute to the master plan.

7. COMMITTEE REPORTS	ACTION
7.1 Events Executive Summary Over the festive season numerous member events were held at TSC. The primary objective was to build a stronger community while having fun . We built on the previous years successful events. Events ● Kids Christmas Party ● Donkey Derby ● NYE party ● Wine Brunch ● Slip and Slide Events Report Christmas Party The Club Staff decorated the afdak nicely and the kids enjoyed the cupcakes. We need to look at the overall offer in terms of sweets, etc as the cost was R100 per child and the goody bag did, according to some attendees, not reflect it. With a non booked event it is difficult to gauge participation and we need to look at pre-booking to ensure quality and quantity is met. We need to get a young vibrant Santa to bring additional gees. Slip 'n slide It was a winner for the smaller kids, Jacqui included. We need to rethink the positioning, as this let a some flooding. Donkey Derby Great success and enjoyed by all. The decor was excellent and the vibe was great. The time between races was a bit long and we needed to look at games/entertainment while they waited. All in all a good event and fun for all, we will need to look at getting our own Donkey Derby Program going forward. New Years Party Decor was on point again, but the DJ was not. We had some complaints from members and this ranged from Music Choice to DJ not taking requests. Wine Brunch Was a great event enjoyed by all attending. As this was a new event, marketing was left to the last minute. We will need to ensure tickets are pre-booked so we can better prepare for the food and seating. The Singer gave a nice vibe, but background music will also work. Feedback From F&B Team ● Were able to make profit on events ● The Vibe at the Club was great ● Better communication in terms of cutlery and other needs.	

The Events Committee is to please cater for teenagers' events in future, e.g. maybe a silent disco?

● Try to sell tickets earlier to give a better indication of people per event ● As far as possible, the Events Teams needs to see if current food items can work for events so as to not create additional wastage. ● Need to add cleaning material to the budget in future. The Event Committee would like to thank the F&B team as well as other staff that assisted them with events over the Festive Season. And from the Board - Thank you to the Events Committee for their energy, passion and willingness.	
7.2 Marketing	
Executive Summary We had a busy Festive season at TSC with many member events. The opening of the new Day Visitor area has been received positively on the social media channels and in time will give us the opportunity to better market and position our public camping area. Even though numerous members have been approached in to join the committee, we still do not have a committee. Social Media Facebook still remains our primary social media platform with Instagram as our secondary. Neil Ashton has offered to assist on the Marketing Committee.	Potential new Marketing Com members have been approached. A decision was made to allow non-club members to be on committees if necessary. One of the Club's Instagram accounts needs to be administered by the GM and not a club member. GM to discuss how marketing functions will continue for the rest of the financial year with Johan van Dyk.
7.3 Food and Beverage	
Dec was a very good financial season for The Galley and Bar. We had some bumper meal peaks at times but were able to manage. Long waiting period at these peaks is expected - The number of staff and current kitchen setup, you can only produce x amount at a time. We are slowly outgrowing the current facility. <u>Events:</u> The events held went off well with much better participation. Good feedback received from customers and visitors.	

Biker Rally

Donkey Derby Mexican Fiesta

Kids Xmas Party

Sunday Wine Brunch

New Years Eve Party and Build a Burger

New Years Day Breakfast

Various Fishing, Sailing and Boating Events

Bar:

Excellent sales with no problems in the bar. Draughts were supported very well, and we sold about 8 x 50lt kegs. First time ever there were no vouchers or outstanding tabs for the bar and restaurant for New Years eve. Members were more laid back and relaxed.

Restaurant:

Once again, the management and staff came up with value for money specials. As mentioned above, service turnaround time remains a challenge.

Member value for money and service remains top priority.

Staff:

Dominique was introduced as a new member of staff as Front of House Supervisor. Started off with some resistance from the current staff because of her hours and responsibilities that is different. Francois and the FB management team just need to sit down with her to go through her job description explain expected help in the kitchen under ad hoc circumstances

As restaurant and bar personnel it is expected that in extreme volumes, all is expected to assist in clearing or serving customers.

Both bar and Galley staff worked long hours. For that we are extremely grateful.

Drawbacks/Problem:

1. Driving up and down fetching stock like ice:
 - 1.1. Lack of enough freezer space. Will put on wish list. Grobbies have big polystyrene containers that helped with emergency supply.
2. Bottleneck at bar till:
 - 2.1. Till point placed incorrectly on bar counter. Because the till is in the corner will create the image as a bottleneck with 3 or so people. If we can extend the bar to the right with a side arm similar to a grand piano, we will open a lot more order and pay space. Will also be then possible to move the fridges direct in the service area, saving some time.
3. Waiting period challenges:

With the 90 students and the members all want to eat at the same time, it created big back logs for food orders. On the one hand 90 student at once and the big tables in between the even a

packet of chips can take a long time because of working from one side only. Maybe in future 1 person serving just toasted sandwiches and chips at a separate selling point – relook the tuckshop option over December period??

4. Pile-up of dirty dishes:

4.1. As the scullery had to be utilized to take out orders and clear tables, pileups of dirty dishes were created. Everybody including Vossie helped washing the dishes. A Dish washer and a dedicated area (as budgeted and approved) might be very handy next Dec. The extended scullery area construction which was approved earlier in the year was put on hold due the construction of the Day Visitor Area. This project will be picked up early this year.

5. Reducing menu items on short notice i.e. milkshakes:

5.1. Milkshake machine is on its last one leg of 2, took long time making different milkshakes, one by one. Machine handed in awaiting feedback if repairable.

6. Kitchen space and flow remains a challenge.

Positive

1. 2nd fridge was bought so fresh veg and raw meat can be separated.
2. Members and guest were more family orientated and relaxed which created a much-relaxed atmosphere although very busy.
3. Our prawn special was a great hit, and we sold out. Pity will not be able to get them at that price again.
4. The free draught with a burger went of very well. SAB and Heineken impressed with our sales of their products and will see where they can help us with free stock. Next December as promised they might be more involved.

Financial Controls and Measured Objectives

Unfortunately, at the time of writing this report and during the reporting period, no regular financials were made available. Thus, no remedial action (if any required) or reporting could be taken or shared on the following points:

1. Current operating Gross Profit vs Budget
2. Current operating Nett Profit vs Budget
3. Sales YTD vs Budget
4. Nett Profit YTD vs Budget
5. “Optimise the cost efficiency of the Restaurant and the revenue it could generate for the Club”

Quote – TSC Futures Committee

If the above needs to be achieved, vast improvement on regular financial information sharing will be required.

Overall, we had a good Dec holiday season. Looking forward to the final push before year end.

F&B management is not to discuss financial matters with members.

The F&B Com needs to have a “washup” meeting to reflect on the festive season at the restaurant and bar from a realistic point of view.

7.4 Caravans, Cabins and Camping

Committee Meeting

Email sent to committee members 15 January 2025

Discussion Topics

- 01. Mobile cabin –Container
- 02. Latte application by member with waterfront site
- 03. Bylaw amendments
- 04. Bylaw transgressions
- 05. Site Inspections
- 06. General

01. Mobile cabin –Container

Container -Mobile Cabin –The Proposal has run its course through all the necessary parties and is attached for approval. The future committee was not in favour of the L/T shape design .They had no other objections save that it must fall in line with the aesthetics of the club.

02. Latte application Murray site 25

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 CCC is happy to support the request by the member as it will in no way impact the views or access to the dam.

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.

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.

A decision was made to deny a request from a member who asked to erect latte in contravention of By-Law Paragraph 10(s). The member has the option to erect latte that can be removed when they are not on their site.

Further information has been requested via email, such as panel prices as well as DIY options.

TSC Container Cabins Building

Requirements

1. Dimensions and Structure

- ☐ Structure: Must be moveable.
- ☐ Container: Must have a rustic appearance.
- ☐ Container class: A and B class containers are considered the most suitable for repurpose for cabin building. Only these two classes of container will be accepted.
- ☐ Height: Maximum 2.9 meters from finished floor to roof apex.
- ☐ Footprint: Maximum 36m which will include the cabin and veranda section.

2. Foundation

- ☐ Pilings: Galvanized steel posts, treated poles, or cement plinth blocks set into the ground with concrete.
- ☐ Subsidence Prevention: Pole ends may rest on pre-cast cement blocks or paving slabs underground.

3. Wall Finish External

- ☐ Materials: Timber lapped, log style, or Nutec ship lap.
- ☐ Colour/Finish: Painted with mahogany or teak sealer.

4. Roof Finish

- ☐ Materials: Inverted Box Rib (IBR) or corrugated sheeting.
- ☐ Colour: Green, brown or charcoal paint finish.
- ☐ Design: Single pitch or dual pitch with symmetrical profile.
- ☐ Roof structure and Veranda: Area may not exceed 36m².
- ☐ Roof: Existing caravan port structure may form part of the roof structure.

5. Windows and Doors

- ☐ Materials: Aluminium sliding doors or stacker doors and windows.

Meranti or pine with a wood sealer is also acceptable.

6. Verandas

- ☐ Structure: Covered roof and optional deck.
- ☐ Enclosure: Sides shall not be permanently enclosed.
- ☐ Roof structure of Cabin and Veranda: Area may not exceed 36m²

7. Anchoring

- ☐ Support: Wooden stilts, pre-cast cement blocks, or lintels.
- ☐ Anchoring System: Securely fixed to the ground.

8. Floor Height

- ☐ Maximum Height: 500mm from finished floor to mean natural ground level or established footprint level.

9. Additional

As the erection of “cold storage panel cabins” falls within by-law requirements, there is no need for Board approval of such structures.

Members are to be given the opportunity to submit comments regarding these structures to comments@theewater.co.za in a special notice outlining the specifications of such structures.

The club draughtsman will be approached to draw up a standard plan for container cabins.

☐ Approval: Ensure the proposal meets the club's specifications and seek approval for the additional container. ☐ Customization: Customization of the interior and finishes to meet specific needs. ☐ All building to be undertaken off site with the only allowance been the cladding and fitment of the roof on site.	
7.5 Finances	
1. Financial statements Please find attached the summarised financial reports as at end of Dec 2024. Key Highlights: 1.1 Income statement Overview - Actual Total Income – YTD (May – Dec 24) = R5 402 977 Actual Total Income – Last YTD (May – Dec 23) = R4 421 594 Increase of R981 383 income - Actual Total Expense before Capex – YTD (May – Dec 24) = R4 280 835 Actual Total Expense before Capex – YTD (May – Dec 23) = R3 815 715 Increase of R465 120 in expenses - Actual Food & Beverage Net – YTD (May – Dec 24) = R532 002 Actual Food & Beverage Net – YTD (May – Dec 23) = R46 693 Increase of R485 309 - Net Profit before Capex – YTD (May – Dec 24) = R1 122 141 Net Profit before Capex – YTD (May – Dec 23) = R605 842 Increase of R516 299 Overall, this was one of the best holiday seasons for the club. 1.2 The financial statements are not reflecting all the expenses for December as the salaries (Overtime) were only calculated in Jan 2025 1.3 No stock count was done in December. This will affect the Cost of Sales for the Bar & Restaurant in the next financial statement. 1.4 The public income YTD was double compared to the same period as last year. – Congratulations to the TSC team. 1.5 The Finance Committee is currently working on a cash flow analysis to determine bonus payouts in the next month or two. 1.6 The balance of the bank account is currently R956 000 but we foresee a +- R350 000 salary & Wages payment this month. 2.1 Balance sheet notes: - Accounts receivable = R250 000 as at 21 Jan (indicating good controls in this department) - Stock takes will need to be performed monthly. This is an area we need to focus on. - Bank balances = R956 000 - We anticipate a provision for bad debts to increase by R25,000 for the current financial year.	

2. Audit 2023 2024 Audit is complete, awaiting draft statements for approval. 3. Public Day Visitor Area The new public visitor ablution and day visitor facility drew many visitors to the club over the festive season and continues to do so on weekends. It has provided a much-needed revenue boost. <u>In conclusion</u> While we are satisfied with the financial statements, there is still work to be done in improving forecasting and streamlining the Food & Beverage processes.	
7.6 Futures	
1. <u>Special Meeting in dealing with the so-called Container Cottage Policy Review</u> This was discussed at a special meeting of the Futures Committee on 26 November 2024 At the meeting Lloyd presented an overview of the container cabin concept, noting that it aims to provide as a middle ground between the ageing and unsightly caravans and the expensive wooden cabins. The container cabins would be 6.5x2,4 m in size with the option to add a 3,2x2,4 extension to reach 22 sq m The committee, however, raised concerns about allowing a T or L Shaped container cabin as this could lead to members pushing the boundaries which could impact on the aesthetics of the club. The consensus was to limit the containers to the standard 6.5 x2,4 size Rob Hicks presented an alternative cabin design using sandwich foam panels and which he argued would be more durable and insulated and easier to move than the traditional cabins. The committee was generally receptive to the concept and agreed that it should be further investigated by the CCC. The committee agreed to refer to the container cabin and the sandwich foam panel proposals to the CCC for further review and ultimately for a recommendation to the Board. It was also agreed that the broader club membership should be involved in the ultimate decision, and this should probably be done at the AGM. CCC will report in full on this matter. 2. <u>Strategic Review</u> At the last AGM it was resolved that the Strategic Plan of the Club should be reviewed on an annual basis and be reported on at the AGM. I have prepared a discussion document which I would like to see workshopped by the Futures Committee. Should there be any reviews, the reviewed Strategy will be referred to the Board for consideration before it will be reported to the AGM. The discussion document consists of a summary of the Strategic Plan and my comments in terms of possible reviews or not. Such comments are shaded in yellow. This document is included for information only. It is set out below: INTRODUCTION	The 8th March 2025 has been set as a proposed date to have this strategic review.

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.

The purpose of this document is to provide the material required for such a review. This document will serve as the discussion document during a strategic review workshop in the near future.

PURPOSE

Purpose of the strategic plan is to decide on **what** should be done in order to respond appropriately to a changing environment and to remain sustainable and successful.

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 needs to capitalise on.
- capacity constraints and weaknesses that may impact on its ability to perform.

SWOT

Currently:

1. The most critical strength of the club is its excellent state of corporate governance, leadership and management.

This remains the most critical strength and the progress which has been made during the past year can be attributed to the value of this strength.

Strengths can be chosen from any of the following areas and which constitute the Clubs internal environment:

- a. *Management, Leadership and Corporate governance quality*
- b. *Standard of processes, systems, standards, controls etc.*
- c. *Availability of funding and financial sustainability*
- d. *Level and standard of technology*
- e. *State of infrastructure and facilities*
- f. *State of machines, fleet, pumps, equipment etc.*
- g. *Human Capacity*

2. The most critical weakness of the club is:

- a. The financial sustainability potential of the Club
- b. Limited range of activities offered by the Club and more specifically in respect of children and young people
- c. Insufficient and ageing infrastructure and equipment, fleet and machinery as well as the state of facilities
- d. Inconsistent enforcement of Bylaws and Regulations

The weakness of financial sustainability or rather the lack thereof remains a priority strategic focus area and I don't believe anything has since happened to review this as a strategic focus area.

One of the top performance areas of the club during the past year has been the quality and the quantity of events hosted by the club for the whole family. If this needs to be reviewed, then it is because of the need to remove it as a weakness and which requires attention. On the other hand, a high standard has been set and should be maintained.

State of infrastructure remains a serious weakness and threat to the future financial and operational sustainability of the Club

The inconsistent enforcement of Bylaws does in my opinion remain a weakness. Lloyd has been trying hard to address this and although some progress is being made it remains a focus area.

Outdated bylaws and regulations were previously identified as an averagely important weakness. This has however since been addressed and can probably now be removed from the list of weaknesses.

If financial sustainability and infrastructure is no longer considered as weaknesses then it should be removed.

3. The most critical Threats:

Rising crime was considered as the only external threat faced by the Club.

This remains an issue and will probably remain one for ever and the day.

An issue which seems to have certainly increased in importance is the risk of our lease of DWS land not being renewed. This might have to become a strategic focus area of critical importance.

Natural disasters were previously rated as a threat of average importance only. The recent fires may have changed such a view.

Another issue which has been raised recently is the issue of neighbouring land being invaded by squatters.

We need to decide whether these issues have become sufficiently important enough to be listed as a priority.

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
- b. Seek alternative and more reliable and cheaper energy sources like Solar Energy.
- c. Optimise labour productivity before considering a further expansion of the labour force
- 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.

- f. Seek a reduction in the cost of repairing infrastructure, machines, equipment, fleet items, facilities etc.
- 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.
- h. Place a cap on a further increase in the number of permanent sites.

COMMENTS: A critical look needs to be given to whether or not the tactical 'HOW's set out above are still useful, relevant or executable. It is also suggested that the list be reduced/prioritised to those HOWs which have the best chance of having an impact, having the biggest impact and for which sufficient capacity exist. It is also necessary to establish which of these activities have been attended to or not and if not why not.

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.
- b. Ageing infrastructure, machinery, equipment, fleet items and facilities.
- c. Expansion and upgrading of services, camping and accommodation facilities for non-members
- d. Recreational facilities for the local community
- e. Devices and tools of trade, that will assist in curbing labour cost.
- f. A funding model for such a master plan.

COMMENT: A Site Lay Out and Development Plan has since been developed and adopted. A chapter on Aesthetics Standards still needs to be addressed though.

Some important upgrading of ablution facilities and standards at the caravan camp for non-members have been undertaken. Some more work needs to be done before this camp could be considered as competitive and a camping facility of choice to the market out there.

Impressive progress has been made with the establishment of a recreational facility for day visitors.

My biggest concern is however the slow progress in developing an infrastructure and facilities master plan and supportive funding model and in time for inclusion in the next financial and budget planning. If a master plan is however not required then it should be removed as a HOW and a Business Goal

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 cost 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.

COMMENT The upgrading of the caravan and camping park for non-members and the establishment of a day visitor recreational area has shown some promising results during the 2024 Christmas Season. A clear positive sign which can be seen as a thumbs up for intensifying these projects and making provision for such projects on the budget.

We also just need to consider which of the above HOW's are still relevant, affordable, and likely to have an impact. There might also be other possible ways of increasing income and revenue

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 mitigation action.

COMMENT This is another area which seems to remain problematic and has remained on the back burner. It was recently suggested by the Chair that a subcommittee be appointed to investigate the possibility to acquiring a portion of land (portion 109) It appears as if it is specifically required to reduce fire and security risks and an increased security risk should this land be invaded. Some other benefits have also been raised like for example Agri-Tourism. The feasibility of proceeding with this investigation needs to be discussed and considered.

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

COMMENT Concerned that this matter has not really received any serious attention and hopefully we can find a way to expedite the drafting and adoption of a financial strategy and plan. Guidelines have been referred to the GM and the Director Finance and I am still available to assist in any way possible should it be required. However if there is a view that such a strategy is not required then it should be removed from the strategic plan

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

COMMENT Maybe its time to have a discussion on this. Is there still consensus about the importance of this matter and on how it should be addressed. I am suggesting that Lloyd and his committee prepare a list of the five most critical transgressions and report on what they would like to see being done about it. Let us have a discussion on this and provide the GM and Lloyd a mandate in terms of which this sensitive but critical issue can be addressed.

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. <i>COMMENT I don't think anything has happened or is likely to happen and to necessitate a review of these values.</i>	
7.7 Human Resources	
1. <u>23/23 Performance Appraisal of the GM</u> This process has been completed, and the final rating is 84% and which would entitle the GM to a 12% of Annual Package Performance Bonus. The Finance Committee, however, still needs to consider whether or not sufficient funds are available for the staff bonuses. It was suggested that a voucher should be given to each staff member rather than a bonus. 2. <u>Performance Contract of GM</u> A template plus guidelines and suggestions were referred to the GM for his attention and for him to populate such a document. Due to the busy holiday season, fires etc he was unable to attend to this matter. I will however be meeting him on Friday and to assist him in drafting a contract for further consideration by the HR Committee and then obviously the Board. He will also be consulting the respective Directors when drafting the contract.	
7.8 Water Sports	
Committee Meetings 16 January 2025 via Google Meet. Discussion Topics Our discussion included a festive season washup, Lipton Cup, water safety enforcement, swimming areas & platforms and the Overberg Sailing Championships. Festive season washup The committee focused on water safety during the festive season, with positive feedback on staff performance despite challenges. Discussions highlighted the need for better enforcement of rules and regulations, particularly regarding aggressive behavior from boaters. A proposal for a fine system was discussed to improve compliance, and the importance of educating members and visitors about safety regulations was emphasized. The need for additional swimming areas and improved infrastructure was also addressed. Lipton Cup The committee discussed this years Lipton Cup, considering a shift to a J22 class format. While some members expressed concerns about the viability of this change, there was general agreement to allow the experiment for one year. The need for a document outlining the club's position and recommendations was agreed upon, with a focus on promoting modern boats for future events.	WS Com is to supply a Cape Classic event report.

Water Safety Enforcement The committee discussed the need for better enforcement of water safety rules and regulations, particularly regarding aggressive behavior from boaters. A letter from DWS is needed to support staff in enforcing these rules. The committee needs to review the current water safety rules and regulations, including the inclusion of a fine system, to ensure compliance and understanding among members and visitors. Swimming Areas & Platforms The swimming platforms are damaged and need repairs before the next season. The estimated cost for repairs is around R8,000. The discussion included the need for additional swimming areas and platforms to improve safety and accessibility for both members and visitors. Overberg Sailing Championships The committee discussed the scheduling of the upcoming Overberg Sailing Championships and the need for proper sanctioning and organization and early promotion of the event.	
7.9 Information Technology	
Committee Meetings 20/01/24 via Google Meet. Discussion Topics Our discussions included the festive season wrap up, connectivity issues, point of sale solutions, Club website and cabling issues. Festive Season Washup From an IT standpoint the two challenges over the festive season was the inconsistent connectivity issues, both Wi-Fi and cell phone reception. Connectivity Issues The meeting addressed ongoing connectivity issues at the club, particularly regarding internet and cell phone reception. Members expressed frustration over the declining quality of service and discussed potential solutions, including exploring partnerships for cell tower installations and improving internal network management. A consensus was reached to prioritize these issues and take ownership of the internal network. Point of Sale System The committee discussed the need for a new point of sale (POS) system to address ongoing frustrations with the current system. Neil Ashton is tasked with following up on proposals from potential vendors, aiming for a solution that integrates well with existing accounting systems and enhances operational efficiency. A meeting with GAAP has been scheduled for 15h00 on Friday 24th January at the Club. Website Development The meeting concluded with discussions on the club's website development, emphasizing the need for timely feedback to the developer. The committee aims to enhance the website's marketing capabilities and ensure it meets the club's operational needs. Electrical and Cabling Maintenance The committee discussed taking over the management of the internal network to improve connectivity and service quality.	

7.10 House and Grounds

1. Feedback on December/January period

- * completed new public ablution block on 24 December - operational now but needs some finishing touches and extra infrastructure
- * R&M team focussed on keeping the water flowing, electricity on, refuse disposed of and set up for events throughout the holiday period, maintained infrastructure as the needs arose
- * fire fighting became a priority for a two week period when the dry bush surrounding the club caught alight several times and breached the club's boundaries on a few occasions

2. Current Projects:

- * thorough clean up of the club - mowing lawns
- * clearing fire breaks around the club perimeter
- * installing 2 new fireplaces in the club house
- * working with insurance assessor who visited the club on 21/01 - his feedback will be shared with the committee once we have it

3. Operational Shortcomings:

- * water pressure drops during peak periods
- * hot water at Mossel Bay ablution runs out when geysers do not get enough time to heat water
- * complaints from members - only 2 toilets in Mossel Bay gents' side - members needed to queue to use the loos
- * additional signage requirements throughout the club
- * all permanent sites need to be divided into clusters and a demarcated area with signage needs to be made for emergency evacuation assembly points (according to law)
- * lack of portable braais when club is very busy - need to build permanent braais in strategic areas
- * additional parking areas need to be identified for use in busy times - areas need to be demarcated - awareness campaign for members necessary
- * lack of firefighting PPE and equipment - needs to be addressed urgently

A discussion arose surrounding the club's liability should any staff be injured or killed while fighting fires.

The Board has approved the club's purchase of firefighting PPE.

A fire evacuation plan needs to be put in place.

8. NEW CLUB MEMBERS	
• Johann and Monique Bayer • Shawn Bell • Derrick and Jackie Benzien • Tobie and Hayley Smuts • Kyle Scorgie • Adam van Tonder are approved members effective 24 January 2025. A decision was taken to deny membership to a pending member who demonstrated bad behavior while staying on the Plaat. The member application process needs to be reviewed at the next Board meeting.	
9. DATES OF NEXT BOARD MEETINGS	
• Friday 14 March 2025 • Friday 25 April 2025 • Saturday/Sunday 17/18 May 2025 – Annual General Meetings	
10. GENERAL	
10.1 The Chair thanked the committees for their comprehensive reports. He stressed the need to have a “washup”/feedback meetings after the festive season for all committees, while issues are still fresh in their minds. 10.2 Proposed by-law amendments were approved as per the document circulated. 10.3 The GM has received no response from DWS to his email requesting feedback regarding the club's EOI submission/lease renewal from DWS Regional Manager. 10.4 The money collected by members for staff fire fighting efforts will be used to take staff out for a day outing and lunch. 10.5 The GM requested approval for the club to host the Kraai Rally at the club in November 2025. Approval was granted by the Board.	A discussion arose surrounding whether a dress code for the bar and restaurant is necessary, especially regarding wet clothes and wearing a shirt.
11. CLOSE	
The Chairman thanked Board Directors and Trustees for attending the meeting.	