



## Planning for the Future Security of the Club

Planning for the future security of the Club has been a long-standing goal of this and previous Committees. The January 2018 Strategy meeting highlighted the future premises as the big issue facing the club. Communication to members about this issue has met with overwhelming support for planning and prioritising the future Clubhouse.

### History:

In the 1990's, the Club worked with Pittwater Council to develop the current dedicated room in Nelson Heather Centre, contributing \$200,000 and negotiating a 21-year lease on our wonderful council-owned space at very concessional rates.

### Status Quo:

In less than 3 years, this lease will expire and critically the building is experiencing structural deficiencies and may be reaching the end of its economic life. There is currently no specified plan by the Northern Beaches Council as to the future of Nelson Heather but we understand one option is that it may be demolished along with all the Nelson Heather and Ted Blackwood complex.

We currently have \$350,000 in the bank, put aside over many years for this purpose, as a start towards ensuring suitable premises going forward.

### Research to date:

The Committee has investigated a range of Council and non-Council options for a new clubhouse, in light of the need to be fully prepared, especially in view of Council's preference for multi-use spaces and an increasingly commercial approach towards community groups.

### Options for the Future:

A number of options for a new clubhouse exist, in approximate order of appeal:

1. Extend the Nelson Heather lease if Council commit to maintain the building, but we'd have to pay to have it renovated and probably a significantly higher rent
2. Lease or buy a space in another Council building
3. Source a government loan or grant and build on Council or Crown land
4. Create an alliance with another organisation like a golf or bowling club

Critically, all these options involve the Club needing to contribute funds to enable renovation, building or securing a loan.

### Plan For the Future:

In order to be fully prepared for the future security needs of the Club, the Committee has unanimously agreed to the following strategy which prioritises planning for the future Clubhouse.

The Committee:

- commits to a plan to prioritise maximising the annual surplus until the future Clubhouse is assured, whilst maintaining the quality, enjoyment and friendly atmosphere of bridge at PBC
- commits to use these surpluses and the current retained earnings to ensure a good premises outcome
- endeavours to add to it more significantly than in recent years, without impacting on the quality of bridge at PBC

The finances of the Club are being thoroughly reviewed to identify how additional money can be directed to building the Club's financial reserves without, at least at this stage, raising table money fees.

A number of measures are to be adopted to enable the club to save significantly more each year, instead of the \$10,000 that we have often managed in recent years. The initial goal is to have \$500,000 in the bank around the time the lease expires.

The measures include:

1. restructure performance recognition to direct the current winner ticket expense to building Club reserves
  - a. Winners' tickets cost the Club around \$24,000. This is more than 10% of our total expenses. Interestingly there is no indication of any winners' tickets in the financial reports from the 1990s when we last focused on achieving good premises.
  - b. Redirecting that amount of money going into our Building reserves will make a huge difference to our future.
  - c. From June 1<sup>st</sup>, winners' tickets will no longer be issued
  - d. Winner tickets already issued can be used for games
  - e. We will endeavour to celebrate winners and other performance without payment, in line with some other bridge clubs.
2. restructure helper recognition
  - a. call upon members to volunteer their time and reinforce the volunteer ethos of our club
  - b. review existing helper voucher practices and direct any savings to increasing the surplus
  - c. develop new ways to address helper needs not met by volunteers
  - d. develop new ways to acknowledge volunteers
3. explore fundraising and sponsorship ideas, such as sponsorship
4. identify additional efficiencies/cost savings
5. improve financial management with better visibility of expenses and reporting income and direct expenses by event/activity to better inform committee decisions and pricing