

CLUBHOUSE MANAGER'S REPORT TO THE DIRECTORS

AGM - TUESDAY 9 JULY 2019

Firstly, may I thank the Directors for inviting me to report on the Clubhouse for the past financial year.

LUNCHES AND EVENTS

- **VP Lunches** continue to be a big part of the Club's social scene and have been very successful over the last year with an average of 128 attending each lunch. A day after publishing the dates of VP lunches for the new season, an average of 70 places per date had already been confirmed which is tremendous.
- **Match Day Meal Deals** are thriving and numbers have increased from 40 to 60 with the Minis section now enjoying this offer too.
- **Minis Festival** in October 2018 was once again very successful, well organised and we were fortunate with the weather. It was a profitable day for both bar and catering.
- **Quiz nights, meat draws, bonus ball, Xmas draw and Vinyl nights** have continued over the past year and we have been able to make contributions to various chosen charities throughout the year.
- **Musical events** organised by Neil Tonge have been well supported this year although not always by Club Members and this is something which it would be good to work on and encourage Members to support in future. We have some great events lined up for later in the year, including an act appearing at Glastonbury Festival.
- **Spring Ball** was well supported again this year.
- **Beer and Cider Festival** dates have been changed for the coming year to add some sparkle and this is now being held in the last week in August, finishing with the first game of the new season on the Sunday featuring Colts vs Ex-Colts

HIRING OF THE CLUBHOUSE

- We have had a very successful year in respect of club hire for both daytime and evenings. We have secured regular bookings from TTC (driver awareness courses) at present 5 bookings per month, Salisbury Medical Practice/NHS Legs Club every Tuesday and various conferencing bookings including Aster Care, Virgin Care and Five Rivers Child Care. When looking at the financial records for Club hiring, please remember to be aware that for the past 18 months net profit includes all costs ie staffing which was not applied previously. I propose focussing on servicing these existing customers rather than extensively searching for new business at present.

BAR

- The closed season obviously brings its own challenges in respect of promoting business in the Murley Bar. Functions, mainly held on Fridays and Saturdays in the Heritage Suite, are supporting the Club at this time of the year.
- The season between September and April is obviously very busy with both rugby events and outside hirings.
- **Christmas** bookings and Club functions helped increase bar income to over £29k gross for the December alone.

SHOP

- Over the last 3 years the shop has been a new venture for me and the Clubhouse staff. It is, without doubt, a work in progress. We have had some teething problems with stockholdings and ordering and this must be solely blamed on lack of knowledge of working in the retail clothing market. It has been a steep learning curve but we are getting better and better as time progresses.

STAFFING

- I would just like to say that I came into this role to be welcomed by a group of staff who were helpful, willing and open to change. Over the last 3 years we have unfortunately lost several members of the team but these have successfully been replaced by others. I personally feel that the level of service that we are now able to offer has improved greatly. The bar area has taken on many different roles to aid the successful running of the Club. This has created a number of challenges that the team have taken on board willingly. Without their ongoing support and enthusiasm the Club would not be developing in the way that it is and I would like to record my thanks to Julie Gregory, Steph Lawrence and Neil Tonge for taking on roles outside of those normally associated with clubhouse staff.
- **Cleaning** – there has been a major change to the cleaning of our Club which has been an issue for the past 18 months. Having previously been supplied by a contract cleaning company I am now pleased to report that our cleaning services have now been brought in-house, hopefully creating more flexibility and better standards as well as cutting costs.

NEW BUILD

- I am very much looking forward to completion of our new build. With an appointed office area and a designated shop space, the potential for increased customer service is huge. My concerns are that during the build period this has already restricted some Summer bookings and may affect us into the season but looking forward and, this may seem very sad, but having designated toilet areas including

disabled toilets for clubhouse customers only that can stay reasonably clean during match days is quite exciting!

- Also, when the new build is completed, being able to have the confidence to show potential new business clients around the whole facility with a wow factor is pleasing. There is also a great opportunity for hiring of our new medical room to physiotherapists, chiropractors, osteopaths and the like. This could further develop the Club's portfolio.

THE FUTURE

- With the increased usage of our facilities we now have to open the Clubhouse for conference and function hire on Mondays. This makes us a 7 day a week club and also enables us to cope with any and all rugby orientated events during the season.
- Having recently attended and successfully completed a Dorset and Wilts Leadership Skills Course over the last 8 months, it was slightly embarrassing sitting and listening to all the positive feedback from other members of the skills course about Salisbury Rugby Club both on and off the pitch. It has been a great pleasure to be invited to Marlborough, Trowbridge, Devizes, Royal Wootton Bassett, Warminster and Amesbury Rugby Football Clubs to view their facilities. This has been an enlightening experience, having not had any previous knowledge of what other Rugby clubs have to offer. I personally feel that Salisbury is, without doubt, at the top end of clubs within the area.
- My obvious targets for the next 18 months are to increase our conference bookings to at least 75% of maximum, to increase our evening functions on Fridays and Saturdays to at least the same, if not better, percentage and my prime target area for the function bookings is likely to be our membership. As an example, over the last 12 months we have had only 5 member bookings for birthdays/anniversaries and I am sure, without doubt, that members all have occasions that the Club is now very capable of catering for at a level that would surpass many local restaurants, hotels and function rooms.
- On a personal note, I would just like to finish by saying that the last 3 years have been both challenging and rewarding and I look forward to exciting times for the Club ahead.

Vince Hayward
Clubhouse Manager