



Royal Brighton Yacht Club

The Sailors' Club

GENERAL COMMITTEE MINUTES

Monday 29th July 2024, 6.00 PM

In Person plus Zoom Meeting

PRESENT –Niesje Hees, Peter Demura, Marnie Irving, Murray Cowdell, Debbie Jonker, Neil Sargeant, Peter Gebhardt, Brett Heath, Peter Coleman, Cath Hurley, Phil Hall,

APOLOGIES - Tony Hennessy

The Committee were briefed by Adam Nightingale, Director, Lucid IT regarding the cyber attack incident that the club had unfortunately experienced.

- The attack was identified straight away and backups were used successfully – even so, there were no IT systems available for a day, and some computers need complete reconfiguration.
- This type of attack has been experienced by several organisations and businesses. Members were informed of the attack and advised to be vigilant if they are contacted by anyone claiming to know a lot about them.
- A plan to provide additional security going forward has been submitted and will be adopted by the club.

PREVIOUS MINUTES

- True and accurate record;

MOVED: Murray Cowdell

SECONDED: Peter Gebhardt **CARRIED**

GENERAL MANAGERS REPORT

PH spoke to the written report.

- An alternative solution has been approved by TPG/Optus which avoids the costs & relocation of the fibre cable.



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TREASURERS REPORT

BH summarised the financials

Controlling wages expenditure in the Restaurant is considered the primary concern. Templates to ascertain the average income over winter have been established, rostering will be fine-tuned allocating staff according to expected revenue.

Once forecourt is complete a marketing campaign will be targeted at local residents and businesses.

Budget is almost finalised, waiting on end of FY figures.

MEMBERSHIP

New Members to be ratified @ July Meeting

Jarrold Coysh	Senior
Arthur Tsonis	Senior
David Conolly	Senior
David Barton	Senior Family
Caroline Dalton	Senior Family
Elizabeth O'Brien	Senior Family
Luke Chamberlain	Crew Plus
Nick Lidonnici	Crew Plus
Candy Reitsema	Gym
Suki Ibbetson	Aquatic
Penny Szatmary	Aquatic
Mary Ogilvy	Aquatic
Henry McMahon	Intermediate
Sam Horigan	Intermediate
Georgia Taranto	Intermediate
Eden Cohen	Intermediate
Angus Smith	Intermediate
Doug Bryan	Social
Lynette Skardoon	Social
Katherine Prest	Social Extra
Charles Zhu	Youth
Charlie Dow	Youth

Accept new members as listed.



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The Sailors' Club

MOVED: Neil Sargeant

SECONDED: Murray Cowdell

CARRIED

SAILING SUB COMMITTEE

MI reported on :

Presentation Night – a successful evening

Winter sailing program

Seasons Calendar has been finalised

Smart Classes have been well received.

150th YEAR ANNIVERSARY WORKING GROUP

PD spoke to the recent minutes.

VIP's including government officials to be invited.

Website Page being worked on

Try Booking system being setup.

CRUISING GROUP

- Minutes tabled

IDAG REPORT

- No report this month – the IDAG has met and the Members Survey will be presented to the GC next meeting.

ASSET REPORT

- Dredging budget estimates to be evaluated by Marina & Attenuator subcommittee.

CSC REPORT

- Now looking further into sustainability re our energy/water/waste usage.



Royal Brighton Yacht Club

The Sailors' Club

SOCIAL SUB COMMITTEE

- Theme for Opening Day is “Under the Sea”

GENERAL BUSINESS

- DJ suggested that we issue members with key lanyards if they wish.
- PC suggested that the 150yr merchandise is good
- PC asked that the list of Past Commodores is published on the website.
- A discussion was held regarding safety in the marina.
- MC asked that essential services be given free coffee when they visit.

MEETING CLOSED 8:15PM

GENERAL MANAGER'S REPORT JULY 2024

OH & S – Incidents reported

-
- 10/7/24 Tom Thompson swimming hypothermia, ambulance attended
- 11/7/24 Marina theft, thief caught, police attended.
- 17/6/24 issue with volunteers accessing tower and steps involved

Cyber Attack

Our IT company director Adam Nightingale has been invited to the meeting to detail what took place, how it will be avoided in the future and answer any questions.

Finance Reports

Finance Reports for June have been delayed due to the IT system issues we experienced. I have informed our Auditors of the delay. We received interim June financials on Friday 26/7 at 3pm. BH, currently overseas, will endeavour to have a report by Monday.

Forecourt Redevelopment

Now progressing well, some services have now been moved (gas, fire services, water). The issue with TPG fibre cable has been resolved without spending \$25K.

Steel installation will commence this week. There is a weekly site meeting with the minutes sent to the Forecourt Redevelopment Working Group.

Marina Dredging

A MACA permit for the dredging was provided by DEECA at the end of May. Water Technology have completed tender documents which have been sent to nine dredging contractors. We have had a response from 1 contractor and are waiting on response from at least 1 more.

Showers, Sauna and Steam room

Shower re- silicon will take place next week. Men's showers out of action from 2pm Monday to 2pm Wednesday. Steam Room will be addressed in the near future.

Marina Maintenance

Attenuator repairs will be underway as soon as possible.

Philip Hall
General Manager



Cyber Incident Report

Client: Royal Brighton Yacht Club
Incident Classification: Ransomware Infection
Date: 11th - 12th July 2024
Report Compiled by: Adam Nightingale

Incident Overview

On 11th July 2024, a ransomware incident was reported affecting the customer's network. The ransomware, identified as Medusa, had been deployed through compromised remote support tools from Quickfuel, a third-party provider. Immediate actions were taken to manage, remediate, and recover from the incident.

Incident Response Actions

Adam Nightingale:

Initial Response:

- 11th July 2024, 9:26 AM - 2:23 PM
- Classified the cyber incident as a ransomware infection.
- Reviewed the ransomware incident response plan.
- Communicated with Philip regarding the plan and strategy.
- Provided a communication template for staff notification.
- Discussed containment and evidence preservation with David.

On-Site Actions:

- Collected a 2TB hard disk for data preservation.
- Travelled to the client site.
- Met with Philip on-site to discuss the response plan.
- Identified a computer system without service agents.
- Installed service agents and documented hardware with photographs.
- Assisted David with security software installation.



Additional Actions:

- Reviewed ticket information from Quickfuel and identified suspicious access.
- Contacted Quickfuel and confirmed their remote support tool set was compromised, leading to the breach.

David Fleetwood:

Infection Verification and Initial Measures:

- 11th July 2024, 9:30 AM - 3:00 PM
- Verified the infection origin, identified as RBYC-APPS.
- Noted that Webroot had blocked some files from running on PCs and the APPS server from 2:30 AM.
- Coordinated with Adam to communicate the incident to Philip and the staff.

Network and System Restoration:

- Transferred DHCP and DNS services to the firewall and shut down the servers.
- Installed ThreatLocker on the VMHost and planned to lock down after establishing a baseline.
- Installed Blackpoint on the PCs, with Adam assisting in manual intervention for 4 PCs.
- Initiated server restoration from backup and scanned PCs with Malwarebytes.
- Restarted the firewall to restore the NBN connection.
- Scanned the FS and APPS servers with Malwarebytes and monitored the ongoing scans.

Additional Response:

Restoration of Dropbox Files:

- 12th July 2024, 9:48 AM - 9:51 AM
- Received a call from Phil regarding encrypted Dropbox files.
- Organised the rollback of data with Dropbox support.
- Informed Phil that the data rollback will overwrite any work done on the day.



PC Investigations and Replacements:

- 12th July 2024, 11:14 AM - 12:15 PM
- Investigated PC MA000630, identified as the source of the Dropbox ransomware attack.
- Shutdown and isolated the compromised PC, arranged for a replacement.
- Updated Phil on the situation and actions taken.
- Noted that PC MA000627 was also affected and required replacement.
- Informed Chino to update the quote to include one more PC.

User Assistance and Setup:

- 12th July 2024, 12:21 PM - 12:41 PM
- Assisted Phil with setting up MA004269 for a user named Kylie.
- Configured the user account and mailbox.
- Installed Member Magic software.

Key Findings and Actions

1. Containment and Preservation:

- Ransomware identified as Medusa deployed via compromised Quickfuel remote support tools.
- Immediate communication strategy implemented to inform staff and stakeholders.
- Data preservation initiated using a 2TB hard disk.

2. Security Measures:

- Service agents installed on identified systems without them.
- Security software, including ThreatLocker and Blackpoint, installed across affected systems.
- Suspicious activities from Quickfuel were verified and actions taken to secure the network.

3. System Recovery:

- DHCP and DNS services transferred to the firewall, servers shut down.
- Restoration of servers from backup initiated and completed.
- Scans with Malwarebytes conducted on all affected systems.
- Remote access applications removed to prevent further breaches.

4. Dropbox Data Restoration:

- Organised rollback of encrypted Dropbox files, ensuring data recovery.

5. PC Replacements:

- Isolated compromised PCs (MA000630 and MA000627) and arranged for replacements.
- Updated relevant teams to include new PCs in the quote.

6. User Account Setup:

- Assisted with setting up new user accounts and software installations.

Recommendations

1. Undertake cybersecurity uplift to align with ACSC Essential 8 guidelines:

- Application control
- Restrict Administrative privileges
- Restrict use of Microsoft Office macros
- Harden user applications
- Patch applications and operating systems
- Ensure MFA is deployed where available

2. Enhanced Monitoring and Response:

- Continuous monitoring with ThreatLocker and Blackpoint to detect and prevent future incidents.
- Regular staff training on identifying and responding to cyber threats.

3. Restrict 3rd party network access

- Implement stronger access controls and monitoring for remote support tools.

This report summarises the actions taken to manage and recover from the ransomware incident on 11th - 12th July 2024. Further detailed analysis and recommendations will be provided as necessary.

Report Compiled by:

A handwritten signature in blue ink, appearing to read "Adam Nightingale", with a long horizontal flourish extending to the right.

Adam Nightingale
Director
Lucid IT Solutions

New Members to be ratified @ July Meeting

Jarrold Coysh	Senior
Arthur Tsonis	Senior
David Conolly	Senior
David Barton	Senior Family
Caroline Dalton	Senior Family
Elizabeth O'Brien	Senior Family
Luke Chamberlain	Crew Plus
Nick Lidonnici	Crew Plus
Candy Reitsema	Gym
Suki Ibbetson	Aquatic
Penny Szatmary	Aquatic
Mary Ogily	Aquatic
Henry McMahon	Intermediate
Sam Horigan	Intermediate
Georgia Taranto	Intermediate
Eden Cohen	Intermediate
Angus Smith	Intermediate
Doug Bryan	Social
Lynette Skardoon	Social
Katherine Prest	Social Extra
Charles Zhu	Youth
Charlie Dow	Youth

Membership - June 2024

			TOTALS	TOTAL %		June 2016	June 2017	June 2018	June 2019	June 2020	June 2021	June 2022	June 2023	End June 2024
Senior	394				Senior	368	347	324	336	335	356	368	391	394
Senior Family	132				Senior Family	96	93	89	92	92	103	127	132	132
Senior Special	10				Senior Special	17	17	16	16	13	15	12	10	10
40 Year	19				40 Year	18	14	12	12	12	12	12	14	19
50 Year	36				50 Year	45	45	44	44	43	39	38	36	36
60 Year +	33				60 Year +	39	42	42	38	32	34	33	34	33
Honorary Life	8				Honorary Life	7	7	6	6	6	6	7	7	8
Senior Country	11				Senior Country	12	16	16	15	13	13	14	14	11
Senior Absentee	29	Total Senior	672	38%	Senior Absentee	55	49	40	38	36	37	31	33	29
Crew	109				Crew	184	149	143	155	156	140	123	121	109
Crew Plus	43	Total Crew	152	9%	Crew Plus	31	27	22	21	26	28	24	35	43
Intermediate 18-29	131		131	7%	Intermediate 18-29	67	66	77	99	75	97	81	119	131
Youth	90		90	5%	Youth U18	106	141	136	148	150	119	102	115	90
Gym	70		70	4%	Gym	75	75	65	78	74	78	74	70	70
Social	356		356	20%	Social	242	233	212	207	207	255	288	319	356
Social extra	90		90	5%	Social Extra	79	77	64	64	63	73	78	87	90
Junior family	47		47	3%	Junior Family	14	19	22	28	25	31	40	48	47
Aquatic	146		146	8%	Aquatic	75	79	78	73	81	114	132	139	146
TPI	2		2	0%	TPI	0	1	1	3	3	2	2	2	2
sponsors	0		0	0%	Sponsors	11	2	4	4	4	4	0	0	0
TOTAL	1756		1756	100%	TOTAL	1541	1499	1413	1477	1446	1556	1586	1726	1756

Membership count July 23 - June 24

	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	+/-
Senior	391	360	362	360	365	370	368	378	383	388	388	390	384	1.03%
Senior Family	132	119	122	122	116	116	116	114	118	124	127	129	132	2.33%
Senior Special	10	10	10	10	10	10	10	10	10	10	10	10	10	0.00%
40 Year	14	19	19	19	19	19	19	19	19	18	19	19	19	0.00%
50 Year	36	36	36	36	36	36	36	36	36	36	36	36	36	0.00%
60 Year +	34	37	33	36	36	36	36	36	36	35	34	34	33	-2.94%
Honorary Life	7	7	8	7	7	7	7	7	7	7	8	8	8	0.00%
Senior Country	14	11	11	11	11	11	11	11	11	11	11	11	11	0.00%
Senior Absentee	33	32	29	32	31	30	30	30	29	29	29	29	29	0.00%
Crew	121	115	109	111	111	107	108	111	109	110	111	110	109	-0.91%
Crew Plus	35	32	29	30	31	33	34	35	37	38	39	41	43	4.88%
Youth U18	115	96	95	93	91	86	77	84	81	84	88	89	90	1.12%
Intermediate 18-29	119	111	113	114	114	116	114	113	119	121	123	127	131	3.15%
Gym	70	66	69	70	69	67	66	66	68	67	67	69	70	1.45%
Social	319	322	325	330	331	332	334	341	345	347	354	355	356	0.28%
Social Extra	87	84	84	85	88	91	91	91	91	91	91	91	90	-1.10%
Junior Family	48	40	44	45	44	45	44	44	44	47	47	47	47	0.00%
Aquatic	139	138	146	137	137	136	138	137	140	143	144	145	146	0.69%
TPI	2	2	2	2	2	2	2	2	2	2	2	2	2	0.00%
TOTAL	1726	1637	1646	1650	1649	1650	1641	1657	1685	1708	1728	1742	1756	0.81%

POS SPEND BY MEMBERSHIP TYPE - June 2024

	Total Spend per month per member	Average spend per member ty	Number of members in category	Number of members spent
40 Year	\$2,326.82	\$122.46	19	13
Senior Special	\$725.88	\$72.59	10	7
Senior	\$20,657.53	\$52.43	394	159
Gym	\$3,661.91	\$52.31	70	33
Senior Family	\$6,491.42	\$49.18	132	54
Aquatic	\$7,073.24	\$48.45	146	99
Crew Plus	\$1,644.56	\$38.25	43	17
Social	\$12,818.73	\$36.01	356	112
Honorary Life	\$281.20	\$35.15	8	6
60 Year +	\$1,138.55	\$34.50	33	13
50 Year	\$734.85	\$20.41	36	11
Crew	\$1,978.20	\$18.15	109	30
Senior Country	\$108.15	\$9.83	11	2
Social extra	\$394.85	\$4.39	90	12
Intermediate 18-29	\$520.53	\$3.97	131	16
Senior Absentee	\$0.00	\$0.00	29	0
Youth	\$0.00	\$0.00	90	0
Junior family	\$0.00	\$0.00	47	0
TPI	\$33.20	\$0.00	2	1
TOTAL	\$60,589.62		1756	585

Royal Brighton Yacht Club

Meeting Notes – Asset Management Subcommittee

Tuesday 9 July 2024, 6:00 pm – 7:00 pm

Participants

Niesje Hees, Peter Strain, Murray Cowdell, Andrew Merrett, , Malcolm Mitchell, Peter Gebhardt

Apologies

Kal Raghunathan

1. Updates on projects;

Forecourt Redevelopment

Progressing well, but some services have needed to be moved (gas, communications lines, fire services, water). This was unforeseen (they are shallower than expected, which was not on any drawings). This will result in a variation to timeline and cost (within contingency so far). In the meantime, other parts of the works are progressing. There is a weekly site meeting with the GM and minutes sent to the Forecourt Redevelopment Working Group.

Options for window covering for office windows are being investigated which could assist with security also and provide an opportunity for additional signage.

Marina and Hardstand

A MACA permit for the dredging was provided by DEECA at the end of May. Water Technology have completed tender documents which have been sent to nine dredging contractors. It is unlikely the works can be done this winter (as the permit requires the dredging to be completed between May and September). However, this provides us with feedback on which contractors have the capability to do this dredging.

In answer to a questions from Niesje, Peter Strain answered that Witt Marine has a special tool for the bolt tightening for the attenuator, and should be the ones to do it. Volunteers have sometime tightened bolts on the marina but not the attenuator. Peter says the beams lying on the attenuator should be welded on. This was waiting for the bolts to be tightened. He is happy to liaise with Jason and the welder we used last time (Mohammed Alli) when the time comes.

Showers, Sauna and Steam room

The seats in the Sauna have now been replaced. The Steam Room was out of order 18.06 and has now been repaired. The replacement steam unit has arrived. The remaining seats will be renovated when the Steam room will be out of action for installation of new unit. The popularity of icebergers swimming especially during winter puts a great deal of importance on maintenance of the facilities.

Flagpole

General Committee has approved moving the flagpole currently on the beach side of the club to the front of the club and replacing the beach side flagpole with a 40 foot wooden pole. This will happen over winter.

CCTV Cameras

Have been installed on the marina. Additional cameras will be installed in the carpark.

General Business

- The meeting felt that improved toilets on the hardstand should be prioritised.
- Noted that power to the Tower is on the “to do” list.
- Question about number of cranes on hardstand ahead of the Etchells Worlds – plan is to stick with two cranes.
- Noted that it is illegal to fish in the marina, and additional security deterrents are being investigated.

Next meeting: 10 Sept 2024 6:00 pm

OVERVIEW

We have been offering all the AS keelboat programs Crew, Helm, Skipper, and Spinnaker, with Crew being the main course of interest (as it is with all Sailing Schools). Each course is run over 2 days.

We have been able to complete 9 courses in our first season successfully. The first course was run from April 23 with the remaining courses running Nov 23 – April 24

Due to the weather, we had to reschedule some training days to allow us to complete the course. This then has a knock-on effect for future courses some of which we had to remove from the program. This will always be a potential problem with only one boat and limited dates available.

In February 24 we also tested the waters with a twilight keelboat course, this was very successful and was booked out within 2 days of launching it. The course runs over 4 Wednesday evenings and will run it again both pre and post-Christmas this season.

PARTICIPATION

From current RBYC members is low with the courses we have run so far being predominately attended by the public.

RBYC is still very new to the Victorian Keelboat program, so to see that most of the clients were from outside the club is very pleasing as it proves the limited promotion we have undertaken is working. It will take a while for our name to grow as the other clubs have been offering this program for many years

The feedback from the participants has been great, especially about our key Instructor Bill who has proven to be a great team member. AS sends out feedback forms to each course but today we have only had 3 responses (not surprising as most feedback is gained at the time)

PROMOTION

We rank well in online searches being in the top 3 of Google when looking at Learn to Sail and the small FB campaign was a success.

I will continue to update the website to help with ranking and again plan to run a targeted FB campaign later in the year.

Also, I would like to look at adding to the crew membership the following.

25% off Australian Sailing courses*

*Can only do each course once over the life of the membership. Booking conditions will apply

With the addition of the KB we have also run the BLISS experience which got great feedback and will be offered again leading up to the regatta. This winter we were also approached by KISS and have 3 dates booked in and awaiting entrants. I believe we will be holding this again next year.

NEW SEASON

The plan for the new season is to run of 3 – 4 courses per month one of which is the KB Spinnaker. The training will start up again in September. Again, the weather and bookings determine what we end up running. The training Calander will be posted along with the other calendars on the website.

CONCLUSION

Overall, the KB program is running well and has room for growth. As mentioned, having one boat limits what we can offer and hopefully in a couple of seasons, we will be able to grow the fleet. The X79 has proven to be a great boat for training especially for the crew courses, as it is safe, sails well, and is easy to handle. Our next growth phase will be to look at a sports boat allowing us to offer an upper-level experience and more likely bring in a younger market. Growing the number of younger clients is going to be a focus for the next 2 seasons

Course	Crew	Helm	Spin	Gender	Age	RBYC member
		1		1 M	67	
		1		F	58	
		1		1 M	55	
		1		F	65	Gym
		1		M	58	
		1		M	38	
		1		M	43	
		1		M	54	
		1		M	52	
		1		F	20	
		2		M	55	
		1		M	47	
		1		F	20	
		1		F	16	
		1		M	64	Snr
		1		M	51	
		1		F	61	Snr
		1		F	52	
		1		M	37	Crew
		1		F	47	SnrFam
		1		M	27	
		1		F	57	Snr
		1		M	28	
		1		M	63	
		1		F	43	
		1		M	61	Snr
		1		F	60	SocialX
		1		M	51	CrewPl
		1		F	53	Snr
		1		F	33	
		1		M	51	Social
		1		M	43	
		1		F	44	
		1		F	34	
		1		F	22	
		1		F	59	Snr
		1		F	58	SnrFam
		1		M	54	
		1		M	51	
		1		1 M	63	Snr
				1 F	66	
				1 F	33	
Participants	41	0	5	22	48	
Training Income	\$16,200.00			20		
Bliss Income	\$3,800.00					
Total Income	\$20,000.00					
Costs	\$5,134.00					
Instructor		\$3,920.00				
Maintenance		\$600.00				
fuel		\$114.00				
Promotion		\$500.00				
office		??				
profit/loss	\$14,866.00					

Royal Brighton Yacht Club

Cleaner Sailing Sub-Committee Meeting

Minutes of meeting of Cleaner Sub-Committee held Thursday 25th July 2024 via Zoom

Sub Committee Members Present: Peter Demura , Jennifer Pascoe, Jan Talacko and John O'Donoghue (joined 7.15pm)

Meeting opened at 7.00pm.

1. Peter Demura welcomed participants and each of the members provided a brief introduction
2. Purpose of the Meeting and Cleaner sailing Sub-Committee (CSSC)
 - PD explained the purpose of the meeting was to reset the CSSCS and develop a set of objectives for the sub-committee to develop. This was prefaced by an overarching goal of what we aspire to be as Club in terms of sustainability and the Club's strategy e.g. carbon neutrality. This would need to be consistent with Local, State and Federal government 's environmental requirements. Secondly understanding the boundaries of our influence in terms of what the Club can and cannot control.
 - There was broad agreement on four areas of action:
 1. Undertake an audit of three key areas of the Club i.e energy use, water use and management and recycling of waste including metals, batteries and food waste.
 2. Continue the focus on Sailors for the Sea Clean Regattas certification for major events held at the Club.
 3. Continuous improvement in the Marina Industries Association Cleaner Marinas Program.
 4. Management of waste coming off yachts and other boats in the marina to minimise the use of single use plastics and maximising recycling.
3. Discussed partnering with other groups e.g. the Beach Patrol 3186 group that cleans up our beach, and sorts the waste.
4. Immediate Actions
 - a. PD to circulate Club's strategy document and provide access to solar monitoring app.
 - b. Jan and John to meet to develop an energy, water and waste audit, record keeping and reporting system
 - c. Develop a process to enable the Clubt to participate in the Victorian Container Deposit Scheme. The key elements of which are education, collection infrastructure and recycling options. PD to contact RMYS re their collection station.

Meeting Concluded at 8.15pm.

Treasurers Report for July 2024 – Based on interim results – full to come later in the week

	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24	May-24	Jun-24	YTD
Catering Revenue	194	207	285	286	356	346	285	333	326	252	231	199	3,301
Other Revenue	179	216	242	229	237	288	274	258	270	275	303	310	3,080
Total Income	373	423	527	515	593	633	559	590	596	527	534	509	6,382
Cost of sales	83	95	105	99	170	130	131	131	122	99	92	58	1,315
Gross Profit	290	328	422	417	423	503	427	460	475	428	442	451	5,066
Employment Expenses	201	193	235	258	263	304	293	262	316	277	248	248	3,097
Other Expenses	121	96	103	137	159	118	88	120	116	89	127	155	1,429
Total Expenses	322	290	338	395	421	422	380	382	432	366	374	403	4,527
Operating Profit	(32)	39	84	22	2	81	47	77	43	62	68	48	540
Net Profit	(108)	(44)	(5)	(58)	(68)	(9)	(35)	33	(36)	7	11	(7)	(320)
Cost of sales	42.9%	45.6%	37.0%	34.5%	47.8%	37.6%	46.1%	39.3%	37.3%	39.3%	39.6%	29.3%	39.8%
Profit Margin	-8.5%	9.2%	15.9%	4.2%	0.3%	12.8%	8.4%	13.1%	7.1%	11.8%	12.8%	9.3%	8.5%
Employment Cost	53.8%	45.7%	44.6%	50.0%	44.2%	48.0%	52.4%	44.4%	53.0%	52.5%	46.4%	48.7%	48.5%
Other Costs	32.4%	22.8%	19.6%	26.7%	26.8%	18.7%	15.7%	20.3%	19.4%	16.9%	23.7%	30.5%	22.4%

(in 000's)

Cash closing balance was ~~\$848,384.76~~ down ~~\$273,610.99~~ from previous month.

Operating profit \$48k for the month.

- Cost of sales was 29.3% - YTD is 39.8% up 0.8% on our target of 39%
- Catering revenue - \$199k

Yearly operating surplus is \$540k

Gross profit of \$451k.

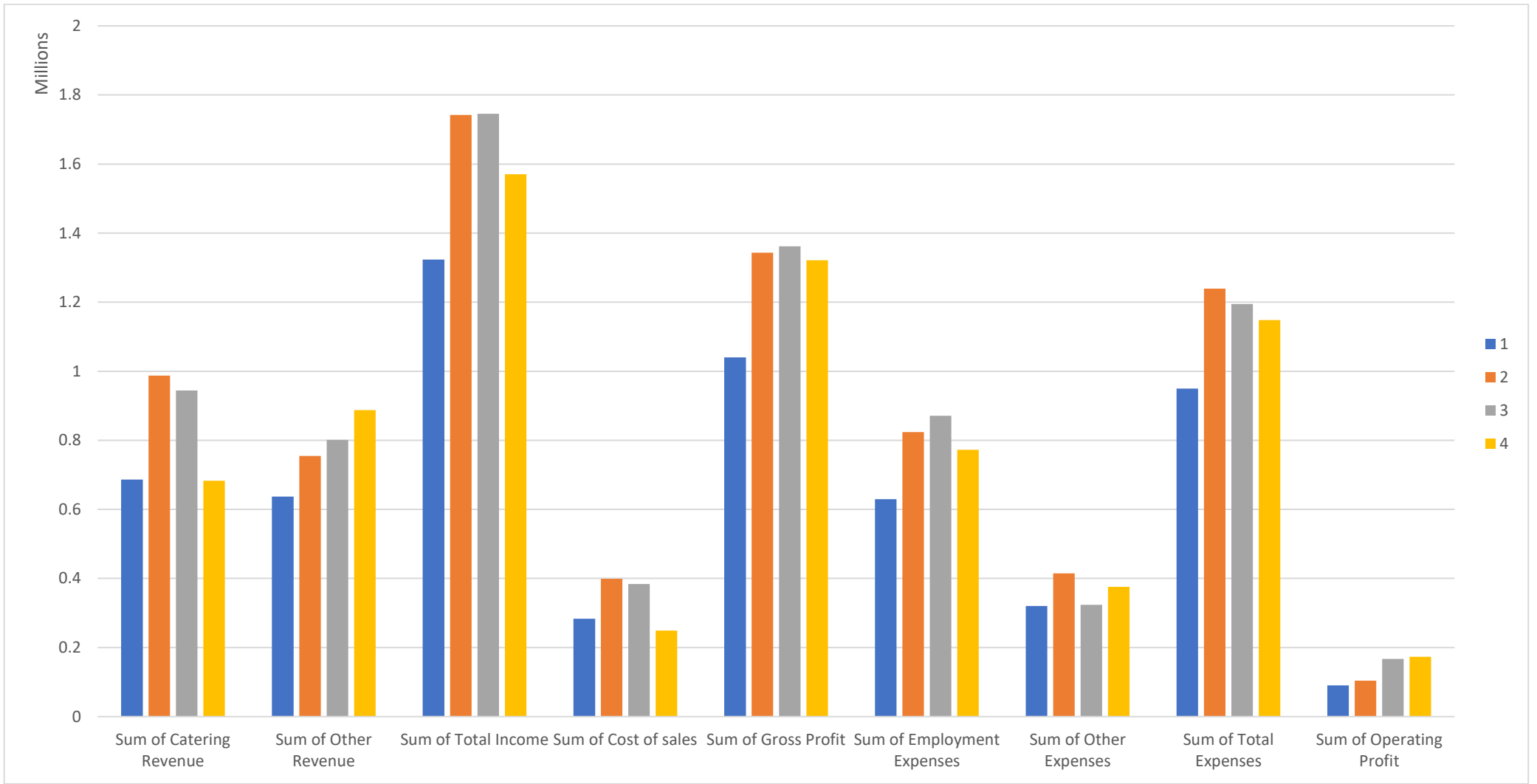
Again, this month cost of sales is trending down to the target of 39%

Employment expenses of \$248k. Work still to be done to reduce this cost.

Quarterly Performance 2023-24

	1st QTR	2nd QTR	3rd QTR	4th QTR
Cost of sales	41.3%	40.4%	40.6%	36.5%
Profit Margin	6.8%	6.0%	9.6%	11.3%
Employment Cost	47.5%	47.3%	49.9%	49.2%
Other Costs	24.2%	23.8%	18.5%	23.6%

Templates for projected monthly wage targets based on previous year catering monthly revenue have been created to give guidance when rostering. Management of the club will need to keep a weekly tally to observe how close to the target for wages within the catering division the club is running.



Catering Performance 2024

Wages - \$2,234,403

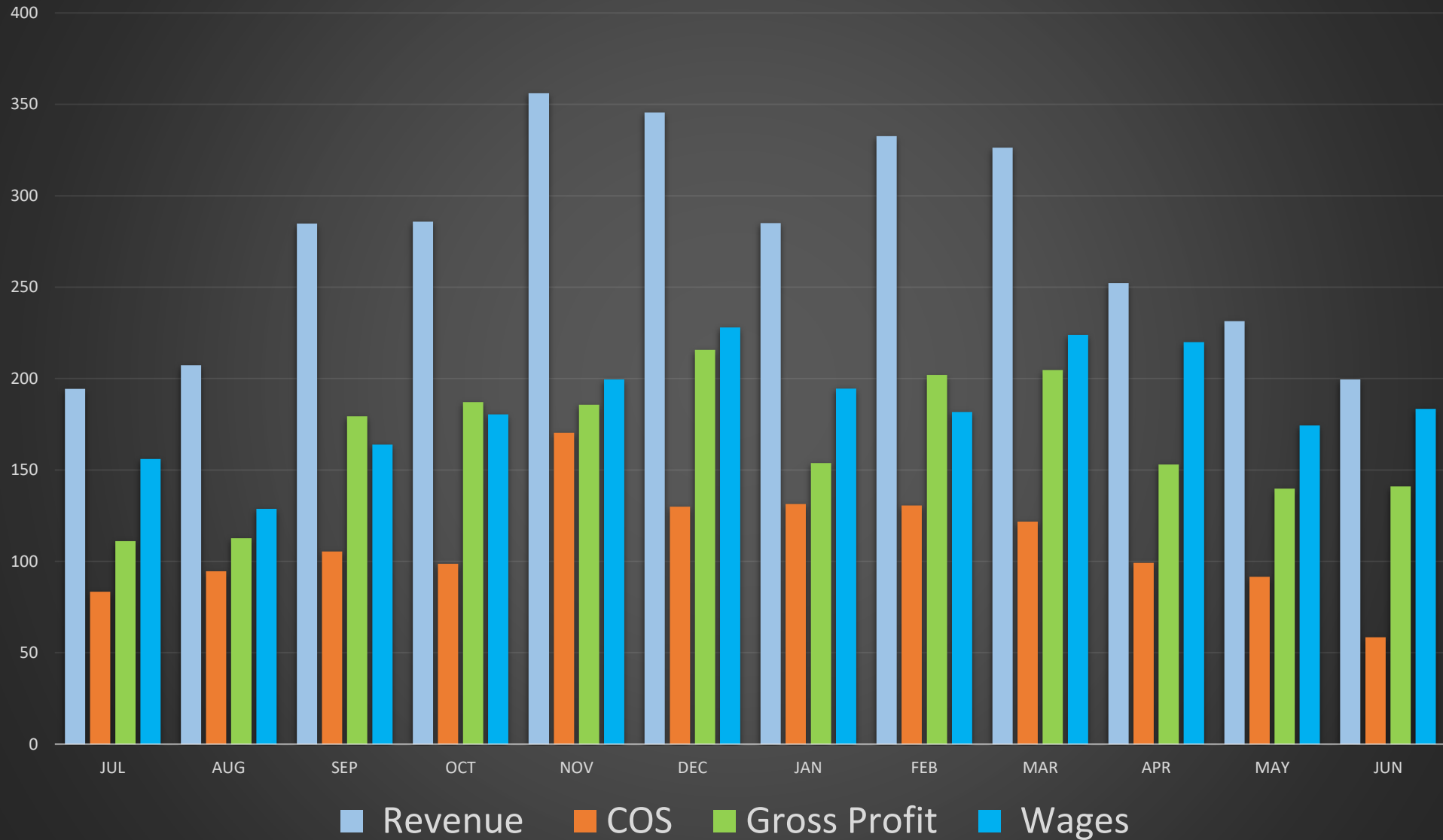
Gross Profit - \$1,985,905

COS - \$1,315,235

Revenue - \$3,301,140

\$- \$500,000 \$1,000,000 \$1,500,000 \$2,000,000 \$2,500,000 \$3,000,000 \$3,500,000

Catering Performance 2024



Catering Percentages

