

Food & Beverage Report

Introduction:

Good evening Ladies and Gentlemen,

Thank you for making the effort to join us tonight. I wish I could give a wonderful light-hearted manager's report, but I need to address some challenges we faced over the last year with our F&B as I am sure there are some serious concerns about this.

Section 1: Initial Challenges and Improvements Implemented

When I first joined KYC, it was evident that there was a lack of confidence therefor support for the restaurant. Balancing busy and quiet days and using casual staff led to inconsistencies in food quality and service. To improve this, we hired the 2 staff on a permanent basis and trained them to a level where we can deliver a more consistent product. We decided to fully utilize the club master system to track stock and that came with a whole bunch of challenges in itself while exposing some potential gaps from an auditor's perspective. The knock-on effect of this was negative unfortunately and led to quite a large staff turnover. In one year, we replaced the Restaurant Manager, two new kitchen staff, and a new bar man.

Section 2: Budget Oversights

We also encountered some oversights. We under budgeted for gas, leading to higher consumption than anticipated when we switched to all gas appliances. Additionally, we under budgeted for fuel and generator servicing, only accounting for stage 2 over six months of the year. These oversights have been addressed in our new budget, ensuring better anticipation and management of these costs moving forward.

Section 3: Operational Challenges and Stabilization Efforts

Our goal was to maintain consistent service and food quality, while keeping the meals affordable. We kept staff on longer than we needed to at times to avoid in walk-in rushes and complaints and unfortunately, we could not hide from the public holidays last year as they fell on days that we had to keep the restaurant open, thus compounding the issue.

Section 4: New Sales Initiatives and Challenges

In our endeavour to keep food prices affordable and to encourage member support, we did not meet our budgeted margins for food and drink. This strategy was about fostering relationships and building back up our customer base but it did come at a quite a cost unfortunately. Asches bar stood still and showed no growth in turnover. To address this, we have started with some small initiatives like the lucky draw to attract more members through the door. Moving forward, we will continue to implement new initiatives aimed at improving sales across all our F&B offerings.

Section 6: Financial Progress and Conclusion

I am confident that we have established a solid foundation for moving forward. Our efforts are already showing positive results, with a trend of around R20,000 ahead of budget over the last three months. This progress gives us the momentum to achieve profitability in the coming year and I am sure you have noticed the positive changes in our members confidence in the restaurant.

Together, we have navigated through a challenging period, and I truly believe that with continued support and commitment from our members, we will see our efforts translate into a very successful year.

On a personal note, I would just like to thank the Committee members for their support and for giving up so much of their private time to support some of the initiatives around junior sailing. You have all gone above and beyond and I applaud you for that.

Thank you