



**BAIRNSDALE  
GOLF CLUB**

# STRATEGIC PLAN 2019-2022

Members End Report – October 22



**Bairnsdale Golf Club Inc.**  
**Strategic Plan 2019-21 Members End Report – October 2022**

In July 2019 the club released a three-year Strategic Plan which covered operations, development, and standards at Bairnsdale Golf Club. The plan spanned through to June 30th, 2022 and listed forty seven Key Performance Indicators (Kpi's). We developed the plan through feedback from a member's survey, industry research, qualified opinion and a great deal of Committee effort. The aim was to provide a transparent and inclusive pathway which members contributed to and could access at all times. To this end we believe we were successful.

Whilst there may have been previous iterations of a Strategic Plan, this is the first plan designed, implemented, and completed in recent memory and for that we are genuinely proud. We faced many challenges through the 3-year cycle and although we failed to complete all 47 KPI's we did complete 30, as well as 6 of the 7 high priority items








- 30 completed successfully.
- 17 incomplete.

This End of Plan Report provides a thorough explanation of our complete and incomplete items, and we invite questions from our members. Of the 17 incomplete indicators, the majority will rollover into the next plan cycle which is scheduled for release before the end of 2022. We anticipate that our next cycle will run from the beginning of 2023 to the end of 2027

For members wishing to re-familiarise themselves with the full 2019-22 Strategic Plan, a copy can be located here [on the clubs website](#).

Sincerely  
 Jeff Graham  
 General Manager  
 Bairnsdale Golf Club

**Key Performance Indicators:**

|   | Plan Estimate<br>(Inc GST) | Actual Expense<br>(Inc GST) |
|---|----------------------------|-----------------------------|
|  <b><u>Purchase and install air-conditioning unit for the clubhouse kitchen.</u></b>   | \$ 2,500                   | \$ 2,865                    |
|  <b><u>Purchase replacement and additional appliances for the Bar Including a new glass washer and a commercial freezer. The commercial freezer will replace three existing chest freezers.</u></b> Both items purchased as stated.  | \$ 5,500                   | \$ 5,418                    |
|  <b><u>Install a suitable solar power system on the clubhouse roof to offset existing power charges.</u></b><br>(Likely to be financed via a savings against repayments scheme)<br>Worth noting that the club purchased the system outright and did not rely on finance. Pricing support from Frifths and Dahslens assisted with lowering the Actual Cost. | \$35,000                   | \$26,999                    |
|  <b><u>Purchase and install new shade and wind break structures north end of the top bowls rink.</u></b> Through the great work of bowls volunteers, this was performed in house at a fraction of the cost and included in the clubs operational expenses.   | \$10,000                   | \$ 1,401                    |
|  <b><u>Install new bowls rink scoreboards (14 units).</u></b> As per above   | \$ 2,158                   | \$ 905                      |
|  <b><u>Provide immediate and necessary repairs to the clubhouse foundations (re-stumping)</u></b>  | \$11,800                   | \$10,000                    |
|  <b><u>Repair the existing clubhouse corrugated metal roof (Solar power system requirement).</u></b> The initial quote was based on replacing only damaged area's of the roof. Due to the clubs improving financial performance the decision was made to replace the entire pitch roof.  | \$12,270                   | \$27,313                    |

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|   | <b>Plan Estimate</b><br>(Inc GST) | <b>Actual Expense</b><br>(Inc GST)        |
|---|-----------------------------------|---|
| <p>✓ <b><u>Provide a solution for increased members motorised golf cart storage.</u></b> Additional expense due to an unanticipated council requirement for an erosion overlay report. It should also be stated that we are soon to require further storage options or other solutions to the growing requests for cart storage. We anticipate this item shall again be listed in the next cycle.</p>   | <b>\$43,500</b>                   | <b>\$47,118</b>                           |
| <p>✓ <b><u>Ensure the availability of sufficient irrigation water as required.</u></b> Increased our allocation from 31megalitres to 71megalitres per-annum.</p>  | <b>\$40,000</b>                   | <b>\$40,000</b>                           |
| <p>✓ <b><u>Upgrade the golf course irrigation system.</u></b><br/>           All recommended items completed as per the plan<br/>           At the point of releasing the Strategic Plan, the Irrigation Upgrade cost indication was a tentative estimate and had not been cross referenced with multiple quotations. After multiple quotations and an expression of interest process the final cost as agreed with the Federal Government (for grant purposes) was \$332,673.</p>  | <b>\$303,041</b>                  | <b>\$312,243*</b>                         |
| <p>✓ <b><u>Update the existing Course Machinery Fleet as required</u></b><br/>           Purchased Toro 3250D Greens Mower (second hand)<br/>           Purchased KI-CK4220 Kioti Tractor (new)<br/>           In the previous update we stated that the John Deere 27HP would be replaced in the next Strategic Plan cycle. In effect, this is what occurred with a purchase made in July 2022 of the Kioti Tractor.</p>   | <b>\$ 20,000</b>                  | <b>\$ 48,489</b><br>\$ 4,499<br>\$ 43,990 |
| <p>✓ <b><u>Reinstate the absent clubhouse Honour Boards (either digitally or timber) for all events designated as Honour Board Events.</u></b> Completed in September 2022.</p>   | <b>\$ 5,000</b>                   | <b>\$ 3,828</b>                           |
| <p>✗ <b><u>Complete the putting greens fescue replacement program.</u></b><br/>           This KPi will not be completed during this plan cycle. Three greens are complete (1/15/11) five greens are in progress (2/17/14/9/18). Firstly, we have been unable to source a fescue grass supplier who can service our level of requirements (too small). As a result we turned to propagating the grass ourselves with significant cost saving success. Unfortunately the size of our grass nursery severely restricts the volume of turf we can grow. Secondly, we simply didn't have the human resources available for a multitude of reasons. This project will be re-scheduled for the next instalment of the Strategic Plan.</p> | <b>\$ 81,000</b>                  | <b>\$ 6,324</b>                           |
|   | <b>Total \$571,769</b>            | <b>\$532,903</b>                          |

**Other notable items purchased in addition to the Strategic Plan commitments.**

|                                    |        |     |                 |
|------------------------------------|--------|-----|-----------------|
| - Carpet replaced in the clubhouse | (new)  | \$0 | \$ 8,643        |
| - Kubota RTV workman               | (new)  | \$0 | \$ 22,400**     |
| - John Deere 56HP tractor          | (used) | \$0 | \$ 26,400       |
| - Kubota F3690 Rough Mower         | (new)  | \$0 | \$ 29,700       |
| - Peruzo flail mower               | (new)  | \$0 | \$ 19,556       |
| - Jacobsen GP400 Greens Mower      | (new)  | \$0 | \$ 56,353       |
| - 10 sets of Aero lawn bowls       | (new)  | \$0 | \$ 3,696*       |
| - Kyocera Office Printer           | (new)  | \$0 | <u>\$ 5,132</u> |
|                                    |        |     | Total \$171,880 |

\* Purchase supported in part or full by Government Grants

\*\* Financed item at 0%.

### Key Performance Indicator continued...

The following KPI's were measured by the members survey process. The initial baseline standards were established in the 2018 survey and then re-surveyed in November 2021 and again in October 2022 (in part).

- ✓ Achieve and maintain a minimum 8.5 out of 10 members rating for all categories of service in the Bar including Bar Price Competitiveness & Product Selection, Office and Golf Shop.
- ✗ Maintain a minimum members survey rating of 8.0 out of 10 for fairways, tees, surrounds, aesthetics and attention to detail.
- ✓ Maintain a minimum members survey rating for putting green speed of “50% just right & 15% a bit too fast” . In all surveys the “just right” element was above 50% which is the most encouraging number. In retrospect the aim of achieving a further 15% “a bit too fast” wasn't a reasonable unit of measure and will be revised in future plans.
- ✓ Maintain a minimum members survey rating for putting green smoothness of roll of 8.0 out of 10.
- ✗ Achieve and maintain a minimum members survey rating for bunker preparation and sand consistency of 7.5 out of 10 possibly using a volunteer group. In 2018 preparation was right on the button of 7.5 and sand consistency 6.34. The rating dropped considerably in the November 21 survey which came as a surprise. Some of the regression could be explained by the timing of the survey and the weather affected condition of the bunkers but that didn't explain the entirety. The immediate formation of a member's bunker crew was unsuccessful due to a poor response to our volunteer request, a reinvigorated request was made with more success and in early October 2022. The inaugural “bunker crew” was created with 12 volunteer members and will commence work early November 2022.
- ✗ Achieve and maintain a minimum members survey rating for the amount of sand in each bunker of “50% just the right amount.” As per above, in November 2021 only 13.95% of members were of the opinion there is “just the right amount of sand in the bunker” 86.05% disagreed. A reasonable amount of work has been performed on the most problematic bunkers over the past 6 months however the survey rating continues to regress down to 10.37%. Encouragingly, the open comments section of this KPI reported that almost all members are pleased with the new bunker sand and the works completed thus far.
- ✓ Maintain a minimum members survey rating for bowls rink speed of “50% just right & 15% a bit too fast” .
- ✗ Maintain a minimum members survey rating for bowls rink smoothness of roll of 8.0 out of 10.
- ✗ Improve and the maintain the Bowls rink levelness rating to a minimum of 8 out of 10 by plans end.

| Survey date  | 2018       | 2021         | 2022         | Strategic Plan Target | Variance to Plan Target at 2022 |
|--|------------|--------------|--------------|-----------------------|---------------------------------|
| Number of respondents                                      | 287        | 182          | 172          |                       |                                 |
| <b>Service Standards</b>                                   |            |              |              |                       |                                 |
| <b>Office Staff Service Standards (Rated out of 10)</b>    |            |              |              |                       |                                 |
| Friendliness & cheer                                       | 8.97       | 9.37         | 9.37         | 8.5                   | 0.87                            |
| Promptness of response                                     | 9.18       | 9.25         | 9.11         | 8.5                   | 0.61                            |
| Willingness to assist                                      | 8.97       | 9.43         | 9.50         | 8.5                   | 1.00                            |
| Handling of complaints (if applicable)                     | 8.67       | 9.06         | 9.17         | 8.5                   | 0.67                            |
| Presentation & appearance                                  | 8.91       | 9.06         | 9.08         | 8.5                   | 0.58                            |
| <b>Bar Staff Service Standards (Rated out of 10)</b>       |            |              |              |                       |                                 |
| Friendliness and cheer                                     | 9.33       | 9.51         |              | 8.5                   |                                 |
| Promptness of response                                     | 9.23       | 9.31         |              | 8.5                   |                                 |
| Willingness to assist                                      | 9.32       | 9.49         |              | 8.5                   |                                 |
| Handling of complaints (if applicable)                     | 8.99       | 9.31         |              | 8.5                   |                                 |
| Presentation & appearance                                  | 8.84       | 9.18         |              | 8.5                   |                                 |
| <b>Golf Shop Staff Service Standards (Rated out of 10)</b> |            |              |              |                       |                                 |
|  | Contracted | Club Managed | Club Managed |                       |                                 |
| Friendliness and cheer                                     | 7.69       | 9.41         | 9.53         | 8.5                   | 1.03                            |
| Promptness of response                                     | 7.47       | 9.33         | 9.29         | 8.5                   | 0.79                            |
| Willingness to assist                                      | 8.07       | 9.45         | 9.47         | 8.5                   | 0.97                            |
| Handling of complaints (if applicable)                     | 7.80       | 9.25         | 9.29         | 8.5                   | 0.79                            |
| Presentation & appearance                                  | 8.60       | 9.17         | 9.09         | 8.5                   | 0.59                            |

Incorporated into Golf Shop

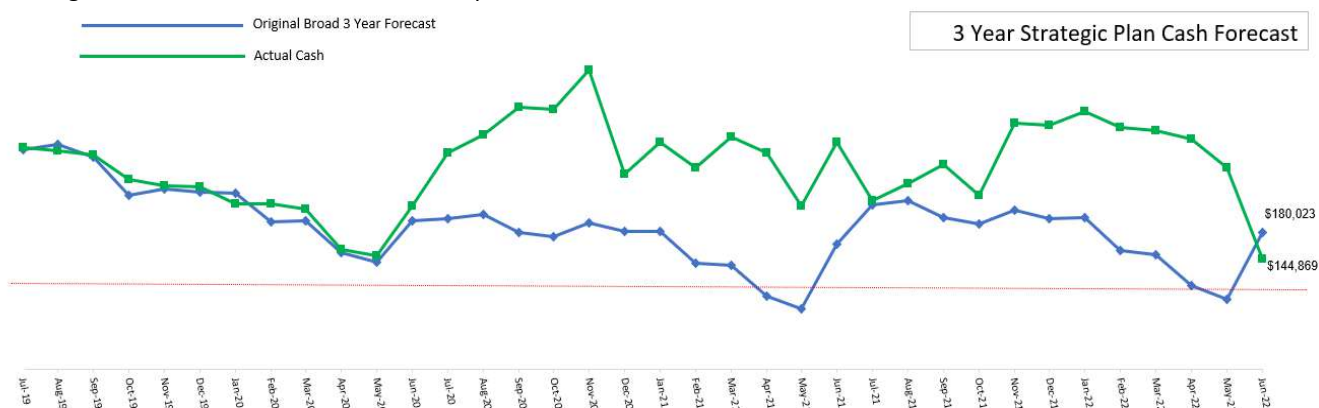
Summary of survey results continued...

|  | 2018   | 2021   | 2022   | Strategic Plan Target | Variance to Plan Target at 2022 |
|--|--------|--------|--------|-----------------------|---------------------------------|
| <b>Survey date</b>   |        |        |        |                       |                                 |
| Number of respondents  | 287    | 182    | 172    |                       |                                 |
| <b>Playing Surfaces</b>  |        |        |        |                       |                                 |
| <b>Course Playing Surfaces (Rated out of 10)</b>                 |        |        |        |                       |                                 |
| Fairway grass coverage   | 9.01   | 9.08   | 8.57   | 8                     | 0.57                            |
| Surrounds grass coverage   | 8.16   | 8.62   | 8.39   | 8                     | 0.39                            |
| Teeing ground grass coverage                                     | 8.42   | 8.86   | 8.16   | 8                     | 0.16                            |
| Teeing ground levelness  | 8.20   | 8.62   | 7.89   | 8                     | -0.11                           |
| Attention to detail  | 8.71   | 8.75   | 8.47   | 8                     | 0.47                            |
| General aesthetics   | 8.08   | 8.71   | 7.98   | 8                     | -0.02                           |
| <b>Course Speed of the Putting Greens</b>                        |        |        |        |                       |                                 |
| Way too slow   | 0.00%  | 0.00%  | 0.00%  | N/A                   |                                 |
| A bit too slow   | 7.50%  | 6.92%  | 21.89% | N/A                   |                                 |
| Just right   | 58.09% | 60.77% | 54.01% | 50.00%                | 4.01%                           |
| A bit too fast   | 21.58% | 19.23% | 10.94% | 15.00%                | -4.06%                          |
| Way too fast   | 8.30%  | 1.54%  | 0.00%  | N/A                   |                                 |
| Skipped question   | 4.53%  | 11.54% | 13.16% |                       |                                 |
| <b>Course Smoothness of the Putting Greens (Rated out of 10)</b> |        |        |        |                       |                                 |
| Smoothness of the roll   | 8.11   | 8.49   | 8.02   | 8                     | 0.02                            |
| <b>Course Bunkers</b>  |        |        |        |                       |                                 |
| Preparation  | 7.50   | 6.45   | 6.00   | 7.5                   | -1.50                           |
| The consistency of sand  | 6.34   | 5.91   | 5.19   | 7.5                   | -2.31                           |
| <b>Amount of sand in Bunkers</b>                                 |        |        |        |                       |                                 |
| Too much sand  | 3.33%  | 2.33%  | 0.00%  | N/A                   |                                 |
| Just the right amount  | 30.00% | 13.95% | 10.37% | 50%                   | 39.63%                          |
| Not enough   | 35.00% | 51.16% | 39.25% | N/A                   |                                 |
| It's all over the place  | 31.67% | 32.56% | 50.37% | N/A                   |                                 |
| <b>Bowls Speed of the Greens</b>                                 |        |        |        |                       |                                 |
| Way too slow   | 0.00%  | 0.00%  | 0.00%  | N/A                   |                                 |
| A bit too slow   | 6.52%  | 12.50% | 32.11% | N/A                   |                                 |
| Just right   | 84.78% | 81.25% | 57.37% | 50.00%                | 7.37%                           |
| A bit too fast   | 8.70%  | 6.25%  | 10.53% | 15.00%                | -4.47%                          |
| Way too fast   | 0.00%  | 0.00%  | 0.00%  | N/A                   |                                 |
| <b>Bowls Smoothness of the Greens</b>                            |        |        |        |                       |                                 |
| Smoothness of roll (greens)                                      | 8.13   | 8.33   | 7.90   | 8                     | -0.10                           |
| Green levelness  | 7.83   | 8.31   | 7.60   | 8                     | -0.40                           |
| <b>Bowls Items for consideration</b>                             |        |        |        |                       |                                 |
| Scoreboards  | 7.35   | 8.54   | 8.68   | N/A                   |                                 |
| Marker Numbers   | 8.13   | 7.82   | 8.28   | N/A                   |                                 |
| Shading  | 7.32   | 7.92   | 8.26   | N/A                   |                                 |
| Seating  | 8.09   | 7.91   | 7.72   | N/A                   |                                 |
| Aesthetics (generally how attractive the rink surrounds look)    | 8.34   | 9.00   | 7.78   | N/A                   |                                 |

## Key Performance Indicators continued...

- ✗ **Review all Departments and Sub-Committees with the aim of financial and operational efficiency as determined by the COM.** The aim of this Kpi was to identify if the Golf Shop, Bar, Kitchen and all major Sub Committees were operating at their optimum efficiency. The Golf Shop was the subject of a significant CBA leading into the change-over from contracted to club managed, the Bar was also reviewed in the early stages of the plan cycle. The Kitchen is still a work in progress and has been hampered by COVID restrictions. Of the major Sub-Committees, Bowls was subject to a financial benefit statement and we added a working group committee (Bowls Planning Committee) charged with driving membership and new events. The Health and Safety Committee has been significantly improved with regular meetings, the addition of a (qualified) HSR and comprehensive Incident and Hazard registers. **Match, Course and Womens Committees were not reviewed.**

- ✓ **Define a minimum positive working capital balance and maximum gearing ratio that acts as a glass floor when forecasting all future expenditure (Cap-ex, operating budget etc.).** At the beginning of the plan cycle, COM resolved that the minimum positive working capital balance shall be measured by a combined cash at bank balance of \$100,000 minimum. Below is a graph that highlights the glass floor of \$100,000, along with the forecasted and actual cash positions.



- ✓ **Develop new sustainable revenue streams equating to 10% of total club revenue at a minimum 50% GP.** New revenue streams created include the following

|                  | Last FY Revenue Total | Last FY Gross Profit |
|------------------|-----------------------|----------------------|
| Golf Shop Retail | \$368,203             | 47.1%                |
| Team Golf        | \$ 9,523              | 23%                  |
| Jack Attack      | \$ 3,157              | 100%                 |
| Cafe             | \$ 44,152             | 39.9%                |

- ✗ **Be ranked in the Golf Course Guide Top 100 Public Access Golf Courses in Australia by plan end.** Although this wasn't achieved in this plan cycle, an invitation was extended to GCG to play Bairnsdale Golf Club. Unfortunately COVID limited the ability for judges to "judge" courses and as such the next published list will be released in 2023. Furthermore, the course was listed in Golf Australia's 60 best regional courses for under \$50 which should be recognised as an achievement. For those interested, the [current Top 100 is located here](#) and the [60 best regional courses in Australia](#) here.

- ✓ **Position the club as a tourism and relocation destination** In late 2019 the club created a [Tourism Destination Plan](#). Whilst the club has actively followed the content where possible, COVID has made it difficult to action many items. On face value COVID appeared to be a liability but when Melbourne wasn't in lock-down the club was inundated with visitors who would usually holiday elsewhere. It would be remiss to take credit for the increase in green fee golfers but we have certainly exposed our great course to a larger number visitors than ever before. Our green fee revenue graph (detailed later in this document) confirms this.

- ✓ **Provide opportunities for our staff to grow in their roles ensuring they drive change.** Although most staff have been encouraged to drive change and grow, the best example would be Dom Bennett. Since the start of the Strategic Plan Dom has been promoted from Supervisor to Bar Manager and then to Retail Manager (Golf Shop/Cafe/Bar).



## Key Performance Indicators continued...

- ✓ **Improve the staff appraisal system ensuring appraisals are conducted for key staff annually**  
A comprehensive annual staff appraisal system was implemented at the beginning of the plan cycle
- ✗ **Commit to a cost benefit analysis (CBA) for specific facility upgrades and improvements including but not limited to a Clubhouse function room extension.** Although a full CBA wasn't performed, the club incorporated the facility upgrades into a larger development plan which includes the land west of the practice fairway bordering McTaggart's Road.
- ✓ **Observe and incorporate the Guidelines for Equal Opportunity in Golf as produced by the Australian Human Rights Commission.** The club has endeavoured to follow the guidelines and is confident it complies with discrimination law. We are proactively looking at ways to increase participation in accordance with the ARHC guidelines and Golf Australia's Women in Golf Charter.
- ✓ **Provide an improved golfer's bar food menu service available on major competition days at a minimum.** The addition of the Cafe has made a significant difference to food offerings at the club. Combine this with the change to a local hot food supplier and the forthcoming "always available" Bar Menu and this KPI has been achieved. With that said, we plan on continuing to improve not only the bar food menu but the Cafe offerings.
- ✗ **Establish a one night a week (minimum) bistro meals service delivering, quality, cost effective meals and returning a minimum nett profit of \$12,000 p/a.** Prior to COVID we were well on the way to achieving this, for the month of February 2019 the Bistro returned a profit of close to \$2,000. The challenge became restarting the Bistro in a difficult environment for Hospitality (staffing) and recapture the momentum we had created. Discussions continue between management and key club members for a return of the Bistro and this item will likely be relisted in the next cycle.
- ✓ **Produce a simple and effective Branding Guide for Bairnsdale GC.** Completed with the assistance of club volunteers and design industry contractors.
- ✓ **Improve record keeping of our history and ensure all records are managed at the Club.** President Stephen Mann has agreed to undertake this considerable task with volunteer assistance. The statement that we will "improve record keeping" is very broad but we believe we took a significant step forward with tracking future and past historical events.
- ✗ **Adopt a new member induction program including basic rules of golf, handicaps, facility orientation.** Yet another COVID interrupted item. Prior to the pandemic Inductions were a part of the membership process and were conducted twice weekly at their peak. The plan to restart the inductions proved too challenging with the lack of human resources. Stronger volunteer/match committee support may be able to assist in the future. Another item under consideration for next cycle.
- ✓ **Develop a Junior Golf & Bowls Program with surveyable/skills/achievement measurements, improving participation by 50% during term of the plan.** Matt Portelli has brought a comprehensive suite of Junior Programs and activities and we are now seeing the increase in participation. The Lawn Bowls Planning Committee are building a Junior Bowls program which incorporates (amongst other things) the Bowls Victoria "Rookie Rollers" series.
- ✓ **In conjunction with Club Professional join the Golf Australia My Golf Program to encourage junior golf.** Complete.
- ✗ **Increase Lawn Bowls Participation using similar promotions and tactics to Golf resulting in a 15% increase during the term of the plan.** Whilst the use of similar promotions such as Jack Attack and Rookie Rollers were very successful, they failed to translate into membership growth. Total participation is yet unmeasured and has proven difficult to manage. This will likely be a key component of the next cycle.

## Key Performance Indicators continued...

- ✗ Increase the number of members from 651 to 733 by June 30th, 2020 and to 800 by plan end.**  
Unfortunately, we failed to reach 800 members by plan end. Despite the early growth and optimism, there was an over estimation of the strategies utilised and their usefulness regressed quickly. It became apparent that there isn't a glut of social golfers in the area looking to join a golf club and that continual growth would need to come from two key areas, existing golfers relocating to the area and the creation of new golfers. There is also the matter of improving the retention of existing members which to date has remained static. Efforts and strategies will continue to be revised and improved and a new target will be prominent in the next plan cycle.
- ✗ Increase rounds played in competitions for Golf and Bowls by 8% at June 30th, 2020 and by 15% at plan end.** COVID pushed this target out of reach with the restriction on competitions. Early indications were that this would have been easily reached and the next plan cycle will provide more clarity and opportunity.
- ✗ Establish a Social Golfer Database and reach 350 unique units by plan end.** Whilst this is manually possible via the clubs sign-in book the intention was to have a digital database collected from a public online booking module. The change in operational software and the improved use of the MiClub software has provided a simpler pathway to building this database.
- ✗ Increase Green Fee Player revenue from \$65,000 pa to \$80,000 pa by June 30th 2020 and to \$95,000 pa by plan end.** At June 30<sup>th</sup> 2019 revenue reached a (recent) record of \$75,929 very early on in the plan. COVID had a negative effect on the 19-20 year but the end of lockdown in early 20-21 created a regional boom for golf with Melbourne visitors flocking to our region and playing our course. The result was an agonisingly close \$94,537, just \$463 shy of our peak Strategic Plan target. The 21-22 financial year was again impacted by COVID in a positive (continuation of Melb visitors) and negative (lockdowns) manner. The final result at plan end of \$88,841 is still very satisfying and early signs for the 22-23 year to surpass \$95,000 are encouraging, all be it twelve months later than forecast.
- ✗ Review Club Executive Management structure ( COM or Board ).** Currently underway as part of the next plan cycle COM recommendations. It's understood any changes would need to occur via a members vote but the review process has commenced.
- ✓ Ensure that a minimum of 50% of the programmed golf events are Stableford format.**  
When removing the social and special event days the club schedules Stableford events close to 60% of the time.
- ✓ Establish a beneficial plan for the development of club owned land bordering McTaggarts Rd and the Driving Range. Continue to work with East Gippsland Shire and other bodies on planning and relevant approvals for future land development.** A significant amount of time has been invested into the creation of a plan (MudMap) and a specific committee (Land Development) convened to manage the process. To date meetings with East Gippsland Shire and Planning Bodies have proven successful and provided optimism for development. In the future, members will be presented with a well thought through and universally supported plan for consideration, discussion and eventual decision.
- ✓ Endeavour to host and continually improve the Pro-am and Corporate Cup for the duration of the Strategic Plan.** The key word is endeavour and we have certainly done so. Despite the Corporate Cups absence in 2020 & 21, it returned with great success in 2022. The Pro-am has continued despite the impact of Bushfires and COVID which is a testament to those involved in its organisation.



Reference Statistics

