

**PAMBULA MERIMBULA GOLF CLUB (PMGC)
STRATEGIC PLAN
(Revised 1 December 2015)**

PMGC MISSION STATEMENT

To provide a quality golf experience.

STRATEGIC GOALS

1. Provide a high standard golf course.
2. Maximize the membership base and green fee market.
3. Provide a club house facility.
4. Operate within a structured and managed business model.

PMGC ACTION PLAN

STRATEGIC GOAL 1: PROVIDE A HIGH STANDARD GOLF COURSE

The Club is to ensure that the membership is able to enjoy the benefits of a high quality golf course.

The Course Superintendent is to develop and agree through the Course Development Committee an annual Course Works Program. This Program is to prioritise the tasks to be undertaken for both a summer and a winter program and allocate staff and volunteers to respective tasks.

The Course Superintendent is to develop and maintain a Machinery Replacement Program in discussion with the Course Development Committee. The outcomes of this process are to be reflected in submissions for the CAPEX Program and via a Business Case where in-year action is required.

The Course Superintendent is to ensure that all course staff hold the necessary competencies and undertake development training as required, especially that training related to OHS and environmental issues.

The Course Superintendent is to provide the Course Development Committee with a Course Report on a monthly basis. The format of this Report is to be agreed with the Course Development Committee.

Day to day management of the Course Budget is to be the responsibility of the Course Superintendent in concert with the Chair of the Course Development Committee.

The Treasurer and Chair of the Course Development Committee are to liaise on budget matters.

STRATEGIC GOAL 2: MAXIMISE THE MEMBERSHIP BASE AND THE GREEN FEE MARKET

The Club is to take such action as is considered necessary to optimize our membership numbers and green fee paying golfers.

The Golf Services Committee is to conduct an annual review (for each Financial Year) of all golfing fee structures. The findings are to be advised to the Board on completion of the review.

The Treasurer and the Golf Services Committee are to liaise on any budget matters related to the generation of revenues from golfing fees.

The Chair of the Marketing Strategy Committee is to ensure that the Club Marketing Strategy considers and makes allowance for the aims of this Goal.

The Golf Services Committee is responsible for the conduct of all golfing tournaments that may be considered in the interests of the Club. The Board is to direct what tournaments will be conducted on advice from the Golf Services Committee.

STRATEGIC GOAL 3: PROVIDE A CLUB HOUSE FACILITY

The Club is to provide a facility that is comfortable and satisfies the basic needs of the membership. Where possible, this is also to extend to being considered as an attractive entertainment venue to the general public.

Facilities provided could include:

- Dining
- Bar
- Functions
- Gaming, including both a TAB/KENO outlet and poker machines; and
- Recreational areas including seating and electronic media facilities.

The Member Services Committee is to be responsible to ensure that all of the above services (where provided) are maintained at an acceptable standard and advise the Board (via Business Cases) where they require improvement.

The Member Services Committee is to consider and advise the Board of any budget matters related to the generation of revenues and/or costs associated with Club House activities. The outcomes of this process are to be reflected in submissions via Business Cases where in-year action is required and included in the CAPEX Program where relevant.

The Treasurer and the Member Services Committee are to liaise on budget matters.

STRATEGIC GOAL 4: OPERATE WITHIN A STRUCTURED AND MANAGED BUSINESS MODEL

To ensure continuing relevance and effectiveness, the Club is to establish, implement and/or annually review its business model.

The Business Model is to set out how we operate as a business, specify entities within which we manage, assign responsibilities to individuals and articulate the chain of command within the organization.

A Board of Directors shall be elected in accordance with the Constitution, to be responsible for the management of the Club.

The Board is to be responsible for the formulation of Club policy and all decisions affecting the operation of the Club. It is to appoint Committees to undertake specific reviews and actions prior to notification back to the Board for final decision.

Committee structures and composition are to be confirmed at the first Board meeting following each AGM and advised to the membership without delay.

The Board is to appoint an officer/s to oversee the day to day operation of the Club in both office and bar/gaming functions. Such officers are to report all significant activities to the Board and attend such meetings as directed by the Board.

Such officers are to be responsible to the Club President and responsive to the Club Executive.

There is to be a biannual review of the performance of such officers, by a nominated Committee Chair against criteria agreed by both parties, to be conducted on the half and full year anniversary of employment. The performance review of the Course Superintendent is to be on an annual basis, to be conducted on the full year anniversary of employment

The Board is to ensure that all relevant Corporate Governance issues are addressed in the Club's management processes.

The Executive, or an appointed Sub Committee, is to develop an Annual Plan in conjunction with the Treasurer's development of his budget for each new Financial Year. Each Annual Plan is to include relevant and agreed CAPEX proposals.

The Board is to ensure that all funding requirements, but especially for CAPEX, are consistent with the Strategic Goals of the Club and are presented for consideration in the appropriate Business Case format.

Such funding requests are to be reviewed by the Treasurer (and processed through the Finance Committee should one be appointed) prior to presentation to the Board.

The CAPEX Program is to be developed with at least a three-year forward view, and be reviewed and agreed by the Board prior to the commencement of each new Financial Year.

Nominated management level employees will be responsible to implement a process of continuous improvement in relation to Club management, including review against known best practice at comparable clubs. Recommendations for any significant adjustments considered necessary are to be made to the Board via the Member Services Committee.

Nominated management level employees will undertake an annual review of the administrative functions within the Club, especially noting any shortfalls in technology or competencies, and report the findings and proposed remedial actions to the Board, via the Member Services Committee.

A nominated management level employee will be responsible to ensure the development, implementation and review of a Fraud Control Plan and a Workplace Health and Safety process for the Club.

The Board will be responsible to nominate management level employees to undertake the roles referred to above – such nominations to be advised upon employment of relevant staff.

1 December 2015