

PAMBULA MERIMBULA GOLF CLUB STRATEGIC PLAN 2018 - 2023

Dear Members,

Over the last few months the Strategic Planning Committee has developed a new Strategic Plan for the Club. We have concentrated on a five-year planning period and the circumstances likely to be within our control over that period. We nevertheless must remain alert to changing conditions and opportunities which may occur during the years 2018 – 2023.

Our main emphasis is to seek to foster a club atmosphere of friendship, civility, and respect for members to enjoy. This is the joint responsibility of the Board, staff and club members requiring the commitment and goodwill of all.

We are all aware of the pervading operating environment for golf and other sporting clubs and especially the financial pressure which several golf clubs are experiencing. Your Board is confident that Pambula Merimbula Golf Club (PMGC) can survive and prosper into the future. That confidence is based on the belief that the Club can not only maintain and refresh its membership but also increase the number of domestic and international visitors as well as attract more green fee visitors to enhance overall revenue. To do this, the Club's course and facilities must be of a high standard, to be the Club of first choice in the area.

PMGC is in a unique location, in a beautiful environment and our prime focus has been to improve the playing conditions to make it stand out for both prospective members and visitors. We believe this is being achieved and with the completion of the Course Irrigation Upgrade Project and additional minor projects, the course should continue to improve in the years to come.

Our focus is turning to the Club House which needs modernization and enhancement; progressive improvements of our food services; staging large-scale functions and events; and much more attention on managing Gaming – given its importance to our revenue stream.

We are developing a plan for the Club House and its surroundings, which may be completed in stages, to satisfy member aspirations. It will be essential that PMGC Committees remain nimble in recognizing and exploiting opportunities that will benefit the Club.

We will hold reasonable reserves and believe we can prudently manage our finances to ensure that the Club does not go into debt to achieve the work contemplated within the strategic plan.

We have taken a planning position to retain our identity as a standalone Club as against suggesting that our long-term success may involve a merger. Nevertheless, if opportunities emerge for alliances with other clubs that will enhance the PMGC membership experience, and/or provide efficiencies in the Club's operations, they will be fully explored.

We thank the contributors who helped develop the Strategic Plan.

We believe you will agree that we face some exciting and challenging times ahead.

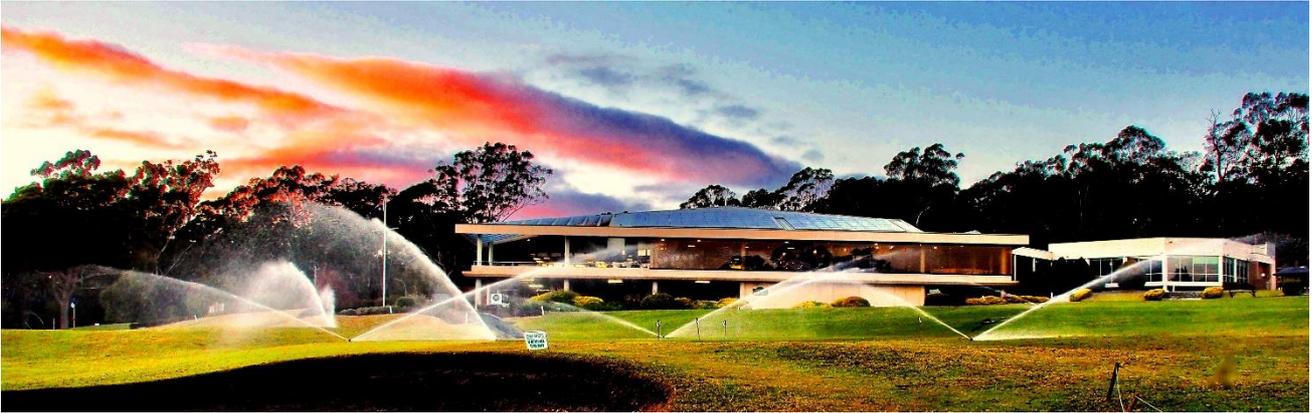
Sincerely,

Original signed 26 April 2018

David Boag
President

Tony Freeman
Vice President

2 April 2018



Our Vision

The Pambula Merimbula Golf Club will be a stand-alone club and one of the best golf clubs in the South-East Region of New South Wales.

Our Mission Statement

The Pambula Merimbula Golf Club will provide a quality golf experience including a welcoming and inclusive environment for members, their families and visitors based on its long tradition of friendly service, hospitality, and enjoyment.

- Our course will be maintained in an excellent condition and provide a rewarding, enjoyable and challenging test for golfers of all standards.
- Our clubhouse will be a hub of activity both before and after golf.
- Our environment will continue to offer a beautiful park-like location and home for many species of native animals, birds, and trees.
- Our staff will enjoy a supportive and engaging work environment and will be committed to outstanding customer service.
- Our club will be known in the wider community as a good corporate citizen, for the quality of our facilities, service, and friendly atmosphere and within the golfing community as a progressive leader.

Our Values

- We want all our members, visitors, and staff to feel welcome, respected and included.
- We care about maintaining a positive and enjoyable golf, social and work experience. We encourage fellowship and camaraderie amongst members and promote family participation.
- We care about being good stewards of our lovely golf course.
- We are progressive and forward thinking and use our resources wisely to ensure long-term success and sustainability.
- We are proud of our Club, its history, and traditions.
- We promote good sportsmanship and keen competition.

1. Members and Communication

2023 Goals

- Encourage a Club atmosphere of friendship, civility, and respect for all, whereby members enjoy and value their membership.
- Establish a pattern of periodic surveys of members' views and responses to their feedback.
- Provide quality communication with members, staff, and visitors.

Actions 2018 – 2023

- Consider views from all categories of membership regardless of age, gender, and golfing ability.
- Encourage participation and support for social events for members, their families, and friends.
- Encourage members to play with a diversity of players.
- Actively welcome new members.
- Create an empathetic environment where members, particularly new members, feel a sense of belonging.
- Schedule functions appealing to a wide cross section of members.
- Review and refine communication channels.
- Modernize our website and provide a Member's only portal
- Keep members informed on all significant matters affecting the Club.
- Develop a social media policy.
- Publish and enforce policies on appropriate conduct and behavior.

2. Membership

2023 – Goals

Produce a full list of members in each of the categories of membership.

Actions 2018 -2023

- Determine preferred size of membership by category.
- Review categories of membership and develop flexible options for new member target groups.
- Benchmark our membership categories and fees for specific membership groups against other clubs and adjust where appropriate.
- Investigate more flexible financial arrangements for members and prospective members.
- Establish a marketing strategy for new members in target categories.
- Conduct exit interviews for members leaving the Club.

3. The Course

2023 - Goals

Establish an interesting, attractive layout providing a challenging and enjoyable experience for all standards of players.

Actions 2018 – 2023

- Minimize disruption to members.
- Redesign, upgrade and renew course fairway and selected “old” greenside bunkers – to ensure effective drainage and consistent playability. Raise member awareness of ongoing care.
- Redesign and construct the practice bunker – to include improved drainage. If considered necessary, re-locate the bunker to a better position.
- Develop a greens strategy of maintenance and renewal based on the Superintendent’s recommendations and advice.
- Target stimpmeter reading on the greens of between 9.5 – 11 feet.
- Consider and introduce improvements to tees to provide a more playable course for women, seniors, juniors, and novice golfers.
- Create some additional “Professional” tees for suitable holes.
- Improve pathways by installing Diamond Grid.
- Upgrade the Driving Range, design and manufacture an attractive entrance and bridge.
- Design and construct a Cart Sheds parking area.
- Remove dead, dangerous, and unwanted trees. Prune where appropriate to provide clear playing lines off all tees. Maintain and develop a tree-management plan.
- Control occurrence of unwanted grasses and weeds.
- Develop programs for maintenance of rough and planting low maintenance garden beds.
- Re-assess hazard boundaries and if required re-align stakes and/or lines.
- Design and construct improved parking facilities and wood storage bays adjacent to the course workshops.
- Develop a Kitchen Garden, to be run by volunteers, to supply produce to the Club kitchen.
- Install roof skylight panels and a solar water heating system in the course workshops.
- Arrange for culling of kangaroos that have been reported as dangerous.
- Monitor the quantity and quality of treated irrigation water supplied from the Merimbula Sewage Treatment Plant.
- Conduct an ongoing review and improvement of drainage.
- Continue a structured apprentice program.

4. Safety

2023 – Goals

Ensure a safe and positive environment for members, staff, and visitors.

Actions 2018 – 2023

- Review Occupational, Health and Safety policy and practice.
- Review emergency plans to ensure regulatory compliance and safety of members, staff, and visitors.
- Review adequacy of insurance covers.

5. Staff

2023 – Goals

Ensure staff enjoy a supportive and engaging work environment that is committed to outstanding customer service.

Actions 2018 – 2023

- Explore training and career development opportunities for employees.
- Review HR staff support programs.
- Establish dispute resolution procedures.
- Review and develop staff position descriptions, including areas of responsibility and Key Performance Indicators (KPI).
- Implement and document formal performance reviews every 6 months with monthly performance overviews against KPIs.
- Review staffing structures and streamline rostering.
- Negotiate/replace the 2014 Enterprise Bargaining Agreement.
- Seek productivity gains.

6. Golf

2023 – Goals

Plan and introduce a broad range of events for all membership groups. Provide a well-structured Junior Program. Full fields for all major events. Host state golf events at PMGC.

Actions 2018 – 2023

- Encourage mixed and medley competitions.
- Identify a leader to run the Junior Program.
- Increase number of family and junior events.
- Continue inter-club matches and course exchanges.
- Schedule drawn events.
- Seek to hold an annual NSWGA event.
- Develop the prestige of and encourage participation in the annual Sapphire Coast Week of Golf, Ace of Clubs, and NSW Senior Order of Merit events.
- Develop strong, competitive, and successful Pennant teams.
- Provide a program for development of players for Pennant teams.
- Develop greater support from members for Pennant teams.
- Meet with the Club's elite players to encourage participation in Pennant teams; help develop camaraderie; and obtain feedback.
- Review Pennant aims and appropriate goals for all teams. Celebrate success.
- Improve speed of play by continuing to educate members on speed of play and rules.
- Encourage members to care for the course, including proper repair of divots, pitch marks and bunkers.
- Implement a study to explore options for management/storage of electric buggies and carts.

7. Clubhouse

2023 – Goals

Increase the use of the Clubhouse by members and their guests before and after golf; at members' social functions; at special events; and for casual meeting and dining. Increase the use of the Clubhouse by visitors but avoid undue interference with the rights of members. Develop consistently high standards of food, beverages, and service at reasonable prices. Focus on improving Gaming equipment and the Gaming Lounge. Encourage stronger participation in/by non-golfing membership groups and activities such as bridge, wine, food, and guest speakers. Improve the ambience and efficiency of Clubhouse facilities.

Actions 2018 – 2023

- Develop new programs and offerings.
- Promote use of the Clubhouse for external functions, especially small corporate workgroups.
- Act on the results of member surveys – facilities, events, food, and beverage.
- Plan and implement a diverse range of member and guest functions, dinners, and celebrations.
- Continuous improvement of Gaming equipment and standard of the Gaming Lounge and Sports Bar.
- Meet with representatives of non-golfing activities to foster expansion of activities.
- Continuous improvement of staff training programs to enhance variety, quality, consistency and value of food and beverages.
- Develop and implement plans for cohesive programs for Clubhouse/kitchen renovations and upgrades.
- Renovate the external areas of Clubhouse. Re-paint the external walls of the building.
- Renovate the men's locker rooms.
- Refurbish the ladies' locker room.
- Renovate the other lower rooms in the building with a view to providing an improved facility for meetings/classrooms.
- Prepare a Design Application, and submit to the Bega Valley Shire Council, for a project to upgrade the Club entrance portals, parking areas, external lighting, drainage, and car park retaining walls.
- Install a large events advertising sign at the Clubhouse entrance.
- Develop a marketing plan for achieving additional income.
- Investigate and improve media coverage for the Clubhouse.

8. Governance and Strategic Planning

2023 – Goals

Develop best practice Constitutional framework governing the Club's operations and activities and certifying the roles and responsibilities of the Committees, sub-committees, members, and management. Rolling extension and review of Strategic Plan. Harness the skills and experience of members by involvement in Committees and sub-committees.

Actions 2018 – 2023

- Modernize Constitution to eliminate anomalies and reflect good corporate governance.

- Conduct annual governance/strategic planning workshops attended by the Board and senior managers.
- Develop a skills matrix of members and engage their expertise in Committees, sub-committees and projects.
- Ensure balance and diversity in Board, Committees and sub-committees and foster succession planning.
- Conduct annual (or as required) review of Strategic Plan.

9. Finance and Risk Management

2023 – Goals

Provide sound, prudent and sustainable financial planning, and risk management. Target operational surpluses to build reserves to ensure long-term success and financial strength.

Actions 2018 – 2023

- Complete Capital Expenditure/Works Plan, including priorities, to accompany Strategic Plan.
- Benchmark staffing and expenditure for both the Clubhouse and course against other clubs.
- Monitor new accounting system.
- Undertake risk assessment and ensure appropriate risk management strategies are in place.
- Provide members with timely quarterly financial updates.
- Explore joint buying and sharing of resource opportunities with other Clubs and implement if advantageous to do so.
- Seek and apply for grants to fund improvements to facilities and services for the benefit of members and the broader community.

10. Opportunities

2023 Goals

Position PMGC to take a leadership role in the regional tourism marketplace.

Actions 2018 -2023

- In collaboration with regional tourism agencies and local business entities, develop golf-related holiday packages for families and common interest groups.
- Using online and social media resources, directly market PMGC and golf-related holiday packages to tourist bodies and golf, social and sporting clubs throughout Australia. Seek alliances with transport operators (Air, Sea, and Land), government bodies, tourism agencies and local business entities to exploit the international golf tourism market and facilitate the uptake of such packages.
- Be alert to and investigate any opportunities which may arise during the planning period which, depending on the Club's financial circumstances at the time, may have potential to benefit the Club and its future.

12 April 2018