



## WINGHAM GOLF CLUB

*BUSINESS PLANS 2019 – 2020*

*Published 16 September, 2019*

## STRATEGIC DIRECTION 1: CLUBHOUSE IMPROVEMENTS (& EEC)

<i>WHAT to do</i>	<i>WHEN</i>	<i>HOW to do it</i>	<i>WHO</i>	<i>BUDGET</i>	<i>MONITORING of PROGRESS</i>		
Meet with Emergency Service providers	December 2019	<ul style="list-style-type: none"> <li>Contact all provider reps, arrange meeting at WGC</li> </ul>	Focus Group	?			
WHS Audit & Risk Assessment	December 2019	<ul style="list-style-type: none"> <li>Consult with Steve Race</li> <li>Refer to Golf Australia's template <i>Work Health &amp; Safety Management Plan</i></li> </ul>	Focus Group	?			
Create WHS policy	By March 2020	<ul style="list-style-type: none"> <li>Board meetings and Focus Group meetings</li> </ul>	Board & Focus Group	NA			
Create a Community Evacuation Plan	By June 2020	<ul style="list-style-type: none"> <li>Form a Focus Group of WGC, Emergency Providers, community reps</li> </ul>	Focus Group	?			
Convert to solar power with battery backup	From July 2018	<ul style="list-style-type: none"> <li>Obtain quotes for conversion</li> <li>Select most advantageous quote</li> </ul>	P. Tait and Board	?			
Renovate office space; construct verandah on southern side of clubhouse	2020	<ul style="list-style-type: none"> <li>All improvement work is planned &amp; costed</li> <li>Funding applications are prepared</li> </ul>	Focus Group	?			
Upgrade club technology, install new till system	2020	<ul style="list-style-type: none"> <li>Review current technology</li> <li>Obtain quotes for new till system</li> </ul>	Focus Group	?			
Seek Government & other agency grants	2019/2020	<ul style="list-style-type: none"> <li>Check internet websites</li> <li>Confer with other FG Coordinators</li> </ul>	Board & Focus Group	NA			

REPORTING PROGRESS TO ALL GROUPS

STRATEGIC DIRECTION 2: GOLF COURSE MANAGEMENT							
<i>WHAT to do</i>	<i>WHEN</i>	<i>HOW to do it</i>	<i>WHO</i>	<i>BUDGET</i>	<i>MONITORING of PROGRESS</i>		
Develop a Water Management Plan	Commence August 2018	<ul style="list-style-type: none"> <li>Assess water supply options &amp; needs</li> <li>Review current water collection &amp; storage methods</li> </ul>	Focus Group	?			
Review current tee conditions and positions	October 2019	<ul style="list-style-type: none"> <li>Consider new tees to change the course &amp;/or preserve current tees – 7<sup>th</sup> tee priority</li> </ul>	Focus Group	?			
Continue to improve the consistency & playability of bunkers	Ongoing	<ul style="list-style-type: none"> <li>Assess the current situation and prioritise improvements</li> </ul>	Focus Group	?			
Develop & implement a Course Management Plan (CMP)	From October 2019	<ul style="list-style-type: none"> <li>Create the CMP</li> <li>Develop strategies to address current issues re tree/soil/rocks/water</li> <li>Implement strategies</li> </ul>	Focus Group	?			
Investigate shed additions re toilet/shower/hot water & wash down bay with sump	From October 2019	<ul style="list-style-type: none"> <li>All additions are planned &amp; costed</li> <li>Funding applications are prepared</li> </ul>	Focus Group	?			
Seek Government & other agency grants	2019/2020	<ul style="list-style-type: none"> <li>Check internet websites</li> <li>Confer with other FG Coordinators</li> </ul>	Board & Focus Group	NA			
Utilise services of Enterprise & Training Company (ETC), TURSA, NORTEC where appropriate	2019	<ul style="list-style-type: none"> <li>Formal approaches are made to training companies re opportunities at WGC</li> </ul>	Focus Group	NA			

**REPORTING PROGRESS TO ALL GROUPS**

STRATEGIC DIRECTION 3: GOLF PROGRAM MANAGEMENT							
<i>WHAT to do</i>	<i>WHEN</i>	<i>HOW to do it</i>	<i>WHO</i>	<i>BUDGET</i>	<i>MONITORING of PROGRESS</i>		
Develop & implement a formal Junior recruitment & development program (JDP)	2019/2020	<ul style="list-style-type: none"> <li>A JDP is created</li> <li>Participation is encouraged through advertising, liaison with local schools</li> </ul>	Focus Group	?			
Review the current golfing calendar	Annually	<ul style="list-style-type: none"> <li>A revised calendar is produced to include fun &amp; social events, corporate days, charity events, &amp; golf packages</li> <li>Incorporate Team Competitions of Ladies/Vets/Saturday golfers</li> </ul>	Focus Group	NA			
Actively seek corporate sponsors & investigate corporate membership packages	Ongoing	<ul style="list-style-type: none"> <li>List of sponsors created</li> <li>Flyer for distribution to potential sponsors created</li> <li>Annual sponsors day organised</li> </ul>	Focus Group	\$2000?			
Investigate & evaluate new methods to increase golf course patronage	2020	<ul style="list-style-type: none"> <li>Family golf promotions – cheaper packages including drinks/snacks</li> <li>Recruit new senior members, establish associated Coaching Program, participate in Golf NSW program</li> <li>Survey/interview social golfers regarding participation &amp; enjoyment</li> </ul>	Focus Group + Nathan Campfield	\$700			
Explore methods of enhancing the golfing experience during drought conditions	2019/2020	<ul style="list-style-type: none"> <li>Introduce ‘mat golf’, ‘teeing up’</li> <li>Clearly advertise conditions of play including cart restrictions</li> <li>Introduce novelty and/or fun rewards for participation</li> </ul>	Focus Group	?			
Seek regular feedback from all members regarding the golfing calendar and their enjoyment of golf	Ongoing	<ul style="list-style-type: none"> <li>Develop a feedback calendar; construct instruments to collect feedback (surveys, interviews, use of social media)</li> </ul>	FG + Governance & Membership	?			

REPORTING PROGRESS TO ALL GROUPS

## STRATEGIC DIRECTION 4: PROMOTION AND MARKETING

<i>WHAT to do</i>	<i>WHEN</i>	<i>HOW to do it</i>	<i>WHO</i>	<i>BUDGET</i>	<i>MONITORING of PROGRESS</i>			<i>REPORTING PROGRESS TO ALL GROUPS</i>
Update existing golfing/tourist packages for weddings, visits to the Manning, conferences etc	By December 2019	<ul style="list-style-type: none"> <li>Review &amp; update packages</li> <li>Liaise with motel &amp; restaurant</li> <li>Advertise on WGC website &amp; Facebook</li> </ul>	Focus Group	Nil				
Promote regular & formal Golf Club/motel/restaurant liaison	Ongoing	<ul style="list-style-type: none"> <li>Fortnightly meetings held &amp; minuted</li> <li>Minutes are included in S/M's monthly report to Board meetings</li> </ul>	S/M & Board	Nil				
Establish the club's 'Multipurpose Centre' for community use	2019/2020	<ul style="list-style-type: none"> <li>Upgrade the facility – kitchenette, blinds, plants</li> <li>Advertise facility in the community</li> <li>Conduct appropriate activities</li> </ul>	Focus Group	\$7000 Grant Application				
Actively seek corporate sponsors & investigate corporate membership packages	Ongoing	<ul style="list-style-type: none"> <li>List of sponsors created</li> <li>Flyer for distribution to potential sponsors created</li> <li>Annual sponsors day organised</li> </ul>	Golf Program Focus Group	\$2000?				
Develop a WGC advertising brochure & distribute to club social groups, VET golfers, businesses, Wingham Museum, metropolitan markets etc.	2019/2020	<ul style="list-style-type: none"> <li>Brochure created and distributed</li> </ul>	Focus Group	Printing costs - \$200?				
Develop a new interactive website in consultation with Golf NSW	2020	<ul style="list-style-type: none"> <li>Website designed and used</li> </ul>	FG & Belinda Tonkin, Marcia Fowler	Free to 2021 then \$600 annually				
Organise & produce a variety of regular functions	2019/2020	<ul style="list-style-type: none"> <li>Functions calendar developed</li> <li>Functions are produced</li> </ul>	Functions Manager, S/M, Focus Group	\$500?				
Review entrance signage & beautification	2020	<ul style="list-style-type: none"> <li>Club entrance is welcoming</li> <li>Appropriate advertising is well-presented</li> </ul>	Focus Group, S/M weekly review	\$500				
Seek Government & other agency grants	2019/2020	<ul style="list-style-type: none"> <li>Check internet websites</li> <li>Confer with other FG Coordinators</li> </ul>	Board & Focus Group	NA				

## STRATEGIC DIRECTION 5: FINANCIAL MANAGEMENT

<i>WHAT to do</i>	<i>WHEN</i>	<i>HOW to do it</i>	<i>WHO</i>	<i>BUDGET</i>	<i>MONITORING of PROGRESS</i>			<i>REPORTING PROGRESS TO ALL GROUPS</i>
Finalise sale of land at club entrance & invest the funds	By October 2019	<ul style="list-style-type: none"> <li>Consult with LPD &amp; legal reps to complete the sale</li> </ul>	Board & Focus Group	?				
Develop Business Plans & budgets to support the Strategic Plan	By October 2019	<ul style="list-style-type: none"> <li>Business Plans &amp; related budgets are produced &amp; published</li> </ul>	Board & the 7 Focus Group representatives	NA				
Review all income streams & costs (pricing, fees, electricity) & identify potential savings	2019/2020	<ul style="list-style-type: none"> <li>Income streams &amp; costs are reviewed by the Board &amp; FFG</li> <li>Potential savings identified</li> <li>Findings discussed with members</li> </ul>	Board & Focus Group	NA				
Develop & publish monthly budgets for income/expenditure, Cash Flow & Capital Acquisitions	Annually	<ul style="list-style-type: none"> <li>Budgets are created &amp; readily available for scrutiny</li> </ul>	Board & Focus Group	NA				
Audit course machinery & equipment – create Asset Register & Machinery Contingency Fund (MCF) for repair & replacement	2020	<ul style="list-style-type: none"> <li>Asset Register is created &amp; published</li> <li>MCF is created</li> <li>New machinery needs are identified</li> </ul>	Focus Group	NA				
Increase income through package deals on bus trips, weddings, conferences & functions	2019/2020	<ul style="list-style-type: none"> <li>Packages/Functions strategies are created &amp; implemented</li> <li>Packages &amp; functions generate significant income for the club</li> </ul>	Focus Group + Promotion & Marketing	NA				
Seek Government & other agency grants	2019/2020	<ul style="list-style-type: none"> <li>Check internet websites</li> <li>Confer with other FG Coordinators</li> </ul>	Board & Focus Group	NA				

## STRATEGIC DIRECTION 6: GOVERNANCE AND MEMBERSHIP

<i>WHAT to do</i>	<i>WHEN</i>	<i>HOW to do it</i>	<i>WHO</i>	<i>BUDGET</i>	<i>MONITORING of PROGRESS</i>			<b>REPORTING PROGRESS TO ALL GROUPS</b>
Review the current WGC membership and fee structure; conduct membership drives	December 2019	<ul style="list-style-type: none"> <li>Membership trend data is collected &amp; analysed</li> <li>Current fee structures are reviewed</li> <li>Membership drives occur</li> </ul>	Board & Focus Group	NA				
Seek regular feedback from members (current & past) about the club environment & ideas for the club's development	Ongoing	<ul style="list-style-type: none"> <li>Regular surveys, discussions, opinion polls, conversations</li> </ul>	Board & Focus Group	NA				
Keep members abreast of club activities & issues through an updated website, A/V displays, regular newsletters, minutes of Board meetings, monthly budget statements	2019	<ul style="list-style-type: none"> <li>Communication strategies are implemented</li> <li>Member surveys show that communication has improved</li> </ul>	Board	NA				
Review staff & Board role descriptions, including areas of responsibility	December 2019	<ul style="list-style-type: none"> <li>The Board completes the necessary reviews</li> </ul>	Focus Group	NA				
Collect data and conduct a review of the Staff Performance Appraisal system	2019/2020	<ul style="list-style-type: none"> <li>Data is collected re frequency and outcomes of the SPA system</li> <li>Data is analysed, policy is reviewed &amp; amended</li> </ul>	Focus Group	NA				
Recruitment, training and support of volunteers is planned	Annually	<ul style="list-style-type: none"> <li>Discuss current numbers, responsibilities &amp; support with volunteers</li> <li>A Succession Plan is created</li> </ul>	Focus Group	NA				
Develop a New Members Package/Handbook to orientate new members to the game of golf & WGC	2020	<ul style="list-style-type: none"> <li>New members package developed &amp; distributed to new members (liaise with <i>Promotion &amp; Marketing FG</i>)</li> </ul>	Focus Group	?				