



## WINGHAM GOLF CLUB

*STRATEGIC PLAN 2018 – 2023*

*First Published 28 June, 2018    Revised July/September 2019*

# Introduction

This is the first 5-year Strategic Plan for Wingham Golf Club. The plan will enable us to be in a better position to anticipate challenges and problems and decide how to handle them. The plan will also focus the attention of the Board on those issues most critical to the ongoing sustainability of Wingham Golf Club and will help to promote the club and highlight our professional standing within the community as well as effectively communicate what our club is about to prospective sponsors and funding bodies. By demonstrating a commitment to consult and communicate and by having members sharing and working towards a vision for the future, we also hope to develop a more cohesive and teamwork-oriented club.

The plan focusses on 6 key Priority Areas:

- Priority Area 1: Community Evacuation Facility
- Priority Area 2: Clubhouse Improvements
- Priority Area 3: Golf Course Improvements
- Priority Area 4: Promotion and Marketing
- Priority Area 5: Financial Management
- Priority Area 6: Governance and Membership

These were the key areas consistently identified at our member Think Tank workshops, follow-up informal discussions with members, and consultation with the Board and Manager throughout April, May and June leading up to the publication of the draft plan. On 27 June, at its Monthly Meeting, the Board endorsed the Strategic Plan for 2018-2023 and the associated Business Plan for 2018-2019.

The Strategic Plan will be the Board's roadmap for the next 5 years but the club will continue to welcome members' constructive suggestions and will react to new opportunities and situations as they arise, always bearing in mind the overall goal – to ensure the continued viability of Wingham Golf Club by being a "truly inclusive and friendly community sporting club that operates according to best practice business principles".

*The Planning Sub-Committee (D. Blair, A. Elith, D. Elliott, B. Osborne, P. Tait, C. Tubby)  
28 June, 2018*

# Introduction to Revised Plan

In the one year after the creation of the first 5-year Strategic Plan for Wingham Golf Club, there have been significant developments. As anticipated, the plan has focussed the attention of the Board on those issues most critical to the ongoing sustainability of Wingham Golf Club and has helped to promote the club and highlight our professional standing within the community as well as effectively communicate what our club is about to prospective sponsors and funding bodies. The Board of Directors has worked tirelessly to implement the plan's 6 key Priority Areas, namely:

- Priority Area 1: Clubhouse Improvements (including Emergency Evacuation Centre)
- Priority Area 2: Golf Course Management
- Priority Area 3: Golf Program Management
- Priority Area 4: Promotion and Marketing
- Priority Area 5: Financial Management
- Priority Area 6: Governance and Membership

As stated in June of 2018, the Strategic Plan "will be the Board's roadmap for the next 5 years but the club will continue to welcome members' constructive suggestions and will react to new opportunities and situations as they arise, always bearing in mind the overall goal of ensuring the continued viability of Wingham Golf Club".

For the majority of the last 12 months, the Board has been reacting to a significant "new opportunity" presented by Lincoln Place Developments Pty Ltd, an investment company that specialises in the development and management of active seniors living communities. The Board and Wingham Golf Club members have reacted positively to the extensive research by Lincoln Place which demonstrates that the creation of a Lifestyle Living Community in partnership with Wingham Golf Club would provide an ongoing revenue stream for the club which, over time, would gain in capital value. As a result, the Board believes that it is appropriate to add a new Priority Area to the current Strategic Plan, namely:

- Priority Area 7: Lifestyle Living Community Project (Lincoln Place)

The next 12 months will still provide serious challenges for the club, but it is believed that the unique opportunity presented by Lincoln Place Developments Pty Ltd will benefit the club and the local community for generations to come and ensure the ongoing sustainability and viability of the Club.

# Our Vision

**Wingham Golf Club will be a truly inclusive and friendly community sporting club that operates according to best practice business principles.**

# Our Goals

- **To ensure the long-term sustainability and financial strength of Wingham Golf Club.**
  - **To provide a high quality 9-hole golf course that is continually improving and is maintained to the highest possible standards.**
- **To ensure that the future development of Wingham Golf Club is planned, implemented and reviewed in a transparent and professional manner.**
- **To provide quality services and benefits to members, guests, visitors and the local community and to grow community awareness and support.**

# Strategic Planning 2018-2023

## PRIORITY AREA 1: CLUBHOUSE IMPROVEMENTS (including EEC)

### OUTCOMES:

- Wingham Golf Club is established as a community Emergency Evacuation Centre.
- Work Health Safety audits and Risk Assessments have been completed and appropriate policies created.
- All required grounds and building improvements have been completed.
- The feasibility of either renovating the current clubhouse or building a new one has been investigated.
- The club has investigated and converted to systems of renewable energy to enhance self-sufficiency.

| STRATEGIES  | TIMEFRAME | INDICATORS  |
|---|-----------|---|
| Liaise with all Emergency Services to create a community evacuation facility                                | 2018-2019 | <ul style="list-style-type: none"> <li>• Meetings with Emergency Services providers &amp; the local community occur</li> <li>• The concept of Wingham Golf Club as a designated Evacuation Centre is agreed upon</li> </ul> |
| Organise for a Work Health Safety audit & formal Risk Assessment of the entire premises                     | 2019/2020 | <ul style="list-style-type: none"> <li>• WHS audit &amp; Risk Assessment occur &amp; results are published</li> </ul>   |
| Complete all required remediation work arising out of the Risk Assessment including signage                 | 2021      | <ul style="list-style-type: none"> <li>• Remediation work is identified, planned &amp; prioritised</li> <li>• Appropriate funding is allocated</li> </ul>   |
| Create a WGC Work Health Safety policy  | 2019      | <ul style="list-style-type: none"> <li>• A Work Health Safety Policy is created, published &amp; implemented</li> </ul>   |
| Develop a Community Evacuation Plan in consultation with Emergency Services providers & the local community | 2019/2020 | <ul style="list-style-type: none"> <li>• A Community Evacuation Plan is created &amp; published</li> </ul>  |
| Coordinate all of the above with the motel & restaurant   | Ongoing   | <ul style="list-style-type: none"> <li>• The Golf Club, motel &amp; restaurant work in a coordinated &amp; consensual manner (see <i>Promotion &amp; Marketing</i>)</li> </ul>  |
| Provide facilities for the disabled according to standards – ramping, toilet & shower facilities            | 2020      | <ul style="list-style-type: none"> <li>• All improvement work is planned &amp; costed</li> <li>• Funding applications are prepared</li> </ul>   |
| Re-seal driveways, seal car park & golf cart area; improve/widen road access to club house                  | 2021      | <ul style="list-style-type: none"> <li>• All improvement work is planned &amp; costed</li> <li>• Funding applications are prepared</li> </ul>   |

**PRIORITY AREA 1 (continued): CLUBHOUSE IMPROVEMENTS (including EEC)**

| STRATEGIES   | TIMEFRAME | INDICATORS  |
|--|-----------|---|
| Renovate office space & upgrade club technology & software – computers, printers, install new till system  | 2020      | <ul style="list-style-type: none"> <li>• All improvement work is planned &amp; costed</li> <li>• Funding applications are prepared</li> </ul>             |
| Clean out roof cavity & install insulation; complete air conditioning of bar area & auditorium; construct verandah on southern side of clubhouse | 2019/2020 | <ul style="list-style-type: none"> <li>• All improvement work is planned &amp; costed</li> <li>• Funding applications are prepared</li> </ul>             |
| Upgrade/replace kitchen including appliances, freezer & cool room  | 2022      | <ul style="list-style-type: none"> <li>• Kitchen upgrade/replacement is planned &amp; costed</li> <li>• Report is published</li> </ul>                    |
| Convert to solar power with battery backup – obtain structural engineer’s report to determine suitability of roof                                | 2018/2019 | <ul style="list-style-type: none"> <li>• Solar power panels are installed</li> <li>• An Engineer’s report findings are published</li> </ul>               |
| Investigate the feasibility of constructing a new clubhouse in stages  | By 2021   | <ul style="list-style-type: none"> <li>• A Feasibility Plan is compiled &amp; costed</li> <li>• The Feasibility Plan is circulated for comment</li> </ul> |
| Utilise services of Enterprise & Training Company (ETC), TURSA, NORTEC where appropriate   | Ongoing   | <ul style="list-style-type: none"> <li>• Formal approaches are made to local employment agencies</li> </ul>   |
| Seek Government & other agency grants to support the strategy  | Ongoing   | <ul style="list-style-type: none"> <li>• Funding avenues are identified &amp; applications prepared</li> </ul>  |

## PRIORITY AREA 2: GOLF COURSE MANAGEMENT

### OUTCOMES:

- Improvements to the course have been identified and instigated according to budget priorities.
- A machinery audit has been undertaken and a prioritised replacement strategy developed.
- A Water Management Plan has been developed and implemented to improve both water supply options (abattoirs, fairway watering) and water collection and storage (drainage, dam capacity).

| STRATEGIES  | TIMEFRAME   | INDICATORS   |
|---|-------------|--|
| Complete concreting of cart paths (enhance safety & security for the elderly & disabled)  | 2021        | <ul style="list-style-type: none"> <li>• All improvement work is planned &amp; costed</li> <li>• Funding applications are prepared</li> </ul>  |
| Develop a Water Management Plan with a focus on water supply options/needs & water collection/storage                               | 2018/2019   | <ul style="list-style-type: none"> <li>• The Water Management Plan is created &amp; published</li> <li>• Current dam capacity is assessed</li> <li>• Drainage of car park to dams is investigated</li> <li>• Connection to abattoirs water excess is investigated</li> </ul> |
| Implement the Water Management Plan   | 2019 - 2021 | <ul style="list-style-type: none"> <li>• Improved drainage to overcome wet &amp; wash away areas is planned &amp; implemented</li> <li>• Drainage of 2<sup>nd</sup> &amp; 8<sup>th</sup> greens is installed</li> </ul>  |
| Continue to improve the consistency & playability of bunkers  | Ongoing     | <ul style="list-style-type: none"> <li>• Necessary remedial work is planned &amp; implemented</li> <li>• Member surveys indicate increased satisfaction with bunkers</li> </ul>  |
| Review current tee positions – consider new tees to change the course &/or preserve current tees especially the 7 <sup>th</sup> tee | 2018        | <ul style="list-style-type: none"> <li>• Current tee positions are evaluated &amp; results published</li> <li>• Recommendations are implemented</li> </ul>   |
| Add to current shed space – shed extension with toilet & shower facilities, hot water & wash down bay with sump                     | 2019        | <ul style="list-style-type: none"> <li>• All improvement work is planned &amp; costed</li> <li>• Funding applications are prepared</li> </ul>  |
| Complete construction of sand/dirt/mulch storage area on eastern side of shed   | 2021        | <ul style="list-style-type: none"> <li>• Construction is completed</li> <li>• Golf Club entrance is aesthetically improved</li> </ul>  |
| Develop and implement a Course Management Program (CMP) to address the issues created by the prolonged drought                      | 2019/2020   | <ul style="list-style-type: none"> <li>• CMP is developed</li> <li>• Strategies re trees, soil, rocks &amp; water are implemented</li> </ul>   |
| Utilise services of Enterprise & Training Company (ETC), TURSA, NORTEC where appropriate  | Ongoing     | <ul style="list-style-type: none"> <li>• Formal approaches are made to local employment agencies</li> </ul>  |
| Seek Government & other agency grants to support the strategy   | Ongoing     | <ul style="list-style-type: none"> <li>• Funding avenues are identified &amp; applications prepared</li> </ul>   |

### PRIORITY AREA 3: GOLF PROGRAM MANAGEMENT

**OUTCOMES:**

- The golfing calendar and schedule has been reviewed to include community and charity events, 'Stay & Play' packages.
- A formal Junior recruitment and development program has been created.
- Patronage of the golf course has steadily increased.
- Regular and quality communication with, and feedback from, members is established practice.

| STRATEGIES   | TIMEFRAME | INDICATORS   |
|--|-----------|--|
| Actively seek corporate sponsors & investigate corporate membership packages   | Ongoing   | <ul style="list-style-type: none"> <li>• Corporate &amp; individual sponsor packages are created</li> </ul>  |
| 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> </ul>   |
| Implement a formal Junior recruitment & development program  | 2019/2020 | <ul style="list-style-type: none"> <li>• A Junior Development Program is created</li> <li>• The Junior development program is in operation</li> </ul>  |
| Investigate and evaluate new methods to increase golf course patronage   | 2020      | <ul style="list-style-type: none"> <li>• Family golf promotions are created &amp; implemented</li> <li>• Golf competitions to encourage mixing of Ladies/Veterans/Saturday golfers are devised</li> <li>• New senior members are actively recruited</li> <li>• Social players/groups are surveyed regarding ways to enhance participation and enjoyment</li> </ul> |
| Seek regular feedback from all members about the club's golfing calendar & environment; seek ideas for improvements to the club's golf program | Ongoing   | <ul style="list-style-type: none"> <li>• Members acknowledge that their ideas &amp; opinions have been actively sought</li> </ul>  |
| Seek Government & other agency grants to support the strategy  | Ongoing   | <ul style="list-style-type: none"> <li>• Funding avenues are identified &amp; applications prepared</li> </ul>   |



## PRIORITY AREA 4: PROMOTION AND MARKETING

### OUTCOMES:

- The number and range of external events with a particular focus on profitability, e.g. weddings, corporate golf, conferences and celebratory events, has been optimised.
- A wide range of cost effective sponsorship and advertising measures have been adopted.

| STRATEGIES   | TIMEFRAME | INDICATORS   |
|--|-----------|--|
| Update existing golfing/tourist packages for weddings, conferences, visits to the Manning & advertise on WGC website and social media (Facebook)   | Ongoing   | <ul style="list-style-type: none"> <li>• Packages are updated &amp; advertised</li> <li>• Packages generate significant income for the club</li> <li>• Likes, shares on Facebook</li> </ul>  |
| Establish & market the old pro shop as a 'Multipurpose Centre' for community use e.g. Training/Conference centre, small function centre (wakes, parties, High Teas), community meetings, social connectivity space for Junior & Lady golfers | 2019/2020 | <ul style="list-style-type: none"> <li>• The pro shop is renamed to honour the late John Machin</li> <li>• Kitchenette is installed, outdoor/surrounding area is upgraded &amp; utilised</li> <li>• Space is advertised</li> </ul> |
| Organise a variety of regular family-friendly functions – visiting & local artists, local talent quests, raffles, celebratory events e.g. Easter, Mother's Day, Xmas, Charity Days   | Ongoing   | <ul style="list-style-type: none"> <li>• An annual Functions Calendar is developed centred around weddings</li> <li>• Functions generate significant income for the club</li> </ul>  |
| Seek corporate sponsors & investigate corporate membership packages (liaise with Golf Program Management FG)   | Ongoing   | <ul style="list-style-type: none"> <li>• Corporate &amp; individual sponsor packages are created</li> </ul>  |
| Develop a WGC advertising brochure & distribute to club social groups, VET golfers, business communities, metropolitan markets etc; develop a new interactive website  | 2020      | <ul style="list-style-type: none"> <li>• A professional brochure is developed &amp; distributed</li> <li>• A new interactive website is created in conjunction with Golf NSW</li> </ul>  |
| Promote regular & formal Golf Club/motel/restaurant liaison  | Ongoing   | <ul style="list-style-type: none"> <li>• The Golf Club, motel &amp; restaurant work in an inclusive partnership</li> <li>• Regular, minuted meetings occur</li> </ul>  |
| Explore cost effective advertising through social media, our website, & direct contact; review entrance signage  | 2019/2020 | <ul style="list-style-type: none"> <li>• Advertising options are explored</li> <li>• Entrance signage is installed</li> </ul>  |
| 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>Governance &amp; Membership FG</i>)</li> </ul>   |
| Seek Government & other agency grants to support the strategy  | Ongoing   | <ul style="list-style-type: none"> <li>• Funding avenues are identified &amp; applications prepared</li> </ul>   |

## PRIORITY AREA 5: FINANCIAL MANAGEMENT

### OUTCOMES:

- All income streams have been reviewed and potential savings identified.
- Strategic and Business Plans are supported by a planned budgeting process.
- A wide range of government and community grants have been identified, applied for, and implemented.

| STRATEGIES  | TIMEFRAME          | INDICATORS  |
|---|--------------------|---|
| Review all income streams & costs (pricing, fees, electricity) & identify potential savings   | 2018               | <ul style="list-style-type: none"> <li>• Income streams &amp; costs are reviewed by the Board &amp;/or sub-committee</li> <li>• Potential savings are identified</li> <li>• Findings are discussed with members</li> </ul>        |
| Develop Business Plans & budgets to support the Strategic Plan  | 2018 then annually | <ul style="list-style-type: none"> <li>• Business Plans &amp; related budgets are produced &amp; published</li> </ul>   |
| Develop & publish monthly income/expenditure budgets, Cash Flow budgets, & Capital Acquisitions budgets (poker machines, course machinery, clubhouse & kitchen needs, office equipment, software) | Annually           | <ul style="list-style-type: none"> <li>• Budgets are created &amp; readily available for scrutiny</li> </ul>  |
| Audit course machinery & equipment – create an Asset Register & a Machinery Contingency Fund for repair & replacement   | 2020               | <ul style="list-style-type: none"> <li>• The Asset Register is created &amp; published</li> <li>• The Machinery Contingency Fund for repair &amp; replacement is created</li> <li>• New machinery needs are identified</li> </ul> |
| Finalise the sale of land at the entrance to the club & invest the funds to secure the financial viability of the club  | 2018               | <ul style="list-style-type: none"> <li>• Land is sold</li> <li>• An investment fund is created &amp; managed</li> </ul>   |
| Increase income through package deals on bus trips, weddings, conferences & functions   | 2018/2019          | <ul style="list-style-type: none"> <li>• Packages/Functions strategies are created &amp; implemented (see <i>Priority Area 4</i>)</li> <li>• Packages &amp; functions generate significant income f</li> </ul>                    |
| Seek Government & other agency grants to support the strategy   | Ongoing            | <ul style="list-style-type: none"> <li>• Funding avenues are identified &amp; applications prepared</li> </ul>  |

## PRIORITY AREA 6: GOVERNANCE AND MEMBERSHIP

### OUTCOMES:

- Wingham Golf Club provides member services at the cheapest rates and, wherever possible, returns benefits to those members.
- An environment has been built where members, visitors and staff feel welcomed, valued, respected and included.
- Regular and quality communication with, and feedback from, members is established practice and similar networks have been established with the local community.
- Implementation and annual formal review of the Strategic Plan is the main business of the Board and Manager.

| STRATEGIES   | TIMEFRAME | INDICATORS   |
|--|-----------|--|
| 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>• Members acknowledge that their ideas &amp; opinions have been actively sought</li> </ul>  |
| 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>  |
| Review the Wingham Golf Club Constitution & amend as necessary   | 2018      | <ul style="list-style-type: none"> <li>• The constitution is reviewed by the Board</li> <li>• Results are published</li> </ul>   |
| Develop/review staff & Board role descriptions, including areas of responsibility  | 2019      | <ul style="list-style-type: none"> <li>• The Board completes the necessary reviews</li> <li>• Role statements are developed &amp; results are published</li> </ul>   |
| Collect data and conduct a review of the Staff Performance Appraisal system  | 2019/2020 | <ul style="list-style-type: none"> <li>• Data is collected regarding frequency and outcomes of the Staff Performance Appraisals</li> <li>• Data analysed, policy reviewed &amp; amended as necessary</li> </ul>        |
| Conduct annual formal review of the Strategic Plan (Board & Manager) & communicate findings to members   | Annually  | <ul style="list-style-type: none"> <li>• The annual review occurs</li> <li>• Annual Reports are created &amp; published</li> </ul>   |
| Conduct membership drives & actively seek to recruit past members; investigate corporate membership packages   | 2019/2020 | <ul style="list-style-type: none"> <li>• Membership drives have resulted in an annual 10% increase in membership</li> <li>• Corporate membership packages are developed</li> </ul>                                     |
| 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>   |
| Recruitment, training & support of volunteers is planned   | Annually  | <ul style="list-style-type: none"> <li>• Golf Club volunteer numbers are maintained at satisfactory levels through succession planning</li> <li>• Golf Club volunteers say they feel valued &amp; supported</li> </ul> |
| Seek Government & other agency grants to support the strategy  | Ongoing   | <ul style="list-style-type: none"> <li>• Funding avenues are identified &amp; applications prepared</li> </ul>   |

## PRIORITY AREA 7: LIFESTYLE LIVING COMMUNITY PROJECT (LINCOLN PLACE)

### OUTCOMES:

- Wingham Golf Club (WGC) and Lincoln Place Developments Pty Ltd (LPD) enter into a formal investment partnership to create an affordable Lifestyle Living Community (LLC) project with carefully managed and staged releases.
- WGC and LPD create a complementary and open relationship to deliver the LLC project.
- A long-term income stream is generated for WGC to provide for continued course and clubhouse improvement and to guarantee the sustainability and viability of the club.
- Regular and quality communication and consultation with members and the local community occurs.

| STRATEGIES   | TIMEFRAME           | INDICATORS  |
|--|---------------------|---|
| The LLC concept is researched, presented, discussed and adopted  | December, 2018      | <ul style="list-style-type: none"> <li>• Meetings of members are held, the proposal is approved</li> </ul>  |
| Seek and act on financial and legal advice so that WGC is never at risk of losing its core facility  | 2019 and ongoing    | <ul style="list-style-type: none"> <li>• Banks and local solicitors have been consulted regarding the viability of the project</li> </ul>                   |
| Consider and formalise Draft Development Management Agreement and Umbrella Agreement documents regarding project feasibility                       | June, 2019          | <ul style="list-style-type: none"> <li>• Draft documents are considered and approved by the Board</li> </ul>  |
| Engage relevant design consultants   | June, 2019          | <ul style="list-style-type: none"> <li>• Energy, civils and traffic design consultants are engaged</li> </ul>   |
| Incorporate a staging strategy for the project to optimise returns and minimise risk   | Ongoing             | <ul style="list-style-type: none"> <li>• All development plans are carefully staged</li> </ul>  |
| Finalise, approve and lodge required applications (rezoning, SCC or DA)  | June, 2019          | <ul style="list-style-type: none"> <li>• All applications are lodged with appropriate authorities</li> </ul>  |
| Engage suitable builders and financiers  | Second half of 2019 | <ul style="list-style-type: none"> <li>• Suitable builders (preferably local) and financiers are engaged</li> </ul>   |
| Seek expertise and services (e.g. architectural) of LPD to assist the club with planning and clubhouse improvements                                | 2019 and ongoing    | <ul style="list-style-type: none"> <li>• Expertise and services are sought and engaged</li> </ul>   |
| Keep members and the local community abreast of developments & issues through information meetings, WGC website, A/V displays, regular newsletters | 2019/2020           | <ul style="list-style-type: none"> <li>• Communication strategies are implemented</li> <li>• Member surveys show that communication is effective</li> </ul> |

\* The above Priority Area planning should be read in conjunction with the following documents:

- a) LINCOLN PLACE – CREATING COMMUNITIES (Wingham Golf Club), 2018
- b) DEVELOPMENT MANAGEMENT AGREEMENT – Lincoln Place Developments Pty Ltd/Special Purpose Vehicle, September 2019
- c) UMBRELLA AGREEMENT – Lincoln Place MHE Pty Ltd/Wingham Golf Club, September 2019

**WINGHAM GOLF CLUB – STRATEGIC PLAN IMPLEMENTATION  
FOCUS GROUPS FOR 2019/2020**

After a review by the Board in July, 2019, the number of Focus Groups for the next cycle of the club’s Strategic Plan has been reduced from 11 to 7. Some of the previous groups have been amalgamated and, in recognition of the importance of the Lifestyle Living Community Project, a new group has been created.

It is understood that each group, where relevant, will investigate the availability of financial grants to support plan implementation.

It is also understood that the Wingham Golf Club Directors are *ex officio* members of the 7 Focus Groups.

| <i><b>CLUBHOUSE<br/>IMPROVEMENTS (including<br/>Emergency Evacuation)</b></i>                                | <i><b>GOLF COURSE<br/>MANAGEMENT</b></i>   | <i><b>GOLF PROGRAM<br/>MANAGEMENT</b></i>   | <i><b>PROMOTION &amp;<br/>MARKETING</b></i>   |
|--|--|---|---|
| <b>Chair: Peter Tait</b><br>Stephen Race<br>Col Tubby<br>Gary Considine<br>Dave Elliott                      | <b>Chair: Graham Troth</b><br>Peter Tait<br>Dave Henderson<br>Graham Steel<br>Paul Muir                        | <b>Chair: Neville Blanch</b><br>Bill Osborne<br>Denise Polley<br>Wally Lewis<br>Rose Gilfillan<br>Graham Steel<br>Beth Braham<br>Ben Marron<br>Ray Bisby<br>Heather Brown | <b>Chair: Lesley Steel</b><br>Gary Considine<br>Jacquie Pearce<br>Suzy Race<br>Beth Braham<br>Denise Polley<br>Kayleen Quon<br>Elisha Humphries |
| <i><b>FINANCIAL<br/>MANAGEMENT</b></i>   | <i><b>GOVERNANCE &amp;<br/>MEMBERSHIP</b></i>  | <i><b>LIFESTYLE LIVING<br/>COMMUNITY</b></i>  |   |
| <b>Chair: Gary Considine</b><br>Peter Tait<br>Alwyn Elith<br>Christine Troth<br>Heather Brown<br>Tom Hadwell | <b>Chair: Gary Considine</b><br>Ken Malpass<br>Lesley Steel<br>Peter Tait<br>Katrina Greenaway<br>Dave Elliott | <b>Chair: Peter Tait</b><br>Gary Considine<br>Lawrie Adamson<br>Dave Elliott<br>Peter Bell<br>Grant Cowie   |   |