



PROSERPINE GOLF CLUB INC

STRATEGIC PLAN

"Providing an enjoyable, high quality, value-for-money golfing experience"

BACKGROUND

The Proserpine Golf Club is located at the gateway to the Whitsundays and the Great Barrier Reef in North Queensland. This picturesque 18 hole golf course is nestled amongst sugar cane fields with a variety of trees and wildlife around the course. The club has a long and proud history, having been located in two other locations before being officially opened on the current site in May 1952. The club has catered to thousands of members and social player over the years with a range of competitive and social events. With a well defined corporate governance structure in place, an enthusiastic group of volunteers and a supportive membership base, the future of the Proserpine Golf Club is in good shape.

A snapshot of the Club as at 30 September 2015 follows:

Total Number of Members (last 3 yrs as at AGM)

	2013	2014	2015
Male	252	233	276
Female	69	68	77
TOTAL	321	301	353

Number of Members by Type (2015)

	MALE	FEMALE	TOTAL
Full Member	151	29	180
Pensioner Member	62	18	80
Life Member	7	4	11
Staff	2	3	5
Country Member	9	2	11
Non Comp	2	8	10
Intermediate Member (Aged 17-21)	2	0	2
Junior Member (Aged 8 -16)	12	6	18
Peewee Member (Under 8)	12	5	17
Sponsor Member	7	1	8
Island Member	6	0	6
Intermediate	3	0	3
Social Member	1	1	2
TOTAL	276	77	353

Long term financial sustainability is one of the biggest challenges faced by the club. The competition for dollars continues to mount and the club is very reliant on a loyal membership. Development of juniors, improvements to the course and facilities, the attraction of new members to the club and improvements to our corporate governance are features of this plan. Operating within a restricted staff structure and relying on our wonderful volunteers has enabled the club to stabilize its financial position. This plan contains strategies for the continuation of that process over the next three years.

Over the next 3 years however, additional pressure will be placed on the Club's finances as we struggle to find the resources to improve the course and our facilities. We operate in an increasingly competitive environment in the corporate and social market and improvements to our course and facilities is essential if we are to compete in this market. A staged, sensible and prudent plan for improvements together with fiscal responsibility will contribute significantly to our Vision.

VISION: Where we want to be in 3 years (2016 - 2019)!

"Providing an enjoyable, high quality, value-for-money golfing experience"

PURPOSE: Why we exist!

To provide a viable and sustainable golf club for our members, the Whitsunday community and visitors.

VALUES: The things we value the most as a club!

The Proserpine Golf Club incorporated upholds the following principles:

- **Fairness:** To operate within the spirit of the rules, being honest and fair in all dealings and to make informed and honourable decisions at all times.
- **Mutual respect:** To recognize the contribution that all people make to golf, treating them with dignity and consideration as well as caring for the property and equipment they use.
- **Responsibility:** To be responsible for one's actions and to be a positive role model at all times.
- **Safety:** To encourage healthy and safe practices, preventing where possible and reporting as necessary dangerous behaviour, while demonstrating concern for others.
- **Quality staff:** To employ and retain skilled /qualified staff.

GUIDING PRINCIPLES: How we operate!

- We will communicate regularly with our members, stakeholders and the community.
- We will provide value for money.
- We will focus on providing a relaxed and enjoyable atmosphere for all users.
- We will link all our activities over the next 3 years to our Strategic Plan.
- We will keep the course open as much as possible to protect revenue and deal with extremes of weather.
- We will make ongoing investment based on real operating costs.

KEY GOAL AREAS: Our "Critical Success Factors"- what we will focus on in the next 3 years!

1. **Golf course and facilities:** Plan for realistic course and facility development.
2. **Participation and Growth:** Building membership numbers and loyalty while increasing the number of people playing golf.
3. **Volunteer Management:** Increase, recognise and reward volunteers at the club.
4. **Leadership:** Build a strong and effective governance system.
5. **Finance & Administration:** Ensure the club is sustainable well into the future.
6. **Marketing and Promotion:** Develop new marketing initiatives and increase the profile of the club while communicating clearly with club members about all planned changes.

STRATEGIC PLAN

The following actions will be implemented over the next 3 years to meet the key goals identified above.

1. GOLF COURSE AND FACILITIES

Plan for realistic course and facility development.

Action	Priority	By who
1. Develop a detailed 5 year Master Plan for: <ul style="list-style-type: none"> • course • facilities • entrance 	High	Vice President /Course Director
2. Investigate and develop a staged plan for the installation of an automated watering system.	High	Vice President/Course Director
3. Based on the Master Plan, develop and implement a yearly operation plan with realistic budgets, priorities and timeframes.	High	Vice President/Course Director
4. Develop and implement an annual maintenance schedule for existing facilities and machinery.	High	Course Director & Admin Officer
5. Maintain the course in best condition and utilize volunteers where possible in relation to mowing, trimming trees and rubbish removal.	Medium	Course Director & Volunteers Coordinator
6. Improve the golf course rating.	Medium	Course Director & Golf Professional

2. PARTICIPATION AND GROWTH

Building membership numbers and loyalty while increasing the number of people playing golf.

Action	Priority	By who
1. Develop and document a Junior Development Plan in conjunction with Golf Queensland and the Golf Professional.	High	Director Membership & Junior Golf, Junior Coordinator & Golf Professional
2. Provide a welcoming and friendly environment for juniors and easy access for schools to our course for practice and play.	Medium	Director Membership & Junior Golf, Junior Coordinator & Golf Professional
3. Review and upgrade all membership categories and packages to ensure they are appropriate, attractive and at the right price.	High	Director Membership & Junior Golf
4. Provide incentives for members to participate in club competitions and attend presentations.	Medium	Club Captain & Match Committee
5. Review and upgrade the Golf Programme to make it more inclusive and enjoyable through: <ul style="list-style-type: none"> • better integration of players • allowing for various tee off times and shotgun starts • running social, family, corporate, charity and community events 	High	Club Captain, Match Committee and Admin Off
6. Continue to build and assist pennant teams and celebrate success of teams and individuals.	Medium	President, Club Captain & Match Committee
7. Build strong relationships with corporate groups, sporting groups, local schools, real estate agents, tourist organisations, etc.	Medium	President & Director Marketing & Promotion
8. Obtain feedback from members on a regular basis and when they cease being a member.	High	Director Marketing & Promotion & Admin Off
9. Develop a range of coaching types, clinics and programs that cater for juniors and women in particular.	Medium	Director M/ship & Junior Golf & Golf Professional
10. Develop options for increased corporate use of the club and course	Medium	Club Captain, Match Committee & Golf Professional

3. VOLUNTEER MANAGEMENT

Increase, recognise and reward volunteers at the club.

Action	Priority	By who
1. Provide a Volunteer Coordinator role to maximise the use of volunteers.	High	President
2. Develop a program of tasks for volunteers so they are clear about what they are to do.	Medium	Volunteer Coordinator & Course Director
3. Develop a volunteer register database of member skills and interests.	High	Volunteer Coordinator & Admin Off
4. Celebrate and reward volunteer contributions.	Medium	All Board Members

4. LEADERSHIP

Build a strong and effective governance system.

Action	Priority	By who
1. Undertake a comprehensive review of the current Constitution and Rules	High	President
2. Develop the following governance processes and controls: <ul style="list-style-type: none"> • Policy and Procedures Manual • Delegations Manual • Induction Guidelines for Board, staff and volunteers 	High High Medium	President & Admin Off
3. Implement Strategic Plan by including action on the Operation Plan at all Board and Committee meetings.	High	President & Admin Off
4. Develop strong links and utilise resources/expertise of Golf Nth Qld, Golf Qld and Golf Australia.	Medium	Board & Admin Off
5. Develop and where appropriate integrated club management system to assist with: <ul style="list-style-type: none"> • Competition management • Membership retention • Communication • Marketing and promotion • Financial management 	High Medium Medium Medium High	Director/Secretary & Admin Off

5. FINANCE AND ADMINISTRATION

Ensure the club is sustainable well into the future.

Action	Priority	By who
1. Develop a decent financial management system.	High	Treasurer & Admin Officer
2. Develop and follow an annual budget in line with Strategic Plan and Operational Plan that includes an allocation for: <ul style="list-style-type: none"> • facility • equipment renewal and maintenance • upgrades 	High	Treasurer & Admin Officer
3. Identify and apply for appropriate grants and other funding options, including tapping into the strategic alliance Golf Queensland has established with Red Tape Busters.	High	President, Treasurer & Admin Officer
4. Establish a funding base that incorporates mechanisms for fee increases and establishes a sound footing for the current and future needs of the Club.	Medium	Treasurer & Admin Officer
5. Maximise the use of technology to reduce the time taken by paid staff and the Golf Professional to complete administration.	Medium	Secretary & Admin Officer
6. Establish new revenue sources for the club which are compatible with the Club's overall Strategic Plan	Medium	Treasurer & Admin Officer
7. Manage the financial resources within Budget.	High	Treasurer & Admin Officer

6. MARKETING AND PROMOTION

Develop new marketing initiatives and increase the profile of the club while communicating clearly with club members about all planned changes.

Action	Priority	By who
1. Develop a comprehensive marketing strategy and packages aimed at establishing the Club as 'the place to be' for: <ul style="list-style-type: none"> members social players visitors/tourists. 	High	Director Marketing & Promotion
2. In conjunction with local real estate operators and developers, develop a Club Package that will benefit the agents and new residents.	Medium	Director Marketing & Promotion
3. Establish strong relationships and formal linkages with the following: <ul style="list-style-type: none"> Grey Nomads Australia The Caravan Parks Association The Campervan Motorhome Club Australia The Show Society 	Medium	Director Marketing & Promotion
4. Develop a positive relationship with local journalists and create interesting promotional opportunities for the media to report.	High	Director Marketing, Promotion & Admin Off
5. Continually upgrade and improve the Club's website and social media presence.	High	Director Marketing & Promotion
6. Continue to circulate regular Club newsletters.	Medium	Director/Secretary
7. Ensure there is good and open discussion about key issues and educate members about why decisions are made, eg: <ul style="list-style-type: none"> Changes to the course Facility upgrades Equipment upgrade 	Medium	President and Director/Secretary
8. Develop attractive sponsorship packages to entice and retain sponsors.	Medium	Director Marketing & Promotion

THE BOARD WILL REVIEW THE STRATEGIC PLAN ON A REGULAR BASIS, BUT AT LEAST ANNUALLY