

MELVILLE GLADES GOLF CLUB

STRATEGIC PLAN

2024-2043

Latest Update – 30 April 2024

MELVILLE GLADES GOLF CLUB - STRATEGIC PLAN - 2024 TO 2043

Introduction

The Melville Glades Golf Club (the Club) Strategic Plan lays out the Club's strategic direction and priorities. The plan is the foundation of the Club's operational plans.

The strategic objectives and goals identify what the Club intends achieving and how it is intended to be achieved. They are the criteria by which the Board's and the management's performance will be evaluated.

During its life to date, the primary effort of the Club has been focused on the initial establishment of the course and clubhouse, and their maintenance and renovation to current standards.

This plan is intended to provide the basis on which to capitalise on the good results achieved to date and provide a framework for future improvements.

Very useful feedback from members was incorporated into the plan before its endorsement by the Board. Like any business, all sports and social clubs must adapt to changing and uncertain economic and demographic circumstances (i.e., the GFC and COVID-19). Success in the future may require the Club to take hard decisions and abide the consequences. Should this be necessary, it will be in the interests of the members to ensure this is done within an agreed plan for the future.

The strategic goals each relate back to an objective (and therefore back to the Club's objects, mission, vision, and commitments). This maintains an audit trail that shows the validity of the goals.

The Board will regularly review and update (if necessary) the goals and targets and, promulgate the updated plan on the Club's website. The key purpose of the goals is to set the framework within which the Club should operate and establish its priorities. Everything the Club does will be assessed against the goals, and anything that is not consistent with them will not be given priority for funding. Each of the goals is relevant to the Club, achievable (in time) and assessable. They provide the direction within which the Club can develop more detailed plans (i.e., a course master plan, and a clubhouse upgrade plan), annual budget targets and tolerances, and key performance indicators for management.

The Club has built an enviable reputation. This plan articulates what the members and other stakeholders can expect in the future.



Mark Bonser

President MGGC

MELVILLE GLADES GOLF CLUB - STRATEGIC PLAN - 2024 TO 2043

Enduring Elements Underpinning the MGGC Strategic Plan

Mission Statement

- The Club's mission is: 'To be a cherished and pre-eminent venue for members to interact, relax and enhance their quality of life'.

Vision

- The Club's vision is: 'To be the family Club of choice for citizens of Melville and surrounding districts seeking quality golf and associated recreational facilities in a natural bushland setting'.

Values (Commitments)

- The Club's values (commitments) are:

~ 'To provide excellence in golfing facilities and, protect and enhance the natural bushland setting of the golf course'.

~ 'To foster and preserve the friendly culture for which the Club is renowned'.

~ 'To ensure that members and staff treat each other with decorum and respect, and guests are made feel welcome'.

~ 'To provide a workplace where staff can develop and enjoy working productively'.

~ 'To be charitable to those in society who are less fortunate'.

Objects

- The objects of the Club are to¹:

~ 'Conduct a golf club and to provide a golf course; a clubhouse and associated facilities for the use of members and such other persons as may be permitted by this Constitution'.

~ 'Promote, encourage and foster the playing of the game of golf and to provide all things incidental to the attainment of these objects'.

General

- The mission statement, vision and values are not part of the Constitution, but remain valid aims. They are desirable elements of the Club's Future Development Plan.

- The objects of the Club are contained in the Constitution and may only be changed by Special Resolution and the permission of the Commissioner. The objects are mandatory elements of the Club's plan.

¹ Constitution section 1.3

MELVILLE GLADES GOLF CLUB STRATEGIC PLAN - 2024 TO 2043

MGGC Strategic Objectives² – 2024 to 2043

1. The Club will be developed, maintained, and operated, beyond the period of the current property lease³, as one of Western Australia's cherished and pre-eminent private⁴ golf clubs.
2. The golf course will be developed, maintained and operated to the affordable standards of excellence expected of a pre-eminent private 18-hole regulation⁵ golf course, and to provide quality golf for the agreed number of members⁶, their guests, and other invited golfers.
3. The clubhouse and associated facilities will be developed, maintained, and operated to the affordable standards of excellence expected of a friendly, pre-eminent private club that also offers the use of its facilities for invited external functions, where practical.
4. The Club will promote, encourage, and foster the playing of the game of golf and provide all things incidental to the attainment of these objectives.
5. The Club will welcome the guests of members to enjoy its facilities within the agreed capacity of the club and operate as a valued member of the community⁷.
6. The Club will maintain a professional, safe and harmonious workplace that values its staff, and promotes their development and training.
7. The Club will do everything practical to protect and enhance the natural bushland setting of the leased State Reserve.

Performance Evaluation – The Club will evaluate its performance in meeting these strategic objectives and the related strategic goals through longitudinal surveys of the members and the staff, the use of other pre-eminent WA golf clubs as agreed benchmarks, the frequency and nature of complaints, membership recruitment and retention figures, and financial outcomes.

² The Strategic Objectives are consistent with the Club's Objects, Mission, Vision and Values

³ The current property lease expires on 30 November 2042.

⁴ Private – private golf courses must appeal to a wide range of golfers, but they are typically more difficult than municipal courses. A great many of these courses have a core design and most exhibit more intensive maintenance practices (Guidelines on Valuation Methodology for Golf Courses Valuer-General Victoria, August 2011).

⁵ Unlike other sports, the playing area of a golf course has no standard dimensions based on rules and regulations, except for the size of the hole that the ball must eventually enter. The number of holes and the length, width and configuration of a golf course can vary. The terms 'championship' or 'tournament course' are often used to describe courses. They are slight variations on the 18-hole regulation golf course, defining the quality of the course and the challenge that each present. Often the words 'regulation' and 'championship' are interchanged. A regulation course might be called a championship course simply because championship tournaments are held there, without consideration of the course's length or quality (Guidelines on Valuation Methodology for Golf Courses Valuer-General Victoria, August 2011).

⁶ 1070 Ordinary Members and 1520 Members in total.

⁷ The City of Melville and surrounding districts.

MELVILLE GLADES GOLF CLUB - STRATEGIC PLAN - 2024 TO 2043

MGGC Strategic Goals – 2024 to 2043

Strategic Objective 1.

- 1.1 Melville Glades Golf Club (the Club) will establish a tenure for its property lease well beyond 2042 (say to the maximum period that may be approved by the Council).
- 1.2 The Club will operate to an annual budget that meets these goals, ensures timely payment of debt and, provides sufficient working capital to fund the approved capital improvement plan.
- 1.3 The Club will be free from its current debt by 2028, or earlier if practicable.
- 1.4 The Club will remain an affordable private members' club that gives first priority to the members, then their families and their guests.
- 1.5 The Club will maintain an affordable standard of excellence that enables it to establish reciprocal membership arrangements with other preeminent golf clubs in Australia and around the world.

Strategic Objective 2.

- 2.1 The Club will keep open an 18-hole regulation golf course and full practice facilities whenever possible during any development and maintenance of the course.
- 2.2 The annual budget of the Club will include sufficient funds for the maintenance of the golf course and practice facilities consistent with the provision of quality golf.
- 2.3 The golf course will be operated in a manner that ensures its ongoing availability for the agreed number of members, their guests and other invited golfers, at a reasonable pace of play.
- 2.4 The Club will ensure that any course renovation or rebuilding (tees, fairways, greens, rough and hazards) maintain the agreed standard for the course.

Strategic Objective 3.

- 3.1 The annual budget of the Club will include sufficient funds for the maintenance and refurbishment of the clubhouse (and all its associated facilities) consistent with a cherished and pre-eminent social venue where members may relax and enhance their quality of life.
- 3.2 The standard of the goods and services provided in the clubhouse will be consistent with a quality self-funded social venue.
- 3.3 The Club will ensure that any renovations to the clubhouse improve the efficiency of the working environment to better support the separate and simultaneous catering of the members and invited external functions and improve the vista (especially over the 1st tee and 18th green).
- 3.4 The Club will ensure that any new clubhouse will provide for separate and simultaneous catering for the members and invited external functions and make best use of the vista (especially over the 1st tee and 18th green).

Strategic Objective 4.

- 4.1 The Club will promote, encourage and foster the playing of social and competition golf across all demographics, including pennants teams and the development of juniors.

4.2 The Club will establish golf affiliation arrangements and corporate sponsorships to help ensure the provision of all things incidental to these goals.

4.3 The Club will keep the members proactively informed of all internal and external activities and arrangements.

Strategic Objective 5.

5.1 The Club will aim to achieve its agreed Ordinary membership targets (1070) by 2025, subject to the capacity of the course.

5.2 The Club will encourage members to invite guests to use all the facilities and attend social events, subject to the capacity of the course and clubhouse.

5.3 The Club will be a responsible neighbour, the family club of choice for the citizens of Melville and surrounding districts, and charitable to those less fortunate in society.

Strategic Objective 6.

6.1 The Club will remain compliant with the Incorporated Associations Act 2015 (WA), and all other relevant legislation, regulations, governance, operating, safety and AASB financial standards.

6.2 The Club will use human resource practices⁸ that ensure the best affordable delivery of services.

Strategic Objective 7.

7.1 The Club will protect and enhance its natural bushland setting, and the native fauna and flora, subject to the goal of maintaining a private golf course to agreed standards.

7.2 The Club will maintain the agreed vision for the course, wherever practicable.

⁸ HR practices will aim to reduce employee turnover, allow for flexible staff rosters, establish the right mix of fulltime and part time employees, cross train staff members, encourage open communications, involve employees in decision making and promote the delegation of authority whenever practicable.

MELVILLE GLADES GOLF CLUB - STRATEGIC PLAN - 2024 TO 2043

Annual Budget, Targets and Tolerances – From 2024 Relative to the Strategic Goals

1.1 Melville Glades Golf Club (the Club) will establish a tenure for its property lease well beyond 2042 (preferably to the maximum period that may be approved by the Council).

1.1.1 The Board will seek a lease renewal beyond 2042 at the first practical opportunity and well before the current lease expires.

1.1.2 The Board will seek the maximum period of lease possible (21 years or 10 + 10 years) for all subsequent lease periods.

1.2 The Club will operate to an annual budget that meets these goals, ensures timely payment of debt and, provides sufficient working capital to fund the approved capital improvement plan.

1.2.1 The Board will ensure the annual budget funds agreed operations, capital and interest payments on loans and, provides sufficient working capital to fund approved discretionary capital expenditure.

1.2.2 The Board will continue building a working capital surplus (\$500k by the end of 2025), in the form of a Future Infrastructure Fund, that could be contributed to annually by future NRCC revenue.

1.2.3 The Board will seek the members views on maintaining the NRCC beyond the term of the current loans and, for it to also be a funding source for the Future Infrastructure Fund.

1.3 The Club will be free from significant debt by 2028, or earlier if practicable.

1.3.1 The Board will review the City of Melville (CoM) loan agreement bi-annually to determine the lowest long-term interest rate at which the Club could, subject to the availability of funds, pay off some of the remaining loan early (before 2028) without significant penalty.

1.3.2 The Board will seek grants or sponsorship funding, in preference to loans, for funding any shortfalls in working capital.

1.4 The Club will remain an affordable private members' club that gives first priority to the members, then their families and their guests.

1.4.1 Noting that the Club is economically dependent on its members, the Board will ensure that the members interests, their retention and their recruitment are considered first and foremost before making any decisions that would significantly impact the members' use of their course and clubhouse.

1.4.2 The Board will keep the annual increases to subscriptions and other variable fees to about the ten years average inflation rate (2.5% at present), wherever economically possible.

1.4.3 The Board will ensure the Clubs annual operations and schedule of events give the members, their families and their guests priority use of the course and the clubhouse, whenever economically practicable.

1.4.4 The Board will maintain a By-law that controls access to the course by corporate and other approved club (social) groups to minimise any conflict with the members' use of the facilities.

1.5 The Club will maintain an affordable standard of excellence that enables it to establish reciprocal membership arrangements with other pre-eminent golf clubs in Australia and around the world.

1.5.1 The Board will budget to maintain the course and the clubhouse at a suitable standard to attract reciprocal arrangements with preeminent Australian and overseas golf clubs.

1.5.2 The Board will annually review the list of Reciprocal Clubs to remove unnecessary/inappropriate clubs and identify preferred new high-quality reciprocal Clubs, both in Australia and internationally.

2.1 The Club will keep open an 18-hole regulation golf course and full practice facilities whenever possible during any development and maintenance of the course.

2.1.1 The Board will budget to ensure that two temporary holes (including the practice pitching green if necessary) are available to help maintain an 18-hole regulation course and comprehensive practice facilities during course development works.

2.1.2 In the event of the need for major works on more than one hole at a time, such as the greens' turf replacement, the Board will conduct a full risk assessment and implement robust mitigation strategies in the interests of member retention.

2.1.3 The Board will ensure that the course and its practice facilities are not closed for annual maintenance for more than three days per year, wherever possible.

2.2 The annual budget of the Club will include sufficient funds for the maintenance of the golf course and practice facilities consistent with the provision of quality golf.

2.2.1 The Board will maintain and promulgate a viable annual schedule of course improvements to achieve the intent of the master plan for the development of the course and the practice facilities.

2.2.2 The Board will ensure the annual budget provides sufficient operating funds to maintain the course to at least its current standard and, continue the purchase, lease or hire of essential course machinery and equipment.

2.2.3 The Board will ensure the annual budget provides funds for the necessary capital improvement of at least one golf hole (tee, fairway, hazards, green and/or reticulation) in the year.

2.2.4 The Board will ensure that the renovation of any holes maintains the agreed standards for the course, increases variety between the holes and, makes the course more interesting to play.

2.3 The golf course will be operated in a manner that ensures its ongoing availability for the agreed number of members, their guests and other invited golfers, at a reasonable pace of play.

2.3.1 Subject to agreed maintenance requirements, the Board will maintain an operating policy to maximise the availability of the course for the members, their families, and their guests. The policy is to include preferred days/times for external users, optimum field sizes, shotgun starts, course marshals, and should explore the viability of winter lighting options.

2.3.2 The Board will develop a pace of play policy to meet the requirements of the Clubs diverse demographic.

2.4 The Club will ensure that any course renovation or rebuilding (tees, fairways, greens, rough and hazards) maintain the agreed standard for the course.

2.4.1 The Board will ensure that the plans for any course renovation or rebuilding works maintains the agreed standards for the course, including variety between the holes and the course's interest to golfers.

3.1 The annual budget of the Club will include sufficient funds for the maintenance and refurbishment of the clubhouse (and all its associated facilities) consistent with a cherished and pre-eminent social venue where members may relax and enhance their quality of life.

3.1.1 The Board will ensure the budget for the self-funded Food and Beverage business unit plans for a combined annual Cost of Sales that is not more than 38% of Sales and, aims for a combined annual Net Profit of about 5% of Sales, wherever possible.

3.1.2 The Board will ensure that Food and Beverage Cost of Sales outcomes are reviewed quarterly and, prices adjusted whenever necessary to meet budget targets.

3.1.3 The Board will review the budget and financial outcomes of selected social events on a monthly basis to confirm their viability for future years.

3.1.4 The Board will review the clubhouse cleaning and laundry arrangements biannually to ensure they are providing value for money, services that are fit for purpose and, meet the Club's health and safety obligations.

3.1.5 The Board will ensure the budget provides sufficient funds for the maintenance and cleaning of the clubhouse, the replacement of furniture, fixtures, and fittings to sustain a welcoming and comfortable venue and, meet the Club's health and safety obligations.

3.2 The standard of the goods and services provided in the clubhouse will be consistent with a quality self-funded social venue.

3.2.1 The Board will ensure that the Bar and Kitchen goods and service meet the standards and quality expected by the broader membership (based on surveys), at reasonably affordable prices (i.e., not more expensive than the local taverns).

3.2.2 The Board will ensure that the House services (lounge, locker rooms, parking, etc.) meet the standards and quality expected by the broader membership (based on surveys), at reasonably affordable prices.

3.3 The Club will ensure that any renovations to the clubhouse improve the efficiency of the working environment to better support the separate and simultaneous catering of the members and invited external functions and improve the vista (especially over the 1st tee and 18th green).

3.3.1 The Board will develop plans for renovating the clubhouse, should that need arise.

3.3.2 The Board will ensure that any clubhouse renovations make best use of the vista over the course and, enhance the capacity to simultaneously and separately cater for the members and invited external functions.

3.4 The Club will ensure that any new clubhouse constructed will provide for separate and simultaneous catering for the members and invited external functions and make best use of the vista (especially over the 1st tee and 18th green).

3.4.1 Should the Board develop plans for a new clubhouse, it will ensure that the design will make best use of the vista over the course and, will increase the capacity to simultaneously and separately cater for the members and invited external functions.

4.1 The Club will promote, encourage and foster the playing of social and competition golf across all demographics, including pennants' teams and the development of juniors.

4.1.1 The Board will review the Club's golf schedule of events, at least quarterly, to ensure there is sufficient competition and social golf for the members (including men's, women's, juniors', mixed and pennants competitions).

4.1.2 The Board will ensure the annual budget provides sufficient funds to support all pennants' teams equally.

4.1.3 The Board will establish a viable juniors' development program, to be coordinated by the Club Professional.

4.1.4 The Board will manage the number of invitation golf days to allow the members to bring guests to the Club, but not unduly limiting the members access to their course.

4.2 The Club will establish golf affiliation arrangements and corporate sponsorships to help ensure the provision of all things incidental to these goals.

4.2.1 The Board will annually review its Golf WA affiliation requirements to ensure they are in the best interests of the Club and the members.

4.2.2 The Board will develop and maintain a sponsorship policy that establishes the best possible financial return for the Club and, appropriate recognition and support for the sponsors.

4.3 The Club will keep the members proactively informed of all internal and external activities and arrangements.

4.3.1 The Board will annually review its Communications policy and plan, to ensure the complete, regular and timely communication of information to the members.

4.3.2 The Board will use all the media available to the Club in communicating with the members.

5.1 The Club will aim to achieve its agreed Ordinary membership targets (1070) by 2025, subject to the capacity of the course.

5.1.1 The Board will ensure the annual budget includes membership targets for each category/class.

5.1.2 The Board will annually review the maximum numbers allowed in each Ordinary class, and in each Restricted category of membership to maximise revenue and avoid undue congestion on the course (i.e., increase Ordinary numbers in preference to Restricted numbers).

5.1.3 The Board will give priority to encouraging more women to become playing members to better reflect their numbers as a percentage of the population and, align with the Golf Australia strategy in its "Vision 2025" to address a fundamental imbalance in the game and draw more women and girls to golf.

5.2 The Club will encourage members to invite guests to use all the facilities and attend social events, subject to the capacity of the course and clubhouse.

5.2.1 The Board will ensure that all advertising for course and clubhouse events encourages members to bring guests, when appropriate.

5.2.2 The Board will encourage members to introduce new members to the Club.

5.3 The Club will be a responsible neighbour, the family club of choice for the citizens of Melville and surrounding districts, and charitable to those less fortunate in society.

5.3.1 The Board will establish a policy to minimise Club generated noise and disturbances in the neighbourhood.

5.3.2 The Board will encourage nearby residents to join the Club, promote family events, and annually select a worthy charity for the Club to support.

6.1 The Club will remain compliant with the Incorporated Associations Act 2015 (WA), and all other relevant legislation, regulations, governance, operating, safety and AASB financial standards.

6.1.1 The Board will regularly review the Club's compliance with legislative requirements and, will create a schedule for regularly inspecting the related documents, books and accounts.

6.1.2 The Board will have the Club's governance structure reviewed and seek the members' approval to vary the Board and committee structures where appropriate.

6.1.3 The Board will bi-annually review all contracts entered into by the Club and, use competitive tendering processes whenever possible to renew contracts.

6.1.4 The Board will develop a comprehensive Risk Management Plan for the Club.

6.2 The Club will use human resource practices that ensure the best affordable delivery of services.

6.2.1 The Board will maintain Staff HR policies consistent with Strategic Goal 6.2 and, the Fair Work guidelines for awards, enterprise agreements, National Employment Standards (NES) and the resolution of issues in the workplace.

6.2.2 The Board will bi-annually review the performance, remuneration, and terms and conditions of employment of all senior staff members.

6.2.3 The Board will ensure that the selection process for all employees (especially those with management and supervisory roles) is open, fair and transparent.

7.1 The Club will protect and enhance its natural bushland setting, and the native fauna and flora, subject to the goal of maintaining a private golf course to agreed standards.

7.1.1 The Board will establish policy and plans for the removal of non-native flora, new plantings of native flora, the maintenance of boundary fencing, and access control, consistent with a golf course.

7.1.2 The Board will ensure the Club complies with Parks and Wildlife requirements to protect native fauna and flora within the constraints of a working golf club.

7.2 The Club will maintain the agreed vision for the course, wherever practicable.

7.2.1 The Board will ensure the Club maintains its natural bushland setting, wherever practicable.

7.2.2 The Board will ensure the master plan for the course maintains the agreed vision for the course, wherever practicable.