



**MACKAY GOLF CLUB INC
DEVELOPMENT PLAN**

2007 – 2009

REVIEWED AND UPDATED

AUGUST 2010 FOR

2010 - 2012

INTERIM STRATEGIC DEVELOPMENT PLAN 2010-2012 July 2010

Introduction

The initial Strategic Development Plan, facilitated by a consultant and funded by a grant from the Queensland Department of Sport and Recreation, was developed in February – May 2007 and approved by the Management Committee in June of that year. Consequently only selected elements of the Plan were addressed in the first year necessitating in 2008 the extension of the time period to 2010. In January 2009 the Plan was updated to address elements not yet covered with a further Interim Plan (2010-2012), based on member survey considerations, to be developed in the first half of 2010. A full review is scheduled for February 2012 when all key staff positions are in place and the new governance-management structure has been in operation for a two year period, with the subsequent development of a further five year plan (2013-2018).

It should be noted that several core statements in the initial Plan are still relevant and the Committee has seen no need to change them, though the wording in some may be modified here to better describe the intent.

Mission Statement

The MGC exists to promote and deliver opportunities to participate in golf in Mackay, by furthering the aims of the sport and contributing positively to our local community.

Vide 2007 Strategic Development Plan

Vision Statement

Mackay Golf Club is a welcoming community club which has a sound and sustainable level of profitability to effect improvements to the course, clubhouse and member facilities/services such that it will both attract and retain members, and facilitate visitor and community use of our facilities

Strategic Plan Relevance

The outcome of this plan is to 'map out', in advance, where we want to be and how we are going to get there, in terms of our preferred future direction by the end of 2012. At the same time it provides for us to continually monitor and evaluate our overall progress, thus ensuring that Mackay Golf Club Inc:

- Is robust enough to withstand the loss of staff and key personalities;
- Acknowledges our strengths and weaknesses, and can turn them into opportunities for future progress;
- Has good knowledge of the local community, or 'market', in which we are working;
- Has a clear purpose and direction;
- Has specific (SMART*) objectives that we are trying to achieve;
- Is using our plan as a management 'tool';
- Has a budget so as to adequately resource what it is that we are trying to achieve;
- Has a modernised, formal structure, relative to our needs, and all positions are appropriately filled;
- Are basing our decisions upon existing club rules;
- Is exhibiting teamwork;
- Is a place where everyone knows their roles and responsibilities; and
- Has a sense of spirit, and control over our destiny.

**SMART Objectives: 'specific, measurable, accountable, realistic and timebound'.*

Plan Overview

The plan is established to develop the club within six (6) key areas of the club's operations, those being:

- **Governance/management of the Club**
- **Financial administration/control**
- **Membership and Services**
- **Playing the game – competition/recreational/social play**
- **The golf course**
- **Club facilities and their development**

Each of these key result areas (KRAs) also include relevant issues that need to be addressed and progressed, each with its own goals, objectives and action plan.

KRA 1 Governance/management of the Club

Goal *To manage the administration of the club and our volunteers in a co-operative and business-like manner*

Objective Action Due diligence when considering renovations/extensions/acquisitions/development Management Committee to set up a reference group of members to check issues of compliance and probity when considering issues with a financial implication exceeding twenty five percent (25%) of the Club total income for the preceding twelve month period.

Objective Action A business plan for management is required for all aspects of the club
The business plan for the ensuing period of this Strategic Plan be detailed and approved for implementation by October 2010

KRA 2 Financial administration and control

Goal *To manage the financial affairs of the club to provide the resources necessary to promote and sustain growth*

Objective Bulk green fee option should be maintained
Fee increases should be restricted to CPI
Differential membership fee should be maintained

Action The 2010-2011 and 2011-2012 Budgets to be planned to achieve an Operating Profit of six percent (6%) and ten percent (10%) of Operating Income respectively with a central focus of

- an increased membership base.
- an increased visitor and social player contribution to income by maximizing available tee times and ensuring relevant green fees facilitate participation through 'slow time' specials
- a match program that includes one open event on a Sunday in each three month period

KRA 3 Membership and services

Goal *To increase awareness of the Club and the game, and the services that the Club provides, so as to attract and retain membership*

Objective Action Break down the 'private club' barriers
Include member invitation days in all club (intra club) program of events especially in August/September (renewal) and March/April (half yearly renewal)
Include radio/TV advertising of the club and our facilities

Objective Focus on retention of membership during this 2010-2012 period

Action Maintain current fee structure
Improve the regularity of communication with members through

- weekly newspaper reports of results and events
- weekly update of website for results/upcoming events/club information
- *The Bunker* being issued every two (2) months and especially include a report by the President on Management Committee decisions and forward planning issues

Objective Identify areas that we could utilize to spread the load of individual member input to budget income

Action Management Committee to investigate/report by December 2010 on the viability of KENO/TAB
Management Committee investigate, using a reference group, and report by December 2010 on the viability/details of an equitable bar and/or clubhouse levy

KRA 4 Playing the game-competition/recreational/social play

Goal To provide the opportunity for participation for players across all age groups, interests, and skills levels through a welcoming but professionally structured/conducted program of events.

Objective Conduct all competitions similarly to major events

Action Match committee is responsible for ensuring that

- all competitions are conducted in accordance with the Rules of Golf, and the Conditions of Play applicable to each event as detailed in the Match Handbook
- a Match Committee representative is on duty at all times during the competition
- all cards are progressively checked during the competition and a Leaderboard update presentation be introduced
- a Match Committee representative is responsible for the conduct of Presentations within fifteen minutes of the last player completing play

Objective Introduce the use of electronic timesheets (and Leaderboard)

Action Captain and Manager review and implement as soon as financially practicable

Objective Mackay Golf Club should conduct all competitions-with different match committees-through the Starter's Box

Action Captain and Manager liaise with all match committees to determine a regular procedure/timetable, with relevant training, for all groups to facilitate this

Objective Create integrated pathway for beginners/juniors to Club competition

Action Management Committee to ensure that all new members are

- assisted in ensuring that they have access to handicap provisions
- introduced to all members of the Management Committee and key staff
- inducted such that they have access to competition play applicable to their needs/level of ability

Junior Committee to ensure that all juniors reaching 18 hole status are encouraged to participate in mainstream club competitions

Objective Re-instate Sunday competitions whilst still encouraging community use of our course

Action Conduct one open event on a Sunday in each three month period

Conduct one closed whole club competition (viz Nine-Wine-Dine) each half year

Objective More events (eg medal) should be by nomination to ensure that we all play with a mix of members

Action Selected events (eg Match Play Qualifying events) be designated 'by nomination' events
All championship events be 'by nomination' (entry form) only with the Match Committee responsible for the draw

Objective Slow play needs to be actively addressed

Action Match Committee to detail a 'Slow Play' policy by the end of August 2010 for approval by the Management Committee and inclusion in the Match Handbook

Each match committee be responsible for the active implementation of the approved 'Slow Play' policy on each competition day

Objective All social play on the course should be conducted in accordance with accepted standards of dress/behavior/play protocols

Action The Pro Shop staff are responsible for the active supervision of all social play to ensure club standards are clearly communicated and enforced

KRA 5 Our Golf Course

Goal *To provide a golf course that presents a golfing challenge to players of all grades and abilities, whilst also providing this to be an enjoyable experience.*

Objective There is consistency in the presentation of the course

Action The Course Superintendent is given a clear policy statement on the presentation of the course in accord with the course rating set up

Objective Continue Course improvement program in accordance with the Master Plan (2010 update)

Action Complete fairway redevelopment/effective drainage of #1 and #18 in 2010
Complete fairway redevelopment/effective drainage of #10 and #11 in 2011
Complete effective drainage of #3 in 2010
Re-design holes to achieve both challenge and aesthetic appeal #1,18,10,11
Effect improvements to the practice area –levelling to fairway standard-in 2011
Provide driving range (external lease?)
Progressively make all course water storages water features-ongoing
Shorten length of carry from tee to mown fairway for older players-rated yellow tees-ready for 2010 course rating

KRA 6 Our Club facilities

Goal *To provide a flexible master plan, responsive to member and development needs, for the best development of the Club's facilities*

Objective Complete Facility Master Plan including Course Plan, Clubhouse, Pro Shop, Course Maintenance, Motorised Buggy Shed, and residential and commercial provisions.

Action Ensure that all external boundaries are clearly delineated and presentable to both members and the public at all times -ongoing
The Turf Farm be an integral part of the Club Master Plan for 2010-2012 and be used to provide for on course repairs, income to sustain turf farm staffing, and a profit margin to balance Club Grant application requirements
Any Clubhouse re-design to:

- Create a golfing ambience for members
- Facilitate external use by isolating members and function guests
- Provide flexible function facilities to facilitate varying numbers of guests and type of activity (weddings/seminars/conferences)
- Consider better members services viz coffee shop, gymnasium, Keno, TAB, which can tap into the local community and provide increased income
- Have an entry foyer(essential to any Clubhouse design)

Management Committee to exercise due diligence at all times in continually being aware of possible joint venture partners to provide funds for development.

Goal Outcomes

At MGC, we measure our success, not just by the trophies in our clubhouse, but by providing a professional and friendly club environment that:

- Is financially sound and professionally managed by happy and competent staff and volunteers;
- Is welcoming to members and visitors alike;
- Is responsive to community and participant needs;
- Is relevant to, and inclusive of, a wide spectrum of age groups and skill levels;
- Emphasises good conduct at all times;
- Enhances the overall health of the game; and
- Looks to the future and plans ahead.