

The background features a large, light blue watermark of the Marrickville Golf Club logo. The logo consists of a shield with two crossed golf clubs (a driver and a putter) inside. Below the shield is a circular banner with the word "MARRICKVILLE" written in white capital letters. The shield itself contains the letters "GOLF" in a stylized font.

STRATEGIC PLAN 2017-2020

To enhance our Members' lifestyle through a high quality, value-for-money golfing experience



PRESIDENT'S MESSAGE

Dear Members,

As you will know, in December 2016 we launched the MGS&CC Strategic Plan 2017–2020. This plan was our way of informing you of what we aim to do, and wherever possible achieve, over the foreseeable future. Therefore, as good governance dictates, we will do our best to “*Say What We Do and Do What We Say*”.

The goals and strategies to maintain a sustainable club, all of which much of which are clearly articulated in our plan's S.W.O.T analysis, are based on our assessment of many factors, i.e. commercial, environmental, and political. While many of these issues influence golf generally, we have one guaranteed way of to achieve sustainability i.e. generate revenue. We have to continue maximising the use of the golf course and the club house by our members and the public.

So, on a quarterly basis we will, via this report, keep you up to date on the progress and outcome of our plans. We look forward to your constructive and positive involvement in our Club.

Finally, I would also like to thank the Board for their efforts in 2017 and, in particular, Patrick Stafford who was instrumental in the preparation of this plan and for acting as President for eight months while I was working abroad.

Eddie Lakiss
President



GOLF COURSE

GOALS

- Develop a vision for Course improvement over a specified time period
- Ensure equipment does not become obsolete or cost prohibitive
- Maintain staff resources in line with workload and budget needs (industry comparison)
- Provide a quality golf experience for Members and Visitors
- Ensure ground staff are adequately trained

STRATEGY

- Capital and Non-Capital equipment plan to be reviewed annually¹
- Staff structure and manpower to be reviewed annually²
- Maintain staff training program to ensure compliance with regulatory, environmental and operational requirements³
- Develop a Course Management/Improvement plan⁴
- Review Course Strategy at Match & Greens Committee meetings⁵

¹ Capital expenditure reviewed quarterly at Director's meetings. Recommendations on available funds are provided by the Finance Committee. Club is currently trading well with short term focus on internal clubhouse improvements. Machinery upgrades will be a focus of the Finance Committee during 2018.

² The Superintendent was released by the Board of Directors. As a result, the Directors have sourced an industry expert who continues to provide direct support to Greens staff. The Directors are confident of presenting a more than acceptable golf course while maintaining costs and increasing playing numbers as a result of this action.

³ Application made by former Superintendent to join Australian Golf Course Superintendent's Association. Club Manager joining Golf Management Australia

⁴ Developed and implemented in December 2016. Used as the basis of reporting and planning throughout 2017 by Greens Committee

⁵ Greens Committee meetings held fortnightly throughout 2017 involving Superintendent, Club Manager & Greens Committee Directors



GOLF

GOALS

- Provide a comprehensive and diverse Golf Program which is enjoyable and meets Member needs
- Enhance Members' playing experience
- Promote our commitment to representative golf and encourage Member involvement
- Maximise the use of golf carts
- Increase Social Golf
- Enhance reciprocal playing opportunities for Members locally, interstate and internationally

STRATEGY

- Annually review the Men's and Women's Match Programs. Advertise key events.⁶
- Ongoing communications to members regarding Pace of Play and other "Etiquette" initiatives⁷
- Communicate representative policies which outline available competitions, eligibility criteria, selection standards and team activities⁸
- Promote and encourage Social Golf via print advertising, social media and website⁹
- Identify and build relationships with potential reciprocal Golf Clubs¹⁰

⁶ Fixture Book prepared by Club and Women's Captains 10/12/16 to 6/1/17. Final draft compiled on 9-11/1/17. 2017 - 2018 currently being compiled - scheduled for release in January 2018

⁷ Several emails sent to members, including handouts at start of competitions. Golf etiquette included "Pace of Play" comments, included in 2017-2018 Fixture Book and latest version of "2017 MGS&CC Conditions of Play Major Events & Conditions of Play Information Package for members (located on MGS&CC website "Members Page")

⁸ 2017 Men's Pennant Team selection criteria, schedule and competitors, posted on club Notice Board on 2/11/16. Team selected and posted on Notice Board. 2017 Women's Bronze 2 Pennants selected, and the Golf NSW sponsored Pewter Plate also played this year at Long Reef. Notice of Men's Pennant Team selection for 2018 on Notice Board on 3/11/17 for 2018 - currently pending (scheduled 2/12/17)

⁹ New Facebook page implemented this year referring to Golf promotions, results and activities

¹⁰ First implemented in 2013 and available on MGS&CC website (Member's Page). Currently eight clubs listed. No New clubs in 2017



MEMBERSHIP

GOALS

- Increase membership
- Maintain membership categories in line with market opportunities
- Increase social membership from surrounding areas
- Increase corporate opportunities
- Encourage and support Junior development
- Maintain a strong communication process
- Strengthen new Members' Orientation Program
- Encourage and support the growth of women's membership

STRATEGY

- Develop and implement various membership drives¹¹
- Review categories of membership¹²
- Develop "Corporate" relationships¹³
- Link with other local sporting clubs¹⁴
- Build stronger relationship with multicultural communities¹⁵
- Utilise email, newsletter and website for more effective communication to existing membership¹⁶
- Review Welcome/Orientation Packages¹⁷
- Embrace Golf Australia and Golf NSW initiatives for growth in Junior and Women's membership¹⁸

¹¹ The Club Manager and Match Committee have a focus on increased membership over the coming year. Current drives including information to organised social groups and walk-ins.

¹² This was completed in March 2017. No change to current member categories.

¹³ Ongoing Corporate Relationship with Richard & Wrench (Crystal Bowl) and one new golf hole signage advertisements entered into

¹⁴ Hurlstone Park Wander's utilise our facility for regular franchise meetings

¹⁵ Facilitate multicultural dance night (Hungarian).

¹⁶ Website regularly updated with Men's and Women's results and "Upcoming" Events. New On-Line Booking system introduced in October 2017. New Website implemented in November 2017.

¹⁷ Current arrangements available on MGS&CC website (Member's Page). Update completed and 2017 version released 6 January 2017

¹⁸ Jack Newton Golf Clinics facilitated by Golf Professional



CLUBHOUSE

GOALS

- Maintain current and identify new Clubhouse income
- Improve amenities to a high standard
- Present the interior and exterior of the Clubhouse in a professional and modern manner
- Deliver an aesthetic and welcoming atmosphere within the Clubhouse
- Generate draw-card events and functions for Members, Guests and Visitors
- Increase dining opportunities for Members and visitors

STRATEGY

- Develop internal/external works program¹⁹
- Keep frequently visited areas in club tidy and uncluttered, including locker rooms²⁰
- Investigate the creation of additional external entertaining areas²¹
- Review and maximise usage and revenue, including indoor and outdoor location, of poker machines²²
- Explore opportunities to improve Audio/Visual systems for sports evenings and events²³
- Consistency in trading hours²⁴
- Monitor seasonal dining opportunities in consultation with our Caterer²⁵

¹⁹ Program developed in early 2017. Obvious results include: High pressure cleaning of balconies and paths, extension of balcony roof, extension of club house towards locker room (ongoing), painting of Men's amenities

²⁰ Reviewed weekly.

²¹ Extension of balcony roof and lighting has resulted in an increase of outdoor amenity for members and guests.

²² Poker machine area relocated in June 2017 to both indoor and outdoor locations

²³ Technical improvement to Audio system implemented in October 2017

²⁴ Review on bar trading hours performed in March 2017. Minor adjustment made to hours and rosters updated

²⁵ Regular meetings held with Caterer throughout year to align menu to seasonal trends.



FINANCE & ADMINISTRATION

GOALS

- Ensure the Club's financial sustainability
- Empower committees to develop Golf and Clubhouse opportunities
- Identify and seek non-member revenue streams
- Generate funds through other Club activities
- Maximise course income from green fees
- Strategic Planning in all Board Meeting Agendas
- Achieve a long term lease arrangement for MGS&CC

STRATEGY

- Manage the club within budget parameters²⁶
- Develop committees' budgeting expertise and measurement²⁷
- Maintain Corporate Sponsorship Programs e.g. Tees, Major Golf Events²⁸
- Board Agenda template to be amended to include Strategic Planning review²⁹
- Management & nominated Board Members to attend seminars and conferences³⁰
- Continue to foster positive relationship with Council and Department of Land to secure long term leasehold³¹

²⁶ Considerable effort made to ensure costs were reduced in 2017. Outcome of effort demonstrated in end of year result of **\$2,393** profit

²⁷ Finance committee, involving President, Treasurer and Club Manager, formalised this year to monitor expenditure and revenue. New internal computer system implemented at significantly reduced pricing with assistance of Club Member.

²⁸ Richardson & Wrench Real Estate confirmed as Major Sponsor for Annual Crystal Bowl event held 21/11/17. Six new hole signage advertisement secured in 2017

²⁹ Implemented at MGS&CC Board meeting held on 22 January 2017

³⁰ Nil attended during 2017

³¹ Regular meetings with Council held on throughout 2017. "Plan of Management" currently being developed. Ongoing discussions re lease expected to follow implementation of PoM.