



ROYAL HOBART GOLF CLUB INC.

Strategic Directions

2011 - 2016



Our Vision:

The Royal Hobart Golf Club will remain the premier golf club in Tasmania.

Our Mission:

To provide and maintain a championship 18 hole golf course and complementary practice facilities, maintain/improve the clubhouse facilities for the use and enjoyment of members, guests and visitors and continue to pursue ways of enhancing the golfing experience.

Our Strategies:

To produce and publicise a strategic directions which describes to members the various projects and programs the Board has agreed to undertake to advance the Club towards its adopted vision.

Our Structure:

There are three standing Board appointed committees which make recommendations to the Board on Club policies and high level matters. The titles of these committees are:-

- Management
- Golf
- House

Following are the primary areas of focus for the Board and its Committees.

Your Board

Strategy: Manage the Club by aligning the members expectations with policies and objectives adopted by the Board and implemented by Club Management.

The Board is committed to maintain contemporary governance structures and practices to ensure the Club is efficiently managed and in a manner that maximises the benefits of membership for members.

The Club Rules of Association and the Board's Corporate Governance Guidelines are integral to maintaining best practice Club management.

Management Committee



Strategy: Provide strategic and policy advice to the Board and oversee the efficiency and effectiveness of the Club's Departments and coordinate programs and activities where necessary.

1. Policies – develop and keep up to date a suite of policies to provide a clear and consistent direction to management on the Board's expectations on how the Club will be managed and to ensure all members are treated fairly and equitably.
2. Finance – the fundamental financial objectives of the Board are to manage the Club's affairs, as far as practicable, to:-
 - (a) Maintain a strong membership base across a range of membership categories to achieve a spread of course usage across all seven days;
 - (b) Manage membership subscriptions levels that reflect the rights of usage of Club facilities across membership categories;
 - (c) Prepare forward plans for course improvements, plant replacement, and building maintenance to manage forward funding requirements and consistency in subscription amounts into the foreseeable future;
 - (d) Monitor the various sources of Club funds and their application with the view of ensuring members contribute equitably to the services and facilities they utilise;
 - (e) Keep the Club debt free, but recognising it may be necessary from time to time to borrow funds for bridging finance purposes for major projects; and
 - (f) Set aside funds into specific purpose reserves to meet planned capital expenditures and to spread cash flows over ensuing financial years.

Forward Planning

2011

- Examine alternative activities for integration into the Club to retain members who wish to move out of golf into other activities.
- Progress the action plan developed from the OH&S Risk Management Review to ensure a safe and healthy workplace for all employees.
- Finalise a plan for development of a new machinery shed and employee amenity area, and present to members for approval.
- Finalise investigations into a motorised cart storage facility, and subject to sufficient numbers of interested members present an implementation and funding plan for final approval and implementation.
- Monitor course and clubhouse security arrangements to ensure appropriate measures are in place with respect to the constantly changing environment.



Golf Committee

Strategy: To maintain the high quality standard of the golf course including environs of the clubhouse and practice facilities through course maintenance and improvement projects and programs consistent with the aims of the course master plan, as well as providing a range of golf development services to members. Monitor all club competitions and events.

Works planned or that are work in progress.

Course:

Continue trimming of low hanging branches and foliage to improve playability of the course, assist with maintenance of the rough and to assist with the pace of play. Maintain fairways closer to the tees on identified holes that cause undue difficulty for members. Commence replenishment of bunkers with natural sand and progress program of repair and reshaping of entrance ways to bunkers to allow easier access and easier maintenance.

Paths:

Construct new crushed rock pathways as identified in the winter works program.

Safety:

The Club will continue to monitor threats to personal safety and take appropriate measures to mitigate risks:

Provide appropriate training to course staff to increase knowledge and skills with respect to Occupational Health and Safety, and review/develop appropriate policies and procedures that ensures a safe work place.

Water:

Monitor the usage and quality of both recycled and town water and its impact on the course.

Finalise a strategy to resolve the 4th Dam liner and loss of storage capacity issues.

Bunkers:

Continue ongoing works, re entrance ways, walls and faces, and monitor both quality and quantity of sand in all bunkers.

Trees:

Continuation of the plan developed in 2007 for the progressive removal of dead trees to continue to reduce risk to all members. Specific trees identified for this year are documented in the Course Superintendents works program

Progressively remove non indigenous trees and other vegetation from the course environs but without affecting the integrity of playing conditions.

- (a) That the radiata pine trees that are affecting the health and quality of the playing surface be removed as a short term priority. These trees to be fallen in stages by a professional tree faller and cleared by the course staff.



- (b) Strategically located trees (typically areas like between 1st and 2nd fairways) will be retained until replacement trees have been planted and are well established. This is a long term priority.
- (c) Balance of radiata pine trees (generally located in rough adjacent to fairways and on other areas of Club property) be removed as and when resources are available.
- (d) Develop and implement a tree planting and replacement program for the course that ensures the course layout is retained over time.

Plant:

Maintain a forward program of plant replacement as well as acquisition of new and additional plant required to assist to present the course in the best possible condition. The current planned capital program is included at Appendix A

Environment:

Monitor and report upon environmental threats to playing areas and natural flora and fauna.

Monitor and report on any potential impacts from the use of recycled water on the course.

Staff:

Implement contemporary human resource management practices to ensure the Club has appropriately qualified, experienced, motivated and recognised course personnel.

Monitor and maintain appropriate staffing levels, supported by a coordinated volunteer program to ensure course quality is maintained consistent with the annual budget requirements.

Match:

To monitor, review and implement an annual golf competition program that balances the needs of all membership categories.

Review and monitor the Mi Club and Auto score system, updating as required

Continue to educate members and guests on course care, course etiquette, pace of play, rules and dress standards.

Golf Development

Maintain a junior recruitment and development program, supported by a junior scholarship program.

Encourage representation/participation in major Club events and pennant matches.

Keep members regularly informed of Club activities and development



Forward Planning

2011

Level and resurface the men's 8th and 10th tees and lift and level the 14th tee.
Continue with bunker maintenance, sand replenishment and lip work.
Investigate and cost increase in size and clay lining the 4th storage pond.
Beautification of the club gardens around the course and clubhouse.
Continue with path works as per winter works program.
Continue with the dangerous, dead tree removal program and tree planting in open areas for safety.
Continue identification and raising of low lying, wet areas on the course.

Improve club practice facilities by constructing new tees and lengthening western practice fairway, constructing pitching greens and target areas.

2012

Install a 3,000m² turf grass nursery (bent grass) in area of the old 16th tee.
Continue with the dangerous, dead tree removal program and tree planting in open areas for safety.
Improve size and level rear 6th tee. Resurface ladies 5th tee.
Continue with path works as per winter works program.
Commence greens resurfacing program?

2013

Continue with the dead, dangerous tree removal program.
Continue greens resurfacing program?
Level and resurface the 3rd and 9th men's tees and ladies 2nd tee.
Level and resurface the 1st and 7th tees.
Continue with bunker maintenance, sand replenishment and lip work.
Continue maintenance of paths.

2014

Level and resurface the 3rd and 9th men's tees.
Continue greens resurfacing program
Level the teeing ground on the eastern practice range.
Resurface front tee on the 4th hole and 18th tee.
Continue with the dangerous, dead tree removal program.

2015

Continue greens resurfacing program
Resurface the 13th men's and ladies tees.



House Committee

Strategy: Our five year plan is to continue to enhance the membership experience. To achieve this, we have the following strategic priorities:

- (1) Maintain and improve the clubhouse facilities for the use of members, guests and visitors
- (2) Optimise membership use of the course
- (3) Optimise membership use of the clubhouse - members, guests and visitors through;
 - Promotion of social activities
 - Fundraising
 - Promotion of hire of facilities
- (4) Develop and implement an integrated marketing package covering all Club services
- (5) Optimise sponsorship opportunities
- (6) Plan Club Centennial Celebrations in association with the Centenary Committee.

Forward Planning

2011

- Obtain quotes from furniture restorers on all "Vallance" furniture to be restored as near as practical to its original condition, including where/if necessary new fabric. This project to commence immediately and be ongoing during 2011 until completed.
- Replace worn areas of carpet in bar area.
- Submit to the Centennial Committee an appropriate club centennial project in line with the club architectural review which a major project benefiting members.
- Review the legal compliance issues regarding smoking around the clubhouse and implement appropriate measures to ensure a smoke free clubhouse and meet legal compliance.
- Survey our Young Members (24-45) early in 2011 to establish the viability of establishing a Young Members Group.
- Build on the successful February 2011 presentation evening and reinvigorate social activities within the club.



2012

- Review membership trends
- Prepare recruitment program to be identified following previous year's results
- Review the current administration offices and implement a reorganisation to provide operational efficiencies and an environment in keeping with a Royal Club.

2013

- Undertake a review, and develop a plan for upgrade of the male and female locker areas.
- Investigate options to upgrade and better utilise the spike bar area of the bar.

2014

- Request Club Architect to plan disabled access to the first floor of the clubhouse
- Request Club Architect to redesign the bar areas to make easier access for staff to the Eastern and Southern sides of the bar.

2015

- In conjunction with the Centenary committee, work on finalisation of plans and implementation of the program of events for the Club Centenary in 2016.



RHGC Strategic Directions:

Version Control

| Version | Date | Author | Change Description |
|---------|--------------------------|-------------------------------|-----------------------------------|
| 1.0 | April 22 2006 | General Manager | Draft |
| 1.1 | May 9, 2006 | General Manager | Final Draft |
| 1.2 | July 13, 2006 | General Manager | House – Centennial Program |
| 1.3 | Feb, 2007 | Robyn Gillies Vice Captain | House Update Golf Update |
| 1.4 | Jan, 2008 March, 2008 | President Vice Captain | House Update Golf Update |
| 1.5 | April 2009 | General Manager | House Update |
| 1.6 | June 2009 | Vice Captain | Golf Update |
| 1.7 | Nov 2010 | Vice Captain | Golf Update |
| 1.8 | Nov 2010 | Rob Windsor | House Update |
| 1.9 | 2010 | Captain | Management Update |
| 1.10 | 2011 | All Committee Chairs | Management, House and Golf Update |



Machinery Replacement Schedule – indicative costs (ex GST) and subject to annual review, no allowance for trade in.

| | | |
|-----------------------------------|-----------------------------|-----------------|
| 2011 | | \$ |
| M5 | Utility Vehide | 25000 |
| T10 | Out Front Rough Cutter | 39500 |
| S14 | Lawn Mower | 720 |
| T8 | Toro Tees & Surrounds Mower | 43500 |
| S10 | Chainsaw | 1200 |
| | New Holland Tractor | 29330 |
| ESTIMATED REPLACEMENT COST | | 139250 |
| 2012 | | \$ |
| T7 | Toro Fairway Mower 5610 | 55000 |
| S12 | Honda Brush Cutter | 900 |
| T13 | Toro Rough Cutter 4000 | 70000 |
| S16 | Graden Greens Scarifier | 15000 |
| ESTIMATED REPLACEMENT COST | | \$140900 |
| 2013 | | \$ |
| M1 | Toro Workman 1 | 14000 |
| T3 | Daedong Tractor & 60" Deck | 30000 |
| T6 | Jacobsen Greens King 6 | 52000 |
| S9 | Honda Brush Cutter | 900 |
| T8 | Toro Fairway Mower 5610 | 55000 |
| ESTIMATED REPLACEMENT COST | | 151900 |
| 2014 | | \$ |
| | Stihl 5m Tree Prunner | 1700 |
| | Mazda Tipper Truck | 50000 |
| S10 | Chainsaw 039 | 1500 |
| S11 | Chainsaw026 | 1300 |
| | Deck For Rough Cutter | 8000 |
| S14 | Lawn Mower | 900 |
| M1 | Workman 2 | 15000 |
| | Ford Backhoe | 60000 |
| ESTIMATED REPLACEMENT COST | | 138400 |



| 2015 | | \$ |
|-----------------------------------|-------------------------|---------------|
| T9 | Tee And Surrounds Mower | 42000 |
| S9 | Honda Brush Cutter | 1000 |
| T4 | Bunker Rake Smithco | 24000 |
| A21 | Scotts Greens Spreader | 1000 |
| T12 | Greens Roller | 17000 |
| M1 | Toro Workman 3 | 15000 |
| ESTIMATED REPLACEMENT COST | | 100000 |

