



Date: 2 March 2018

Yamba Golf & Country Club

Operational Report

Report prepared by: Graham Christian



PROJECT OVERVIEW	<p>The Board of Yamba Golf & Country Club requested an assessment of club operations as a result of a Golf NSW presentation conducted at Bonville, noting that this is a complimentary service provided to all member clubs in New South Wales.</p>
IN ATTENDANCE	<p>Tony Moran – President Graham Niland – Vice President Luke Stephenson – General Manager Chris Durrington – Operations Manager Graham Christian – Golf NSW Club Support.</p>
INTRODUCTION	<p>Yamba Golf & Country Club enjoys a central location with a local population of some 7500 which swells to some 17,000 during holiday periods. Competition is robust with the re-branded Bowlo Sport & Leisure Club located within 600 metres. The Golf Club Board have made some strategic decisions in recent times changing the financial year reporting period, introducing triennial Board elections and maintaining in-house catering operations.</p> <p>Currently membership numbers are stable with some 500 golf and 4000 members in total as of February 2018, with trading influenced by seasonal and non-seasonal tourism periods and golfing weather conditions.</p> <p>The annual report of the company for the period ended 30 June 2017 well documents a 17 month change over financial year period.</p> <p>A net deficit recorded of \$480,752 included depreciation of \$766,163 and asset write-downs of \$100,000. Cash flow is primarily dependent on Clubhouse activities and poker machine revenue (currently 56 machines).</p>
OBSERVATIONS / CONSIDERATIONS	<p>The 17-month reporting period and net deficit result appears to have created a negative reaction within a small section of the membership whilst the Directors report within the annual report clearly outlines:</p> <ul style="list-style-type: none"> • The company's principal activities • Short and long-term objectives • Strategies to achieve objectives • Performance measurements <p>Board Members have undertaken Clubs NSW Director training as required and fully understand their governance responsibilities.</p> <p>Financial trading budgets, cash flow budget, reporting and analytical processes are in place. The claiming of fuel tax credits was also discussed.</p>

	<p>The Board should consider the following actions:</p> <ul style="list-style-type: none"> • Review priority order of the strategic plan to align to changes in trading conditions on a regular basis • Communication to members on a regular basis is critical, stating the immediate issues and intended Board actions • Survey the membership to provide (positive) constructive feedback. Summary of the result should then be placed on the website • Invite (local) members to information meetings to address their concerns • Seek assistance from members with specific expertise and skills to assist the Club from time to time • Club operations consist of two main platforms – golf activities and social member clubhouse activities. Business diversity remains the key to sustainability including maintaining the golf course in the best possible affordable condition. Constantly promoting the game of golf to all ages whether through Golf NSW programmes, Club sponsored try golf events, juniors, ladies, clinics etc. Maintaining a superior reputation for great service, food and beverage options, price pointed to capture all market segments. • The use of social media platforms is evident and positive. Consider expanding the departmental photo gallery to increase the visual effects (pictures tell a thousand words). Research online other venues for ideas. • Board and management should consider industry networking as vital to remain abreast of business trends and stay ahead of the competition.
NOTES	<p>The Board have governance protocols in place and are working hard behind the scenes supported by management. Regular communication with the membership should be a priority, addressing member concerns to avoid any misguided innuendo.</p> <p>Board Transparency creates member confidence. Yamba Golf & Country Club is a major local community and tourism entity. Robust competition dictates informed measured decisions made in priority order in consideration of all members of the Club and the long-term sustainability of the business.</p>

Golf NSW would like to thank Yamba Golf & Country Club for requesting assistance and remain committed to providing ongoing support if requested.

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