



Fairbairn Golf Club

Strategic Plan 2022 - 2027

February 2024 Note:

A current status update to this plan is provided on page 16. The next full review will be undertaken by the elected Board at the end of 2024.

Forward

In 1953 a six-hole course with sand greens was built on a vacant area of RAAF Base Fairbairn by a group of volunteer serving personnel. By 1965 the course had expanded to nine holes with grass greens - At that time the club was known as RAAF Golf Club Fairbairn. In 1998 the name of the club was changed to the ADF Golf Club and in a sign of the times the Department of Defence made it clear that historical subsidies in the form of things like free electricity and water, cleaning, waste disposal etc. could not continue indefinitely and the club would need to become self-supporting.

This process of transition, which commenced in the late 1990s, led to the registration of 'Fairbairn Golf Club Incorporated' in 2004 and culminated in 2010 when a formal lease was negotiated, giving the club security of tenure for an initial period of seven years in return for annual rent. Following this, in 2013 the club moved into the 'new' clubhouse (the old Defence Conference Centre). The Club's lease was again extended in 2017 until June 2025. Over time club membership has continued to grow and the course improve such that it is now situated as a well patronized golf course providing value for money for golfers.

This Plan has been developed to ensure that the Club continues to look forward and plan out improvements to continue to provide a challenging and value for money golf course and club facilities to its members and visitors.

Over the last five years the following significant items have been achieved to provide the members and visitors the course facilities that provide the golfing experience they are now getting:

- Completed the irrigation across the whole course.
- Leased a new fleet of course maintenance machinery.
- Purchased a new cart fleet.
- Developed a driving range and practice facility.
- Implemented a new Golf Management System.
- Developed the clubhouse area (outdoor seating areas, BBQ area update, honour boards, café area)
- Built a new 17th green.
- Commenced tee leveling and path upgrades.
- Implemented an ongoing tree replacement program.

This Strategic Plan details how the Club might leverage these developments and further improve the course and facilities provided to members and visitors as well as improving club operations over the next 5 years.

Brian Depree
FGC President

19 October 2022

Intent

The purpose of this document is to:

- Record and support the implementation of strategic activities over the next 5 years.
- Inform Members and Staff on the Club's future direction.
- Provide a Strategic Plan to base yearly Business Plans and budgets.
- Assist in providing a viable, well managed, enjoyable and social environment for all users of our facilities.

Objectives of the Club (as stated in the Constitution)

The objectives of the Club are:

- (a) To promote the game of golf among the Members of the Club.
- (b) To maintain the standards and procedures of the game of golf in accordance with directions and rules of the golf associations to which the Club belongs.
- (c) To operate, maintain and improve the Fairbairn Golf Course.
- (d) To provide a golf amenity to members and visitors alike throughout the ACT and surrounding regions.

Overall Goal

To provide Members and guests with a highly enjoyable golfing and social experience by developing a key recreational facility for the local community.

Milestones

- Ensure the Club has security of tenure by extending the current Licence Agreement with the Department of Defence.
- Acceptance by the Board and publication of this FGC Strategic Plan to members.
- Annual review and update of the FGC Strategic Plan by the extant Board.

Focus Areas

1. Club House and Amenities

1.1 Clubhouse

Objectives	Key Issues	Key Strategies	Responsible	Target Year	Annual Priority
Remove the old clubhouse building, ensuring safeguards are rigidly observed by December 2023.	<ul style="list-style-type: none"> • Building contains asbestos. • Cost of demolition (Defence cost). • Getting Defence to prioritise and schedule this task. • Relocation of Main Switchboard and other services. • Standard of wiring from various sheds connected to switchboard – needs to be upgraded. • Defence responsible for all aspects of its removal. 	<ul style="list-style-type: none"> • Persistently approach DoD to undertake and pay for the demolition of the building. • Once removed integrate the 'site' into a new design. 	President	2023	1
Current Clubhouse and surrounds	<ul style="list-style-type: none"> • Clubhouse entranceway not defined. • Flow from carpark to clubhouse needs upgrading. • Cart storage shed temporary. • Original clubhouse area as provided by Defence – needs a makeover. 	<ul style="list-style-type: none"> • Landscape design to identify improvements in flow/attractiveness of entrance. • Prioritise design improvements for budget allocation. • Carry out improvements as per the Design Plan within budget and time constraints. • Paint the clubhouse. • Develop new cart storage option for the future to cater for electric carts. 	Vice President	2023	1

2 Golf Operations

2.1 Membership

Objectives	Key Issues	Key Strategies	Responsible	Target Year	Annual Priority
Increase membership across all age groups and cap membership once competitions are full and there is regularly a list of reserves for comps.	<ul style="list-style-type: none"> • Sufficient members are needed to ensure the Club's future viability. • Fees should be competitive with other local clubs and appropriate for the type of membership. • Ideally, we should attract diversity in our membership. 	<ul style="list-style-type: none"> • Provide a fee structure that encourages: <ul style="list-style-type: none"> - membership of families, ladies and juniors, - attracts new members, and - offers value for money. • Maintain 'mate's rates' and other discounts. • Offer targeted offer to golfers. • Maintain a website for members and visitors. • Use social media to promote club membership and activities to local residents, businesses and airport workers. • Encourage community groups to join the Club 'en- masse' and/ or use our facilities. 	Board	Ongoing	
Have an informed membership which receives regular communications and is informed on the management of the Strategic Plan.	<ul style="list-style-type: none"> • The Strategic Plan should be 'owned' by the Club. • Communication on progress with members. 	<ul style="list-style-type: none"> • Provide regular feedback to members updating them on board decisions and the direction the club is heading. • Provide a draft of the Strategic Plan to members for their information. • Annual Plan review and updates. • Progress report at the AGM. 	Board	Ongoing	

Recruitment and Retention	<ul style="list-style-type: none"> • Approximately 25% of our members do not renew year to year. Normally these are replaced by new members over the coming 3-4 months. • Is the club offering what members want and what will attract new members? Do we know? 	<ul style="list-style-type: none"> • Develop a retention strategy to focus on what members want to get out of their membership and what attracts them to stay at the club. • There should also be a focus on exposing the course to potential members particularly to juniors and women. • Develop a survey to understand why people joined, what's the benefit they get out of membership, what they might like to see to retain them. • Survey members who don't renew for an understanding of where we could improve. 	President	Ongoing	
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2.2 Sponsorship

Objectives	Key Issues	Key Strategies	Responsible	Target Year	Annual Priority
Identify sponsorship opportunities and increase hole sponsorship.	<ul style="list-style-type: none"> • Second tier sponsors are needed for major events. • 2 holes have no sponsor. • Possibilities exist for the sponsorship of golf carts (signage). 	<ul style="list-style-type: none"> • Provide Corporate packages with special membership deals or reduced membership fees. • Endeavour to get FGC Member discounts from sponsors to encourage patronage. • Continue the yearly 'Sponsors Day' event where sponsors and guests are provided with a free game and lunch. • Ensure all sponsors and links are listed on the FGC website. • Regular contact with Sponsors. • Dedicate a club resource for Sponsor Liaison. 	President	2023	2

2.3 Competitions and Course Utilisation

Objectives	Key Issues	Key Strategies	Responsible	Target Year	Annual Priority
Increase the number of rounds played by green fee players on week days.	<ul style="list-style-type: none"> The course is under-utilised on week days. An average of 20 green fee players per week day could result in additional annual income of \$30-50k pa. 	<ul style="list-style-type: none"> Promote the course availability to neighboring business and airport workers. Use the web page and social media to promote course availability and special offers. Provide reduced green fee vouchers for Members' guests. 	Manager	2023	1
Golf Events.	<ul style="list-style-type: none"> Exposure of the club: <ul style="list-style-type: none"> Sponsors Days held once a year in March. Continue with The FBN Open. The Scramble to be held twice a year. Hold a Pro Am (where profitable). 	<ul style="list-style-type: none"> Encourage sponsors to attend. Provide excellent conditions and facilities for these 'outside' events. Organise a Pro Am to put the course and facilities on display – sponsorship for this event is key. 	Captain	2023	1
Increase participation in events.	<ul style="list-style-type: none"> Not all places are filled at events. Other clubs are reluctant to advertise our events if distracting from theirs. Need to advertise events early. 	<ul style="list-style-type: none"> Distribute advertising material earlier to golf clubs and the DGA. Make use of social media Facebook etc. Make use of sponsor mailing lists. Advertise early and often. 	Manager	2023	2

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3. Course Presentation

3.1 Course Water

Objectives	Key Issues	Key Strategies	Responsible	Target Year	Annual Priority
Maintain the newly installed irrigation systems that have been installed throughout the golf course.	<ul style="list-style-type: none"> Current licence is for 100 Mega litres pa, usage around 70 Mega litres. Improved irrigation system may result in higher water consumption. Water extraction charges budget implications. 	<ul style="list-style-type: none"> Negotiate a licence to extract up to 150 mega litres from aquifers within the course boundaries. Negotiate use of grey water from the Canberra Airport precinct if/ when available. Implement a watering regime for hot dry weather. 	Captain	2023	2
Provide for a backup water supply for use in emergencies.	<ul style="list-style-type: none"> No backup exists in the event of pump failure or other disruption to supply. Connection into existing system and cost. Configuration of water pipe routes (bore and potable) not documented. 	<ul style="list-style-type: none"> Use of potable water assumed, however explore possibility of using grey water from Canberra Airport. Connect to Canberra Airport or DoD supply. Ensure supply routes etc are documented. Review and upgrade water storage options. 	Captain	2023	2

3.2 Course Improvement

Objectives	Key Issues	Key Strategies	Responsible	Target Year	Annual Priority
Course Design Review.	<ul style="list-style-type: none"> Course rating and layout will not change unless approached in a systemic manner. Course plays harder than it is rated. 	<ul style="list-style-type: none"> Complete review of course design required to ensure any work is carried out in a planned, budgeted and wholistic manner. Discuss with Golf NSW the outcome of a design review. Formalise the CDP process to support the outcome of the design review. 	Captain	2024	1

<p>Improve pathways on the course.</p>	<ul style="list-style-type: none"> • Rough surface on some paths is difficult to traverse (safety issue for golfers). • Pathways subject to water-course damage. • Cost of works. 	<ul style="list-style-type: none"> • Ongoing budget allocation for pathway upgrades. • Identify and prioritise pathways for upgrades. • Note: Pathways on the 5th, 7th, and 14th have been upgraded and show no signs of movement or water course damage. The path on the 3rd hole will be covered with the same filling as the next priority. 	<p>Captain</p>	<p>Ongoing</p>	
<p>Improve tee areas.</p>	<ul style="list-style-type: none"> • Many tees unlevel. • Surrounding access to some is uneven or has been damaged by carts. • Some tees don't have seating and/or rubbish and sand bins. • Low maintenance a requirement. • Well-presented tees add to the ambience of the course. • White course not permanently marked 	<ul style="list-style-type: none"> • Ongoing budget allocation for tee leveling. • Design a layout for each for each tee, including garden beds where needed. • Use paving adjacent to tees for pathways and cart access. • Remove tress that shade tees too much and inhibit grass growth. 	<p>Captain</p>	<p>Ongoing</p>	
<p>Cater for the future replacement of trees.</p>	<ul style="list-style-type: none"> • Safety issue with dead trees and falling limbs. • There are approximately 1500 trees on the course that will need to be replaced eventually. 	<ul style="list-style-type: none"> • Ongoing budget allocation for tree removal and replacement. • An ongoing tree replacement program is being undertaken. 	<p>Captain</p>	<p>Ongoing</p>	

Range Facility	<ul style="list-style-type: none"> • There is no irrigation at the range leading to potable water being used for the tee area. • There is no shade available at the range • The range operates with an honesty system due to its location away from the clubhouse and only about 60% of people pay for their ball usage. • Ball washing and distribution is not available at the range leading to manual processes • There is no power available at the range facilities 	<ul style="list-style-type: none"> • Upgrade the range capability to support lessons including the irrigation, shade and install a ball management system. • Apply for a grant to upgrade the range as is not key to delivering on our lease requirements to provide a community golf club. 	Vice President	2024	2
Volunteer Program.	<ul style="list-style-type: none"> • A significant number of small tasks required around the clubhouse/course detract from the greenkeeper's course focus. • Volunteers need to be coordinated and guided. 	<ul style="list-style-type: none"> • Formal volunteer program to be actioned. • Communication of volunteer events. • Recognition of volunteers. • Dedicated volunteer program coordinator. 	Vice President	2023	2

3.3 Course Rating

Objectives	Key Issues	Key Strategies	Responsible	Target Year	Annual Priority
<p>Improve the design of the course to possibly increase the AGU Rating to 70.</p>	<ul style="list-style-type: none"> • The shortening of the 17th hole has reduced the course rating to 69. • It is desirable the course rating be increased but not imperative. • Match/Greens Committee need to look at the overall plan with a design architect. 	<ul style="list-style-type: none"> • Match/Greens Committee to engage an architect along with Chris Lynch to plan how this may be achieved (See Course Design Review at item 3.2). • Prioritise activities/improvements for budget allocation. • Carry out improvements as per the CDP within budget and time constraints. • Any plan should use the upgraded irrigation systems already in place. 	<p>Captain</p>	<p>2025</p>	<p>1</p>

4. Governance

Objectives	Key Issues	Key Strategies	Responsible	Target Year	Annual Priority
Relevant documentation is kept current.	<ul style="list-style-type: none"> Includes Constitution, By-laws, Strategic Plan, Course Development Plan, policies and administrative procedures. No regular reviews are undertaken. 	<ul style="list-style-type: none"> Schedule and conduct at least bi-annual reviews and apply changes. Present changes to Constitution at AGM for approval. Regular reviews and updates of the By Laws by the Board with comms to members. Strategic Plan content and progress to be reviewed every 6 months. CDP to be reviewed every 12 months by the Greens Committee. 	Board	2023	2
Members see value in and want to join the Board and Committees.	<ul style="list-style-type: none"> Competition for positions is generally non-existent. Members tend to hold positions for a number of years. There is no succession planning. 	<ul style="list-style-type: none"> Develop a strategy to attract people onto the Board and Committees. 	Board	2023	3
People who run the Club are competent.	<ul style="list-style-type: none"> Staff should be given the opportunity for personal development. No formal Board or Committee position handover. Need to encourage volunteers to help run the Club. 	<ul style="list-style-type: none"> Target people with specific skills for volunteer positions. Ensure club records are all held on the club's IT system Schedule handover activities for key positions. Develop a schedule of management actions (checklist) to cover critical regulatory requirements. Provide professional development opportunities in governance and operations, for people who work in the Club and for volunteers if requested. Seek input from staff on training development opportunities. 	Board	2023	1

<p>Operation of the club is documented</p>	<ul style="list-style-type: none"> • Few formal guides, manuals, procedures or checklists for staff and Board members guidance or reference. • Inconsistency in approaches for activities at the club. • Continuity and handover is impacted. • Service to members is affected or inconsistent. • Legislative or administration requirements (updates or reporting) are missed. 	<ul style="list-style-type: none"> • Develop Staff Club Operating Guidelines, or Checklists and Directives as appropriate. • Develop Club Golf Operations Manual. • Train staff and required committee members on club operations and requirements. 	<p>Manager</p>	<p>2023</p>	<p>2</p>
<p>Club Processes</p>	<ul style="list-style-type: none"> • The club has some processes in the By-Laws but not all required for operating. • The club and Board members could be exposed in some instances. • Members and guests need to know how things are addressed at the club should an instance occur. 	<ul style="list-style-type: none"> • Develop a priority list of the processes the club should have and agree the list to be developed and implemented. • Review other club's processes and GA website to assist in determining the minimum requirements. • Identify any processes that might need external advice. • Develop draft processes based on other examples and distribute for Board discussion/agreement. 	<p>Women's President</p>	<p>2023</p>	

5 Administration and General

Objectives	Key Issues	Key Strategies	Responsible	Target Year	Annual Priority
Defence Lease Renewal	<ul style="list-style-type: none"> The current 7 year lease expires 30 Jun 2025. Investment in the course needs to consider the lease period. 7 years is a short term when the lease includes a clause for termination by Defence at 1 month's notice. 	<ul style="list-style-type: none"> Continue to plan to operate a golf course and not restrict general course operation costs. Invest in capital items that may be able to be sold on should the lease terminate. Try and get a longer term lease from Defence next time given they can cancel at 1 month's notice anyway. 	President	2025	1
Manage operating costs.	<ul style="list-style-type: none"> Reduced operating costs lead to better profits for reinvestment. 	<ul style="list-style-type: none"> Ensure insurance cover is appropriate. Monthly budget reviews. Actively manage spend. Test market on significant cost items. 	Treasurer	Ongoing	
Allowance is made for termination payments to staff.	<ul style="list-style-type: none"> Funds need to be set aside 	<ul style="list-style-type: none"> Include liability in budgets – rollover to future FYs if needed. 	Treasurer	2023	1
Office IT equipment and software is kept up to date.	<ul style="list-style-type: none"> Some hardware and software no longer supported. No replacement program exists. 	<ul style="list-style-type: none"> Define and implement a cyclic hardware replacement program (every 3 - 5 years). Ongoing replacement/management program in place. Update key equipment. Identify software updates needed on a regular basis Rationalise IT assets e.g. printers. 	Manager	2023	3

Establish a calendar of events and activities to be undertaken throughout the year or out years.	<ul style="list-style-type: none"> • Need to ensure regular and ad-hoc tasks are completed when necessary. • Will aid continuity of activities should the Club Manger be on leave or otherwise absent. • Does not include course works and events program. 	<ul style="list-style-type: none"> • Develop and use a computer based system – review content regularly. • To include everything pertaining to Club operations and Government requirements, including equipment replacement schedules. • Develop a Standard Operating Procedures manual. 	Manager	2023	2
Staffing.	<ul style="list-style-type: none"> • Casual staff availability. • Staff training and consistency. • Staff communications 	<ul style="list-style-type: none"> • Manager driven training sessions. • Pool of casual staff maintained. • Staff handover process in place. • Staff communications process in place. 	Manager	Ongoing	1
Capital Spending.	<ul style="list-style-type: none"> • Funds not available for all capital requirements/requests. • Priorities need to be set. • Not all issues requiring funding identified. 	<ul style="list-style-type: none"> • Consider lease options in lieu of capital spending if available. • Develop a 5 year capital plan with 6 monthly review. • Allocation of available capital funds 6 monthly. • Ensure delivery of capital projects on time/budget. 	Treasurer	2024	1
Personal Cart Storage	<ul style="list-style-type: none"> • Not sufficient for numbers wishing to store personal carts at the club. • The current old buildings have power supply issues. • Updating or replacing buildings (for a few members benefit) will cost and this shouldn't be a charge born completely by all club members – users should pay. • There is a trade-off between ample private cart storage and club cart hire revenue which should be considered. 	<ul style="list-style-type: none"> • Develop a plan for additional or replacement cart storage for personal carts at the FGC. • Develop a charging strategy/fee structure for members cart storage to ensure that the costs are borne by members benefiting from this facility. • Prioritise activities/improvements for budget allocation. 	Vice Pres	2025	2

Strategic Plan Status Update February 2024:

	Lead	On-Going	Status Updates	Annual Priority		
				2024	2025*	2026
1. Clubhouse & Amenities						
2. Clubhouse & Amenities						
1.1 Clubhouse						
Old clubhouse	President		Under action. Waiting final asbestos testing, back fill and finalization of work.	Mar 24		
Current clubhouse & surrounds	Vice Pres		Significant work has been either completed or committed to in this area in line with the design review carried out. All work was completed by mid-2023.	Complete		
2. Golf Operations						
2.1 Membership						
Increased membership	Board	Ongoing	Membership is currently very healthy with a significant increase in recent years. On-going offers such as the 3-month special, seasonal membership and 'mates rates' discounts are attracting new members. Additionally, FGC is a Women in Golf Signatory and runs Women's Golf Beginner clinics (graduates are then offered a discount rate to continue their golfing journey).			
Member communication	Board	Ongoing	The monthly Fairbairn Feed has had a lot of positive feedback and will continue with President's and Captain's messages. Additional correspondence through the website and individual emails highlighting events and coaching services are provided as required. Provision of this status update will also inform members of activities and progress.			
Recruitment and Retention	Board	Ongoing	Develop a retention strategy to focus on what members want to get out of their membership and what attracts them to stay at the club. There should also be a focus on exposing the course to potential members particularly to juniors and women.			
2.2 Sponsorship						
Increased sponsorship	President	Ongoing	Sponsorship of all the holes is in place along with some additional club sponsorship. Further approaches to companies are in train focused on event support but we await their responses. A Sponsors Day is planned for March.			
2.3 Competitions & course utilisation						

	Lead	On-Going	Status Updates	Annual Priority		
				2024	2025*	2026
Increase weekday green fee players	Manager		Weekday green fee players increased markedly in 2023 and look to be continuing in 2024 resulting in improved club income. Additionally, group or corporate days have increased course usage during the week.	1		
Golf events	Captain		The course continues to be presented in excellent condition to support Golf events. New medley competitions on Monday and Fridays (9 holes) have been introduced. The night golf events and Spa World Solstice events have proved popular. Scramble events are planned again in 2024. The FGC Women's and Men's Open events will be promoted widely and a Legend's Pro-Am is being planned for 2024. All club competitions showing the different golf game options are detailed in the club program.	1		
Increase event participation	Manager		Regular club competitions are reasonably well supported. Individual events are advertised through the website, Facebook, club emails, flyers at Drummonds or using Drummond's email system. The result is that the events outside normal club competitions are well supported.	2		
3. Course Presentation						
3.1 Course water						
Maintain irrigation system	Captain		The irrigation control system has been upgraded.	1		
Back up emergency water supply	Captain		An additional bore and transfer pumps have been approved and will be in place mid 2024.	1		
3.2 Course improvements						
Course design review	Captain		A high-level Master Plan has been completed and the intention is to complete it over the next 5-10 years, finance permitting. The next stage requires detailed design work and an application is being made to the ACT Government's Community Sports Facilities Grant Program, under the Facility Planning and Design component, to assist in the process.	1		
Improve pathways	Captain	Ongoing	This is an on-going task for the Course Superintendent within the budget provided by the club. Significant progress has been made to date but there is still more to do.			
Improve tee areas	Captain	Ongoing	This is an on-going task for the Course Superintendent within the budget provided by the club. Significant progress has been made to date but there is still more to do in line with the approved design.			

	Lead	On-Going	Status Updates	Annual Priority		
				2024	2025*	2026
Tree replacement	Captain	Ongoing	This is an on-going task for the Course Superintendent within the budget provide by the club. Significant progress has been made to date but there is still more to do in line with the approved design.			
Range Upgrade	President		The range is limited due to its capability to support lessons, the lack of irrigation, lack of shade and the highly manual ball collection and management system. An update of these areas is being planned to support the three teaching pros who run sessions there on our behalf as well as use by members and the general public using the range.	1		
Volunteer program	Vice Pres	Ongoing	This is an on-going activity with calls for volunteers as required. Response is generally good for planned activities.			
3.3 Course rating						
Improve design to increase course rating	Captain		This will require implementation of the design review (see 3.2) before any request for review in the longer term.			1
4. Governance						
Documentation currency	Board		The By-Laws are regularly updated through the Board as required and are current and available on the club's website. The current Constitution is also available on the website; however, any proposed changes require an AGM to formalize these. This Strat Plan will be reviewed and reported regularly.	2		
Members on Board and Committees	Board		Attracting members to volunteer their time for the Board and Committees continues to be a challenge. This is something that needs to be worked on prior to the AGM in late 24. Succession planning is also a topic to be considered under the Women in Golf Action Plan for the club.	1		
Board and staff competency	Board		Training sessions continue to be held with all staff on clubhouse operations and golf comp management. Developing a Board induction process is part of the Women in Golf Action Plan along with Board training.	1		
Operations documentation	Manager		Club operating guidelines/checklist have been drafted reflecting the day-to-day running of the bar and clubhouse and these are being worked through to completion for all staff to follow.	2		
Club Processes	Women's President		Selected processes for the club will be developed as part of the Women in Golf Action Plan. A priority list of these will be agreed and individual processes developed and implemented.	1		

	Lead	On-Going	Status Updates	Annual Priority		
				2024	2025*	2026
5. Administration & General						
Defence lease renewal	President		An initial approach has been made to Defence in late 2023 and will be followed up in Apr 24. Current lease expiry is end Jun 25.	1		
Manage operating costs	Treasurer	Ongoing	This is an on-going activity managed through the monthly Board meeting review of the treasurer's reports on expenditure v budget. All Board members are aware of the financial situation and the need for considered spending within approved budgets.			
Termination payment planning	Treasurer	Ongoing	This is planned into the club's annual operating budget.			
Currency of IT systems	Manager	Ongoing	The club has a service agreement with a company to provide IT services which includes update of crucial computers regularly. This service also provides regular support as required.			
Annual calendar of events	Manager		The annual programs for the men's and women's comps are published. All other commitments (social clubs, corporate days, large golf events etc) are done through the booking system on the GMS.	2		
Staffing	Manager	Ongoing	The current staff situation has redundancy built into it with the number of casual staff currently on the roster. There is a fine line to ensure that adequate shifts are provided to the casual staff to maintain their commitment and the Manager continues to monitor this and recruit as necessary.			
Capital spending program	Treasurer		The capital plan has been set for the year and is reviewed based on future requirements and funding availability. Bids are called for and finalized once club income is seen to follow the forecast budget.	1		
Personal cart storage	Vice Pres		The approach to this is to be considered in 2025 once Defence lease renewal is in place e.g. what could it be, how big, size and layout, how is it funded (user pays?), where could it be located etc.		2	