

PRESIDENT UPDATE

APRIL 2024

Summary

The four months since my last report have been busy and we have seen progress in several areas, including the completion of renovations to our Beachside clubhouse, the launch of our new Salt and Spencer restaurant and Development Application approval for a new toilet block and maintenance facility at our Beachside Course. At Hilltop, planning is well underway to commence extensive upgrade works to the golf course, commencing with the construction of a spare hole later this year.

- Trading over the summer period has been solid however a little down on expectations, which is consistent with the hospitality in general.
- We have seen extraordinary demand for tee times at both Beachside and Hilltop, in fact we have been setting new records in golf rounds played. I would especially like to thank you, our members, for the way in which you have made welcome all the visitors who come to play our courses. Thanks also to our volunteers and volunteer coordinator, Sue Rayner whose efforts are appreciated by members and visitors alike.
- We continue to face challenges in terms of recruiting and retaining skilled hospitality employees, and particularly those with club management experience. In recent months we lost a few key personnel including our Assistant General Manager, two Duty Managers and the Lead Storeman. On a positive note, this has provided the opportunity to review the organisational structure and make change in key areas such as HR and compliance.



- Your Board recently approved the appointment of Peter Bull to a Board Appointed Director position.
- This year we will be conducting a series of Member Forums as well as a Member Survey.
- We have attracted a new tournament to our Club Calendar with the Veteran Women Golfers Association of NSW hosting their "Country Tournament" at Mollymook later in the year.

For further details on these matters, please continue reading.

Beachside Clubhouse Renovations

The major components of the renovations to our Beachside clubhouse were completed just prior to Christmas. The ensuing months have seen the completion of minor works and tidying up, including landscaping in the area leading up to the Proshop and front entrance.



The renovations have been very well received by members and visitors alike, and will ensure that our clubhouse remains contemporary, and an inviting place for members and guests to enjoy.

While the completion of the renovation was a few weeks later than planned, the project was completed on budget. I am sure that you will agree that the builders (Trinity Quality Interiors) have done a great job.

Business Trading Trends

Construction work significantly impacted Beachside club revenues in the lead up to Christmas however trade over the Christmas to March period was solid, albeit a little below expectations and budget. Golf sales were excellent, food and beverage were good, and gaming was slightly down on previous years. Just like the hospitality industry generally, we are experiencing the effects of the current economic conditions, with people having less disposable income.

The opening of our new food and beverage outlet, Salt and Spencer, has proved very popular and successful, especially during the day with the café, breakfast, and lunch offerings but also the a la carte dinner menu. If you haven't experienced what Salt and Spencer has to offer yet, I encourage you to do so. Apart from the food and beverage you also have the best view on the south coast. Congratulations to Beachside Venue Manager, Jason Clay, for his vision and drive to bring us this wonderful addition to the club offerings.

Staffing Challenges and Opportunities

In late January, our Assistant General Manager, Nerine Ockwell who worked 17 years at the club, (over two stints) and a total of 22 in the Club industry has moved on to

pursue full time university studies. Over the last few years, Nerine has been progressively working her way through a bachelor's degree in finance however has now decided to tackle a master's degree in Analytical Statistics (yes, that's what we all thought!).

I am sure all members will join me in thanking Nerine for her commitment, dedication, and professional approach to her role at Mollymook Golf Club. We wish her all the very best in her studies and future pursuits. My guess is there will be minimal correlation between her studies and clubland but knowing Nerine, there will be no deviation or regression in her determination. Time will tell if my Hypothesis is tested, and we see her back in Clubland!

Nerine's departure and that of several middle management employees in recent months has afforded the opportunity to review the organisational structure, ensuring key positions and responsibilities best align with the needs of the club moving forward. Careful succession planning over the years

paid dividends and we have been able to restructure the Senior Management Team with minimal disruption. Jason Clay is now the Beachside Venue Manager with responsibility for all operational aspects of the Beachside clubhouse and is also responsible general accounts, IT and systems. Barry West is the Hilltop Venue and Golf Manager with responsibility for all operational aspects of the Hilltop clubhouse and golf operations at both Hilltop and Beachside. Kellie McDonald is the HR/Administration Manager with responsibility for human resources, front office, and general administration. Kellie also has a strong WHS and food safety background which are excellent attributes for our organisation. Tonia Lavalley is the Executive Assistant to the General Manager, Chairman and the Board and is also responsible for corporate governance, licencing, insurance, and legal matters.

We continue to face challenges in recruiting skilled hospitality workers, especially line managers, chefs and baristas. The consequence of this is our management team (in particular) have been working extraordinary hours to fill gaps. Thank you to all our employees for your commitment and dedication during this difficult time.

Hilltop Course Masterplan Project

Considerable time and effort have been devoted to analysing all the many suggestions and comments received from members regarding the proposed upgrade works to our Hilltop golf Course. Because of the analysis, amendments have already been made to the Masterplan. Golf members received yesterday including the latest diagram of the course layout including details of suggestions made, our responses, and other updated information.



This project is expected to take several years and members are aware the fine detail of works are not set in stone. At each stage, members will have the opportunity to view the proposed details, meet with the Hilltop Redevelopment Project Team and provide comment.

Construction of the spare hole on the 6th fairway (first stage) has commenced. An environmental assessment is being conducted to ensure that proposed tree removal and wildlife protection meet Council requirements. Once this has been completed, we will submit a Development Application to Council.

Veteran Women Golfers' Association of NSW "Country Tournament"

The club is pleased to be hosting for the first time, the annual Veteran Women Golfers Association of NSW "Country Tournament" at our Hilltop course on the 1st and 2nd of July. The event will attract a full field of 128 women golfers from all over NSW with a 4BBB Stableford on the first day and a Single Stableford on the final day.

The players will also enjoy functions at both our Hilltop and Beachside clubhouses.

This brings the number of tournaments we have the honour of hosting this year to 3 - further enhancing our reputation as a quality course and Club, and testimony to the efforts of all our employees, maintenance staff, members, and volunteers.

Communication

Listening to members and keeping you up to date with what is happening at your club remains a passion of mine. We don't always get the timing right, because occasionally some things move too quickly. From all reports Barry's monthly Newsletter is being well received and I am told that these updates are informative and helpful.

This year we will be conducting several Member Forums where you can come and meet your Board and senior management and discuss your ideas and concerns. The first round of these will be conducted on the 8th and 12th of April. Members will have received an email with details of how to register to attend.

It is also our intention this year to conduct a Members Survey covering all aspects of your club's operations. We also continue to hold regular meetings with our Ladies and Veterans Sub Clubs.

Who makes the decisions around here?

Unfortunately, there is still a belief amongst some members that club management make all the decisions at the Club and that the Board is just there for 'decoration'! Other members believe that the Board makes all the decisions including operational matters



like the price of beer or the location of pins on the greens.

As Directors of a Corporation (yes, our Club is a corporation, as defined by the Corporations Act) we have a legal and fiduciary responsibility and liability under the Act. What this means is that the Board's role is to oversee all activities of the Club to ensure that we meet our legal, financial, social, environmental obligations and responsibilities.

The Board is responsible for setting the strategic direction (Strategic Plan) of the Club both in terms of golf and business operations as well as approving the annual operational and capital expenditure budget and the annual business plan.

All major expenditure items/projects are the subject of a Business Case which is presented to the Board for approval. Similarly, policies affecting members, or involving expenditure are also subject to Board approval.

The General Manager reports to the Board and is responsible for implementing the Strategic Plan set by the Board.

Accordingly, the Board does not involve itself in any operational matters whether golf, food and beverage, or gaming related.

Please remember that all your directors are volunteers, and, that if we do not carry out the responsibilities set out above and in accordance with all the respective pieces of legislation, we can be held personally liable.

Members can view the Board Charter and Board Operational Procedures on the Club website.

www.mollymookgolf.com.au/corporate-governance

Good Golfing

Dave Hume
President

