



CASTLECOVE GOLF CLUB

OPERATION PLAN OF MANAGEMENT

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Plan of Management Introduction

In the dynamic and ever-evolving realm of recreational sports and leisure, the management of a golf club plays a pivotal role in shaping the overall experience for both avid golf enthusiasts and casual players alike. As we embark on the development of our operational plan, it is crucial to recognize the multifaceted nature of a golf club and the diverse needs of its members. The purpose of this operational plan is to establish a comprehensive framework that not only ensures the seamless day-to-day functioning of the club but also fosters an environment of excellence, camaraderie, and continuous improvement.

Our commitment is not just to maintain the status quo but to elevate the golfing experience, making our club a destination of choice for both seasoned golfers and those looking to explore the sport for the first time. This operational plan outlines the key strategies, initiatives, and performance metrics that will guide our management team in achieving this vision.

From the meticulous maintenance of our golf course to the enhancement of member services, from embracing technological advancements to fostering community engagement, each facet of this plan is designed to contribute to the holistic success of our golf club. By aligning our operational objectives with the core values of accessibility, sustainability, and excellence, we aim to create an environment that resonates with the diverse preferences and expectations of our membership.

In the pages that follow, we delve into the specific goals, action plans, and performance indicators that will drive our operational initiatives. Through collaborative efforts, innovation, and a steadfast commitment to the highest standards, we are confident that this operational plan will serve as a roadmap for the sustained growth and prosperity of our golf club.

Let us embark on this journey together, leveraging our collective expertise and passion for the game, to ensure that Castle Cove Golf Club not only meets but exceeds the expectations of our members and stakeholders.

Land to which this plan applies

This Plan of Management applies specifically to the Castle Cove Golf clubhouse, located at 68 Deepwater Road Castle Cove of plot 1/DP610360 (as of December 2023). The total land size is approximately 5,700m².

The public golf course land leased from Willoughby City Council is inclusive of plot 116/30581; 117/30581; 251/30581; 180/200636; 508/200636; 509/200636; 250/1093055; 183/200636; 184/200636. Total land size is approximately 11 hectares.

Purpose of the Plan of Management

A Plan of Management (POM) for a golf club serves as a comprehensive and strategic document outlining the goals, objectives, and strategies for the sustainable development and effective operation of the club. The purpose of such a plan is multifaceted and includes:

1. Strategic Direction: A POM helps set the long-term strategic direction for Castle Cove Golf Club. It outlines our vision and mission, helping Castle Cove define its purpose and goals.

2. Resource Allocation: It helps in efficient allocation of resources, both human and financial. By identifying key priorities and projects, the plan guides our club in making informed decisions about where to invest time, money, and effort.

3. Facility Development: For Castle Cove Golf Club, the condition and quality of the golf course and clubhouse are crucial. A POM can include plans for course maintenance, improvements, and developments to enhance the overall facility and ensure it meets the needs and expectations of members.

4. Financial Management: The plan outlines financial goals and strategies to ensure the club's financial sustainability. This may involve membership fees, sponsorship programs, event revenues, and cost-cutting measures.

5. Membership and Community Engagement: The POM addresses strategies for membership growth and retention. It can also outline initiatives to engage with the local community, fostering a positive relationship with neighbours and potential new members.

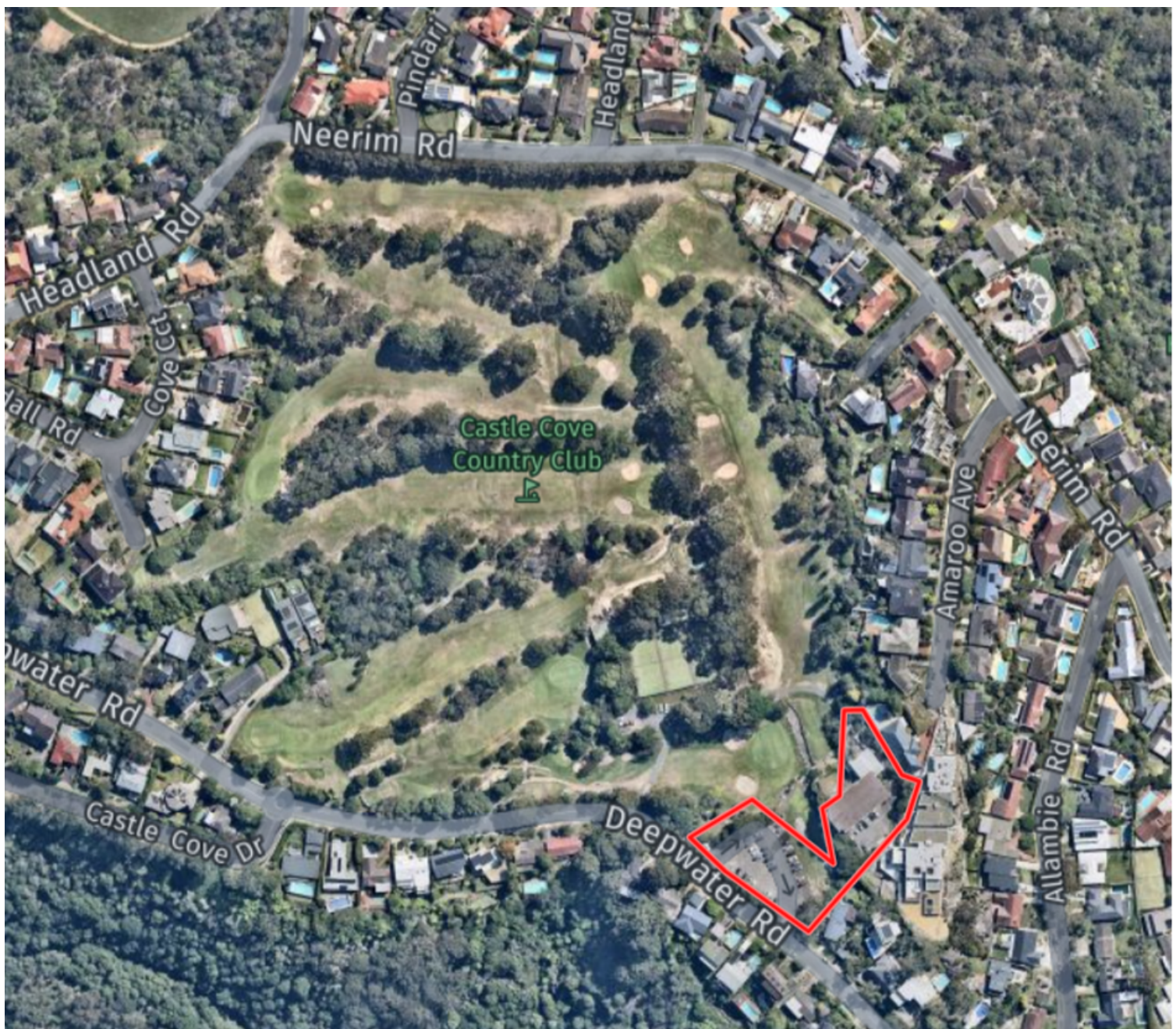
6. Regulatory Compliance: Like any other Golf Club, Castle Cove often has to adhere to various regulations and environmental standards. The POM can include guidelines for compliance with local, regional, and national regulations, ensuring the club operates legally and responsibly.

7. Risk Management: By identifying potential risks and challenges, the POM allows the club to develop mitigation strategies. This could include issues related to course maintenance, membership fluctuations, economic downturns, or other unforeseen challenges.

8. Environmental Sustainability: Golf courses often have a significant impact on the environment. A POM can include strategies for sustainable land management, water conservation, and other environmentally responsible practices.

9. Brand Image and Marketing: The plan can include branding and marketing strategies to promote the golf club, attract new members, and enhance the overall image of the facility.

In summary, a Plan of Management for Castle Cove Golf Club is a strategic tool that provides a roadmap for the club's development, sustainability, and success by addressing various aspects of its operation. It helps our club's leadership make informed decisions, allocate resources effectively, and navigate challenges and opportunities in a systematic manner.



Castle Cove Golf Clubhouse

Hours of Operation

The Castle Cove Golf Club currently has approval for operation hours between 6:00am – 12:00pm. The clubhouse however will generally be operational between 6:30am – 10:00pm, with some days extending into the approved hours of 6:00am – 12:00pm.

Capacity

The clubhouse's food and beverage facility will have capacity for approximately 150 – 200 patrons.

Security

The clubhouse will have security cameras throughout and an alarm system for use during times the clubhouse is non-operational.

Daily Clubhouse Operation

Operating a clubhouse at a golf club involves managing various aspects to ensure a positive experience for members and guests. Here's a breakdown of daily operations:

1. Opening Procedures:

- Unlocking doors and turning on lights.
- Checking the facility for cleanliness and order.
- Setting up any necessary equipment or signage.

2. Staff Briefing:

- Conduct a brief meeting with staff to discuss the day's schedule, special events, and any other relevant information.
- Assign specific roles and responsibilities to staff members.

3. Pro Shop Operations:

- Ensure the pro shop is well-stocked with golf equipment, apparel, and accessories.
- Handle golf club rentals and sales.
- Schedule and manage tee times for both members and public players.
- Greet members and guests as they arrive for their round of golf.
- Provide information about the day's events, course conditions, and any special information.
- Assist with check-in procedures, including collecting green fees and processing payments.

4. Food and Beverage Services:

- Oversee the clubhouse's food and beverage facility.

5. Event Coordination:

- Coordinate and oversee any, events scheduled for the day.
- Ensure that necessary resources are available for events.

6. Membership Services:

- Handle membership inquiries and applications.
- Assist members with account management and updates.
- Organize and promote member events.

7. Administrative Tasks:

- Manage any relevant reservations and bookings.
- Handle phone inquiries and emails.
- Process payments and financial transactions.

8. Facility Cleaning

- Manage the club's facility cleaner
- Inspect and monitor cleanliness of all clubhouse facilities and areas.

9. Closing Procedures:

- Conduct a final check of the facility for cleanliness and security.
- Close out cash registers and reconcile financial transactions.
- Lock up the clubhouse, turn all alarms on and secure the premises.

10. Communication:

- Keep members and staff informed about any changes, updates, or upcoming events through various communication channels.

11. Safety and Compliance:

- Ensure that all safety protocols are followed.
- Stay compliant with local regulations and guidelines.

Consistent communication, attention to detail, and a customer-centric approach are key to successful daily operations at Castle Cove Golf Club. Adaptability is also important, as unexpected issues or changes can arise daily.

Operation and Security Management

Neighbourhood Amenity

A golf club can play a significant role as a neighbourhood amenity, offering various benefits and contributing to the overall quality of life for residents. Here are several ways in which a Castle Cove Golf Club can serve as a valuable neighbourhood amenity:

1. **Recreation and Leisure:** Castle Cove Golf Club provides residents with a recreational outlet and a leisure activity. The clubhouse is connected to, and reliant upon Golf as a sport that people of various ages can enjoy, and foster a sense of community among residents who share a common interest in the game.
2. **Health and Fitness:** Golf is a low-impact sport that encourages physical activity. Walking the course and swinging the golf club can contribute to cardiovascular health and overall fitness. Having a golf club and clubhouse in the neighbourhood can promote an active lifestyle among residents.
3. **Social Interaction:** Golf clubs often serve as social hubs where local residents can meet, socialize, and build relationships. The clubhouse with its dining, food and beverage offering create opportunities and local spaces for neighbours and the community to connect and interact, fostering a sense of connection.
4. **Property Values:** The presence of a well-maintained golf course and clubhouse in the neighbourhood can positively impact property values. Homes near golf courses are often considered more desirable, and the green, open spaces can enhance the overall aesthetics of the community.
5. **Community Events:** Golf clubs frequently host community events, tournaments, and fundraisers that are hosted within the clubhouse. These events can bring residents together, promote a sense of belonging, and contribute to a positive community atmosphere.
6. **Educational Opportunities:** The clubhouse provides educational opportunities for residents interested in learning or improving their golf skills, contributing to lifelong learning within the community.
7. **Economic Impact:** The clubhouse can have positive economic effects on the local community. It can generate employment opportunities, support local businesses, and attract visitors from outside the neighbourhood, thereby boosting the local economy.
8. **Environmental Benefits:** Well-maintained golf course and clubhouse can contribute to green spaces and environmental conservation. They provide habitats for various plant and animal species and can contribute to overall biodiversity.
9. **Quality of Life:** A golf club adds to the overall quality of life by providing a serene and well-maintained environment. The open spaces, manicured landscapes, and peaceful atmosphere can contribute to residents' well-being.

While golf clubs can offer numerous benefits, it's essential to manage potential challenges, such as noise concerns, traffic, and environmental impact, to ensure that the facility enhances the neighbourhood without causing disruptions. Proper planning and community engagement are crucial for balancing the positive aspects of a golf club with the needs and preferences of the local residents.

Noise Management

Noise management at a Castle Cove Golf Club is crucial to ensure a pleasant experience for both golfers and nearby residents. Here are some strategies for effective noise management at Castle Cove clubhouse:

1. Noise Policies:

- Clear and comprehensive noise policies are in place that outline acceptable noise levels and permissible hours for activities that generate noise.
- These policies are communicated to all club members, staff, and any event organisers.

2. Schedule Maintenance Thoughtfully:

- Plan maintenance activities, during times that are least likely to disturb golfers or nearby residents. This might involve scheduling these activities during non-peak hours or on specific days.

3. Community Engagement:

- Establish open lines of communication with nearby residents and direct neighbours. Keep them informed about the golf clubhouse's activities and address any concerns they may have regarding noise.

4. Enforce Policies Consistently:

- Ensure that noise policies are consistently enforced. This helps maintain a peaceful environment and demonstrates the club's commitment to minimising disruptions.

5. Educate Staff and Members:

- Train staff and club members on the importance of noise management. Encourage everyone to be mindful of their activities and their impact on the overall atmosphere of the golf club.

By implementing a combination of these strategies, Castle Cove can strike a balance between maintaining the course and facilities while minimizing the impact of noise on both players and the surrounding community.

Responsible Service of Alcohol

Only RSA trained staff will sell or serve alcohol at the clubhouse

Illegal Drugs

Castle Cove Golf Club has a zero-tolerance policy for illegal drugs. This means that any presence or use of illegal drugs on Golf Club premises or during work hours is strictly prohibited.

Weapons

Castle Cove Golf Club maintain a strict no-weapons policy to ensure the safety and comfort of their members and guests. The policy explicitly prohibits the carrying or use of firearms, knives, or any other potentially dangerous weapons on the club's premises. This includes the golf course, clubhouse, parking lots, and any other areas owned or operated by the club.

Enforcement of this policy is taken seriously, and violations may result in penalties, including membership suspension or termination. The primary goal of this policy is to maintain a secure and enjoyable environment for all members, guests, and staff.

Patron and Crowd Management

Managing patrons and crowds at Castle Cove Golf Club is essential to ensure a safe, enjoyable, and organized environment for everyone involved. Here are some of the strategies put in place at Castle Cove Golf Club for effective patron and crowd management:

1. Clear Communication:

- Display clear signage indicating rules, regulations, and areas where club patrons or golfers are allowed to go or restricted.
- Use moveable white boards or permanent notice boards to communicate important information to club patrons or golfers about the conditions of play etc.

2. Designated Entry and Exit Points:

- Clearly mark entry and exit points to control the flow of patrons.
- Have staff members aware of these points to assist and guide patrons.

3. Golfer Flow Management:

- Designate specific pathways to control the flow of pedestrian traffic.

4. Emergency Preparedness:

- Develop and communicate an emergency evacuation plan.
- Ensure staff is trained on emergency procedures and that emergency exits are clearly marked.

5. Adequate Staffing:

- Have a sufficient number of staff members, to assist club patrons and golfers with any issues that may arise.

6. Alcohol Management:

- Enforce responsible alcohol consumption policies.
- RSA trained employees serving and selling alcohol.
- Train staff to identify and handle situations involving intoxicated patrons.

7. Lost and Found:

- Establish a lost and found area where golfers can inquire about lost items.
- Have a system for cataloguing and returning lost items to their owners.

8. Community Engagement:

- Foster a positive relationship with the local community to address concerns and mitigate potential issues.

By implementing these measures, Castle Cove can create a safer and more enjoyable experience for golfers both members and public players.

Waste Management and Minimisation

Waste management and minimization at a golf club are essential for environmental sustainability and community responsibility. Here are some strategies and practices that Castle Cove Golf Club has adopted to effectively manage and minimize waste:

1. Recycling Program:

- Implement a comprehensive recycling program for materials such as paper, cardboard, plastics, glass, and metal. Ensure that recycling bins are strategically placed throughout the clubhouse.

2. Composting:

- Establish a composting system for organic waste generated on the golf course, such as grass clippings, leaves, and kitchen scraps. The resulting compost can be used to enhance the soil in clubhouse gardens or on the golf course.

3. Reusable Products:

- Encourage the use of reusable products in the clubhouse and on the golf course. This includes reusable cups, plates, and cutlery. Consider providing reusable water bottles to members and guests.

4. Electronic Communication:

- Reduce paper waste by implementing electronic communication for newsletters, schedules, and other informational materials. Encourage members to opt for electronic statements and receipts.

5. Hazardous Waste Management:

- Properly manage and dispose of hazardous materials, such as pesticides and fertilizers, according to local regulations. Provide training to staff on the safe handling and disposal of these substances.

6. Donation Programs:

- Establish donation programs for equipment and apparel that are no longer needed. This can include clubs, golf balls, and clothing and food. Donated items can be given to local charities or community organizations.

7. Partnerships with Local Recycling Facilities:

- Establish partnerships with local recycling facilities to ensure that recyclables are properly processed. Stay informed about updates in recycling technology and adjust the waste management plan accordingly.

8. Regular Monitoring and Evaluation:

- Continuously monitor waste generation and regularly evaluate the effectiveness of waste management initiatives. Use the data collected to identify areas for improvement and adjust strategies accordingly.

By adopting these waste management and minimization strategies, Castle Cove Golf Club can contribute to environmental conservation, endeavour to reduce its ecological footprint, and demonstrate a commitment to sustainable practices.

Occupational Health and Safety

Occupational Health and Safety (OHS) is crucial in any workplace, including a golf club. Ensuring a safe and healthy environment for employees, members, and visitors is essential to prevent accidents, injuries, and long-term health issues. Here are some key strategies implemented at Castle Cove Golf Club.

1. Risk Assessment:

- Identify potential hazards in various areas of the golf clubhouse, such as the kitchen, bathrooms, workshop, and pro shop.
- Assess the level of risk associated with each hazard and prioritise them based on severity.

2. Employee Training:

- Provide comprehensive OHS training for all employees, Pro Shop staff, food and beverage staff, and maintenance workers.
- Training covers proper equipment use, emergency procedures, and the importance of reporting hazards promptly.

3. Emergency Response Plan:

- Develop and regularly update an emergency response plan that includes evacuation procedures, first aid stations, and communication protocols.
- Ensure that all employees are familiar with the emergency response plan and conduct regular drills to reinforce the procedures.

4. Personal Protective Equipment (PPE):

- Identify situations where PPE, such as safety glasses, ear protection, or gloves, is necessary.
- Provide the required PPE to employees and ensure they are trained on its proper use and maintenance.

5. Equipment Maintenance:

- Implement a regular maintenance schedule for golf carts, and other equipment.
- Train staff on proper equipment operation and maintenance procedures to prevent malfunctions that could lead to accidents.

6. Chemical Handling and Storage:

- Ensure that all chemicals, including fertilizers and pesticides used on the golf course and throughout the clubhouse, are stored and handled safely.
- Provide appropriate training on the correct use of chemicals and maintain Material Safety Data Sheets (MSDS) for all substances.

7. Slips, Trips, and Falls Prevention:

- Regularly inspect walking surfaces, including the amenities, kitchen, corridors and dining area to identify and address potential tripping hazards.
- Implement a cleaning schedule for areas all clubhouse areasto prevent slips and falls.

8. Wellness Programs:

- Promote employee health and wellness through programs that encourage physical activity, healthy eating, and stress management.

9. Communication:

- Establish open lines of communication for reporting hazards, injuries, or concerns.
- Encourage a culture where employees feel comfortable reporting OHS issues without fear of reprisal.

10. Compliance with Regulations:

- Stay informed about local, state, and federal OHS regulations applicable to golf clubs.
- Regularly review and update policies to ensure compliance with current standards.

Regular monitoring and review of the OHS program Castle Cove Golf Club. Regular training and ongoing communication are key elements in maintaining a strong safety culture.

Transport

Transportation at a golf club typically involves moving people and equipment around the clubhouse. Forms of transportation at the clubhouse include:

1. **Golf Carts:** Castle Cove has a fleet of golf carts available for rent. There are clear guidelines about who can hire a cart and also where on the clubhouse and course they can and can not go.
2. **Shuttle Services:** Castle Cove Golf Club does not provide a shuttle service
3. **Walking:** Many patrons and golfers walk throughout the clubhouse and golf course. Castle Cove has 13 pull buggies for hire for those golfers that would prefer to walk the golf course but perhaps don't have their own buggy.
4. **Electric Boards or Scooters:** We have a few club members that have their own modified mini motorbikes or eboard/scooters. The rules and guidelines set out for motorised carts users is the same for these golfers.
5. **Carpark Vehicles:** The clubhouse has a ground floor carpark for patrons and golfers to park. The carpark therefore has constant vehicle movements, including small rigid vehicles that provide deliveries or remove rubbish. Rules and guidelines are set out for users of the car park.

The specific transportation options available at Castle Cove Golf Club can provide convenient and efficient transportation options enhancing the overall experience for golfers and visitors to the club.

Holdup Procedure

Robbery or Security Incident:

- **Stay Calm:** Encourage everyone to stay calm and avoid making sudden movements.
- **Do Not Confront:** It is advised not to confront the perpetrators directly. Compliance is often the safest course of action.
- **Alert Authorities:** If possible, discreetly contact law enforcement and provide them with information about the situation.

Theft

1. **Contact the Authorities:**
 - Report the theft to the local police as soon as possible. Provide them with a detailed description of the items stolen, any potential witnesses, and any other relevant information.
2. **Notify Club Management:**
 - Inform golf club management about the incident. They may need to take immediate action to secure the premises and may have protocols in place for handling such situations.
3. **Review Security Footage:**
 - Review clubhouse surveillance camera footage to identify any suspicious activity or individuals. Provide this information to the police to assist in their investigation.
4. **Insurance Claims:**
 - If the stolen items are covered by insurance, file a claim promptly. Provide the insurance company with the necessary documentation, such as a police report and any other information they may require.
5. **Secure the Premises:**
 - Take steps to enhance security at the clubhouse. This might include improving lighting, upgrading security systems, or implementing additional measures to prevent future incidents.
6. **Communicate with Members:**
 - If the theft involves personal belongings of club members, communicate openly and transparently with them. Assure them that the club is taking steps to address the situation and enhance security.

7. Co-operate with the Investigation:

- Work closely with the police and any other relevant authorities during their investigation. Provide them with any information or assistance they may need.

Incident Register/Complaints

An incident register or a complaints log for a golf club is essential for maintaining transparency, addressing concerns, and improving overall member satisfaction. Castle Cove Golf Club's incident register is located in the Pro Shop. Some of the details required are below:

Castle Cove Golf Club Incident Register/Complaints Log

Date: (Date of Incident/Complaint)

Type of Incident/Complaint: (e.g., Slow Pace of Play, Course Conditions, Staff Behaviour, Facilities Issue, etc.)

Reporter's Name: (Name of the Person Reporting the Incident/Complaint)

Contact Information: (Phone Number/Email of the Reporter)

Location of Incident: (Specific Location on the Golf Course or Club Facilities)

Description of Incident/Complaint: (Detailed Description of the Event or Issue)

Action Taken: (Immediate Steps Taken to Address the Incident/Complaint)

Responsible Party: (Name/Department Responsible for Addressing the Issue)

Follow-up Date: (Scheduled Date for Follow-up or Resolution)

Status: (Open/Under Investigation/Resolved)

Additional Notes: (Any Additional Information or Notes Relevant to the Incident/Complaint)

Attachments: (If any documents, photos, or other materials are associated with the incident, note them here)

Reviewed by: (Name/Position of the Person Reviewing the Incident/Complaint)

Date of Review: (Date the Incident/Complaint was Reviewed)

Resolution Details: (Details of the Resolution, including any corrective actions taken)

Member Feedback: (Any Feedback Received from the Member Regarding the Resolution)

Preventive Measures: (Steps Taken to Prevent Similar Incidents/Complaints in the Future)