

KURRI GOLF CLUB

PLAN OF MANAGEMENT

INCORPORATING

BUSINESS PLAN 2021

KURRI GOLF CLUB

BUSINESS PLAN ELEMENTS

1. MANAGEMENT FOCUS

1.1 Strategic Intent

Kurri Golf Club strategic intent is to:

- Secure the value of the current business
- Improve the quality of golf for its members
- Increase cash flow and revenue for the business period

The Business Plan targets a number of opportunities to fulfil this strategic intent.

1.2 Financial Elements

The financial elements that impact on the strategic intent are:

- Net Profit (before interest and tax)
- Net Profit (after interest and tax)
- Tax Planning
- Capital Expenditure
- Finance Management

2. KEY RESULT AREAS

The financial elements are influenced by the following Key Result Areas:

2.1 Golf

- Daily Competitions
- Major Golf Events
- Sponsorship
- Field Size
- Administration
- Course Condition

2.2 Course

- Capital Expenditure
- Operating Costs
- Equipment Maintenance
- Course Maintenance
- Improvements
- Labour

2.3 Clubhouse

- Operating Costs
- Capital Expenditure
- Equipment Maintenance
- Building Maintenance and Improvements
- Labour
- Stock
- Licences and Administration

2.4 Revenue

- Course
- Club
- Golf Events
- Membership
- Sponsorship
- Poker machines

3. MARKET AND CUSTOMER RELATIONS

The Business of Kurri Golf Club is dependent on maintaining the trust and respect of its:

- Workforce
- Members
- Visitors and Guests and
- The Local Community

The Club can only maintain its competitiveness through interaction with local residents, business and community groups by attracting their interests in using the Club's facilities and sponsoring Club activities.

There is an opportunity for the Club to maximise its potential to attract both local and visiting customers by developing and implementing a community liaison program designed to promote the Club's facilities.

4. RISK ASSESSMENT

Kurri Golf Club is sensitive to a number of issues that unless closely scrutinised and controlled threaten the viability of the Business.

These include:

- People Safety and Liability
- Insurance costs
- Business Threats
- Financial Capability
- Asset Management and Maintenance
- Sustainable Water Supply
- Golf Course Condition

5. SAFETY

Kurri Golf Club ranks safety as its first priority and is committed to provide a safe work place and golf environment and in particular protect the health and interests of its :

- Workforce
- Members
- Visitors and Guests
- Local Community

6. ENVIRONMENTAL MANAGEMENT

Kurri Golf Club is committed to operating its facilities in an efficient and environmentally sensitive manner to minimise the impact on :

- Flora
- Fauna
- Soil Erosion

And will through sound environmental management implement systems for :

- Water and Waste Management
- Noise and Dust Control
- Visual Impact

To maximise environmental and social benefits to the community.

MISSION STATEMENT

Kurri Golf Club is committed to presenting its golf course and amenities in an excellent condition to its Members and Guests.

This will be achieved through the creative involvement of all its Employees, Directors and Members, working together as a team, committed to positive action based on continuous improvement of its assets, and sound environmental management.

Through this mission, Kurri Golf Club will achieve a level of profit and growth that will at all times add value to its business ensure the ongoing viability of the high quality golf facilities its Members and Guests demand.

SAFETY POLICY

Making Golf Safe

We believe there should be no accidents on the golf course.

Kurri Golf Club ranks safety as its first priority and is committed to provide a safe work place and golf environment.

We will regularly audit the Safety Plan.

Board's Responsibility

The Board will prepare, communicate and implement safe plans and procedures including training.

It will consider safety as the prime factor when designing and implementing all work systems and modifying and extending the Company's facilities.

Employee's Responsibility

All employees are responsible for their own safety and well being.

Employees must take immediate action to minimise the danger from any unsafe condition or workplace situation that may impact on their well being and ensure that the Board is advised.

Members Responsibility

All members are responsible for their own safety.

All of us must take immediate action to minimise the danger from any unsafe condition and ensure that the Board is advised.

We must welcome and look after our visitors and guests and ensure they are made aware of any situation that may impact on their safety whilst at the Club.

Good golf is playing safe.

ENVIRONMENTAL MANAGEMENT POLICY

Kurri Golf Club is committed to the principles of sound environmental management and will undertake all aspects of its operations to maximise environmental and social benefits to the community.

This will be achieved by:

- Incorporating measures for the protection of the environment in any aspects of design, operation and maintenance of the land, equipment and facilities administered by the Club.
- Undertaking routine monitoring of its impact on the environment and auditing its practices.
- Preparing an Environmental Management Plan incorporating details of environmental controls and systems to ensure compliance with all environmental laws.
- Recycling all suitable waste disposal including maximising the use of available sewage effluent on the golf course.
- Implementing a Tree Preservation and Management Plan to sustain the numbers, density and distribution of treed areas continuing to provide a protective habitat for existing native fauna on its land.

This will be accomplished by operating our facilities in an efficient and environmentally sensitive manner and providing the necessary training and direction that our staff and members need to achieve these objectives.

KURRI GOLF CLUB

BUSINESS PLAN 2021

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1. EXECUTIVE SUMMARY

1.1 Business Environment

The Business Plan for year 2021 has been structured to meet the known business environment for the year. The period of the plan aligns with the KGC financial reporting ie. the plan commences in October 2020 and ends September 2021.

Many challenges and opportunities face the Club in the following years. These include:

- The need to increase cash flow through the clubhouse to meet the increase in maintenance and expenditure on the Club's buildings, equipment and facilities.
- The encouragement of more people to participate in golf at competition level and show interest in administration of the Club.
- To place the Club in a position where it can undertake and manage its business in a professional manner.

The Club has a history of voluntary assistance and reliance on key individuals and personnel. While this has served the Club well in the past it is evident that the Club cannot continue in this mode and there needs to be change.

In the forthcoming business period the Board, in consultation with members and key personnel, will endeavour to develop an overall strategy that will provide positive direction in securing the Club's future. This will be extremely challenging and will require significant restructuring of existing functions of the Club and its staff. It is recognised by the Board, that without this restructuring, the current business of the Club is in jeopardy and significant positive changes will need to be implemented for the Club to stay in business.

The Club has a number of specific strategies and tasks intended to improve and secure its business and assets.

Strategies for continuous improvement, required for the Club to stay in business, are included in this Business Plan.

1.2 Outcome of Plan

Sensitive to:-

- Maintaining golfer and membership levels.
- Increased Clubhouse cash flow and revenue.
- Maintaining a sustainable level of debt.
- Uncertainty of water supply.
- Maintaining staff levels.
- Developing and implementing an Environment (course) Management Plan

2. MANAGEMENT FOCUS

Safety

- Carry out safety audit of all Club's facilities and operations.
- Implement safety plan.
- Ensure adequate training and accreditation for staff is in place.

Clubhouse - Cash Flow

- Increase House members by 10%.
- Increase Clubhouse cash flow by 5%.
- Increase total Revenue by 5%.
- Increase Clubhouse hire frequency by 10%.

Clubhouse - General

- Develop general maintenance and upgrade plan.
- Develop a strategy for poker machine replacement.
- Replace worn carpet areas.
- Develop a preliminary strategy for Clubhouse and surrounds upgrade.

Course

- Prepare the course to the highest possible standard given the available resources.
- Review current mowing practices and develop Course Mowing Plan.
- Remediate damaged surround areas and ensure adequate irrigation to these areas.
- Develop a Greens Management Plan for green repair, replacement and reclamation due to surround encroachment.
- Isolate areas from cart and course vehicle movements.
- Remove stumps and tree roots and remediate stone areas from within and directly adjacent to fairways.

Irrigation

- Commission new pump.
- Replace aging steel pipelines.
- Install and commission an automatic watering system for the Back 9.
- Boost water supply to green surround areas.
- Install new spray lines to Fairway 5.
- Continue to review irrigation requirements.

People

- Define core business and job descriptions.
- Review management structure and operating hours.
- Review staff training requirements.
- Maintain current labour subject to Business requirement.

Golf

- Maintain golfer membership levels.
- Review playing conditions to include local rules that reflect current ground conditions.

- Increase golfer participation in events by 10%.

Machinery

- Review and re-introduce machinery replacement policy.
- Acquire suitable greens roller.

Golf Carts

- Establish a Golf Cart Management Plan.
- Construct suitable cart paths.
- Limit cart movements to cart paths and nominated areas of the course.
- Re-introduce cart control lines to protect green surround areas.

Risk Sensitivity

- Water Supply.
- Failure to service debt.
- Member Participation.
- Urban encroachment.
- Decline in membership.
- Course condition.
- Uncontrolled cart and course vehicle movements.

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Kurri Golf Club – Business Plan Elements

3. FINANCIAL ELEMENTS

3.1 Profit

The year 2021 operating budget for the Club is based on increased Course and Clubhouse revenue. The continuing effect of COVID restrictions and diminishing government COVID support will continue to have a negative effect on potential profit.

Focus will be increasing cash flow by:

- Automating and upgrading irrigation systems.
- Improving the condition of golf playing areas to attract more golfers.
- Improving the clubhouse entry and surrounds to attract more functions.
- Boosting clubhouse use.
- Conserving electricity.

An operating net loss of \$52,122 is planned.

This loss is achieved on revenue of \$1,284,378 with operating costs being \$1,329,000.

Capital expenditure for year 2021 is projected to be \$190,000. An amount of \$100,000 will be invested in a term deposit for future staff leave entitlements.

PLAN OVERVIEW - SUMMARY AND FORECAST

Category		2016	2017	2018	2019	2020	2021
		Actual	Actual	Actual	Actual	Actual	Budget
Income	Golf	413993	423214	443856	435458	448862	463600
	Course	166955	161863	176227	177464	528972	246920
	Club	600679	611788	656600	586529	676031	573858
	Total Income	1181627	1196866	1276683	1199451	1653866	1284378
Operating Costs	Golf	176699	181960	183121	191620	177378	194750
	Course	333395	378780	385709	360273	424988	462100
	Club	467395	509368	517830	483356	435825	499050
	Total Costs	977489	1070108	1086659	1035249	1038191	1155900
Profit/Loss before Outgoings		204138	126758	190024	164202	615675	130978
Outgoings	Prov. Employee Leave	19180	8385	18182	15251	9501	15000
	Staff Training and Welfare	0	0	0	1869	0	2000
	Superannuation/LSL etc.	41646	42086	40678	41879	40810	42000
	Rates	13670	17452	9925	16627	15057	15000
	Insurance	31108	33382	38843	47425	39744	30000
	Depreciation	56859	55110	52271	52450	52501	55000
	Admin. Other	23952	19993	24213	25570	42752	24100
	Total Outgoings	186415	176408	184112	201071	200365	183100
Net Operating Profit/(Loss)		17723	-49650	5912	-36869	415310	-52122

3.2 Income

The main streams of income are member's subscriptions, green fees, competition excess, raffles and sponsorship. This income is allocated to Course and Clubhouse to cover their operational costs. For 2021, it is hoped that a substantial additional income will be received from project grants.

3.2 Operating Costs

The year 2021 budget for operating costs is expected to be in the vicinity of \$1,150,000, a loss of \$70,000 compared to 2020. It is expected that golf membership numbers will be 600 compared to 520 last year. The main area of loss will be increases in course staff wages due to upgrades in senior permanent positions, retirements and overlap of staff transition.

3.3 Capital Expenditure

Expenditure on capital equipment during year 2021 is projected to be \$190,000 made up as follows:

- \$35,000 for golf course maintenance equipment. Investment is directed towards replacement of existing equipment.
- \$10,000 for clubhouse equipment required to satisfy safety and health standards. In particular replacement of worn carpet areas.
- \$10,000 for improvements to machinery shed environs. In particular upgrade to chemicals storage area and provision for irrigation control centre.
- \$20,000 for construction of cart paths.
- \$5,000 for practice facility upgrade.
- \$150,000 for automatic watering and irrigation upgrades.
- \$20,000 resealing car park and clubhouse entry.

Refer Summary of Operations for each Key Result Area for a detailed breakup of capital expenditure items. A 5 year forward projection for capital expenditure is also attached as Table 1.

3.4 Finance Management

The Club relies primarily on Members prescribed fees to supplement shortfalls in operating costs and to provide revenue for capital expenditure.

Club finances received a boost during 2020 with a developer compensation payment of \$250,000 and a \$10,000 grant for practice facility upgrade. The Club is in a sound financial position with no current loan repayment commitments other than residual amount of \$4,000 for a mower purchase. It is anticipated that available overdraft monies (up to \$50,000) will not be required to be drawn upon during Year 2021.

The Club is committed to its automatic watering project and irrigation main pipeline upgrades. Additional funding is required to complete these works within the 2021 budget period. Grants are being continually applied for and if successful there may be no requirement for additional borrowings to satisfy the irrigation requirements. On the basis that borrowings will be required an allowance for repayments for a \$150,000 loan has been factored into Year 2021 budget.

Monitoring costs against the budget and retaining sufficient 'end of year cash' to launch into the following budget period is critical. The table below indicates available 'end of year cash' and excludes \$110,000 invested in term deposits for staff entitlements. Some major items appearing in the CAPEX table have

Kurri Golf Club – Business Plan Elements

been excluded to maintain a generally positive 'end of year cash' balance. These items can only be included if additional funding or significant improvement in cash flow occurs.

During Year 2020 substantial changes were made to green staff resulting in a significant increase in greens wages. It is forecast that improved course and playing conditions will result in increased cash flow and profit.

3.5 Special Budget Allocation – Developer Compensation Money

During Year 2020 budget period a payment of \$250,000 was received from Hunter Land.

The table below lists the allocation and expenditure of this money.

PROPOSED ALLOCATION - DEVELOPER COMPENSATION MONEY			
Item #	Description	Allocation	Status
1	Employees leave entitlements.	\$100,000	Term deposit bank
2	Automatic course watering system	\$50,000	Ongoing
3	Replacement of asbestos and steel pipes.	\$18,000	Asbestos line completed
4	Pump shed upgrade	\$25,000	50% complete
5	Machinery upgrade – incl. Tractor with FEL	\$42,000	Completed
6	Club house and car park	\$15,000	Held over

3.6 Special Budget Allocation – Automatic Watering

For Year 2021 provision is made in the budget for \$150,000 to be allocated to the installation of G Wave automatic watering and replacement of all steel pipe mains. Application for a government grant to fund these works has been made. KGC is committed to these works and on the basis that the grant will be unsuccessful provision for obtaining funds and their repayment for this to occur is provided for in this budget.

In the event that the irrigation grant is successful the then consideration will be given to obtaining borrowings for Clubhouse extensions or establishing a members cart shed.

4. KEY RESULT AREAS

4.1 Golf

4.1.1 Market Strategy

It is forecast that Golf operations, before Capital Expenditure, will return a profit of \$268,850 for this Plan.

COVID-19 restrictions in half two of Year 2020 saw a significant increase in golf activity resulting in an unplanned increase in golf membership. It is expected that this will trend into half one of the Year 2021 period and a 5% increase is planned. Current member diversity is shown in the following table:

MEMBER DIVERSITY			
Category	Male	Female	Total
Full	363	37	400
Pensioner	127	26	153
Youth	17	0	17
Junior	18	5	23
Sub-Junior	5	1	6

It is planned to encourage members to participate in competition events more often and encourage visiting players to return by:

- Rehabilitating damaged and eroded areas affecting playing conditions.
- Improving course condition by better irrigation controls and mowing practices.
- Establishing cart paths and better cart control.
- Providing local rules that best suit ground conditions.

It is recognised the golf course remains underutilised and there is potential for attracting more local residents as the community grows.

4.1.2 Golfer Summary and Forecast

Category	2017	2018	2019	2020	2021	
	Actual	Actual	Actual	Actual	Budget	
Players	Tuesday Comp.	2821	3202	3186	3807	3840
	Wednesday Ladies	499	747	797	970	960
	Wednesday Seniors	1426	1596	1515	1817	1920
	Friday Comp	3030	3389	3224	3810	3840
	Saturday Comp.- Men	8374	7833	8061	8110	8640
	Saturday Comp.- Ladies	865	883	922	916	960
	Sunday Comp.	263	222	199	973	1150
	Sub-Total	17278	17872	17904	20403	21310
	Members Non-Comp.	3642	3846	3898	3931	4080
	Non-Member Social	3923	5013	4990	4842	5280
	Social Clubs	2895	2893	2634	1784	2880
	Thursday Cut Price	2299	2663	2615	2314	2640
	Sub-Total	12759	14415	14137	12871	14880
	Total	30037	32287	32041	33274	36190

Kurri Golf Club – Business Plan Elements

4.1.3 Golf - Summary and Forecast

Category		2017	2018	2019	2020	2021
		Actual	Actual	Actual	Actual	Budget
Income	Green Fees - Members	20981	20669	20161	17656	21000
	Green Fees - Social	118893	117122	114243	100053	119000
	Mid-Week Comp.	140688	151698	149258	163761	160000
	Week-End Comp.	140688	151698	149258	163761	160000
	Sponsor Allocation	1965	2671	2539	3632	3600
	Total	423214	443856	435458	448862	463600
Costs	Mid-Week Comp.	39554	40987	44574	35474	42500
	Week-End Comp.	39554	40987	44574	35474	42500
	Professional	73352	75425	73167	74085	76000
	Printing and Stationery	2683	3250	4066	3626	3750
	Members Affiliation	26818	22473	25240	28719	30000
	Total	181960	183121	191620	177378	194750
Operating Profit/Loss		241254	260736	243839	271484	268850

4.2 Course

4.2.1 Market Strategy

It is forecast that Course operations, before Capital Expenditure, will return a loss of \$208,480 for this Plan.

The major items allocated to Capital Expenditure that significantly impact on operating costs in this Plan are those shown in the Special Budget Allocation in Items 3.5 and 3.6.

These being:

- Automatic Irrigation \$100,000
- Steel pipe replacement \$50,000
- Club house and car park \$25,000.
- Machinery upgrades \$25,000.

It is not anticipated that there will be a requirement for major machinery replacement during this budget period and there is no provision in this Plan for this to occur.

Other items that may impact on course operating costs are:

- Possible \$30,000 contribution to government grant for the automatic watering.
- Cart path construction

There is provision in course maintenance allocation for minor improvements such as purchase of trees, limited landscaping and course equipment to the value of \$5000.

Kurri Golf Club – Business Plan Elements

4.2.2 Course - Operating Summary and Forecast

Category		2017	2018	2019	2020	2021
		Actual	Actual	Actual	Actual	Budget
Income	Course Fee Allocation	148421	143916	161780	172591	181220
	Sponsor Allocation	7862	10685	10156	14529	14400
	Raffle Income	3139	3611	2864	2669	3500
	Paterson Labour Payment	0	0	0	0	35000
	COVID Support	0	0	0	195857	0
	Diesel Fuel Rebate	2442	3014	2664	2016	2800
	Grants and Compensation	0	15001	0	141311	10000
	Total	161863	176227	177464	528972	246920
Costs	Course Maintenance	108976	114142	80470	119586	115000
	Greens wages	191761	182245	190385	231023	265000
	Electricity Allocation	28473	38975	41388	22249	20100
	Administration Wages	39462	39804	41464	42216	47500
	Raffle Prizes	1959	1988	1803	1277	2000
	Loan Irrigation	0	0	0	0	0
	Other	8150	8556	4764	8638	5800
	Total	378780	385709	360273	424988	455400
Operating Profit/Loss		-216917	-209482	-182809	103985	-208480

4.3 Club

4.3.1 Market Strategy

COVID-19 restrictions had an adverse effect on Club operations in half two of the Year 2020 period and this is expected to continue through half one of Year 2021. It is forecast that Club operations, before Capital Expenditure, will return a profit of \$77,308 for this Plan.

With an increase in golfer participation due to course improvement and COVID-19 restrictions it is noticeable that there is a trend and a preference for golfers to remain outdoors after completing golf activities therefore provision is made in this budget for construction of a suitable undercover area.

The major items allocated to Capital Expenditure that significantly impact on operating costs in this Plan are:

- Carpet replacement \$5,000.
- Car park \$15,000.
- Construction of an undercover area adjoining golfer entry – allowance \$50,000.

Other than the items mentioned above, it is not anticipated that there will be a requirement for any other major capital expense and there is no provision in this Plan for this to occur.

Other items that may impact on Club operating costs are:

- Retiring long term employee - allowance \$75,000.
- Poker machine upgrades.

There is provision in Club maintenance allocation for minor improvements such as painting, limited landscaping and purchase of small equipment items to the value of \$10,000.

Kurri Golf Club – Business Plan Elements

4.3.2 Club - Operating Summary and Forecast

Category		2017	2018	2019	2020	2021
		Actual	Actual	Actual	Actual	Budget
Income	Bar Sales	261535	298095	291202	234816	275000
	Poker Machine Takings	70353	77433	52642	21172	25000
	Poker Machine GST Rebate	5499	9282	3108	4657	6500
	Kitchen Sales	112547	108701	96705	80029	105000
	Commissions Received	1615	2942	2776	2459	3000
	Club Hire	1000	455	291	695	800
	Keno Commission	15763	16478	12355	9907	12000
	Interest	0	0	63	1127	3000
	Raffle Income	28248	32502	25775	24025	31500
	Disposal of Assets	7911	0	0	0	0
	Bar - Closing Stock	16697	15175	19805	15424	19800
	Kitchen - Closing Stock	3540	850	1000	2200	2500
	Other	13977	8803	1124	4228	3000
	Sub-Total	538685	570716	506846	400739	487100
	COVID Support	0	0	0	65286	0
Grants and Compensation	0	15001	0	125000	0	
Club Fee Allocation	73103	70884	79683	85007	89258	
Total	611788	656600	586529	676031	57658	
Costs	Bar Purchases	118979	128091	125319	100723	125000
	Bar Wages	82618	83148	79204	71964	83000
	Bar - Opening Stock	19411	16697	15175	19805	18000
	Sub-Total	221008	227936	219698	192492	226000
	Poker Machine Maint.	6827	9092	14183	7415	8000
	Poker Machine Wages	9147	9258	8800	7996	10000
	Poker Machine Depreciation	5174	6823	6815	6797	6800
	Poker Mach. Purchase	0	0	0	0	0
	Poker Machine GST	6354	5382	4278	0	0
	Sub-Total	27502	30555	34076	22208	24800
	Bistro Purchases	76844	67110	64200	61265	70000
	Bistro Wages	26462	33713	29307	26522	30000
	Opening Kitchen Stock	3978	3540	850	1000	1000
	Sub-Total	107284	104363	94357	88787	101000
	Club Maintenance	25623	28657	22471	29863	30000
Admin Wages	39462	39804	41464	42216	47500	
Cleaning Wages	26235	18849	18851	18179	18500	
Electricity Allocation	14024	19196	20385	10958	13200	
Promotions	9460	15261	5416	5660	8000	
Raffle Prizes	17629	17892	16226	11493	18000	
Freight	1322	1412	1583	1397	1500	
Other	19819	13905	8830	12573	10550	
Sub-Total	153574	154976	135225	132338	147250	
Total Costs	509368	517830	483356	435825	499050	
Operating Profit/Loss		102421	138770	103173	240206	77308

5. CORE RISK MANAGEMENT

5.1 Water Supply

- Risk:* Pump failure due to lack of power or water.
- Management:* Ensure electricity supply is maintained.
Ensure regular pump maintenance is carried out.
Implement water supply and irrigation management plan.
- Risk:* Discontinuance of water supply.
- Management:* Maintain integrity of agreement with Hunter Water.
Ensure security and maintenance of water supply.

5.2 Failure to Service Debt

- Risk:* Under utilisation of Clubhouse.
- Management:* Advertise Club facilities.
Arrange in-house functions.
Increase member activities.
- Risk:* Course maintenance costs blow out.
- Management:* Increase the revenue from the Clubhouse
Increase annual membership fees.
Review user-pay system for member golf.
Limit course maintenance costs.
Review labour requirement.
Minimise electricity costs.

5.3 Member Participation

- Risk:* Decline in membership.
- Management:* Advertise Club facilities.
Improve standard of Club facilities.
Arrange more Club functions.
- Risk:* Decline in participation in golf events.
- Management:* Review golf program.
Review golf facilities.
Restructure golf costs.
Re-establish Sunday competition.
Improve coaching and training facilities.

Review local rules to align with ground conditions.
Provide adequate sand to bunkers.

5.4 Course Environs

Risk: Deterioration of Ground and Course playing area.

Management: Ensure adequate irrigation.
Control golf cart and course vehicle movement.
Rehabilitate damaged areas.
Control drainage and run-off.
Increase mower heights to promote better grass growth.

Risk: Deterioration of clubhouse and surrounds.

Management: Develop clubhouse maintenance program.
Upgrade and re-seal carpark.

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6. MARKET AND CUSTOMER RELATIONS

Member and community awareness is an important aspect of the Club's operations. To promote golf and increase cash flow activities and events require advertising and results reporting.

This will be achieved by:

- Club house notices and announcements
- Media publication of golf results
- Media recognition of golf achievement
- Members bulletin
- Community Leaflets

As well there may be areas of community concern and reported incidents that may require attention and determination by the Board.

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7. SAFETY

Kurri Golf Club places the safety of its workforce, members, visitors and the surrounding community as its highest priority.

Kurri Golf Club is committed to implementing safe systems of work and designing and maintaining the facilities of the golf course and the clubhouse.

Allocation of appropriate capital expenditure to prevent the occurrence of accidents and property damage forms part of this Business Plan.

Funding for safety training totals \$2000 and is allocated in the Course and Clubhouse sections of this Business Plan.

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8. Environmental Management

This Business Plan allocates the capital and operational expenditure for effective environmental management.

Kurri Golf Club efficiently uses sewage effluent to irrigate its land. Funding for this together with tree planting and erosion control is allocated in the Course section of this Business Plan.

Waste reject from the Clubhouse is also separated for recycling where practicable.

During the course of this Business Plan an Environs Management Plan will be developed setting the strategies and goals for sustainable environmental management for future budget periods.

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Kurri Golf Club – Business Plan Elements

Table 1 - 5 Year Estimate for Capital Expenditure

Allocation		Item	Cost	2021			2022	2023	2024	2025
				YTD	Committed	Proposed				
Course	Improvements	Cart Shed	60000				60000			
		Cart Paths	25000		5000		5000	5000	5000	5000
		Irrigation	190000		150000		10000	10000	10000	10000
		Pump Shed Upgrade	13000		13000					
		Practice Facility	10000			5000	5000			
		Greens	155000			5000	50000	50000	25000	25000
	Equipment	General Equipment	2500			2500				
		Greens Roller	10000				10000			
		Course Vehicle/Mowers	100000		15000	15000	15000	35000		35000
		<i>Sub-totals</i>	563500	0	115000	157500	170000	120000	55000	75000
Club	Improvements	Car Park	30000		15000	15000	15000			
		Clubhouse Extensions	500000							500000
		Clubhouse Interior	10000			2500	2500	2500	2500	
		Replace Carpet	5000		5000	5000				
		Undercover Area	50000			50000				
	Equipment	General Equip.	15000		2500	5000	2500	2500	2500	2500
		Poker Machines	30000				15000		15000	
		Replace TV	5000				2500		2500	
		Kitchen Equip.	12500		2500	2500	2500	2500	2500	2500
		Computer Equip.	6000				3000			3000
<i>Sub-totals</i>		613500	0	25000	30000	43000	7500	25000	508000	
Totals		1191000	0	140000	187500	213000	127500	80000	583000	

Notes:

Major Capital Expenditure items will be dependent on borrowings and Govt. and other Grants

PROJECTED 5 YEAR SUMMARY AND FORECAST

Category		2021	2022	2023	2024	2025
		Budget	Projected	Projected	Projected	Projected
Income	Golf	463600	493600	525800	560380	597536
	Course	246920	255981	265495	275485	285974
	Club	576358	631396	665297	701306	739567
	Total Income	1286878	1380977	1456593	1537171	1623077
Operating Costs	Golf	194750	201000	207463	214148	221068
	Course	462100	466585	485009	504457	524994
	Club	499050	490565	511017	532801	555789
	Total Costs	1155900	1158150	1203488	1251407	1301852
EBIT		130978	222827	253105	285764	321225
Outgoings	Superannuation etc.	42000	42000	42000	42000	42000
	Insurance	30000	31000	32000	33000	34000
	Rates	15000	16000	17000	18000	19000
	Administration	24100	24100	24100	24100	24100
	Other	72000	72000	72000	72000	72000
	Total Outgoings	183100	185100	187100	189100	191100
Operating Profit/(Loss)		-52122	37727	66005	96664	130125
CAPEX		145000	230500	97500	80000	598000