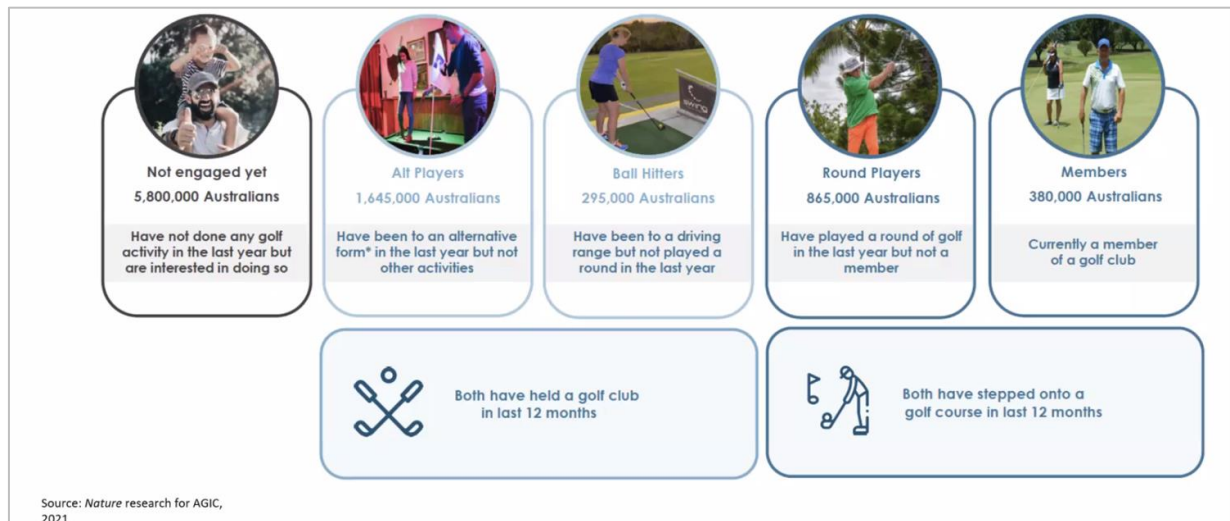


**General Manager – Clubs and Facilities
Position Outline**

1. Strategic Context

Golf clubs and facilities are central to the health of Australian Golf

Australians are participating in golf in a variety of ways, and not just at golf clubs and on golf courses. Other facilities such as driving ranges, mini-golf, and virtual golf all have an important role to play in providing valuable participation opportunities for golf's total addressable player market:



Golf clubs and facilities provide the places to play, learn and share the game with others. They are at the core of the wider ecosystem that serves golf's current and potential playing customers:



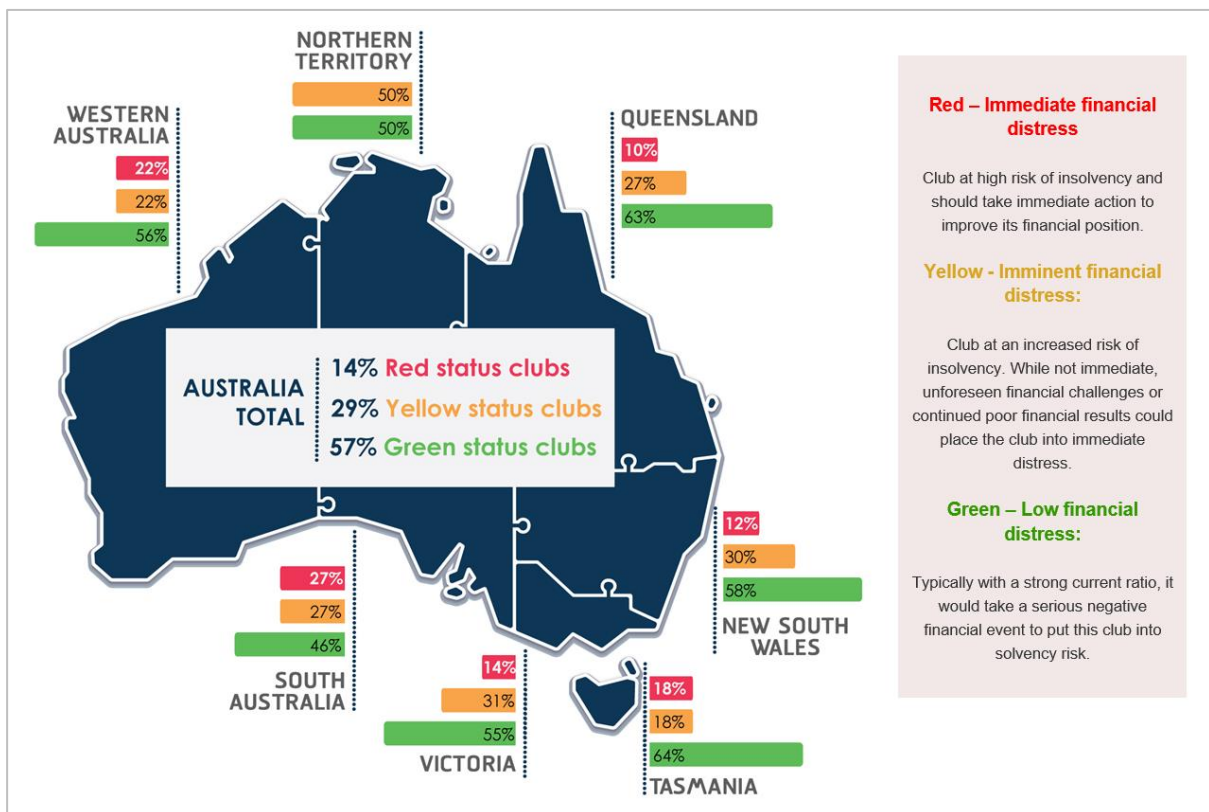
Also, golf clubs and their playing members (affiliated golfers) are vital to the financial health of Australian Golf. Revenue from affiliation fees is an essential financial contribution that supports investment in supporting and growing the game.

A picture of mixed health across Australian golf clubs

Qualitative and quantitative research undertaken by Golf Australia has identified that the health and challenges faced by Australia's 1,500+ clubs and facilities vary.

Prior to the pandemic, the number of affiliated golfers (club playing members) had been experiencing a steady decline for 20 years.













In 2019, nearly 60% of clubs across Australia reported strong financial results. Around a third of clubs were facing heightened risks of insolvency in the medium term, and around 14% of clubs were at immediate financial risk.



The pandemic has led to increased demand for golf by both existing members and by prospective members looking to join golf clubs. Operators and participants at public facilities have shared encouraging stories with Golf Australia of full courses and demand from broad demographics.

Financial sustainability & social licence to operate

Golf Australia has identified 2 main challenges and opportunities that are – and will be – faced by clubs and facilities in the coming years:

Financial sustainability	Social licence
<p>Ongoing financial health of clubs and facilities is critical to the health of golf. Club and facilities finances face a series of existing and emerging challenges to their operating model and governance.</p>	<p>Social licence refers to the support given by a community for the continued operation of a project or activity – golf clubs and facilities have many stakeholders whose support is critical to their ongoing operation.</p>
<div style="display: flex; flex-direction: column; gap: 10px;"> <div style="display: flex; align-items: center;">  <div style="margin-left: 10px;">Retaining current members (while increasing fees as necessary for some clubs)</div> </div> <div style="display: flex; align-items: center;">  <div style="margin-left: 10px;">Attracting the next generation of club members (and their families)</div> </div> <div style="display: flex; align-items: center;">  <div style="margin-left: 10px;">Balancing course access for all members and public players</div> </div> <div style="display: flex; align-items: center;">  <div style="margin-left: 10px;">Balancing the books</div> </div> <div style="display: flex; align-items: center;">  <div style="margin-left: 10px;">Ensuring course quality in a challenging labour market</div> </div> <div style="display: flex; align-items: center;">  <div style="margin-left: 10px;">Governance and regulatory compliance</div> </div> </div>	<div style="display: flex; flex-direction: column; gap: 10px;"> <div style="display: flex; align-items: center;">  <div style="margin-left: 10px;">Demonstrating that clubs are inclusive and welcoming to all prospective members</div> </div> <div style="display: flex; align-items: center;">  <div style="margin-left: 10px;">Celebrating golf – and golf clubs – as places for women and girls</div> </div> <div style="display: flex; align-items: center;">  <div style="margin-left: 10px;">Ensuring the sustainability of golf's water and chemical use and managing golfer expectations accordingly</div> </div> <div style="display: flex; align-items: center;">  <div style="margin-left: 10px;">Promoting golf facilities and clubs as accessible green spaces for all – especially in metropolitan areas</div> </div> <div style="display: flex; align-items: center;">  <div style="margin-left: 10px;">Protecting biodiversity through land stewardship</div> </div> <div style="display: flex; align-items: center;">  <div style="margin-left: 10px;">Considering the implications of climate change on golf as a summer sport</div> </div> </div>

The role of golfing administrators

Fundamentally, Australian national golf administrators exist to support and facilitate people playing golf across the country, including social golfers, club members and the most talented golfers via the elite pathway.

Administrators are also tasked with the future health of the sport to ensure that golf will remain a pleasurable and accessible pastime in coming years. It is this mandate to protect golf's future that gives rise to the requirement that golf adopt a growth mindset when considering all the various ways in which people play golf.

In terms of supporting golf's core of club and facilities, golfing administrators play a leadership and coordination role based on making life easier for club and course management, volunteers, and members.

Golf Australia currently plays – or will look to play – a leading role in areas such as:

- Promote great examples from across Australian Golf to celebrate success and share opportunities to learn from each other
- Help to coordinate industry responses to the biggest challenges and opportunities that affect us all – including growing golf for the future
- Support and advocate for support from all levels of government
- Support core functions e.g. rules and handicapping
- Secure and protect golf's social licence, including promoting diversity and environmental sustainability



What does this mean for the Australian Golf Strategy and Golf Australia?

- Healthy golf clubs and facilities are key to the future growth of our sport. Strong, community-focused public facilities are our cradles of participation, and vibrant, healthy golf clubs provide opportunities for golfers who wish to join a club and participate in all that membership has to offer.
- The experience that our golfers have at clubs and facilities across the country will determine the ongoing health, sustainability and viability of our sport.
- The Australian community places high expectations on our sporting clubs and facilities and their contribution to wider society, and exclusivity is not sustainable. Golf needs to continue to ensure that we reflect the expectations of modern Australia to continue to attract new golfers for the next hundred years.
- The role of Australian Golf administration is to support clubs, facilities and members and grow the game by attracting people to the sport as part of ensuring golf's future health.

With this new strategy in mind, Golf Australia has identified the need to create a new executive position, General Manager – Clubs and Facilities, reporting to the Golf Australia CEO.



2. Performance Objectives

The General Manager – Clubs and Facilities will lead Golf Australia's approach to growing the core of Australian golf by ensuring club and facility growth and sustainability.

This will include driving strategic planning, development, operational resourcing, program execution, and performance evaluation activities.

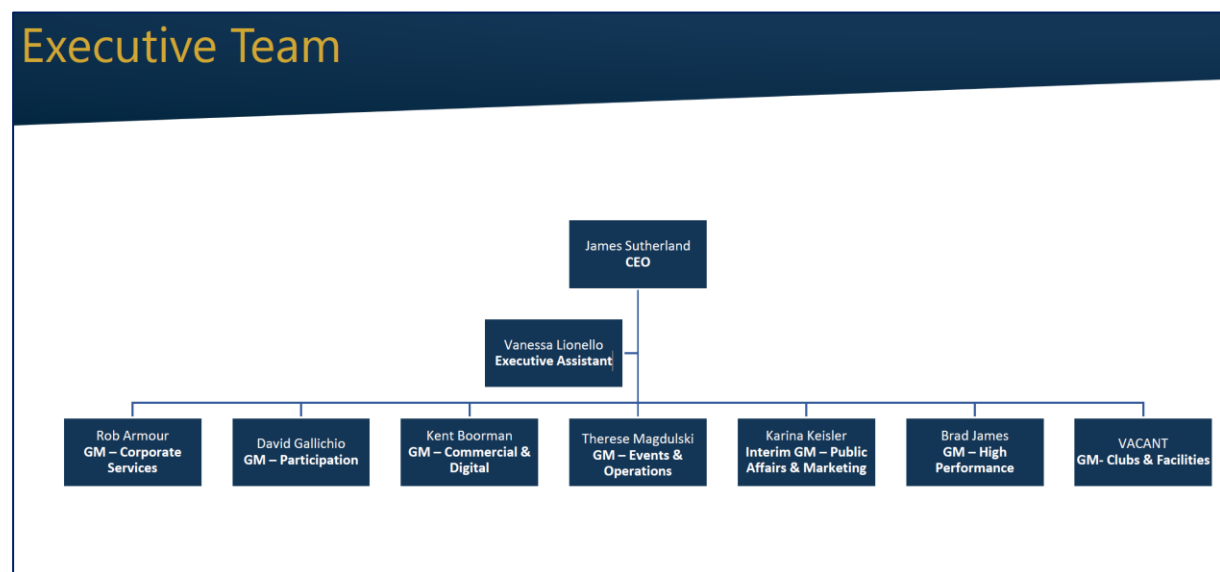
The role, where relevant, will support Golf Australia's approach to its other strategic priorities, particularly participation growth.

Key performance objectives include:

- Deliver an effective clubs and facilities support, education, and development program via a high-performing national team working across states and territories.
- Develop meaningful relationships with the relevant leaders of clubs and facilities, local government, PGA of Australia, and the broader golf business community.
- Establish Golf Australia, together with relevant local and international partners, as a trusted source of information and advice regarding golf club and facility performance, golf services, innovation, development, and success.
- Continue to provide technical services and support such as golf rules, handicapping and course rating activities.
- Contribute to maintaining the integrity of Australian golf via Golf Australia's Integrity Framework which covers the core integrity areas of safe sport, inclusive sport, and fair sport.

2.1 Executive Team

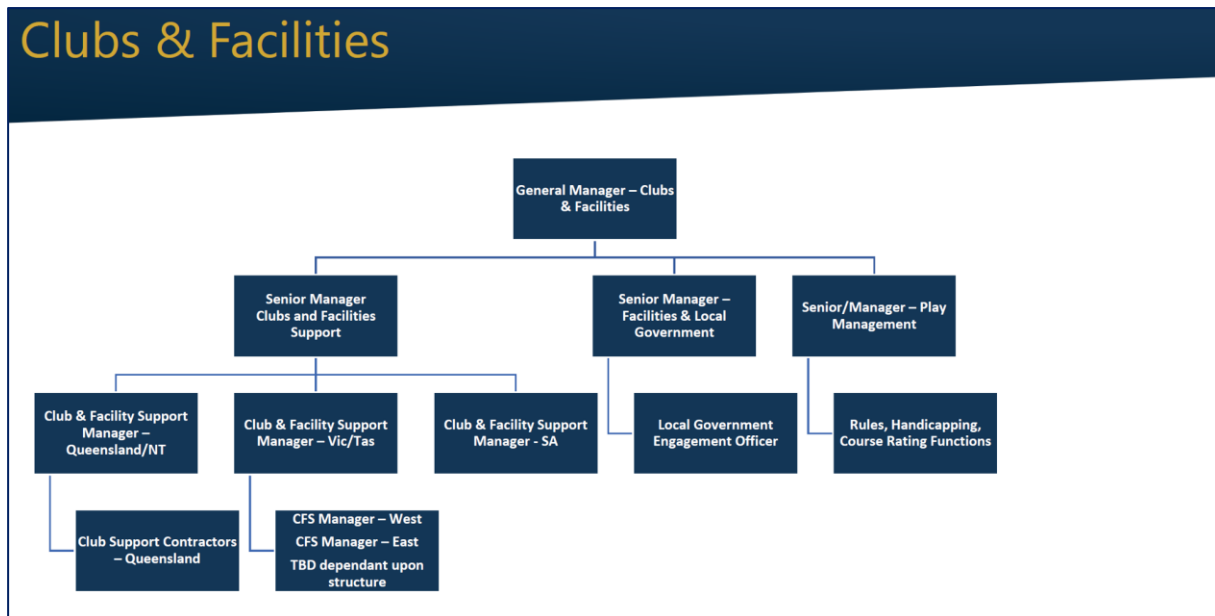
With the new Australian Golf strategy in mind, Golf Australia has identified the need to create a new executive position, General Manager – Clubs and Facilities, reporting to the Golf Australia CEO.





2.2 Potential Department Structure

This is an initial outline of the potential Clubs & Facilities department:



The department structure will be finalised by Golf Australia's CEO, and the new General Manager – Clubs and Facilities.

2.3 Financial and Administrative Responsibilities

Initially, club and facility sustainability activities will reflect Golf Australia's ongoing investment (expense) in growing the game.

In the medium-term, there may be opportunities to explore ways to generate revenue and profit, such as strategic golf facility development partnerships, and licence arrangements.



3. Position Advertisement

Golf Australia: General Manager – Clubs and Facilities

Together with your golf, sport, and/or recreation business expertise, apply your energy and commercial success to a key leadership role in Australian golf.

Golf Australia is the governing body for golf in Australia. It exists to grow the game to benefit current and future golfers, golf clubs and facilities, as well as the Australian community.

Golf Australia is currently leading the development of a new Australian Golf Strategy. The strategy, which will be finalised later this year, is designed as an industry-wide approach to grow golf across Australia. For the first time, the sport is aligning behind a single strategy.

The game is enjoying a period of growth, and leaders within Australian golf share high levels of anticipation and aspiration about the game's future.

With the new strategy in mind, Golf Australia has identified the need to create a new executive position, General Manager – Clubs and Facilities, reporting to the Golf Australia CEO.

We are now recruiting an experienced golf/sport/recreation business professional to this influential role. It is an extremely exciting time to be joining the leadership of Golf Australia.

You will lead Golf Australia's approach to growing the core of Australian golf by ensuring club and facility growth and sustainability. Golf clubs and facilities provide the places for people to play, learn, and experience the game with others. As golf strives to welcome new people to the game, it seeks to establish and maintain welcoming, safe, and fun customer experiences at all clubs and facilities.

The key performance objectives of your role:

- Deliver an effective clubs and facilities support, education, and development program via a high-performing national team working across states and territories.
- Develop meaningful relationships with the relevant leaders of clubs and facilities, local government, PGA of Australia, and the broader golf business community.
- Establish Golf Australia, together with relevant local and international partners, as a trusted source of information and advice regarding golf club and facility performance, golf services, innovation, development, and success.
- Continue to provide technical services and support such as golf rules, handicapping, and course rating activities.
- Contribute to maintaining the integrity of Australian golf via Golf Australia's Integrity Framework which covers the core integrity areas of safe sport, inclusive sport, and fair sport.



To be considered for the role you are likely to possess the following attributes:

- Demonstrable experience and success in golf/sport/recreation facility and/or club leadership.
- Experience in delivering strategic objectives and balancing this with the interests of parties in complex stakeholder environments.
- Growth mindset, with a track record of strategic growth, innovation and delivering commercial returns.
- Thorough understanding of the Australian golf market, and/or sport/recreation markets.
- Background and experience with digital marketing and data, including direct digital engagement with customers, will be highly valued.
- Highly motivated self-starter, with experience in leading and developing a team of people aligned and accountable to agreed deliverables.
- Strong interpersonal and collaboration skills, with a presence and acumen that allows you to represent Golf Australia and Australian golf confidently and capably.

Employment at Golf Australia will deliver an outstanding opportunity to work within a global sport environment. You will be based at the new Australian Golf Centre at Sandringham Golf Links, Cheltenham.

A competitive remuneration package will be negotiated with the successful candidate and will be commensurate with the senior role and your credentials.

Golf Australia's values of Service Driven, Diverse & Inclusive, Excellence, Fun, Dynamic and Team, ensure a supportive culture that is flexible and inclusive for all individuals to thrive.

The recruitment for this role is being led by WellPlayed Golf Business Consultancy. Applications close Friday 24 September. Please e-mail your application, including an explanation of how your skills and experience will fulfill the requirements of the role, to recruitment@wellplayed.com.au.

For more information, please contact Guy Chapple from WellPlayed on 0417 034 684 or via email as referenced.

View online advertisement via <https://bit.ly/ga-21>.