



Strategic Plan

Planning for 2021

Reviewed and Updated February 2020

Executive Summary

I'm pleased to present our 2019/20 review of our Strategic Plan for Long Reef Golf Club. The review addresses the changes we will need to implement to ensure the Club maintains a strong and viable direction over the ensuing years. Long Reef will celebrate its centenary in 2021 so this plan is in part a roadmap to assist in the journey towards this major milestone.

The Board, Staff and Members have made a significant contribution in creating this plan. Perhaps the most pleasing aspect of the process was the strong voice from many of our Members for the continued enhancement of our brand and the need to maintain and enhance our services around our friendly and loyal membership.

As in previous years, the Board will develop annual plans and budget to support the strategy. Carefully planned investment, strong leadership, management and aligned operational focus will be required to achieve these outcomes.

The Strategic Plan includes;

- ❖ Vision
- ❖ Mission
- ❖ Core Values
- ❖ Strategic Pillars
- ❖ Goals & Action Plans

Steve Twigg

President

Vision

*The most desired
beachside location where
members and visitors
enjoy golf, events and
friendships.*

Mission

- ❖ *To create a prosperous and sustainable future for Long Reef Golf Club*
- ❖ *To maintain existing Membership, attract new people to the sport and enhance our 'links style' golf course*
- ❖ *To create a quality service culture that promotes a friendly and enjoyable experience for Members, visitors and the community*
- ❖ *To continue to strive to deliver for Members and guests a modern and well appointed clubhouse*
- ❖ *To meet and exceed our responsibilities to the environmentally sensitive Long Reef Headland area in partnership with Northern Beaches Council taking account of the Griffith Park Plan of Management*
- ❖ *To continue to develop our community leadership role*

CORE VALUES

❖ ***Passion***

We are proud of our club and dedicated to do our best for and on behalf of our Members

❖ ***Respect***

We will treat our Members, our customers and our staff with courtesy, politeness and respect

❖ ***Excellence***

We will strive for excellence and quality in everything we do.

❖ ***Innovation***

We will foster an environment of creativity where new ideas are encouraged and recognised

❖ ***Honesty***

We will act with the highest integrity at all times

❖ ***Consistency***

We will take responsibility for maintaining the highest of standards in everything we do across the club

❖ ***Transparency***

We will encourage open communication, accountability and collaboration

❖ ***Diversity***

We will embrace individualism, cultural differences and fellow citizens with a disability

STRATEGIC PILLARS

GOLF & MEMBER FACILITIES

- ❖ *Proactive member focus*
- ❖ *Premier Brand*

PEOPLE & ORGANISATION

- ❖ *Staff excellence*
- ❖ *Customer service culture*
- ❖ *Operational Efficiency*
- ❖ *Community Leadership & Partnerships*

GOVERNANCE

- ❖ *Corporate Governance*
 - ❖ *Financial Strength/Responsibility*
-

Golf & Member Facilities

Membership

| Goals/KPIs | Actions |
|---|--|
| Member subscriptions to be maintained at a level that balances the Club's ability to provide expected service levels and represents value | <ul style="list-style-type: none"> ❖ Regularly assess satisfaction levels ❖ Assess fiscal requirement to ensure subscriptions meet the Club's financial viability ❖ Review house membership, pricing, value and expectations |
| Promote junior golf | <ul style="list-style-type: none"> ❖ Build on our elite junior program through the promotion of Chippers to Junior membership ❖ Conduct a competitor review of other club junior programs ❖ Review and improve the development of the junior program ❖ Engage more Members to volunteer their time and expertise to support our Junior program |
| Strive to maintain a high conversion rate of Rookies and increase women memberships | <ul style="list-style-type: none"> ❖ Grow women's membership by 25%. Teed Up to contribute to this by sharing ideas from their experiences at other clubs ❖ Promote and support NAB Open Golf Day |
| Develop & implement a marketing program to maximise social/corporate golf participation | <ul style="list-style-type: none"> ❖ Maintain our annual Charity events ❖ Review social advertising to help target areas of need. ❖ Increase our corporate profile ❖ Continue to maintain the already strong advertising occupied throughout the year |
| Achieve an overall "good" or "very good" rating on all membership issues | <ul style="list-style-type: none"> ❖ Conduct survey (2021) of Members to assess satisfaction levels ❖ Go through existing memberships offered and remove any redundant or poorly utilized memberships |

Golf & Member Facilities

Course

| Goals/KPIs | Actions |
|--|--|
| Maintain the Course utilising the structured program for course upgrades | <ul style="list-style-type: none"> ❖ Explore 'best practice' methods to ensure currency in golf course care and conservation ❖ Ensure course Masterplan is current through annual audits by Thomson/Perrett ❖ Ensure that bunker playability is maintained and that their cost of upkeep is maintained at a reasonable level ❖ Review 2015 audit and implement changes as endorsed by Thomson/Perrett ❖ Develop a structured bunker improvement plan for Board approval ❖ Plan to improve both 14th and 16th tee to fairway access ❖ Ensure that all efforts are made to consolidate all new works associated with the wetlands project |
| Monitor the Teed-Up contract to ensure all performance criteria is met | <ul style="list-style-type: none"> ❖ Conduct monthly meetings with Teed-Up to review KPIs |
| To be a benchmark among Australian golf courses | <ul style="list-style-type: none"> ❖ Continue to provide optimal course care and maintenance as part of an overall course program ❖ To obtain industry recognition, invite golf course rating agencies to regularly review and assess the course playability and benchmark against other top Australian courses |
| Manage capital expenditure program to maintain course and equipment | <ul style="list-style-type: none"> ❖ Continually review and update the capital expenditure program for the course ❖ Research & adopt best practice for improving the life of course equipment and machinery ❖ Review and upgrade the irrigation system ❖ Maximise the storage in new wetlands and ensure the most efficient method of maintaining the volume ❖ Plan and produce a budget for <ul style="list-style-type: none"> ○ Irrigation up-grade ○ Course up-grade ○ Bunkers ○ Tees |

Golf & Member Facilities

Clubhouse

| Goals/KPIs | Actions |
|---|--|
| To continue planning for the possible renovation/re-build of the Clubhouse | <ul style="list-style-type: none"> ❖ Attempt to finalise Lease negotiations with Council by December 2020 and sign a new lease early 2021 ❖ Create a financial plan to ensure feasibility of the Clubhouse program ❖ Based on lease term develop a Clubhouse renovation/rebuild plan for Board and Member approval ❖ Provide Members with concise information and opportunities to comment at regular intervals during the planning stages and prior to any final decisions and execution of the project |
| Develop an overall improvement plan to streamline bar, catering and Clubhouse comfort | <ul style="list-style-type: none"> ❖ Subject to the above, implement a maintenance and replacement cycle program to maintain currency functionally of the Clubhouse |
| Increase Clubhouse profitability | <ul style="list-style-type: none"> ❖ Review the roles, objectives and operations of the funding structure to make it a viable provider of capital for future major improvement programs ❖ Balance both Members and public expectations and produce a pricing model to cater for the two groups ❖ Investigate opportunities to leverage the “takeaway” market ❖ Increase revenue whilst maintaining expenses |
| Increase profitability by improving the overall operating efficiency | <ul style="list-style-type: none"> ❖ Consistently review and research suppliers and research current trends ❖ Research current trends regarding workflows and staff utilisation ❖ Review IT systems/Technology /Micropower to ensure best practices are adopted |
| Without exception all catering, administrative and bar staff mandatorily to undertake a LRGC Staff Induction program & appropriate training as directed | <ul style="list-style-type: none"> ❖ Continue and expand customer service training program for staff ❖ Continue to review and update the staff induction program to include values, key responsibilities and service essentials |

People & Organisation

Clubhouse

| Goals/KPIs | Actions |
|--|---|
| During 2020 conduct a staff evaluation to measure both staff performance and the staff satisfaction | <ul style="list-style-type: none"> ❖ Develop and conduct staff evaluation ❖ Analyse results and provide feedback to staff ❖ Continue to review and develop staff position descriptions, including areas of responsibility ❖ Implement and document annual performance plans and on a regular basis provide performance reviews |
| Continue to adopt best practice marketing practices to position LRGC and its services as the venue of choice on the Northern Beaches | <ul style="list-style-type: none"> ❖ Monitor testimonials and industry feedback ❖ Conduct competitive comparative analysis to establish ranking ❖ Develop and implement strategies to ensure major Northern Beaches events are, where possible, accommodated at LRGC ❖ Research and perform competitive analysis ❖ Review Social Media strategies ❖ Develop targeted advertising strategies for wedding, functions, conferences & wakes ❖ Review packages for functions, conferences & wakes in line with market research ❖ Implement a technology system which will provide customer information & create data base ❖ Perform a competitive analysis of the local market and research trends and implement current/on trend menus |
| Ensure the Centenary planning is on schedule | <ul style="list-style-type: none"> ❖ Finalise and agree on the critical path timeline ❖ Agree on resources required over the next 12 months to ensure timelines and Vision/Objectives can be achieved |

Corporate Relationships & Governance

Relationships

| Goals/KPIs | Actions |
|--|--|
| <p>Liaise with Golf Australia & Golf NSW to develop a stronger relationship with Government</p> <p>To continue the communication process involving meetings with MP's, Councilors, Mayor or Planners, Registered Clubs re LRG</p> <p>Ensure that the LRG culture and its relationships with the community reflects the highest commitment to diversity and respect for individuals</p> <p>To establish a process to ensure access to Government funding/grants to assist in the improvement of LRG</p> | <ul style="list-style-type: none"> ❖ Lobby Government to highlight inadequate funding support for the LRG ❖ Utilise Golf Australia & Golf NSW to influence Local Councils to provide greater support to Golf Clubs ❖ Conduct meetings with key local government councillors to share the LRG Strategic Plan and obtain agreement to regular meetings ❖ Attend council meetings as required ❖ Invite key local government councillors and State and Federal MP's to attend LRG functions ❖ Maintain a close working relationship with Northern Beaches Council Planning and Environment Officers, and where necessary review available research into land and coastal management best practices ❖ Conduct a review of our current course and environmental practices and if applicable make recommendations for changes ❖ Attend Registered Clubs meetings ❖ Utilisation of Registered Clubs and its support programs ❖ LRG to continue to promote, and provide participative programs to support the disabled, the disadvantaged and other community groups with special needs ❖ Classify current levels of charitable support given to the community in terms of dollars invested and man-hours expended ❖ Assess whether current policies, practices and procedures are inclusive and sensitive to the wide range of cultures that we interact with and serve ❖ To expand the Grants Committee role through the employment of more volunteers and support |

Corporate Relationships & Governance

Governance

| Goals/KPIs | Actions |
|--|--|
| 100% compliance achieved in all Board matters | <ul style="list-style-type: none"> ❖ Present Compliance Statement at each Board meeting to aid transparency and accountability ❖ Present OHS and Public Safety Risk Statement at each Board meeting ❖ Introduce Best Practice Guidelines (BPG) commencing with Capital Works and Procurement to ensure consistency and structure in dealing with all stakeholders |
| Ensure Board capability enhanced through secondment of Member expertise and greater delegation of management tasks | <ul style="list-style-type: none"> ❖ Harness the skills and expertise of the Members by involvement in sub-committees ❖ Clarify the roles and responsibilities of the committee, women's committee, sub-committees, Members and management ❖ To give opportunity for equitable representation on the Board |
| Implement a Board succession plan that recognises skill gaps and identifies potential replacement strategies | <ul style="list-style-type: none"> ❖ Ascertain skill gaps ❖ Identify potential Board candidates from within the Membership ❖ Conduct Board evaluations |
| Investigate best practice approaches and assess relevance of committees for LRGC | <ul style="list-style-type: none"> ❖ Research best practice for committees |
| Maintain the Club's Constitution by continual review of its currency and relevance | <ul style="list-style-type: none"> ❖ Regular Board review of Constitution ❖ Obtain legal review of substantive changes ❖ Obtain Board consensus and "road test" proposed changes with Members ❖ Identify potential changes in By-Laws impacted by proposed changes to the Constitution |

Corporate Relationships & Governance

Governance

| Goals/KPIs | Actions |
|--|--|
| Conduct quarterly reviews of the Club's Strategic Plan and modify the plan to suit the changing circumstances | <ul style="list-style-type: none"> ❖ All major funding proposals presented to the Board must refer to the strategic pillar ❖ Strategic Committee to review and make recommendations ❖ Complete business plan to accompany the Strategic Plan, including capital expenditure priorities and cash flows |
| Without exception, all Board Members to meet Charter, Training and regularity requirements within four months of assuming a Board role | <ul style="list-style-type: none"> ❖ Maintain Board Charter to provide clarity to the Board re roles and responsibilities ❖ All Board members to undertake Mandatory Director Training or achieve "Recognition of Prior Learning" (RPL) in compliance with the Registered Clubs Act and Regulations ❖ Introduce post - election briefings with newly elected Board Members to ensure that they are aware of current issues, LRGF financial position, projects under consideration or underway and personal roles and responsibilities |
| Manage risk mitigation | <ul style="list-style-type: none"> ❖ The Club's operation is reviewed and actioned in line with the Risk Management Policy |

Corporate Relationships & Governance

Financial

| Goals/KPIs | Actions |
|--|---|
| Ensure sustainable financial prosperity through prudent risk management, cost control and effective corporate governance | <ul style="list-style-type: none"> ❖ In conjunction with Membership, approve and implement strategies to grow women membership ❖ Assist in the development of pricing structures to ensure functions (Weddings) are competitively priced |
| Adopt best practice cost control models to ensure margins are maintained in line with budget expectations | <ul style="list-style-type: none"> ❖ Ensure Procurement Policy is observed at all times ❖ Continue to foster the Buying Group structure to create improved buying economies ❖ Adopt close monitoring of wages to achieve Board approved ratios ❖ Improve management information, technology and processes to create greater cost efficiencies |
| Target operational surpluses to build reserves to ensure long-term success and financial strength | <ul style="list-style-type: none"> ❖ Draft, approve and implement strategies to grow income in core activities in conjunction with managing costs ❖ Review the roles, objectives and operations of a funding structure to make it a viable provider of capital for future major improvement programs |
| Establish a funding structure to raise capital for future projects | <ul style="list-style-type: none"> ❖ Research investment strategies which may assist the club in building long-term financial growth |