



**CELEBRATING 100 YEARS**

# Strategic Plan

Planning for 2021

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*Reviewed and Updated February 2021*

## Executive Summary

I'm pleased to present our review of our 2021 Strategic Plan for Long Reef Golf Club. The review addresses the changes we will need to implement post COVID to ensure the Club maintains a strong and viable direction over the ensuing year.

The last year has shown that the Club is well placed to meet any challenges. The strategic planning process is inclusive, involving not just the Board but all of the stakeholders – the Members, staff and community. The Strategic Plan aims to focus on the Club's vision and priorities in response to a changing environment.

Our aim is to do a better job for our Members and visitors, whilst creating a prosperous and sustainable future.

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

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## Vision

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

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# 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 visitors 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 reflecting the aspirations, needs and priorities of the local community*
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# 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*

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# STRATEGIC PILLARS

## **GOLF & MEMBER FACILITIES**

- ❖ *Proactive golf Member focus*
- ❖ *Premier brand*
- ❖ *Quality golf course*

## **PEOPLE & ORGANISATION**

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

## **CLUBHOUSE**

- ❖ *Functionality*
- ❖ *Facilities*

## **GOVERNANCE**

- ❖ *Corporate Governance*
  - ❖ *Financial Strength/Responsibility*
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## 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"> <li>❖ Regularly assess satisfaction levels</li> <li>❖ Assess fiscal requirement to ensure subscriptions meet the Club's financial viability</li> <li>❖ Review the effect of increased House Membership; pricing, value. Expectations and overall impact on all Member service levels</li> </ul>
Member Experience	<ul style="list-style-type: none"> <li>❖ Improve engagement with Members across all media to ensure a high Member retention rate in June 2021</li> </ul>
Promote junior golf	<ul style="list-style-type: none"> <li>❖ Build on our elite junior program through the promotion of Chippers to Junior Membership</li> <li>❖ Conduct a competitor review of other club junior programs</li> <li>❖ Review and improve the development of the junior program</li> <li>❖ Engage more Members to volunteer their time and expertise to support our Junior program</li> <li>❖ Encourage Members to promote our junior programs in their communities</li> </ul>
Strive to maintain a high conversion rate of Rookies and increase Women Memberships	<ul style="list-style-type: none"> <li>❖ Maintain Women's Membership at a minimum of 20% of overall membership.</li> <li>❖ Have a ladies introduction to golf day at LRGc each year</li> <li>❖ Promote women's golf through strategic corporate partnerships</li> </ul>
Develop & implement a marketing program to maximise social/corporate golf participation	<ul style="list-style-type: none"> <li>❖ Maintain our annual Charity events</li> <li>❖ Review social advertising to help target areas of need.</li> <li>❖ Increase our corporate profile</li> <li>❖ Continue to maintain the already strong advertising occupied throughout the year</li> </ul>
Achieve an overall "good" or "very good" rating on all membership issues	<ul style="list-style-type: none"> <li>❖ Conduct survey (2021) of Members to assess satisfaction levels</li> <li>❖ Review the membership category structure and make changes where necessary</li> </ul>

## Golf & Member Facilities

### Golf

Goals/KPIs	Actions
<p>Ensure that bunker playability is maintained and where possible improved.</p>	<ul style="list-style-type: none"> <li>❖ Review previous audit of bunkers to determine future plans for course bunkering</li> <li>❖ Develop a Bunker drainage priority timetable</li> <li>❖ Continue to ensure bunkers are maintained with a consistent sand depth and type</li> <li>❖ Review the suitability and relevance of rivetted faces for bunkers and in need implement a rollout program.</li> <li>❖ Review bunker maintenance schedule</li> </ul>
<p>Review the suitability of the course mounding to safeguard player and public safety and improve playing consistency</p>	<ul style="list-style-type: none"> <li>❖ Assess the risk associated with the height of tallest mound between 14<sup>th</sup> and 15<sup>th</sup> and implement an action plan to mitigate unsafe playing practices.</li> <li>❖ Evaluate the feasibility of mounding the left- hand side of 17<sup>th</sup>.</li> <li>❖ Generate ideas on how to improve the playing experience for both the 15<sup>th</sup> and 16<sup>th</sup> holes.</li> </ul>
<p>Monitor the Pro-shop contract to ensure all performance criteria is met</p>	<ul style="list-style-type: none"> <li>❖ Ensure all Member and visitors interactions with the Pro-shop staff enhance the Club's reputation and supports the Long Reef brand.</li> <li>❖ Support the General Manager in maintaining contract diligence and accountability</li> </ul>
<p>Review and upgrade the irrigation system</p>	<ul style="list-style-type: none"> <li>❖ Develop a structured replacement plan to up-grade the irrigation system emphasising costs and timings</li> </ul>
<p>Implement a greens renovations program to ensure excellence</p>	<ul style="list-style-type: none"> <li>❖ Apply a medium to long term program of remedial work to ensure the greens are maintained at an optimum level</li> </ul>



<p>Impact of an aging green staff</p> <p>Monitor and evaluate the Club's Tee Booking process</p> <p>In line with the 'Thomson Perret' Master Plan evaluate the character of a "Links style" course</p> <p>Ensure available social playing times provide both Members, Corporates and visitors equitable access</p> <p>Re-evaluate when 9 holes of golf can be played on the course</p> <p>During 2021 conduct processes to solicit both Member and visitor feedback</p>	<ul style="list-style-type: none"> <li>❖ Prepare for some members of the green staff to retire in the next few years.</li> <li>❖ Changing the workforce demographics in ensuring years</li> <li>❖ Review booking process to establish a fair and equitable system for all Members</li> <li>❖ Define what is intended by "links style / influence" and identify how the LRGC course structure (rough, turf, bunkers etc) supports the archetype</li> <li>❖ Determine impact on revenue by allowing Members greater access to timesheet for non-competition rounds, taking into account the current lease with Council, whilst balancing Member expectation of course access</li> <li>❖ Develop a proactive marketing drive to stimulate Corporate Golf opportunities as COVID restrictions ease</li> <li>❖ Maximise spend per player and increase revenue.</li> <li>❖ Conducts surveys and analyse results as appropriate</li> </ul>
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# Clubhouse

## Clubhouse

Goals/KPIs	Actions
Rebuild business post COVID and improve Clubhouse profitability	<ul style="list-style-type: none"> <li>❖ Conduct research to identify changing audience needs</li> <li>❖ Develop marketing strategies around short lead weddings and events and cultivate packages and campaigns to support the marketing effort</li> <li>❖ Maximise sales and bookings by ensuring minimum spends/numbers are re-assessed and enforced</li> <li>❖ Balance both Members and public expectations including pricing, quality, service levels and wait time</li> <li>❖ Increase revenue whilst maintaining expenses including reviewing supplier pricing and best product options</li> <li>❖ Review IT systems/Technology/ Micropower to ensure best practices</li> <li>❖ Upgrade conferencing AV to meet the requirements of corporates.</li> </ul>
Maintain Café trade	<ul style="list-style-type: none"> <li>❖ Improve customer satisfaction through the implementation of quality controls and measures</li> <li>❖ Implement new feedback platforms</li> <li>❖ Generate feedback through greater interaction between Members, visitors and staff</li> <li>❖ Identify areas improvement and improve efficiencies through customer feedback and improved booking systems</li> <li>❖ Assess market needs and adapt business requirements and or trading hours to meet customer needs.</li> </ul>

<p>Continue to update and improve efficiencies in bar, catering and Clubhouse comfort</p>	<ul style="list-style-type: none"> <li>❖ Implement a maintenance and replacement program to maintain currency and functionality of the Clubhouse</li> <li>❖ Review Dine In nights, Friday nights and Sunday days to maximize revenue and efficiencies</li> </ul>
<p>Staff ownership, training and objectives</p>	<ul style="list-style-type: none"> <li>❖ Engage hearts and minds through open communication and staff involvement in the Club's strategic plan</li> <li>❖ Establish clear objectives for all staff</li> <li>❖ Continue to update and expand customer service training programs for staff</li> <li>❖ Review the staff induction program including values, key responsibilities and service essentials</li> </ul>
<p>Review planning for the possible updating of the Clubhouse – either renovating or staging a rebuild</p>	<ul style="list-style-type: none"> <li>❖ Continue to negotiate with Crown Lands to purchase Clubhouse and Carpark land</li> <li>❖ Finalise lease negotiations with Council</li> <li>❖ Create a financial plan to ensure feasibility including possible purchase and/or Clubhouse program</li> <li>❖ Based on lease and/or purchase to develop a Clubhouse renovation/rebuild plan for Board and Member approval</li> <li>❖ 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</li> </ul>

## People & Organisation

### Operational

Goals/KPIs	Actions
During 2021 conduct a staff evaluation to measure both staff performance and the staff satisfaction	<ul style="list-style-type: none"> <li>❖ Develop and conduct staff evaluation</li> <li>❖ Analyse results and provide feedback to staff</li> <li>❖ Continue to review and develop staff position descriptions, including areas of responsibility</li> <li>❖ Implement and document annual performance plans and on a regular basis provide performance reviews</li> </ul>
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"> <li>❖ Monitor testimonials and industry feedback</li> <li>❖ Conduct competitive comparative analysis to establish ranking</li> <li>❖ Develop and implement strategies to ensure major Northern Beaches events are, where possible, accommodated at LRGC</li> <li>❖ Research and perform competitive analysis</li> <li>❖ Review Social Media strategies</li> <li>❖ Develop targeted advertising strategies for wedding, functions, conferences &amp; wakes</li> <li>❖ Review packages for functions, conferences &amp; wakes in line with market research</li> <li>❖ Implement a technology system which will provide customer information &amp; create data base</li> <li>❖ Perform a competitive analysis of the local market and research trends and implement current/on trend menus</li> </ul>
Improve Administration efficiencies	<ul style="list-style-type: none"> <li>❖ Streamline processes and where possible become paperless</li> <li>❖ Update website and branding across all areas</li> <li>❖ Improve communication processes</li> <li>❖ Improve staff understanding of LRGC culture and Member expectations</li> <li>❖ Research ways to improve and develop IT and media platforms</li> </ul>
Ensure a successful Centenary event	<ul style="list-style-type: none"> <li>❖ Monitor and manage the critical path timeline</li> <li>❖ Manage events</li> </ul>

## People & Organisation

### Community Leadership & Partnership

Goals/KPIs	Actions
<p>Continue to develop our community leadership role</p>	<ul style="list-style-type: none"> <li>❖ Develop new and existing community partnerships</li> <li>❖ Identify the main priorities and aspirations of the local community</li> <li>❖ Liaise with community stakeholders</li> <li>❖ Maintain a close relationship with our local neighbourhood to ensure a harmonious collaboration</li> <li>❖ Assist (local)charitable organisations to raise funds for worthwhile causes</li> <li>❖ Continue the ongoing support for Members, their families and the wider community in their time of sickness or loss</li> <li>❖ Improve the Course and the Clubhouse to allow better delivery of environmental, social and public benefits to the community</li> <li>❖ Purchasing the land that the Clubhouse and carpark sits, so as to better achieve these objectives.</li> <li>❖ In partnership with the Northern Beaches Council meet and exceed our environmental responsibilities to Long Reef Headland and Griffith Park.</li> </ul>

# Corporate Relationships & Governance

## Relationships

Goals/KPIs	Actions
<p>Liaise with Golf Australia &amp; 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,-ClubsNSW re LRGC</p>	<ul style="list-style-type: none"> <li>❖ Lobby Government to highlight inadequate funding support for the LRGC &amp; golf in general in NSW.</li> <li>❖ Conduct meetings with key local government councillors to share the LRGC Strategic Plan and obtain agreement to regular meetings</li> <li>❖ Attend council meetings as required</li> <li>❖ Invite key local government councillors and State and Federal MP's to attend LRGC functions</li> <li>❖ 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</li> <li>❖ Conduct a review of our current course and environmental practices and if applicable make recommendations for changes</li> <li>❖ Attend - ClubsNSW meetings</li> <li>❖ Utilisation of - ClubsNSW and its support programs</li> </ul>
<p>Ensure that the LRGC culture and its relationships with the community reflects the highest commitment to diversity and respect for individuals</p>	<ul style="list-style-type: none"> <li>❖ LRGC to continue to promote, and provide participative programs to support the disabled, the disadvantaged and other community groups with special needs</li> <li>❖ Classify current levels of charitable support given to the community in terms of dollars invested and man-hours expended</li> <li>❖ Assess whether current policies, practices and procedures are inclusive and sensitive to the wide range of cultures that we interact with and serve</li> </ul>
<p>To establish a process to ensure access to Government funding/grants to assist in the improvement of LRGC</p>	<ul style="list-style-type: none"> <li>❖ To expand the Grants Committee role through the employment of more volunteers and support</li> <li>❖ Commission the completion of a new Environmental Study for the course</li> </ul>

# Corporate Relationships & Governance

## Governance

Goals/KPIs	Actions
Ensure proper risk management and assessment are in place	<ul style="list-style-type: none"> <li>❖ Incorporating risk management and compliance in all aspects of Club Management, administration and operations, including all decision making processes.</li> </ul>
Ensure Board capability enhanced through secondment of Member expertise and greater delegation of management tasks	<ul style="list-style-type: none"> <li>❖ Harness the skills and expertise of the Members by involvement in sub-committees</li> <li>❖ Clarify the roles and responsibilities of the committee, women's committee, sub-committees, Members and management</li> <li>❖ To give opportunity for equitable representation on the Board</li> </ul>
Implement a Board succession plan that recognises skill gaps and identifies potential replacement strategies	<ul style="list-style-type: none"> <li>❖ Ascertain skill gaps</li> <li>❖ Identify potential Board candidates from within the Membership</li> <li>❖ Conduct a yearly Board information/nomination session for Members</li> <li>❖ Conduct Board evaluations yearly</li> </ul>
Investigate best practice approaches and assess relevance of committees for LRGC	<ul style="list-style-type: none"> <li>❖ Research best practice for committees</li> </ul>
Maintain the Club's Constitution by continual review of its currency and relevance	<ul style="list-style-type: none"> <li>❖ Regular Board review of Constitution and By-Laws</li> <li>❖ Obtain legal review of substantive changes</li> <li>❖ Obtain Board consensus and "road test" proposed changes with Members</li> <li>❖ Identify potential changes in By-Laws impacted by proposed changes to the Constitution.</li> </ul>

# Corporate Relationships & Governance

## Governance

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



## 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"> <li>❖ In conjunction with Membership, approve and implement strategies to grow Women Membership</li> <li>❖ Assist in the development of pricing structures to ensure all facets of the business are competitively priced</li> <li>❖ Continue to review cost and efficiency saving opportunities</li> <li>❖ Increase “Activity Based Cost” analysis to ensure all activities are profitable</li> </ul>
Adopt best practice cost control models to ensure margins are maintained in line with budget expectations	<ul style="list-style-type: none"> <li>❖ Ensure Procurement Policy is observed at all times</li> <li>❖ Adopt close monitoring of wages to achieve Board approved ratios</li> <li>❖ Improve management information, technology and processes to create greater cost efficiencies</li> </ul>
Target operational surpluses to build reserves to ensure long-term success and financial strength	<ul style="list-style-type: none"> <li>❖ Draft, approve and implement strategies to grow income in core activities in conjunction with managing costs</li> <li>❖ Review the roles, objectives and operations of a funding structure to make it a viable provider of capital for future major improvement programs</li> <li>❖ Ensure new projects are fully justified</li> </ul>
Establish a funding structure to raise capital for future projects	<ul style="list-style-type: none"> <li>❖ Research investment strategies which may assist the club in building long-term financial growth</li> <li>❖ Continue to negotiate with Crown Lands to purchase Clubhouse and Carpark land</li> </ul>