

# Strategic Plan

Long Reef Golf Club



# Executive Summary

I'm pleased to present the 2022 update of our Strategic Plan for Long Reef Golf Club.

To remain progressive for you, your family and our community, it is important to clearly define the direction of the Club so we can take the next steps on our journey to achieve Long Reef's vision of being *"The best beachside destination offering exceptional golf and hospitality experiences for our Members and community"*.

The Club's Strategic Plan does this, by defining our: **Vision, Mission & Key Goals, Core Values, Strategic Pillars - Goals & Action Plans**

Our Strategic Plan is a multi-year outlook with the object of ensuring the Club prospers well beyond the terms of our Membership and indeed lifetimes. Last year we celebrated our Centenary. Our thinking needs to look to the next 100 years.

The plan has been developed through input from Members (through the Members Survey and direct input), Staff, the Northern Beaches Council and our community.

The previous Strategic Plan ran from 2016 to 2021 with an extension to 2022 as we awaited a key Crown Lands decision on whether we could obtain the freehold rights to the Clubhouse and surrounds. This has been resolved and we are now able to better plan for the future.

Of note the new plan includes more concrete thinking about improving, through capital spending, both the Course and the Clubhouse.

As we emerge from the disruption of Covid shutdowns and restrictions, the plan will be our template for hopefully a more normal operating environment.

As in previous years, the Board will develop supporting annual plans and budgets.

Carefully planned investment, strong leadership, management and aligned operational focus will be required to achieve our vision.

Naturally with any long-term plan, the Strategic Plan needs annual review and updating to keep its relevance in an ever-changing world. Your input and feedback is important so that we can keep iterating the Strategic Plan to achieve the Club's vision.

**Keith Warren | President**



# Vision



## LONG REEF GOLF CLUB

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*"The best beachside destination offering exceptional golf and hospitality experiences for our Members and community"*

# Mission | Key Goals



- To create a prosperous and sustainable future for Long Reef Golf Club
- To maintain an optimum level of Membership that is supported by a value proposition that is desirable to Club Members
- To create a quality service culture that promotes a friendly and enjoyable experience for our Members and community
- To provide a dynamic, welcoming hospitality atmosphere that is appealing to our key customer segments
- 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



# 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



Membership



Golf Operations



Golf Course



Hospitality &  
Member Services



Organisation &  
Finance



Governance



# Membership



# Membership | Goals & Actions

## Goals

1. To reach and maintain the optimum level of Membership that the market can reasonably deliver, one that also allows for the optimisation of green fee demand.
2. To offer a Membership value proposition that is desirable to Club Members.
3. To operate with a Membership structure that allows for optimized use of the golf course across all days of the week and time of day.
4. To offer an appealing junior and female development program.
5. To have an active, engaged and informed Membership.

## Actions

- Review all Membership categories, the number offered, respective benefits and category pricing differentials
- Review young adult to adult age transition
- Review annual adjustments to senior Membership category discounts
- Review Member communications program, including themes and level of educational content
- Develop female specific Membership marketing collateral
- Develop and promote an attractive junior program which engages not only the children of our Members but also the local community



# Golf Operations



# Golf Operations | Goals & Actions

## Goals

1. To ensure provision of a consistent customer focused golf operations service with improved golfer customer experience.
2. To offer a varied and attractive golf program, and events that will appeal to all segments of our Members and community.
3. To ensure community access to the golf course is maintained as required within the Club's lease.
4. To increase all abilities participation through supporting organisations promoting inclusion of people with disabilities.

## Actions

- Undertake a review of the pro shop management contract, commissions and current service deliverables.
- Ensure social playing times are available to Members and visitors
- Offer golf program options that will appeal to all segments of our Membership
- Monitor compliance with the Club's pace of play policy
- Develop public player survey and on-going engagement strategies
- Seek more accurate recording of Member social rounds
- Review public green fee pricing, seeking to optimise revenues from public play
- Increase Member volunteer support to facilitate guidance of all abilities programs



An aerial photograph of a golf course, showing various green fairways, sand traps, and water hazards. The course is bordered by a sandy beach and the ocean, with waves visible in the upper right corner. A semi-transparent dark rectangle is overlaid on the center of the image, containing the text "Golf Course" in a white serif font.

# Golf Course



# Golf Course | Goals & Actions

## Goals

1. Provide a golf course of a high standard with playability and characteristics that can be enjoyed by golfers of all levels year round.
2. To plan and execute programs and procedures that maintain a superior golf experience as well as enhancing the aesthetics of the course.
3. 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).

## Actions

- Develop a communication plan for the release of the course master plan
- Pursue course development work in-line with the Club's future golf course master plan
- Improve Course drainage
- Ensure that a sufficient capital expenditure program is provided for on an annual basis
- Review the suitability of the course mounding to enhance player and public safety
- Develop the course maintenance volunteer program and increase the number of Members participating
- Develop a recruitment strategy to attract and retain young turf managers and course staff



# Hospitality & Member Services





# Hospitality & Member Services | Goals & Actions

## Goals

1. To offer a fit for purpose, hospitality venue that is in line with the Club's wider vision.
2. To create a quality service culture that promotes a friendly and enjoyable experience for our Members and community.
3. To provide a dynamic, welcoming hospitality atmosphere that is appealing to our key customer segments.
4. Deliver F&B operations in a commercially astute manner, seeking to optimise all related revenue opportunities whilst balancing Member expectations.

## Actions

- Commence a staged Clubhouse renovation
- Building Committee to map out step by step program required to progress Club to final Clubhouse renovation decision
- Review current F&B operations
- Manage the repair & maintenance program effectively
- Address current parking issues
- Review operational compliance to regulations
- Members to be surveyed annually





# Organisation & Finance



# Organisation & Finance | Goals & Actions

## Goals

1. Develop our community leadership role ensuring that the Club's actions reflect the aspirations, needs and priorities of our community.
2. To provide a customer focused administration service in a professional and friendly manner that is supported by appropriate resources.
3. To become an employer of choice by attracting, retaining, developing and supporting staff in all departments.
4. To have a management process that delivers an annual operating profit that provides for funding of our ongoing capital investment needs.
5. Ensure sustainable financial prosperity through prudent risk management, cost control and effective corporate governance.

## Actions

- Develop a 5-10 year financial model to assist in securing finance for our ongoing capital investment needs
- Continue communications with MPs, Councillors, Mayor, Clubs NSW
- Ensure the Club participates in Government annual funding/grant opportunities
- Increase staff professional development
- Undertake a review of the Club's technology systems including website
- Promote a culture that reflects commitment to diversity and respect for individuals
- Better understand and communicate the profitability of different operating activities to Members, specifically golf and F&B operations.



# Governance



# Governance | Goals & Actions

## Goals

1. To operate in a united, effective, accessible and accountable manner to achieve the goals of the Strategic Plan.
2. Ensure the Club operates with proper risk management processes.
3. Ensure Board capability is enhanced through secondment of Member expertise and greater delegation of management tasks
4. Maintain the Club's Constitution through continued review of its currency and relevance.
5. Ensure the Strategic Plan is incorporated in all aspects of the Club's operations and is reviewed and updated annually.

## Actions

- Finalise and sign Lease extension agreement
- Develop a Board succession plan that recognises skill gaps and identifies potential replacement strategies
- Monitoring and regularly updating risk management policies and practices and ensuring that LRGC meets all compliance requirements
- Maintain the Club's Constitution, By-Laws and Policies by continual review of its currency and relevance
- Develop a proposal for Board structure and length of tenure
- Investigate best practice approaches and assess relevance of current committee structures





CELEBRATING 100 YEARS

