



Strategic plan.

2024-2028



Our Vision.

We aspire to be the number one destination for boutique golf and hospitality for our community and visitors to our region, remaining at the forefront of environmental sustainability.

Our Mission and key success factors

- To Complete our renovation as per building masterplan (including solar).
- The development of a course masterplan with the aim of creating a sustainable and cohesive improvement plan for the future of golf at Kiama. Provide an aesthetically pleasing presentation of the course.
- The Development of a whole of business environmental sustainability and inclusivity plan.
- To develop a clubhouse operational plan that engenders a focus on hospitality and optimises available facilities (source local food and wines).
- Drive marketing and communication to create a strong brand identity to support and grow membership. Develop destination golf deals.
- To Maintain a community involvement through events, charity and sponsorships.

Core Values

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| 1. Sportsmanship: | Emphasising fair play, integrity, and respect for fellow competitors, both on and off the course. |
| 2. Community: | Fostering a sense of belonging and camaraderie among members, promoting inclusivity, and supporting local communities through charitable initiatives. |
| 3. Environmental Stewardship: | Commitment to sustainable practices and environmental responsibility, including maintaining the course in an eco-friendly manner. |
| 4. Quality/Dependability: | Striving for excellence in all aspects of the club, from the course conditions to customer service and facilities. |
| 5. Tradition: | Honouring the history and heritage of the club and the sport of golf while adapting to modern times. |
| 6. Education: | Providing opportunities for members to improve their golf skills and knowledge. Providing an environment that encourages and supports staff to improve their knowledge and understanding of our complex business. |
| 7. Financial Responsibility: | Ensuring the club's financial stability and sustainability for the long term. |
| 8. Customer Focus: | Putting members and guests first, ensuring their satisfaction and enjoyment while at the club. |
| 9. Innovation: | Embracing new technologies and ideas to enhance the golfing and customer experience and operations. |
| 10. Health and Wellness: | Promoting a healthy lifestyle and well-being among members and staff. |

Pillar One:

Golf

Provide a facility that members and visitors enjoy, use and recommend.

Strategies

1. Review our current turf/machinery/resources maintenance practises to deliver a more consistent playing surface year-round.
2. Ensure the cart path program continues to roll out with at least one additional cart path section per year.
3. The available practise facilities are improved with the addition of more and better targets, improved teeing area with weather proofing, toilet facilities, monitoring, playing surface is maintain at fairway standard and storage for teaching equipment.
4. The Pro Shop operates as an effective business unit and remains a viable retail alternative for members and guests. It becomes more competitive with surrounding shops via shop fit out and customer service standards.
5. Golf related technology is kept up to date and remains relevant to our staff, members and the community.
6. The proposed cart storage/maintenance shed improvements are completed on budget and allow for an increased cart fleet and improved ability for course staff to maintain our machinery fleet in a safer, more effective way.
7. Continued tree maintenance program to ensure a safe environment for all players.
8. Develop a maintenance plan and a set of course presentation standards which are approved by the Board and recommended and monitored by the Greens committee.

Pillar Two:

LEADERSHIP, GOVERNANCE & STAFF

The Club provides a governance structure that encourages ethical leadership and a competent and engaged staff group.

Strategies

1. Strive for best practise in Governance and Management
2. Ensure Club strategy is clearly and concisely documented and remains central to governance, business processes and decision making. We should be able to easily communicate the desired outcomes to the members and community.
3. Financial planning supports the strategy and promotes a financially sustainable business.
4. Our organisational structure is designed to support our strategies and objectives and is appropriate to our resource constraints.
5. Club leadership promotes an ethical and engaged leadership style that empowers our staff and acknowledges their contribution.
6. Develop a learning and development program to attract, retain and develop high performing staff and to ensure the organisation has the skills it requires at the time they are required.
7. Employment standards including policy and procedure are up to date and create clear guidelines for new and existing staff. They should reflect Board policy, support strategy and fall in line with administrative needs.

Pillar Three:

MEMBERSHIP

The Club will provide a membership structure that is inclusive, focusing on growth and retention with categories accessible to all abilities and demographics.

Strategies

1. Review our membership system, processes and procedures to ensure we are providing a dependable point of contact and are prepared for future, digital development.
2. Investigate varied membership categories to ensure we have optimised the available options for our club. (Family package, partner package, junior package etc).
3. Junior development program is developed with key outcomes defined with the aim to increase junior participation funnelled towards a competitive Junior Pennant or Encourage shield team.
4. Investigate a more formal Women's golf development program which eases new players into the game at a pace that suits them and encourages long term engagement with the game.
5. Membership packages that include 'value add' propositions rather than cheaper rates such as partner tours or partner experiences or family experiences (inclusion).

Pillar Four:

COMMUNITY

The Club is the acknowledged hub for community activities.

Strategies

1. Create guidelines for our ClubGRANTS, charity and sponsorships funding that supports our strategy, focusses on our immediate community and ensures that recipients match the clubs' strategic objectives and create mutually beneficial relationships.
2. Develop a range of community events and activities that appeal to our diverse membership and allow us to create a positive and proactive marketing campaign.
3. Use success in our immediate community to drive awareness of our business to the 'external' (out of our postcode) community.
4. Develop a feedback loop to ensure we are creating a recreation and hospitality venue that meets the needs our community.
5. Develop a scheduled, proactive and positive marketing and promotional campaign that supports our strategies and promotes our core values.

Pillar Five:

SUSTAINABILITY (Financial/Environmental)

The Club develops and implements financial and environmentally sustainable practices.

Strategies

1. Include energy efficiency measures and considerations in all club capital works and equipment replacement programs. This may include solar power, battery storage and water saving strategies.
2. Continue to improve our use and management of our recycled water program and investigate the capture and use of rainwater for clubhouse facilities.
3. Investigate the addition of key community sustainability projects such as an electric car charging station.
4. Kitchen waste recycling program including wet and dry waste and used oil.
5. Review and implement financial sustainability measures such as revenue growth plans, cost control measures and responsible budgeting.
6. Review internal control measures to ensure a robust compliance and audit structure.
7. Continue to review and improve our operational forecasting to allow for accurate future planning.

Pillar Six:

Hospitality

To provide facilities and services that all members and visitors embrace and recommend.

Strategies

1. Commence and complete the planned renovation and clubhouse improvement plan.
2. Commence planning subsequent stages of our clubhouse masterplan which will include the lower-level admin/locker room/Matchroom/ pro shop area.
3. Develop a training and retention plan that will improve the service ability of our current staff. The aim will be to create a consistent customer service culture that our members and visitors enjoy.
4. Our booking systems across the club require updating to avoid missed bookings or missed information and create a dependable point of contact for our customers.
5. Review our food and beverage offering to ensure we have for sale a range of food and beverage that is suitable for our current members, desirable for new customers, increases spending and provides a consistently high-quality offering.
6. Investigate the use of local food and wines with the idea of diversifying our offering.
7. In line with the new renovations works, change the focus and workflow of the dining room so that staff are;
 - Delivering food to tables.
 - Clearing tables
 - More proactive in the dining room with customer interaction and suggestive selling.
 - new ordering system
 - Dirty plates return system.
 - Takeaway ordering process.