

LEONGATHA GOLF CLUB

STRATEGIC PLAN

2021 - 2025



Gippsland's Premier Course
03 5664 3314 | www.leongathagolf.com.au



CONTENTS

Introduction	3
--------------------	---

Methodology	4
-------------------	---

Vision, Mission and Future Direction	5
--	---

Key focus areas

1. The Course	6
2. People and Culture	7
3. Governance	8
4. Golf Hub.....	9
5. Partnerships.....	10
6. Marketing and Communication	11

INTRODUCTION

On behalf of the Board of Management, (“Board”), I am very pleased to present the golf club’s new strategic plan, which encompasses the years 2021 - 2025, (inclusive). The club’s previous strategic plan expired in 2019 and the onset of the COVID-19 pandemic last year delayed many things, including the finalisation of a new strategic plan.

The Board re-commenced the process for development of a new plan in the latter part of 2020, with a review of our progress under the previous plan; consideration of preliminary work on a new plan undertaken by the previous Board; discussions with various stakeholders and a club-wide members’ survey. Under the guidance of an experienced external facilitator, planning workshops were also held in late 2020 and again earlier this year. Attended by Board members and our General Manager, the purpose of the workshops was to identify and discuss the various challenges confronting the club and to agree on a number of key strategies which would set a path for our continued success and ensure our long term future as the benchmark golf club in Gippsland.

In finalising the plan, the Board has maintained a strict focus on the longer term development and success of all aspects of the golf club in order to ensure maximum value and enjoyment for members, guests and visitors as well as a fulfilling environment for our staff. Key aspects of the plan reflect a new approach in some areas of club operations, as well as course and facilities development. These signal an exciting future for our club.

I would like to thank everyone who contributed to the formulation of the plan and look forward to seeing it become reality in the years ahead.

Ken Smirk
President



METHODOLOGY

The 2021 – 2025 strategic plan for Leongatha Golf Club provides clarity and direction for the sustainable operation and ongoing development of the club over the coming 5 years.

Vision and Mission statements

provide long-term future direction and goals

Key strategic areas

form the focus and detail of what will happen during this strategic planning period

People and Culture

provides clarity on how we want to operate and interact with each other

PLAN DEVELOPMENT AND TRACKING:

- Utilisation of existing internal documentation, member surveys and Golf Australia literature
- Stakeholder interviews
- Development of vision, mission, and key strategic areas through Board of Management workshops
- Review, amendment, approval of draft document by key stakeholders
- Adoption of the strategic plan
- Ongoing, structured Board of Management reviews with a yearly “fit for purpose” review of the plan and organisation. A “rolling” approach.



VISION, MISSION AND FUTURE DIRECTION

VISION

“Provide an exceptional, total golf experience”

MISSION

“To provide an enjoyable, inclusive and sustainable golf club with premier facilities for our members, visitors and the wider community”

KEY STRATEGIC AREAS :

THE COURSE – If we want success the course is a key part of it.

Central to the successful operation of our club is the maintenance, protection, and ongoing development of our Morcom course.

OUR PEOPLE AND OUR CULTURE – The other key part of our success.

We treat others as we would like to be treated.

GOVERNANCE – There are no gaps.

Our club adopts a modern, progressive, and compliant approach regarding our long-term direction, operational performance and inclusion of our members’ voice in the management of the club, whilst maintaining the club’s country atmosphere.

GOLF HUB – It’s all available at Leongatha!

Over the coming five years it is our intention to fully develop our club as the place for golf in the region.

PARTNERSHIPS – Working together for success.

At Leongatha Golf Club, we seek to develop partnerships within our community; across Gippsland and Victoria-wide.

MARKETING & COMMUNICATION – Sharing the Leongatha story.

Our internal communication is consistent and provides opportunities for club members to have input so that members know what is going on and their opinions are heard. Our external marketing will promote the Leongatha Golf Club story – our course, our club, our hub, our culture, our events and services we provide.



THE COURSE

If we want success the course is a key part of it.

Central to the successful operation of our club is the maintenance, protection and ongoing development of our Morcom course.

This means our direction and actions are focussed on:

- Being regional Victoria's best course that is recognised as a suitable test for players of all standards
- Ensuring our Morcom architectural integrity is maintained
- Setting and provision of annual maintenance and capital works budgets
- An annual (or as required) Board of Management review of course master plan implementation

Key Initiatives - In the 5-year strategic planning period we will:

- Create and implement a course master development plan through a consultative process including all stakeholders
- Fund annual budgets for maintenance and capital works
- Develop and fund a course design plan
- Ensure our sustainability and environmental policy and practices are followed and reviewed to meet statutory requirements and identify opportunities for improvement

How will we track our progress?

- A 5-year course master development plan is complete and 80% of members welcome the plan
- Annual course maintenance and capital works plans exist and are fully funded
- A course design plan exists and is fully funded
- At least one major project to improve the course is completed each year
- 90% of members are satisfied with the course condition

OUR PEOPLE & OUR CULTURE

The other key part of our success

We treat others as we would like to be treated.

This means our direction and actions are focussed on:

The adoption of our overall One [1] Club approach; ensuring that clear, fair, and agreed behavioural standards are demonstrated by everyone

Developing clear member induction and retention policies and processes

Ensuring our staff experience continual growth and development

Ensuring all critical roles have effective succession plans in place and that these roles can be performed by multiple staff

Key Initiatives - In the 5-year strategic planning period we will:

Develop and implement our One [1] Club initiative

Develop and implement a full membership plan including induction, welcoming and retention (see also Governance)

Develop and implement a biennial membership survey and a club visitor "spot" survey

Develop and implement an annual staff well-being and engagement survey

Ensure full and up to date job descriptions exist for all club roles

Undertake bi annual performance appraisals and learning plans for all staff

How will we track our progress?

90% of all members would recommend our golf club to their peers and colleagues

90% of our staff would recommend working at our golf club to their peers and colleagues

A minimum of 85% of staff development goals are completed as per Performance Against Responsibilities (PAR) process

Staff retention. No regrettable loss of LGC staff

Membership retention - 95% of current membership retained at annual renewal

Compare outcomes against recommendations in Vision 2025

GOVERNANCE

There are no gaps.

Our club adopts a modern, progressive and compliant approach regarding our long-term direction, operational performance and inclusion of our members' voice in the management of the club, whilst maintaining the club's country atmosphere.

This means our direction and actions are focussed on:

- The achievement of long-term plans, strategy and Board policy
- The implementation of effective succession plans for Board and staff
- Ensuring sufficient resources are available to achieve the club's long-term direction
- Ensuring all statutory requirements are met
- Holding to account the operational team for all aspects of day-to-day operations

Key Initiatives - In the 5-year strategic planning period we will:

- Introduce a Board succession program that includes the identification, recruitment and development of all Board members
- Introduce a new member induction program that includes an online welcome pack, introductory member rounds and a course buddy system
- Complete a 10-year facilities master plan with annual (or as required) reviews, including funding requirements
- Complete a 5-year course master plan with annual (or as required) reviews, including funding requirements
- Complete a 3-year workforce plan
- Oversee the introduction of "Inverloch" into the club's name
- Monitor financial performance against budget

How will we track our progress?

- Board successors identified 3 months prior to appointment and transition begins 2 months prior to appointment
- The composition of Board membership reflects a minimum representation ratio of 60%/40%
- 100% of members say they have the opportunity to be involved in club affairs
- 100% of surveyed staff indicate that they have sufficient resources to complete their job
- The club complies 100% with its legal, employment and financial obligations
- A record of members' skills, knowledge and experience exists and is used to identify potential Board / committee members



GOLF HUB

It's all available at Leongatha!

Over the coming five years it is our intention to fully develop our club as the place for golf in the region.

This means our direction and actions are focussed on:

Providing all-weather golf facilities for our members and guests that actively support the attraction and retention of our membership base

Providing and utilising golf technologies and resources that enhance game and skill development for players of all abilities

The development of outstanding and well-funded junior and women's programs

Providing a broad range of golfing competitions, participation opportunities and social activities

Ensuring club facilities meet golf hub requirements and are reflected and funded in the facilities master plan

Key Initiatives - In the 5-year strategic planning period we will:

Develop an indoor teaching and fitting centre supported by suitably qualified staff and the use of appropriate technology

Create all-weather hitting surfaces and golfing bays within our practice range facilities

Create two themed annual community events that welcome all comers to the club

Ensure staff operating the golf hub have the skills and knowledge to excel in the provision of technical advice and customer service

Develop a 10-year plan to build a new clubhouse "fit for purpose" with the golf hub

How will we track our progress?

In the first full year of operation, a minimum of \$25,000 of our revenue is derived from "new golf hub" offerings

In the first full year of operation, a minimum 50% annual utilisation of golf hub facilities

90% of club members say they receive good value for their membership

Number of golf programs - 6 overall, 2 female-specific, 2 junior-specific

Golf program participant satisfaction score and comments

PARTNERSHIPS

Working together for success.

At Leongatha Golf Club, we seek to develop partnerships within our community; across Gippsland and Victoria-wide.

This means our direction and actions are focussed on:

- Generating additional sponsorship and developing local business and community relationships
- Creating sustainable accommodation and tourism experiences for visiting golfers
- Obtaining financial grant support from local, state and federal government
- Hosting events that showcase our course to the local community, golfing public and government

Key Initiatives - In the 5-year strategic planning period we will:

- Prepare and implement our golf accommodation plan in conjunction with local providers ("Stay and Play")
- Develop and implement an effective business growth plan for sponsors, advertisers and donors
- Meet local, state and federal parliamentarians (minimum twice per year) to promote our club and gain support for our vision
- Engage a grant writer to access all applicable grants
- Develop the "day on the green" event concept and run on a biannual basis
- Develop a showcase golf tournament that receives local, state, and national media coverage

How will we track our progress?

- 1000 additional visitors across 2021/2022 with a 200 visitor per annum increase
- Revenue from sponsors, advertisers, business relationships - \$30,000 in 2021/2022 with a 25% per annum increase
- Minimum 10% grant application success rate. Number of grants applied for divided by grants received
- For all events - numbers of attendees (participation and spectator) meet the event plan projections
- All events meet financial targets

MARKETING & COMMUNICATION

Sharing the Leongatha story.

Our internal communication is consistent and provides opportunities for club members to have input so that members know what is going on and their opinions are heard.

Our external marketing will promote the Leongatha Golf Club story – our course, our club, our hub, our culture, our events and the services we provide.

This means our direction and actions are focussed on:

Utilising planned and regular "two way" **communication** platforms to keep club members informed, educated and be involved in club decisions and events. We will actively seek and create opportunities for all members to provide feedback

Development of a **marketing plan** and obtaining marketing skills that will substantially increase the awareness and profile of Leongatha Golf Club and the events being held

Key Initiatives - In the 5-year strategic planning period we will:

Develop and implement a monthly "two way" **communication** plan that keeps club members informed, educated and involved in club decisions and events

All major changes and initiatives within the club will have specific **communication** plans. This is in addition to the monthly communication

Develop and implement a **marketing** strategy / plan and budget to promote the Leongatha Golf Club story – our course, our club, our hub, our culture, our events and the services we provide

Develop and implement a structured approach to the use of paid media, earned media and owned media that will form the basis of the **marketing** strategy / plan

Develop or obtain **marketing** expertise to deliver current and future marketing requirements. Measurements to assess marketing effectiveness are developed and implemented

How will we track our progress?

Communication plans exist and are implemented

Feedback through membership survey

Membership and visitor spot survey results

Marketing strategy / plan exists and is implemented

The established marketing measures are achieved





Leongatha Golf Club

855 Koonwarra-Inverloch Road
Leongatha South | VIC | 3953
03 5664 3314
info@leongathagolf.com.au
www.leongathagolf.com.au

Postal: PO Box 578,
Leongatha | VIC | 3953

Gippsland's Premier Course

