



# HEADLAND GOLF CLUB

STRATEGIC PLAN 2017 TO 2022

*Published July 2017*





# OUR VISION

*...The Sunshine Coast's premier golf club, providing exceptional golf and hospitality experiences...*

## TURNING VISION INTO GOALS

### MEMBERSHIP, COMMUNICATIONS AND MARKETING

- To have a diverse, active, engaged and informed membership.
- To seek a membership count that reflects optimal course usage and presents the Club as a member orientated facility.
- To operate with a membership structure that allows for optimized use of the golf course across all days of the week.
- To develop a Junior membership offer that results in continual attraction and retention of Junior members.

### GOLF COURSE

- To continually provide a well-presented and sustainable all weather golf course and practice facilities that are being improved in line with the Course Master Plan.
- To always have sufficient supply of quality water available to irrigate the golf course.
- To improve the existing clubhouse surrounds and carparks and enhance in line with the future Clubhouse project.

### CLUBHOUSE AND HOSPITALITY SERVICES

- To provide a well-maintained and presented clubhouse that is improved in line with the Club's wider vision.
- To ensure provision of a customer focused, high quality food and beverage service in a profitable and friendly manner.

### GOLF OPERATIONS

- To provide a welcoming customer focused pro shop operation that delivers high levels of customer service and promotes the interests of the Club.
- To promote the enjoyment of golf through a varied golf event program which meets the needs and expectations of all members and visitors.
- To ensure that the relationship between the Club and the Professional is fair and reasonable to both parties and reviewed regularly in a spirit of continuous improvement.

### ORGANISATION (FINANCE / ADMINISTRATION / STAFF / GOVERNANCE / STRATEGY)

- To ensure the Club achieves its budgeted operating profit that leads to the Club rebuilding its financial reserves to fund the future needs of the golf course and clubhouse.
- To provide a customer focused administration service in a professional and friendly manner that is supported by suitable resources.
- To continue to develop and support a service-focused staff that are competent, professional and accountable for their performance.
- To ensure the Board operates in a united, effective, accessible and accountable manner as it achieves the goals of the Strategic Plan.
- To ensure all activities are linked to the Club's vision and priorities as set out in the Strategic Plan.

*Overall Club satisfaction of 8.4 out of 10, which compares very favourably to 7.9 from 2012. An 8.4 satisfaction score ranks the Club second overall in all GBAS surveyed clubs.*

GBAS Member Research March 2017





HOW WE WILL  
ACHIEVE OUR GOALS...

## THE FOUR STEP STRATEGIC PLANNING PROCESS

WHERE ARE  
WE NOW?

WHERE DO WE  
WANT TO BE?

HOW WILL WE GET  
THERE?

HOW DO WE  
KNOW WHEN WE  
ARE THERE?



CURRENT

BIG  
PICTURE

GOALS

STRATEGY

ANNUAL  
PLAN

MEASURE



CONTINUOUS IMPROVEMENT





# MEMBERSHIP, COMMUNICATIONS AND MARKETING

## GOALS

- To have a diverse, active, engaged and informed membership.
- To seek a membership count that reflects optimal course usage and presents the Club as a member orientated facility.
- To operate with a membership structure that allows for optimized use of the golf course across all days of the week.
- To develop a Junior membership offer that results in continual attraction and retention of Junior members.

### *Membership Profile:*

*77% Male / 23% Female*

*Average age 58.4 years*

*Average length of membership 12.4 years*

*36% Have joined in the last 4 years*

*56% Live within 5km of the Club*

GBAS Member Research March 2017



## KEY STRATEGIES & ACTIONS

- Commit to introducing a permanent, well supported members competition on a Sunday.
- Develop the Club's junior program and management process to encourage new junior membership and to convert junior program participants to junior membership.
- Re-promote new member mentor program and new member referral schemes.
- Review membership category offering, prepare and recommend new membership categories or changes as necessary.
  - ▲ Consider introduction of lifestyle membership.
  - ▲ Understand implications of potential new lower access categories.
- Continually examine changing demographics within the community and golf industry to ensure we are abreast of changing trends.
  - ▲ Continually review entrance fee and need for periodical promotions.
- Continue to invest clubs funds in marketing to appropriately promote the Club.
  - ▲ Examine improved usage of Social Media to exploit all opportunities.
- Continue focus on Ladies SWING Program and Men's SMING Program as a pathway to new members.





# GOLF COURSE

## GOALS

- To continually provide a well-presented and sustainable all weather golf course and practice facilities that are being improved in line with the Course Master Plan.
- To always have sufficient supply of quality water available to irrigate the golf course.
- To improve the existing clubhouse surrounds and carparks and enhance in line with the future Clubhouse project.

*The Golf Course is the department that is most important to members in terms of their overall club satisfaction.*

GBAS Member Research March 2017

*Favourite Holes – 12th (19%), 6th (12%)  
Least Favourite Holes – 17th (21%), 9th (16%)*



## KEY STRATEGIES & ACTIONS

- Develop a new Course Master Plan that incorporates the following:
  - ▲ a Water Management Plan that improves water storage and supply options;
  - ▲ extended practice facilities;
  - ▲ improved practice putting area / practice nets;
  - ▲ addresses golf balls reaching Golf Links Road from the 1st hole;
  - ▲ potential alternate use of existing practice area for creation of new income streams;
  - ▲ other course design / improvement alterations.
- Provide a course budget that allows for improvement in daily presentation outcomes and overall course objectives to be achieved.
  - ▲ Develop document that details expected daily course presentation standards.
- Consider Clubhouse surrounds improvement activities in accordance with budget once outcomes of Clubhouse Project are known.





## CLUBHOUSE & HOSPITALITY

### GOALS

- To provide a well-maintained and presented clubhouse that is improved in line with the Club's wider vision.
- To ensure provision of a customer focused, high quality food and beverage service in a profitable and friendly manner.

*Satisfaction for the golf course and clubhouse & surrounds both declined slightly from 2012. The golf course and clubhouse & surrounds appear to be the two departments where improvements could materially improve club satisfaction.*

GBAS Member Research March 2017



### KEY STRATEGIES & ACTIONS

- Clubhouse Project:
  - Seek a qualified opinion of the current Clubhouse Master Plan, including estimated cost to deliver. Incorporate review of clubhouse services (plumbing, electrical, toilets, staff requirements etc) to understand how adequate they are in catering for potential future expansion.
  - Understand potential development opportunities for a new clubhouse.
- Pending the outcome of the Clubhouse Project, Finance and House Committees to develop a project list to improve the internal appearance of the club house including making the building more "family friendly".
- Continue to focus on outcomes achieved in department subsegments:
  - Club Functions - Deliver a targeted and profitable function program that provides opportunities for social engagement.
  - External Functions - Optimise the number of external events (members or guests) with a particular focus on profitable events (eg weddings and corporate/group golf).
  - Gaming – Monitor outcomes achieved from the gaming services.
- Review access to limited food & beverage services prior to 10am.
- In line with Clubhouse project investigate potential addition of outdoor wedding gazebo.





# GOLF OPERATIONS

## GOALS

- To provide a welcoming customer focused pro shop operation that delivers high levels of customer service and promotes the interests of the Club.
- To promote the enjoyment of golf through a varied golf event program which meets the needs and expectations of all members and visitors.
- To ensure that the relationship between the Club and the Professional is fair and reasonable to both parties and reviewed regularly in a spirit of continuous improvement.

*Pro Shop customer service and Pro Shop presentation both with a satisfaction score of 9.1 out of 10 were the highest of all areas surveyed.*

GBAS Member Research March 2017

*Rounds are trending upwards on all days, with the course now at capacity 2 days a week. There is material space on a Sunday.*

GBAS Member Research March 2017



## KEY STRATEGIES & ACTIONS

- Build social golfer database to promote membership options.
  - ▲ Seek to increase green fee golfer contact details.
- In line with Clubhouse considerations investigate the development of an indoor teaching bay.
- Ensure communication between the Pro Shop and Match Committees is optimised.
- Conduct a full review of the weekly golf schedule.
  - ▲ Continue to review the member golf program for relevance and variety.
- Define club pace of play goals and communicate to membership.
- Investigate potential merger of the men's and ladies match committees.
- Continue measuring cart fleet utilisation and investigate potential expansion of club-owned cart fleet.
- In line with the membership plan, ensure a co-ordinated approach to new junior and adult members by the golf shop and club administration.
- Investigate motorised cart housing alternatives.
  - ▲ Re-promote member pre-paid cart usage plan.
- Seek to grow the average public green fee achieved.
  - ▲ Review visitor and member's guest green fee pricing.





# ORGANISATION

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STAFF / GOVERNANCE / STRATEGY)

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*Income growth hasn't been driven by subscription growth, it has been driven by growth in green fees, cart fees and competition fees.*

GBAS Member Research March 2017



## KEY STRATEGIES & ACTIONS

- Ensure continued development of a 3-Year Financial Plan to be approved with the annual budget each year.
- Ensure longer term budgets and cash flow forecasts are developed with a bottom line up approach, with such approach to better deliver on meeting the financial short term and long term goals.
- Consider directing Joining Fees directly to the Future Fund.
- In line with the Course Master Plan review process and Clubhouse review process, consider alternate revenue sources.
- In positioning the Club as the Coast's premier club, investigate increased staff training and team building opportunities.
- Investigate governance training for Board Members.
- Ensure a wide range of skills and experience is provided by Board / Sub Committee members through appropriate succession planning.
- Investigate club IT system alternatives.
- Explore potential wider use and broadening the scope of the Club's Future Fund.
- Ensure the Strategic Plan is reviewed and updated in February/March every year.





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