



Brisbane Golf Club

Strategic Plan - Draft
2023 - 2026



Our Vision



An exceptional golfing and social experience for our members and guests



Our Mission

(these statements are the main goals emanating from the amenity/service based

pillars)

- To create a prosperous and sustainable future for The Brisbane Golf Club.
- To operate with a level and mix of membership that enables delivery of a membership experience that is appealing to current and future members.
- To provide a high-quality golf course that provides a challenging and enjoyable experience for golfers of all abilities.
- To provide enjoyable playing and hospitality experiences for all members and guests, driven by high quality, customer focused service culture.
- To provide a customer focused, professional and friendly administration service, supported by suitable resources.
- To operate in an effective, accessible and accountable manner in support of the Club's vision.

Critical Success Factors



- Club EBITDA outcomes in excess of 10% of revenue.
- Waiting list established for seven day and six day membership.
- Annual attrition rate of less than 7.5%.
- Strong member overall satisfaction level scores in biannual member survey across all departments.
- Club capital funding plan agreed and implemented.
- Debt reduction plan agreed and implemented.

How will we get there?



Key Pillars

The following pillars reflect key areas of focus for the Club's operation.

- Membership
- Course
- Golf Operations
- Hospitality
- Administration/Finance
- Governance
- Women and Girls

Membership



Goals	Strategy/Initiative	Timeline
<ol style="list-style-type: none"> 1. Establish and maintain a level and mix of membership that enables delivery of the club's desired membership experience and financial goals. 2. Maintain a membership value proposition that is compelling to current and future members. 3. Maintain a healthy level of new member enquiry that is in advance of club capacities. 4. Establish a high level of membership satisfaction across all areas of the Club's operation. 	<ul style="list-style-type: none"> • Undertake a full review of our membership categories, seeking an outcome that: <ul style="list-style-type: none"> ○ Reduces overall category count. ○ Maximises average subscription paid. ○ Addresses current 6 day member price imbalance. ○ Review the benefits of every membership category. ○ Reviews limited and remote membership terms and conditions. 	<ul style="list-style-type: none"> • February 2024
	<ul style="list-style-type: none"> • Develop and implement an annual review of our member retention plan. 	<ul style="list-style-type: none"> • Every August
	<ul style="list-style-type: none"> • Review all member benefits to maximise value to all members. 	<ul style="list-style-type: none"> • Every August
	<ul style="list-style-type: none"> • Review reciprocal club arrangements. 	<ul style="list-style-type: none"> • Every May
	<ul style="list-style-type: none"> • Develop and implement an annual review of our new member marketing strategies. 	<ul style="list-style-type: none"> • Every July
	<ul style="list-style-type: none"> • Undertake a member survey every 2 years, measuring and benchmarking satisfaction. 	<ul style="list-style-type: none"> • Every second July
	<ul style="list-style-type: none"> • Review design of both member and non member websites to improve member ease of use and member product knowledge. 	<ul style="list-style-type: none"> • January 2024

Course



Goals	Strategy/Initiative	Timeline
<ol style="list-style-type: none"> 1. Maintain a high-quality course of the highest possible standard year round 2. Provide a challenging and enjoyable experience for golfers of all abilities. 3. Execute programs and procedures that develop superior playing surfaces and enhance maintenance efficiencies. 4. Maintain a high level of member satisfaction with regard to course presentation. 	<ul style="list-style-type: none"> • Obtain board and member approval for the Course Enhancement Plan (CEP) prepared by course architect, Paul Mogford. 	<ul style="list-style-type: none"> • August 2023
	<ul style="list-style-type: none"> • Prioritise and cost out the CEP for inclusion in annual capital expenditure budgets or a capital injection program. 	<ul style="list-style-type: none"> • December 2024
	<ul style="list-style-type: none"> • Relocate the maintenance facility to obtain the flood line. 	<ul style="list-style-type: none"> • October 2024
	<ul style="list-style-type: none"> • Develop a five year course equipment replacement plan. 	<ul style="list-style-type: none"> • June 2023
	<ul style="list-style-type: none"> • Review staff recruitment policies and staff benefits, including financial benefits, to attract the best staff. 	<ul style="list-style-type: none"> • Ongoing
	<ul style="list-style-type: none"> • Review course standing committee. 	<ul style="list-style-type: none"> • June 2023
	<ul style="list-style-type: none"> • Review volunteer program. 	<ul style="list-style-type: none"> • July 2023
	<ul style="list-style-type: none"> • Review current course pump infrastructure, including efficiencies and town water back up. 	<ul style="list-style-type: none"> • January 2024
	<ul style="list-style-type: none"> • Review course grass type policy for all playing surfaces. 	<ul style="list-style-type: none"> • Ongoing
	<ul style="list-style-type: none"> • Review and update flood evacuation plan 	<ul style="list-style-type: none"> • Every August
	<ul style="list-style-type: none"> • Develop a list of flood mitigation strategies for prioritisation, costing and implementation. 	<ul style="list-style-type: none"> • With CEP

Golf Operations



Goals	Strategy/Initiative	Timeline
<ol style="list-style-type: none"> 1. Ensure an enjoyable playing experience for all members and guests. 2. Ensure provision of a vibrant, proactive customer focused golf operations service. 3. Provide practice and teaching facilities that encourage the development of a technology led learning and teaching culture. 	<ul style="list-style-type: none"> • Continue to ensure our annual list of fixtures provides a broad range of golfing events for all membership groups, with alignment of both men and women’s calendars 	<ul style="list-style-type: none"> • Ongoing
	<ul style="list-style-type: none"> • Launch etiquette manual to improve member understanding of the Club’s expectations. 	<ul style="list-style-type: none"> • June 2024
	<ul style="list-style-type: none"> • Review staff recruitment policies and staff benefits, including financial benefits, to attract the best staff. 	<ul style="list-style-type: none"> • Ongoing
	<ul style="list-style-type: none"> • In conjunction with the CEP, explore the improvement of practice and teaching facilities. 	<ul style="list-style-type: none"> • Ongoing
	<ul style="list-style-type: none"> • Continue to provide resources and financial support to drive junior golf programs. Expand this to all abilities. 	<ul style="list-style-type: none"> • Ongoing
	<ul style="list-style-type: none"> • Explore golf shop refurbishment opportunity. 	<ul style="list-style-type: none"> • August 2023
	<ul style="list-style-type: none"> • Continue to promote the Club’s online retail offer. 	<ul style="list-style-type: none"> • Ongoing
	<ul style="list-style-type: none"> • Launch a loyalty system for golf retail. 	<ul style="list-style-type: none"> • January 2024

Hospitality



Goals	Strategy/Initiative	Timeline
1. Provide high quality, heritage sympathetic, hospitality facilities that increases Member and guest utilisation.	<ul style="list-style-type: none"> • Develop a clubhouse and environs master plan, identifying the opportunities available within the Club’s heritage building to provide modern, fit-for-purpose facilities. <ul style="list-style-type: none"> ○ Consider short term improvements to furniture, member locker rooms, Garden Room ahead of a more comprehensive renovation plan. 	<ul style="list-style-type: none"> • January 2024
2. Deliver a high quality service culture that promotes friendly and enjoyable experiences for members and guests.	<ul style="list-style-type: none"> • Regularly review hospitality trading hours and menu offerings. 	<ul style="list-style-type: none"> • Every quarter
3. Promote and deliver profitable non-member events.	<ul style="list-style-type: none"> • Conduct an annual review of customer service standard policies. 	<ul style="list-style-type: none"> • Every November
	<ul style="list-style-type: none"> • Develop an annual staff training and development program. 	<ul style="list-style-type: none"> • Every November
	<ul style="list-style-type: none"> • Review staff recruitment policies and staff benefits, including financial benefits, to attract the best staff. 	<ul style="list-style-type: none"> • Ongoing
	<ul style="list-style-type: none"> • Launch a loyalty system for golf retail. 	<ul style="list-style-type: none"> • January 2024
	<ul style="list-style-type: none"> • Develop and promote a club special events calendar. 	<ul style="list-style-type: none"> • Every October
	<ul style="list-style-type: none"> • Develop an annual marketing strategy to drive events (member and non member) and weddings. 	<ul style="list-style-type: none"> • Every February
	<ul style="list-style-type: none"> • Monitor ongoing member satisfaction with service quality provided. 	<ul style="list-style-type: none"> • Ongoing

Administration/Finance



Goals	Strategy/Initiative	Timeline
1. Provide a customer focused, professional and friendly administration service, supported by suitable resources.	<ul style="list-style-type: none"> Install new club information technology systems and improve administration efficiencies and the overall Member experience. i.e. automatic top up of house accounts. 	<ul style="list-style-type: none"> December 2023
2. Oversee day to day operations, ensuring adopted processes deliver the targeted annual operating profit levels.	<ul style="list-style-type: none"> Continue to drive revenue across all departments and monitor wages and operating expenses to maximise EBITDA. 	<ul style="list-style-type: none"> Ongoing
3. Attract, retain, develop and support appropriately skilled staff in all departments who are accountable for their performance with the necessary skills, resources and motivation to successfully deliver the club's strategy.	<ul style="list-style-type: none"> Explore other diversification options – new revenue streams (School of Golf Excellence). 	<ul style="list-style-type: none"> Ongoing
4. Ensure the Strategic Plan is incorporated in all aspects of the Club's operations and is reviewed and updated annually.	<ul style="list-style-type: none"> Prepare financial modelling for next five years (profitability and cashflow) to identify surplus cash available to fund capital expenditure programs for both stay in business and future. 	<ul style="list-style-type: none"> January 2024
	<ul style="list-style-type: none"> Develop a five year capital expenditure program for both stay in business and future. 	<ul style="list-style-type: none"> February 2024
	<ul style="list-style-type: none"> Develop funding strategies to generate the funding required for the above. 	<ul style="list-style-type: none"> March 2024
	<ul style="list-style-type: none"> Formalise the Club's debt management strategy, documenting the Club's policy concerning acceptable levels of debt and on-going management strategy. 	<ul style="list-style-type: none"> March 2024
	<ul style="list-style-type: none"> Review annual investment strategies i.e. Winter Loan Notes and term deposits. 	<ul style="list-style-type: none"> Every July
	<ul style="list-style-type: none"> Finalise Club Foundation, to be supported by on-going activities to ensure optimisation of bequest/donation opportunities. 	<ul style="list-style-type: none"> August 2023
	<ul style="list-style-type: none"> Develop new branding guide and update all collateral. 	<ul style="list-style-type: none"> August 2023
	<ul style="list-style-type: none"> Investigate flood insurance options. 	<ul style="list-style-type: none"> Ongoing

Governance



Goals	Strategy/Initiative	Timeline
<ol style="list-style-type: none"> 1. Operate in an effective, accessible and accountable manner to achieve the goals of the Strategic Plan. 2. Ensure board capability is enhanced through annual evaluation and improved succession planning. 3. Maintain the Club's Rules through continued review of its currency and relevance. 4. Ensure the Strategic Plan is incorporated in all aspects of the Club's operations and is reviewed and updated annually. 5. To oversee a management process that delivers the annual operating profit levels required to fund ongoing capital investment needs. 	<ul style="list-style-type: none"> • Communicate the Club's strategic plan to members and encourage feedback. 	<ul style="list-style-type: none"> • June 2023
	<ul style="list-style-type: none"> • Develop a new communication plan that covers all areas of operations including course. 	<ul style="list-style-type: none"> • September 2023
	<ul style="list-style-type: none"> • Conduct annual review of the Corporate Governance Framework which includes an update of all Charters and an Annual Work Plan. 	<ul style="list-style-type: none"> • Every January
	<ul style="list-style-type: none"> • Review the Club Rules. 	<ul style="list-style-type: none"> • Ongoing
	<ul style="list-style-type: none"> • Develop a Board succession plan that recognises skill gaps and identifies potential replacement strategies. 	<ul style="list-style-type: none"> • June 2023
	<ul style="list-style-type: none"> • Set up a Nomination Subcommittee and create charter and annual tasks i.e. Member profile survey. 	<ul style="list-style-type: none"> • June 2023
	<ul style="list-style-type: none"> • Develop and an annual peer review/induction for the Board. 	<ul style="list-style-type: none"> • June 2023
	<ul style="list-style-type: none"> • Continue to engage Workplace Health & Safety Consultant and maintain support of WH&S Committee and Action Plan. 	<ul style="list-style-type: none"> • Ongoing
	<ul style="list-style-type: none"> • Develop whole of Club environmental sustainability strategies. 	<ul style="list-style-type: none"> • January 2024

Women and Girls



Goals	Strategy/Initiative	Timeline
<ol style="list-style-type: none"> Promote the Women and Girls Engagement Plan (formerly Vision 2025), incorporating the R&A's Women in Golf Charter and GA's Leadership Statement. Maximise pathways into club membership and opportunities for full participation in club golfing and social activities. Maximise collective expertise and diversity of committees. 	<ul style="list-style-type: none"> Promote commitments through Club communication channels. 	<ul style="list-style-type: none"> Ongoing
	<ul style="list-style-type: none"> Adopt Golf Australian conventions transitioning from use of ladies to women in documents. 	<ul style="list-style-type: none"> Done
	<ul style="list-style-type: none"> Review and update the Club member retention plan. 	<ul style="list-style-type: none"> August 2023
	<ul style="list-style-type: none"> Implement a family entrance fee. 	<ul style="list-style-type: none"> Done
	<ul style="list-style-type: none"> Investigate incentives for young professionals and families and professional women. 	<ul style="list-style-type: none"> September 2023
	<ul style="list-style-type: none"> Implement the changes to the Club's <i>Golf 4 women</i> program. 	<ul style="list-style-type: none"> Done.
	<ul style="list-style-type: none"> Enhance the annual program of golf and social activities for all women. 	<ul style="list-style-type: none"> Ongoing
	<ul style="list-style-type: none"> Ensure all women and girls can compete in multi-day qualifying for club championships 	<ul style="list-style-type: none"> Done
	<ul style="list-style-type: none"> Consider how multi-day formats could enhance participation in honour board events. 	<ul style="list-style-type: none"> October 2023
	<ul style="list-style-type: none"> Investigate 9-hole competition opportunities. 	<ul style="list-style-type: none"> August 2023
	<ul style="list-style-type: none"> Design and implement a mentoring/coaching program for women considering advancing to an office bearer position on the Club Committee, or commencing committee involvement. 	<ul style="list-style-type: none"> May 2023
	<ul style="list-style-type: none"> Acknowledge our Active Allies who encourage and support women and girls to take on whole-of-club-roles on subcommittees and the Club Committee. 	<ul style="list-style-type: none"> Ongoing