

Portarlington Golf Club

Strategic Plan 2021





President's Message



On behalf of the Board and staff I am very pleased to present the Portarlinton Golf Club Strategic Plan 2021 to the members.

Our strategic plan is the culmination of a process begun in February 2021. After months of bold conversations and thought-provoking work sessions based on careful research and assessment of current initiatives and previous goals, we completed the strategic plan with a new purpose, passion & values statement.

This strategic plan provides the framework and serves as an important guide to help the club succeed in the face of ongoing challenges and finding opportunities for strengthening our club.

Our purpose for the club's future is simple, clear, and focused: "Where golf and friendship come together." While only a few words, the refined purpose involves building upon the amazing work past board/committees, members and staff have already achieved before us and guides future boards on the direction of the club going forward.

In addition to "Our Purpose" the Plan also clearly articulates "Our Passion" and "Our Values" statements, plus identifies 7 key Pillars, with each Pillar having desired outcomes/objectives and a number of key initiatives/actions that are required to be achieved over the life of the Plan.

A number of the key initiatives/actions will be ongoing with the timing of others being dependent upon the priorities set by the Board and the resources required for completion.

The Plan seeks to shape the future of the Portarlinton Golf Club and to achieve the desired outcomes within the means available to it. It is a 'living' document that will be subject to regular review and amendment as appropriate. The Plan will also be the reference point for the Club and it will guide and inform major decisions.

The Board will report regularly to the members against the key initiatives/actions and we will engage and consult with members prior to making any major decisions that may have the potential to impact upon them.

Finally, I would like to sincerely thank all of the members, Board and staff who have contributed to the development of the Plan, and I also express my appreciation and thanks to the Club's CEO, Michael Phillips and to Michael Taylor from Taylored Leadership Solutions for their efforts in guiding the Board so professionally and capably through the process.

John Bowman

President

Our Process

We decided as a board to engage a facilitator who also understands the golf club environment.

Michael Taylor has attended our golf club several times facilitating insight sessions with the Board/CEO/Management team, plus conducting the member forum and member survey.

Taking the time to understand our external and internal environment has allowed the board to gain a broader perspective.

From the survey feedback we also decided to take a more contemporary approach to the traditional Vision and Mission statement by building a framework that speaks in plain language.

We hope you find our Purpose, Passion and Values clear and easy to understand. Our long-term goal is to ensure this framework is a guiding light for all our stakeholders and we understand as a board we must lead from the front, but we cannot do this without the help of our staff and members.

We have settled on seven strategic pillars with each pillar having its own strategic focus areas and priorities. We have made choices that we believe are in the best long-term interests of our golf club.

There is no set time frame for this plan, instead our focus will be on continuously modifying our strategic focus areas in response to changes in our environment.

Thank you to everyone who contributed to this process. Your contributions have been appreciated.



This document will outline our club's Purpose, Passion and Values plus our seven strategic focus pillars.

Our Purpose

“Where golf and friendship come together.”

Our Passion

- An environment that is inclusive and welcoming to everyone.
- Quality clubhouse facilities and golf a course in great condition.
- Well trained hospitality staff providing warm, welcoming service.
- Quality food and drinks at reasonable prices.
- Competent management and administration staff driving long term success.
- Pro shop staff with strong golfing knowledge serving the needs of our members and guests.

Our Values

- We will respect our members, employees, and guests.
- We will act with integrity in all matters.
- We will demonstrate honesty and fairness in all dealings.
- We will act in a non-discriminatory and inclusive manner.



Pillar One



Our Members

Strategic focus areas	Our priorities
1.1 Member loyalty program.	<ul style="list-style-type: none"> ● Implement a tiered loyalty program providing value for all member categories. ● Promote member benefits effectively ensuring all members have access to offers. ● Assign a specific staff resource to ensure program is managed efficiently.
1.2 Women's introduction to golf program	<ul style="list-style-type: none"> ● Expand the Women's "Introduction to golf program". Offer cost-effective membership on completion to encourage full membership. ● Achieve female membership in line with national trends reported in Golf Management Australia (GMA) annual Golf Participation report. ● Link this program with the four pillars of Golf Australia's Vision 2025: <ul style="list-style-type: none"> ○ Culture and leadership ○ Grassroots ○ High performance and coaching ○ Marketing and positioning
1.3 Member social events	<ul style="list-style-type: none"> ● Build a general social activity program – e.g., members draw etc. ● Link golf to social activities – e.g., Master's breakfast, high profile dinner speaker ● Plan for two large social events each year ● Investigate entertainment options in the clubhouse.
1.4 Flexible golf competitions	<ul style="list-style-type: none"> ● Trial flexible tee placement competitions to match the needs of our members. ● Ensure trial is conducted over a reasonable period to gauge success.
1.5 Junior growth	<ul style="list-style-type: none"> ● Membership Services to work with pro shop staff to investigate strategies to attract juniors. ● Strive to achieve junior membership levels in line with national trends.
1.6 New member support	<ul style="list-style-type: none"> ● Introduction of a new member induction program
1.7 Membership categories	<ul style="list-style-type: none"> ● Regular review of membership categories to ensure the club adapts to changing membership trends.

Pillar Two



Our Team

Strategic focus areas	Priorities
<p>2.1 Staff development.</p>	<ul style="list-style-type: none"> • Conduct staff skills gap analysis. • Build staff development program addressing current skills gaps. • Monthly follow up with staff by immediate manager on progress
<p>2.2 Build on our service mantra- “Creating the experiences.”</p>	<ul style="list-style-type: none"> • Drive our member service standards via the C.A.R.E model: <ul style="list-style-type: none"> - Courtesy, Appearance, Ready, Excellence. • Drive improvement in cross dept communication • Review formally each quarter to assess performance.
<p>2.3 Staff resources in line with future strategic plan needs.</p>	<ul style="list-style-type: none"> • Review staff resources in the following areas: <ul style="list-style-type: none"> - Golf course - Marketing/ communications - Administration

Pillar Three



Our Golf Course

Strategic focus areas	Priorities
3.1 Golf course Masterplan to ensure course remains at a high standard for our members and guests.	<ul style="list-style-type: none">• Prepare golf course Master Plan considering the following areas:<ul style="list-style-type: none">○ Address safety issues between fairways and outdoor area of View Room○ Best use of 20 acres○ Practice facilities including driving range and short game practice areas.○ Enhancements to aesthetics such as garden beds, linking holes, cart paths, trees program.○ Maintenance building expansion/relocation○ Cartage storage, on course hospitality options, course toilets, and halfway house○ Increased Car Park capacity○ Drainage, Water Capture & Storage
3.2 Short term accommodation	<ul style="list-style-type: none">• Investigate the viability and long-term financial benefits of building short stay accommodation facilities in line with Greater Geelong and the Bellarine Tourism Development Plan 2019 -2022 - “Priority tier one projects.”

Pillar four



Our Clubhouse

Strategic focus areas	Priorities
4.1 Review kitchen and build a clearly defined food and beverage identity to lead our dedicated market segment.	<ul style="list-style-type: none"> ● Engage hospitality expert to assist in the review of kitchen operations considering: Menu offer, kitchen layout, plant and equipment, systems/processes, and staffing structure to ensure kitchen operations meet current & future needs. ● Focus on an identity that caters to the middle market. Our priorities: <ul style="list-style-type: none"> - Read the room and match needs. - Lift our service standards. - Diversify our offering. - Provide a value proposition. - Install new technology. - Market our message
4.2 Installation of modern systems to improve workflow processes to meet member needs.	<ul style="list-style-type: none"> ● Review current I.T systems and integration. ● Prioritize system installation needs. Cloud-based accounting a priority. ● Train staff in new systems
4.3 Function growth	<ul style="list-style-type: none"> ● Review function layout, equipment needs and internal systems. ● Build operation procedure to ensure large functions run efficiently. ● Marketing plan to attract functions such as weddings. ● Consider our member needs as part of this growth strategy.
4.4 Gaming room	<ul style="list-style-type: none"> ● Investigate potential investment in gaming room facilities and in accordance with VCGLR rules under Venue manual section 1.3 - “Modification of gaming machine area.” ● Continue to focus on adherence to responsible gaming regulations and providing high service standards for our patrons.
4.5 Architectural style	<ul style="list-style-type: none"> ● Ensure future additions to club house facilities are consistent in architectural design. ● Investigate improvements to outdoor area to better suit member needs.

Pillar Five



Marketing/ Communication

Strategic focus areas	Priorities
5.1 Modern, engaging website	<ul style="list-style-type: none"> Engage digital specialist to review and rebuild website. Website management policy. Allocate appropriately skilled staff resource for administration.
5.2 Proactive social media program	<ul style="list-style-type: none"> Review current social media strategy. Build strategy to enhance our brand and engagement levels. Allocate appropriately skilled staff resource to administer effectively.
5.3 Effective communication methods with members	<ul style="list-style-type: none"> Investigate a Member Relationship Management system (MRM) to improve communication efficiency. Use appropriate communication methods to reach those not using social media. Conduct targeted surveys to ensure member needs are being met. Provide regular face to face opportunities with CEO and board members. Continue with “Chip Shots” newsletter. Quarterly financial position update shared on website.
5.4 Strategic stakeholder development	<ul style="list-style-type: none"> Review third-party partnership agreements. Build genuine strategic relationships that add value e.g., RSL, Bowls club, Football Netball club, Ferry services, wineries, accommodation etc. Build strategic publicity and public relations relationships with external stakeholders such as the broader media, tourism bodies, local/state government, golf associated bodies etc.
5.5 Community engagement	<ul style="list-style-type: none"> Build program to promote the support we provide the community via website, social media, local publications, and media.

Pillar Six



Financial Responsibility

Strategic focus areas	Priorities
6.1 Benchmarking	<ul style="list-style-type: none">• Investigate the use of Golf Business Advisory services (GBAS) to benchmark performance against similar structured golf clubs.
6.2 Asset management	<ul style="list-style-type: none">• Expand club asset register to include life expectancy, maintenance tracking, and replacement cost.• Review our machinery, plant and equipment inventory and prioritize a renewal program over 5 years.
6.3 Golf revenue	<ul style="list-style-type: none">• Investigate strategies to build golf revenue on days and times when the course is underutilized.

Pillar Seven



Governance

Strategic focus areas	Priorities
<p>7.1 A successful model of golf club governance</p>	<ul style="list-style-type: none"> • Review current governance structure based on the following principles*: <ul style="list-style-type: none"> ○ Purpose and strategy ○ Roles and responsibilities ○ Board composition ○ Board effectiveness ○ Risk management ** ○ Performance ○ Accountability and transparency ○ Stakeholder engagement ○ Conduct and compliance. ○ Culture <p>*Australian institute of company directors– Not for profit governance principles ** COVID 19 risk management a priority.</p>
<p>7.2 Recognized for leadership and commitment to the principles of equal opportunity.</p>	<ul style="list-style-type: none"> • Establish a “gender equality framework” task group comprised of mixed gender membership. • Engage with Golf Australia and like-minded Golf clubs for advice and guidance. • Ensure obligations are met under the Victorian Equal Opportunity Act referencing “Equal opportunity in golf” framework and Golf Australia’s Vision 2025.
<p>7.3 Long term environmental sustainability.</p>	<ul style="list-style-type: none"> • Build a long-term environmental sustainability plan. <ul style="list-style-type: none"> - Engage environmental experts for advice. Focus on: Water, Recycling, Waste, Solar, power saving strategies etc. Consider usage deals, offset credits, rebates etc.