

SPRINGWOOD

EST. COUNTRY CLUB 1905

—leisure · golf · dining—

2021-2024

STRATEGIC PLAN

Updated August 2022

Mission Statement

To provide the best golfing, recreational and social experience for our community in a family-friendly & relaxed environment.



Objectives

- ➔ Strong & diverse membership base
- ➔ Financial stability
- ➔ Best facilities
- ➔ Community engagement

Key Focus Area One

Golf Course

Present and maintain the best course to be enjoyed by all members and guests



ISSUES

- Water & weather
- Modern equipment
- Budgets & finances (maintenance and capital)
- Retaining & gaining volunteers
- Member satisfaction
- Staff
- Course set up

OBJECTIVES

- All tee boxes level
- 1 green replaced
- Drainage in bunkers installed
- Improved practice facilities
- Refurbish/Eco-bunker 3 existing bunkers.
- Develop a Course Master Plan

STRATEGIES

- Better water management
- Marketing – best wet-weather course
- Equipment – maintenance and replacement program
- Volunteer – recognition and succession planning
- Maintain current consistently high course presentation standards
- Improve the course
- Investigate additional practice facility options - chipping, bunker, aqua golf, putt-putt
- Ensure environmental management compliance

ACTIONS & OUTCOMES

ACHIEVED

- Address sprinkler issues
- Golf NSW consultant advice

ONGOING

- Prioritise list of needs/wants
- Testing of aqua golf possibility
- Volunteer / Staff job plan
- Regular course audit
- Training of course staff and volunteers
- Machinery, maintenance, tee markers, cutting holes
- Refurbish/Eco-bunker 3 existing bunkers.
- Develop a Course Master Plan*

NOT YET STARTED

- Nil

* Indicates a new addition to the Strategic Plan

Key Focus Area Two

Membership

Build, retain and diversify our Membership



ISSUES

- Ageing membership
- Attracting younger members
- Current category structure
- Annual fee structure
- Marketing strategies/initiatives
- Membership competition from industry and other sports

OBJECTIVES

- Have 20 junior members playing in comps regularly
- Have 30 women members playing in comps regularly
- 10% increase in golfing membership by 2024
- Maintain 2021 Squash membership numbers

STRATEGIES

- Look at alternate golf competitions to cater for a diverse membership
- Review all membership structures (categories, fees and privileges)
- Research population demographic and preferred recreation activities
- Formulate a marketing strategy
- Involvement of Pro in planning and conducting clinics (women/kids/seniors)

ACTIONS & OUTCOMES

ACHIEVED

- Nil

ONGOING

- "Buddy Up" new members with existing members *
- Planning with Club Pro
- More marketing of Squash
- Involvement of Pro in planning and conducting clinics (women/kids/seniors)

NOT YET STARTED

- Nil

* Indicates a new addition to the Strategic Plan

Key Focus Area Three

Finance

Maintain profit and cash reserves



ISSUES

- Balancing available funds with needs/desires
- Prioritising capital expenditure
- Long-term lease security
- Continue to improve trading performance

OBJECTIVES

- All projects to be club-funded
- Profit target of over 3% of gross profit per year
- Cash account to be maintained above \$25 000
- Current ratio to be maintained (>1)
- Increase of 5% in turnover per year on 2020/21 figures

STRATEGIES

- Long term total integration of IT Systems
- Increase revenue and control costs
- Continue to actively seek grants
- Continue to actively seek sponsors

ACTIONS & OUTCOMES

ACHIEVED

- Investment of \$370 000
- Long-term total integration of IT Systems
- Profit target of over 3% of gross profit per year
- Cash account to be maintained above \$25 000
- Current ratio to be maintained (>1)
- Increase of 5% in turnover per year on 2020/21 figures
- Additional investment of \$45 000 *

ONGOING

- A regular narrative for the members as to how/why/where Club money is spent.
- Items for future expenditure are prioritised, regularly reviewed and aligned with the Club's strategic plan.
- Prioritised list of projects for grant applications *

NOT YET STARTED

- Nil

* Indicates a new addition to the Strategic Plan

Key Focus Area Four

Communication

Modernise and improve internal and external media communications



ISSUES

- Marketing - to members and the wider community
- Continuing membership engagement
- Member contact details
- Communication with key stakeholders

OBJECTIVES

- All membership contact details are up to date
- All details of social golfers captured
- To have a regular presence on major social media platforms
- Increase number of email contacts by 5% per year
- Standardisation of branding of all comms channels

STRATEGIES

- Member survey every 2 years
- Research communication options to assist marketing and social committee
- Research options to better communicate with members, stakeholders and community
- Promotion of Competitions, social & introductory golf & squash
- Utilise available social media platforms

ACTIONS & OUTCOMES

ACHIEVED

- To have a regular presence on major social media platforms
- Standardisation of branding of all comms channels
- Communicating with Members and Community via the monthly newsletter*
- Communicating to Members using the new member portal *

ONGOING

- Survey every 2 years.
- Update membership details
- Capturing social golfer's contact details for marketing/promotion
- Communication with Key stakeholders

NOT YET STARTED

- Hold Member info session at least twice each year

Key Focus Area Five

Management & Board Governance

Ensure strong professional management; deliver best corporate governance and strategic goals.



ISSUES

- Induction process for new Board members
- Director succession planning
- Employee job descriptions, KPI's and annual review
- Relationship with all stakeholders

OBJECTIVES

- Finalisation of SCC Board Corporate Governance Policy
- Finalisation of new SCC Constitution
- All directors to have completed ClubsNSW Director training within 12 months of appointment to the Board.
- Identification of suitable candidates for director positions.

STRATEGIES

- Develop a Board succession planning strategy
- Communication with members about the role of a director (newsletter)
- Focus on diverse business acumen
- Finalise Board, management and employee job descriptions and KPI review process
- Invite member participation to provide constructive feedback on the draft strategic plan

ACTIONS & OUTCOMES

ACHIEVED

- Utilisation of Clubs NSW Code of Practice
- Finalise Board, management and employee job descriptions and KPI review process
- Finalisation of SCC Board Corporate Governance Policy
- Finalisation of new SCC Constitution

ONGOING

- All directors to have completed ClubsNSW Director training within 12 months of appointment to the Board.
- Communication with members about the role of a director (newsletter)
- Identification of suitable candidates for director positions.
- Induction process for new Board members

NOT YET STARTED

- Annual Board Member Review

Key Focus Area Six

Clubhouse

Ongoing improvements and upgrades to the Clubhouse for the enjoyment of members & guests

ISSUES

- Furniture & fittings
- Utilisation of space - FOH & BOH
- Downstairs amenities
- Clubhouse R & M
- POS system
- Service systems
- Overall external presentation
- Underutilisation of squash courts

OBJECTIVES

- Roof replaced
- Sewerage system updated
- Finish external painting
- Regular positive feedback from members & guests
- Carpark upgrade
- Upgrade play area (shade, rubberized ground, new equipment)
- 10% increase of squash court utilisation per year

* Indicates a new addition to the Strategic Plan



STRATEGIES

- Investigate a faster POS service system
- Continue seeking grants for the replacement of the Clubhouse roof

ACTIONS & OUTCOMES

ACHIEVED

- Finalise upgrade of sewerage system
- Replace 3 current tills (bistro, bar, Pro Shop)
- Grant secured to assist in the cost of replacing Clubhouse roof

ONGOING

- Purchase new furniture for Clubhouse
- Investigate relocation of golf cart storage.

NOT YET STARTED

- Refurbish and upgrade downstairs facilities and amenities.
- Completion of carpark sealing
- Purchase of umbrellas or shade sails for play area
- Investigate Conference facilities possibilities
- Develop a Clubhouse Master Plan encompassing repairs & maintenance and other improvements

* Indicates a new addition to the Strategic Plan

SUMMARY OF ACHIEVEMENTS June 2021-June 2022

- Address sprinkler issues
- Golf NSW consultant advice
- Investment of \$370 000
- Long-term total integration of IT Systems
- Profit target of over 3% of gross profit per year
- Cash account to be maintained above \$25 000
- Current ratio to be maintained (>1)
- Increase of 5% in turnover per year on 2020/21 figures
- To have a regular presence on major social media platforms
- Standardisation of branding of all comms channels
- Communicating with Members and Community via the monthly newsletter*

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- Communicating to Members using the new member portal *
- Utilisation of Clubs NSW Code of Practice
- Finalise Board, management and employee job descriptions and KPI review process
- Induction process for new Board members
- Finalisation of SCC Board Corporate Governance Policy
- Finalisation of new SCC Constitution
- Finalise upgrade of sewerage system
- Investigate relocation of golf cart storage.
- Replace 3 current tills (bistro, bar, Pro Shop)
- Grant secured to assist in the cost of replacing Clubhouse roof