



Strategic Plan 2019-2024

January 2022 Update



Preamble

In early 2019 the Board of Directors and the Planning Committee presented the first strategic plan to the membership. As stated in the original preamble, a Strategic Plan is a living document and as such it is time again to revisit and update. During 2020 and 2021, Covid-19 has presented the Club with a number of challenges, which have pushed the development of many projects onto the back burner. Despite Covid, we have never lost sight of the future and continued planning.

Members will be aware that we have explored many options to redevelop the clubhouse site. To date, we have not been presented with an option that is sufficiently beneficial for the club but we continue to look for opportunities. Our focus remains on improving the golf course. We will also look at the possibility of refurbishing the current clubhouse both upstairs as well as downstairs if club redevelopment is to remain a distant issue.

This plan will outline a number of key issues and strategies with a range of short-term and long-term options, in addition to listing the achievements over the past two years.

We have categorised this strategic plan in 6 blueprints

1. Clubhouse
2. Course
3. Membership
4. Finance
5. Governance
6. Marketing

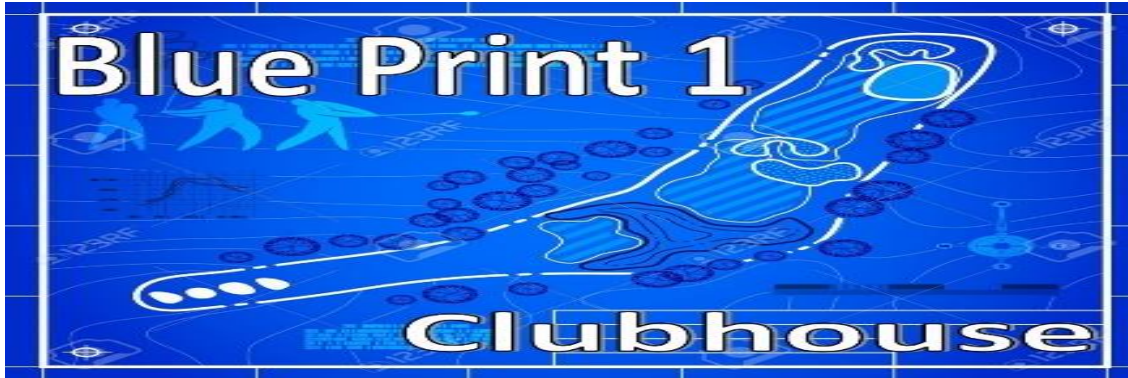
The order is not indicative to its importance and should therefore not be taken as where the Board's priorities lie. We are however mindful that we are a Golf Club and will always focus on the course.

We would like to thank all those who have contributed to this plan

Michael Crookes
Chair Planning Committee

On behalf of

Board of Directors
Gosford Golf Club Limited



Key Issues

Since 2019 our key issues have not changed

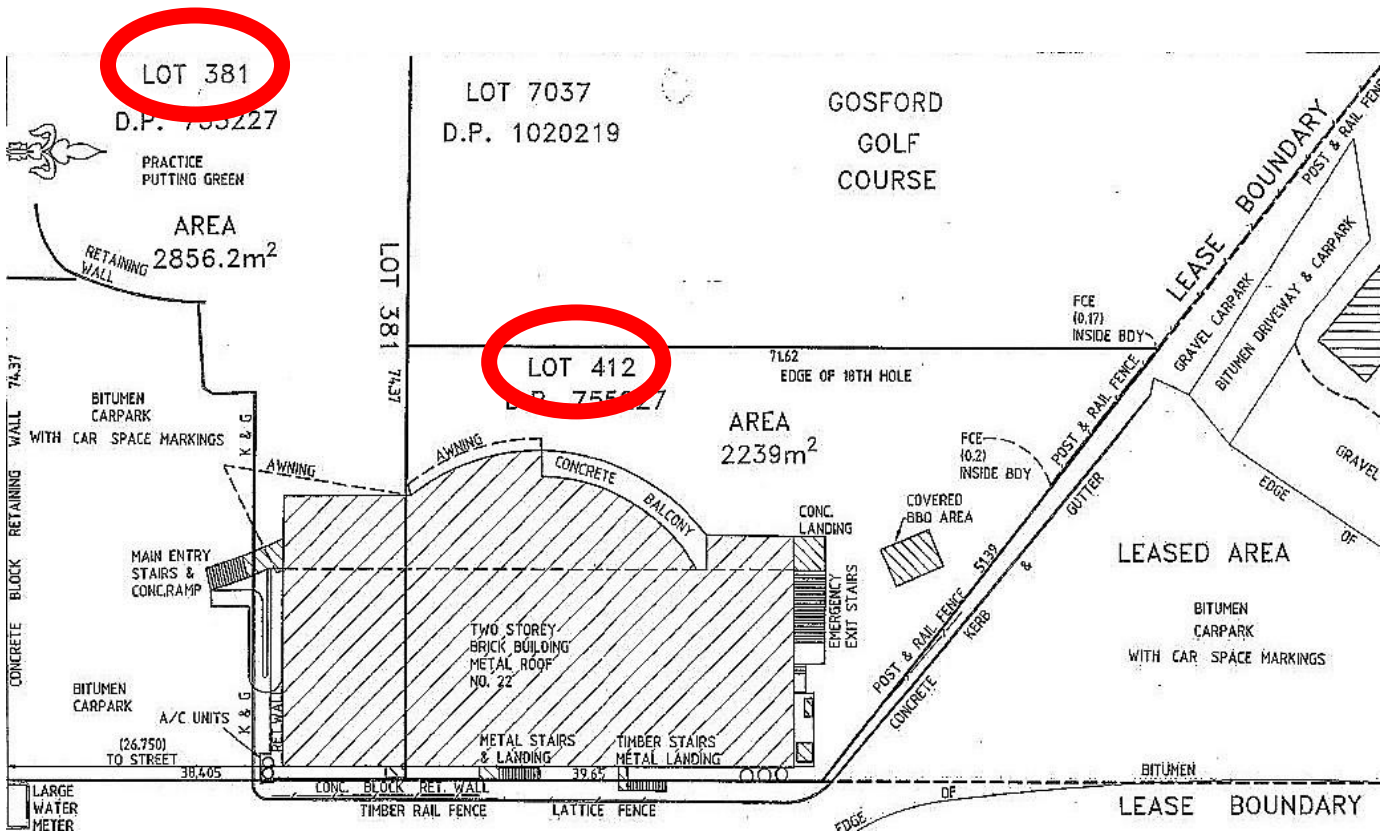
- We still have an ageing building and infrastructure in need of replacement
- The clubhouse has space in excess of our needs,
- Our basic demographic has not changed. Members and guests, social golfers, social golf clubs, corporate and charity golf are our main source of income,
- Functions and catering have been struggling over the past 18 months but even prior to that the upstairs departments did not generate the required income to be sustainable

Short Term Options

To attract business from outside and to improve the facilities for our members and guests we need to;

- Redevelop the upstairs facility which will require a substantial amount of money;
 - Replacement of the carpet,
estimated cost \$55.000
 - Upgrade to air conditioning,
estimated cost \$80.000
 - Redecorate the entire upstairs to improve the ambiance of the entire bar and function areas,
estimated cost \$90.000
 - Relocate the poker machines to provide a more welcoming entrance to our club,
estimated cost \$40.000
 - Redesign and improve the utilisation of the office and board room. This could mean the opening up of the entire office area by removing the front and side walls to enhance the entrance area,
estimated cost \$20.000
- Refurbish the kitchen and secure the long-term options for the catering department,
estimated costs \$250.000

- Modernize the pro-shop
 - Redesign the counter area. This could mean a counter specific for retail and another to service the golfing,
 - Improve the staff facilities and provide better office space to deal with the changing administrative requirements.
 - Provide a changing room to improve the sale of apparel, *estimated costs \$30,000*
 - Create an area where staff can safely store their belongings, have their breaks, and meet, *estimated cost \$5,000.00*
 - Develop an outdoor café style seating area with timber deck and shade structures to encourage increased use and trade, *estimated cost \$150,000*
 - Create storage for all the club's carts in the old members locker-room. This would free up storage for members carts, *estimated cost; \$15,000*



Long Term Options

Whilst we should never discount the redevelopment of the land owned by the club it is proven to be a far more difficult and costly option. An option that should not be abandoned but one that should take second place to the development of the course. The map above show Lot 381 and Lot 412 and will give the members an idea of what is owned currently by the club. So let's examine what our long-term options and goals are;

- Explore the redevelopment of the land owned by the club. This could mean looking at a number of different options;
 - **OPTION 1:** Building a hotel or apartments for either all ages or restricted. This would mean that either we engage a town planner and then a developer or become the developer. The latter is, in the opinion of this committee not the preferred option as it would expose the club to substantial financial risks, However it is not an option which should not entirely be discounted.
 - **OPTION 2:** Engage a developer and sell the entire footprint and use the part of the proceeds to build a new clubhouse within this development.
 - **OPTION 3:** Work with a developer and sell the “air space”, thereby maintaining ownership and use the proceeds to build a clubhouse within this development. It would also mean that the tenants would be paying a yearly levy.

Achievements



This committee feels that the greatest achievement since the last update has been the willingness of all our staff to adapt to the everchanging Covid-19 rules and regulations imposed on the Club over the past 18 months.



The club has chosen for sustainable green energy. We have had 200 solar panels installed at a cost of \$56,000. Combined they will give us a saving of some \$21,000 annually. An additional saving is made by us returning 10% back to the grid



Other highlights are:

- The appointment of a House and Facilities operations manager.
- The Installation of boom gates and thereby improved parking for all members and guests.
- Repairing all external and internal damaged cause by storms and flooding.
- We have updated our Wi-Fi network.
- Installed Defibrillator devices in main bar area and Pro shop.
- Engaged an interior decorator to develop and cost improvements to the entry and main bar area.
- Reintroduce TAB and relocated the sport betting area. Further improvements will be made as part of the interior refurbishment project.
- Commenced preliminary discussions with town planners to explore development options more fully.
- We have replaced balcony and indoor lighting with LED fittings.



Key Issues

- Aging greens and water storage.
- The Committee recognises that the aging greens are our top priority. Our options are limited in this respect;
 - Replace surface grassing of greens or rebuild the entire area of each green. *estimate cost \$40,000 green surface, \$100,000 entire green and surrounds*
- Increase the water storage. *Costing to be established after submission of DA, but likely to be in \$100,000s; consultation ongoing with Hydro engineering firm to prepare DA*
- Removal of dangerous trees and replace to maintain the character of the course. *Cost ongoing; estimated \$15,000 per annum*
- Construction and replacement of path ways. *Replacement and building of new paths estimated cost \$250,000*
- Replacement of the greenkeepers shed and the relocation of members carts in addition to the accommodation of the F-Troop equipment, *estimated cost \$200,000*
- Total Cost of Improvements and Capital works over a ten-year period estimated at \$3.2 million.

Short-term and Long-term options.

The committee recognises that the options will vary and that the line between short and long term may blur depending on the financial position in which the Club finds itself.

- The replacement of the green keepers shed is imperative. The current shed is past its use by date and with it are the adjacent members cart sheds. The F-Troop sheds do no longer comply with current WH&S standards and need replacing, *estimated cost \$200,000*
- Replacement of greens. We are currently looking at different options and are experimenting with different grass types. A visit by a delegation to a Queensland golf course enforced the theory that it does not matter what grass you put on a green, it is the subsoil base which is the most important. *Resurface greens: estimated cost \$40,000 per green*
Replacement of greens (and surrounds, bunkers, drainage). estimated cost \$100,000 per green.

- Increase the water storage. We are currently in advanced negotiations with an engineering company to explore the various option to increase the water storage on our course. Current storage capacity is 25 mega litres. A 50 mega litre supply would allow for regular year-round fairway watering.
Estimate cost; Unknown at this stage, but likely to be in \$100,000s.
- Continue the relationship with our current arborist to maintain the trees on the course and replant where necessary,
estimated annual cost \$15,000
- Repair, replace and construct pathways. Explore the different options in regard to the surfaces. The current preferences is the crushed concrete/glue option. However in certain areas full concrete paths may be the preferred option,
estimate cost \$250,000
- Completion of the irrigation and drainage on fairways,
estimated cost \$40,000
- Engage a golf course architect to produce a design concept integrating green rebuilding and on-course water storage. Given the likely high cost and long-time frame of upgrading the course, it is imperative that we engage a course architect to provide plans for these reconstructions.
Estimated cost \$50,000.
- Driving range. This has been on the wish list for a number of years and we are currently exploring a realistic option. It will require the construction of tee-off bays and the removal of a number of trees. It has the potential to finance a lot of the above-mentioned projects.
Estimated cost \$150,000

Finance

Any of these Short- and Long-term options need finance and we have several options;

- **OPTION 1:** An annual members levy.
- **OPTION 2:** Increase in membership fees, this is not a preference of this committee.
- **OPTION 3:** Partial reliance on the income of the driving range.
- **OPTION 4:** Bank finances. We are currently in a relative strong financial position to explore this option.

Achievements



The greens committee has developed a 120-point course works program. This program covers both minor as major works. At present the green staff have completed around 40% of the minor works.

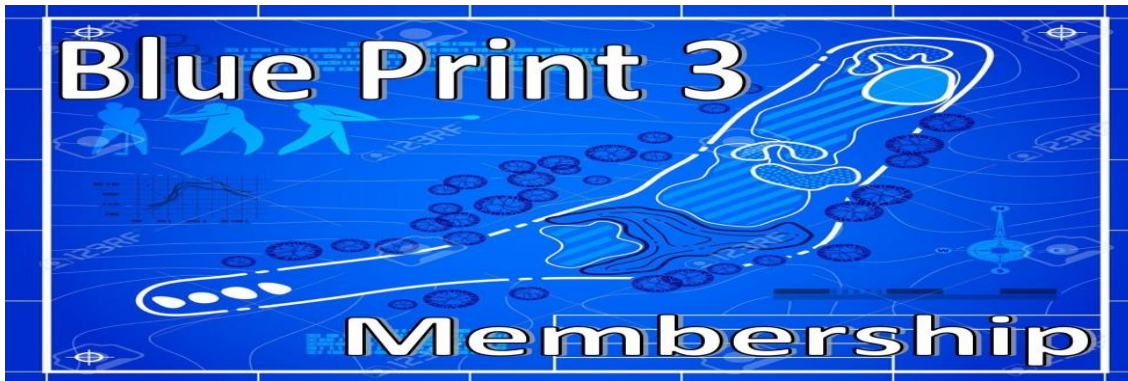


The board have commissioned Bob Harrison of BHG to draw up plans for the redesign of the course. We expect to present a draft report in the first half of 2022. This committee invites all members to visit the Bob Harrison Golf website. <https://www.harrisongolf.com.au/>



Other Highlights are;

- Completion of irrigation system on 18th fairway.
- Implementation of green watering protocols on hot days.
- Completion of the cart path construction between the 9th green and 10th fairway.
- Parramatta grass removal program. Continuing with herbicide spray trial.
- Removal of dead, dying, and dangerous trees, removal of tree stumps and tree trimming on a regular basis on advice from Arborist.
- Planting of 30 Tuckeroo trees at selected locations to improve long term character of course.
- Lease and/or purchase of new equipment including rough cutter and gators.
- Annual review of course management plan to implement priorities for course works and timing of these works.
- Engineering consultant engaged to develop a water storage strategy.
- Successful negotiations with Council for the installation of a diversion pipe to supply storm water runoff from roadway into the 2nd dam. Council Works were completed during installation of a concrete cycleway with remaining pipe work completed by green staff.
- Budget provision allocated for the purchase of town water if our supplies are exhausted.
- Repairing of damaged paths following major storm event.
- Renovation of 7th tee area with tree removal, drainage upgrade, mounding to improve drainage, turfing and safety screen installed.
- Regrading of the 9th green to improve drainage and shape top end of green.
- Purchase of Zoysia grass species for trial as putting green and fairway grass. Requiring less maintenance and watering.
- Completion of the fence project on the 7th tee.
- Erection of a fence on the 13th tee.
- Re-building of the retaining wall on the 10th tee.
- Employment of two apprentices on the greens staff.
- Trenching behind third dam and installation of permeability barrier to prevent groundwater loss.
- Instigation of aquatic weed minimisation program comprising chemical treatment and circulation of water via fountains in 10th and 15th dams.
- Re-turfing of bare patches on green surrounds, fairways, and pathway entry points.



Key Issues

- Offer a range of membership options that will lead to growth and retention of members.
- Offer tuition.
- Provide good communication.
- Promote junior Golf.
- Promote Golfing opportunities to those with disabilities.
- Monitor membership numbers to ensure members have fair access to competitions and club facilities.

Key Strategies

- Increase membership options for young adults.
- Provision of clinics to juniors and new players to ready them for competition Golf.
- Establish an email address for members to provide course feedback.
- Survey departing members.
- Monitor membership numbers and competition numbers so as to avoid reserve lists for tee times.
- Employ staff with appropriate golf expertise and communication skills.
- Stock our pro shop with clothing and accessories that appeal to our membership.
- Provide a range of lesson options and to utilise technology.

Achievements



Over the past 18 months we have had a steady increase in the number of playing members. Whilst this committee recognises that this might be a side effect of the pandemic, it is aware that because most competitions are regularly filled, it has resulted in some members not getting a game. A membership cap for some categories needs to be considered.



Adoption of appropriate protocols during the lockdowns in 2020 and 2021 Establish daily medley competitions to accommodate member's needs. Continually modify the booking procedures to accommodate the members. Whilst the Board recognises that we did not always get it right, it wishes to thank the members but in particular the staff for their assistance and understanding during these difficult times.

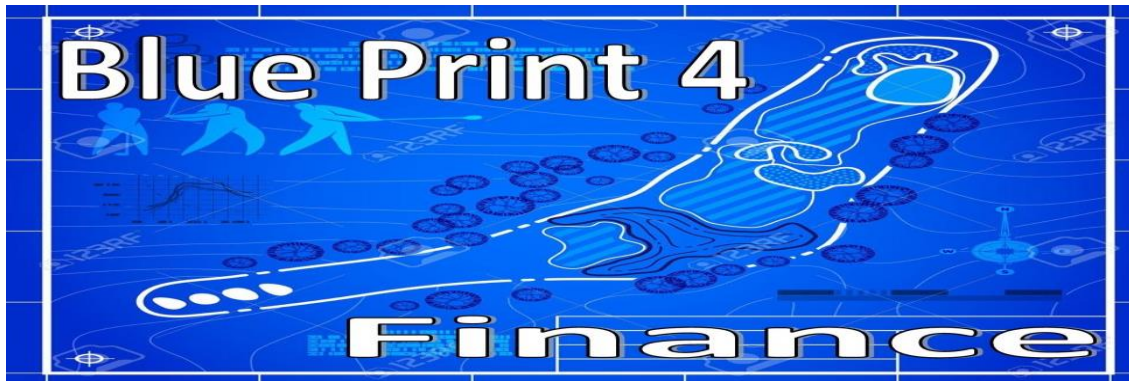


Other highlights are:

- We have introduced new membership categories to accommodate the changing needs of our membership.
- Junior golf programme with volunteer members acting as mentors.
- Rookies programme for new female members.
- Well stocked pro shop with a wide range of merchandise.
- Purchase of Trackman for lessons.
- Collaboration with Special Olympics and Empower Golf.
- We have established a dedicated email address for members to provide course feedback.

greens@gosfordgolf.com.au





Key Issues

- Ensure the club is run with fiscal responsibility.
- Improve profitability so as to fund course and club house improvements.
- Development of new income streams.

Key Strategies

- Maintain a serviceable debt.
 - We currently have a clubhouse wish list costing of \$280,000 and a costed Course wish list of \$555,000 with a long-term estimate of 1.8 million to replace all the greens.
- Monitor spending in all departments with department heads being responsible for their budgets and stock management.
- Monthly finance meetings to review cash payments, bank reconciliation, cash at bank, creditor status and cash flow.
- Monitor payment of tax, payroll tax, superannuation, insurance, workers compensation and essential services.
- Review current banking arrangements.
- Develop new income streams such as:
 - Explore options to let out current unused areas of the clubhouse. Providing these are compatible with the operation of the club.
 - Explore the development of a driving range. Not only is there demand for such a facility in the area but this would be a great new facility for members warming up before playing golf.

Achievements



The club is currently debt free. We may need to borrow in the future to finance some of the larger projects. With the low interest rates and the solid financial position of the club that would not impose too great a risk.



We have re-structured the finance department and the office. An improved financial software program (Xero) has been purchased and recently we added EventPro. This latest addition will streamline bookings. Having outsourced the payroll we have improved the efficiency of the administration department.



Other highlights are:

- We are now creating a seasonal budget to better reflect trends throughout the year.
- We have migrating our data storage to a cloud-based system for increased security.
- Workforce Guardian utilised to upgrade all staff contracts.
- The golfing department of our business remains strong with healthy membership numbers and regular social play numbers producing revenue to maintain operational expenses.



We have introduced the R.E.D. book. (Register of Expected Developments) In this we list a project, get it quoted and then give it a rating. The higher the rating the sooner the project will be started.

Projects are rated on such criteria as;

- Will it improve course conditions?
- Will it improve the club house?
- Is it a WH&S issue?
- Does it depend on other works?
- Will it improve staff conditions?
- Will it improve member conditions?
- Will it decrease maintenance?
- Will it increase revenue?





Key Issues

- Ensure that rules, policies, and procedures are contemporary and best practice.

Key Strategies

- Adopt a governance structure for sourcing board members with suitable skill sets and to improve induction procedures.
- Maintain and continually update protocols for running of board meetings.
- Ensure that all directors have undertaken and complete the Clubs NSW training for board members.
 - In addition all directors are now required to complete the Sport Integrity Australia - Child Safeguarding in Sport Induction
- Invite members with specific skills to sit on committees.
- Follow WH&S protocols and maintain compliance.
- Promote gender equity.

Additional Key Strategies

- Continuing the update of WH&S plans and the EPAR/CAS software.
- Reviewing the safety of all golfers by identifying risk areas and building fences to alleviate those risks.
- Continually review and update the Constitution and the By-Laws of the Club.

Achievements



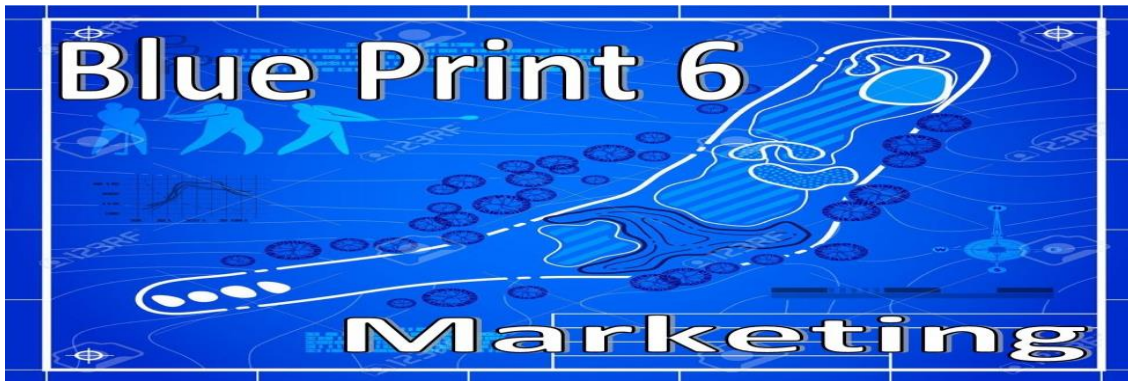
In the first year of this strategic plan we have re-written the Constitution and By-Laws of our club. The previous document dated back to the late 80's and was very outdated. It was adopted by special resolution on August 20th, 2019



Other highlights are;

- At present five Directors are compliant with the Clubs NSW Directors training protocol; and we are compliant with the law.
- We have an increased number of members with specific skills on our committees and sections.
- We have, with the assistance of the Ladies Section, written and included in the By-Laws
 - Conditions of play manual
 - Ladies Section rules of operation
- Female representation has been increased in both the makeup of our committees and sections
- Promotion of gender, race, and religious equality.
- Introduced protocols for emergencies and accidents on the course as well as installed defibrillator cabinets in both the clubhouse and pro shop.
- During the Covid-19 pandemic we realised the importance of communication with members and staff and will maintain this practice in the future.
 - We have re-introduced the monthly newsletter





Key Issues

- The Club has not had anyone driving our marketing or advertising.
- We have an outdated website that is not been regularly updated.
- We have not engaged well enough with members or the wider community to drive revenue and to improve the strength of the business.

Key Strategies

To employ a suitably qualified person to create and implement a marketing plan.
This person will engage with a representative from the planning committee.

- The marketing plan will consider;
 1. Membership wellbeing and include celebrating members, member surveys and feedback, engaging members in problem solving and for the board to provide regular communication to members.
 2. Promote spending within the club with weekly specials, pro shop and dining vouchers and special events.
 3. Grow junior, social, and corporate golf.
 4. Create partnerships with other sporting Clubs, service Clubs and businesses to improve patronage of the club.
 5. Create a new website.
 6. Improve communication to members and other patrons through updating the website regularly, through social media posts and through providing written communication to those who do not use computers or social media.
 7. Including the golf club Constitution and By-laws, the strategic plan, and a list of affiliated clubs on our website.

Achievements

- The Club has appointed media/marketing manager to oversee the development of the website and the integration with the social media platforms.
- A new website will be ready to launch in the new year.

