



**GOSFORD**  
**Golf Club**

# Strategic Plan

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2026 – 2031

## Foreward

The Board of Directors is pleased to present the 2026–2031 Strategic Plan for Gosford Golf Club, a plan shaped by our collective ambition to provide a high-quality golfing experience and foster a truly welcoming atmosphere for all members and visitors.

This document charts a course for our club’s future, reflecting not only our aspirations but also our enduring commitment to excellence and inclusion.

Our vision centres on delivering exceptional golf and hospitality. We remain dedicated to creating and maintaining a top-tier course and clubhouse, embracing a culture of service, and ensuring that everyone, regardless of ability or background, feels valued and respected. By focusing on sound governance and financial sustainability, we aim to secure lasting success for our club and its members.

The mission outlined in this plan challenges us to grow our membership by supporting pathways for juniors, ladies golf programs, seniors and all ability golfers. By Promoting our culturally diverse backgrounds and engaging meaningfully with the local community we are committed to promoting Gosford Golf Club as a cherished community asset, fostering a sense of pride, and making environmentally responsible decisions for future generations.

Our values underpin every action we take. Welcoming and respecting all, valuing our staff, encouraging community engagement, upholding the finest traditions of golf etiquette, and celebrating both our progressiveness and rich history.

On behalf of the club, I wish to express sincere gratitude to all members for their ongoing support, energy, and dedication. The commitment of our members has been vital to the development of this Strategic Plan.

Special appreciation is extended to the previous chairs of the Planning Committee, Michael Crookes and Brett Davies, whose invaluable contributions have significantly added to the planning process.

In particular, I wish to acknowledge Michael Connors for his outstanding leadership in coordinating and bringing the plan together. His dedication and efforts have been instrumental in shaping the vision that underpins this document.

Paul Scholberg

President

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## 1 Key and Responsibility Matrix

**\*\* Timeframe – Short: 1 year**

**Medium: 2-3 years**

**Long: 4-5 years**

Who	Explanation		Who	Explanation
BD	Board of Directors		MC	Match Committee
CA	Captain		PC	Planning Committee
CC	Course Committee		PR	President
CS	Course Superintendent		PRO	Professional
GC	Governance Committee		TR	Treasurer
LS	Ladies Section			

## 2 Vision

To provide a high-quality golfing experience and be a place of welcome and hospitality for members and visitors.

### 3 Mission

Gosford Golf Club will provide this by:

- Developing and maintaining a high-quality golf course.
- Providing and maintaining a well-appointed clubhouse.
- Creating a staff culture that delivers a high standard of service delivery across all aspects of the club's operations.
- Encouraging a club environment that values and respects inclusion and diversity
- Adopt initiatives from our governing body (i.e. women and seniors into golf programs)
- Ensuring strong governance and long-term financial sustainability.
- Achieving membership growth and stability.
- Catering for golfers of all abilities.
- Establishing a pathway for our juniors to progress through our membership.
- Pursuing relationships and engagement with the local community.
- Promoting the club as an asset to the community.
- Fostering a culture of pride in the club, the course, and its history.
- Ensure environmentally responsible decision-making processes.

## 4 Values

The clubs' key values include:

- Members, visitors, and guests feel welcome, respected, and included
- Staff feel valued and appreciated.
- Encourage community engagement within the club
- Respect the rules and etiquette of golf and care about being good stewards of our game and the course.
- Progressive and forward-thinking and proud of our club and its history.

## 5 Key Pillars/Goals

This is a summary of the key pillars and goals which the club will focus on in the next 5 years

No.	Pillar	Goal
1	Course	Provide in demand golf facilities
2	Clubhouse and Hospitality	To deliver contemporary, well-maintained facilities in a vibrant environment where every customer interaction is marked by friendly responsive service.
3	Membership, Communication, People & Culture	Increase membership whilst promoting a friendly and enjoyable experience to every member and the broader community regardless their of culture, ability, identity, or circumstance.
4	Finance and Governance	Ensure a financially sustainable organisation based on high levels of transparency and accountability.
5	Golf Operations	To create an inclusive, diverse range of golf programs.

## 5.1 Pillar 1 – Course

Provide in demand golf facilities

Outcomes/Objectives	Ref#	Actions	Key Responsibility	Timeframe **
Course	C#1	Provide a well maintained 18-hole golf facility during ongoing course works	GM/CS/CC	Ongoing
Greens replacement program	C#2	Complete the program of replacing all course greens with Zoysia Primo to USGA spec by 2030	GM/CS/CC	Long/Ongoing
Bunker improvement program	C#3	Renovate and rebuild on an ongoing basis	GM/CS/CC	Ongoing
Establish Course Improvement Plan	C#4	Develop a formal course improvement plan	CC	Ongoing
Improve maintenance of course equipment	C#5	Develop maintenance schedule for all course equipment	GM/CS	Short
Increase equipment quality and efficiency	C#6	Audit existing equipment and replace as necessary	GM/CS	Short
Maintain cart fleet	C#7	Maintain a modern cart fleet including GPS systems	GM	Short
Increased knowledge of course staff	C#8	Establish professional development program for all staff	GM/CS	Medium/Long
Increase volunteer participation and contribution	C#7	Encourage a vibrant, productive and skilled volunteer force to assist the course staff	GM/CC	Short

Improve cart access	C#8	Audit existing paths and consider options for replacement to be funded through available grant schemes	GM/CS/CC/PC	Medium
Provide quality practice facilities	C#9	Improve the practice facilities	GM/CS/CC	Medium
Green shed upgrade	C#10	Replacement of existing green shed	GM/CS/CC	Long Term

## 5.2 Pillar 2 – Clubhouse and Hospitality

To deliver contemporary, well-maintained facilities in a vibrant environment where every customer interaction is marked by friendly responsive service.

Outcomes/Objectives	Ref#	Actions	Key Responsibility	Timeframe **
Clubhouse Renovations	CH#1	Conduct a thorough needs analysis to identify high-impact areas for improvement.	GM	Short
Facility maintenance	CH#2	Ensure regular maintenance program	GM	Ongoing
Review partnership opportunities	CH#3	Evaluate sponsorships, local collaborations, and joint ventures.	GM	Short/Medium
Staff training and service excellence	CH#4	Continue an on-boarding system for all new staff and introduce a regular formal training program.	GM	Short/Medium
Monitor customer satisfaction	CH#5	Establish a formal feedback and evaluation system	GM	Short/Medium
Sustainability	CH#7	Maintain energy efficient lighting and HVAC systems	GM	Ongoing

### 5.3 Pillar 3 – Membership, Communication, People and Culture

Increase membership whilst promoting a friendly and enjoyable experience to every member and the broader community regardless their of culture, ability, identity or circumstance.

Outcomes/Objectives	Ref#	Actions	Key Responsibility	Timeframe **
Reach maximum playing member numbers by 2031	MCPC#1	Develop a marketing plan to actively attract new playing members	GM	Short/Ongoing
Make new members feel welcome/valued	MCPC#2	Review and improve our new member on-boarding process	CA/MC	Short
Communication with members	MCPC#3	Maintain formal program of regular newsletters, forums and other means to ensure members are fully informed of events and information in a clear and timely manner	GM	Short/Medium
Commitment to inclusivity	MCPC#4	Develop a formal inclusivity policy	GM	Short
Providing a customer-focused administration	MCPC#5	Recruit and retain staff who embody the club's values and service ethos and invest in training programs that promote customer service excellence and administrative proficiency	GM	Short /Annual
Targeted membership groups	MCPC#6	Improve on existing programs for junior pathways, ladies into golf programs, seniors into golf programs and all ability golfers and promote culturally diverse backgrounds	CA/PR	Ongoing

## 5.4 Pillar 4 – Finance and Governance

Ensure a financially sustainable organisation based on high levels of transparency and accountability.

Outcomes/Objectives	Ref#	Actions	Key Responsibility	Timeframe **
Increase turnover	FG#1	Seek alternative revenue channels.	GM	Ongoing
Finance and Governance review	FG#2	Review all operational, financial and governance policies in accordance with corporate calendar	GM/TR/GC	Ongoing
Implement best practice governance	FG#3	Establish clear organisational structures, roles and responsibilities based on industry standards and regulatory requirements	GM/GC	Short/Ongoing
Driving Financial Sustainability	FG#4	Continue to maintain comprehensive budgets reflecting short term operational needs and long-term strategic goals	GM/TR	Ongoing
Short term revenue increase	FG#5	Targeted annual revenue of \$5 million by 2030	GM/TR	Long Term
Employee entitlements funding	FG#6	Establish fully funded reserves for employee entitlements	GM/TR	Long Term
EBITDA	FG#7	To achieve an EBITDA of greater than 12% by 2030	GM/TR	Long Term
Operational cash flow	FG#8	To achieve annual net operating cash flows in excess of \$400,000 by 2030	GM/TR	Long Term

## 5.5 Pillar 5 – Golf Operations

To create an inclusive, diverse range of golf programs.

Outcomes/Objectives	Ref#	Actions	Key Responsibility	Timeframe **
Provide golf programs that appeal to golfers of all levels	GO#1	Offer introductory lessons for beginners focusing on fundamental techniques, etiquette and rules	CA/PRO	Short
	GO#2	Offer intermediate workshops that allow golfers to build confidence explore course management and develop a more nuanced approach to the game	CA/PRO	Short
	GO#3	Provide advanced clinics and competitive opportunities for accomplished golfers including personalised coaching	CA/PRO	Short
Operate a pro shop with inventory that meets the golfers' needs	GO#4	Carry a comprehensive selection of clubs, balls, clothing, shoes, gloves, and accessories to suit every golfer, adjusting inventory based on seasonal trends and technological changes.	PRO	Short
	GO#5	Train staff to provide informed recommendations, ensuring each purchase enhances the golfer's chances of success.	PRO	Short
Professional development of pro shop staff	GO#6	Attendance at seminars, trade shows, and industry events to be encourage ensuring our team remains at the forefront of golf trends and technology.	GM/PRO	Ongoing