

# STRATEGIC PLAN 2020



## OUR PURPOSE: OUR REASON FOR BEING

Mansfield Golf Club exists to provide members and their guests with the opportunity to enjoy playing the game of golf and the associated social activities and friendships.

## OUR MISSION: WE WILL WORK TO ACHIEVE

Mansfield Golf Club is known as a welcoming inclusive golf club in regional Victoria, which offers a wonderful scenic and challenging course and outstanding service to members and guests.

## VALUES AND PRINCIPLES: WILL GUIDE OUR DECISIONS AND ACTIONS

The Club will stay true to the Club's primary purpose and the strong beliefs, character traits and working relationships of people within and connected to our Club. It is expected that people involved in the Club will behave with due regard to the following values and principles.

Values	Principles
Quality service	<ul style="list-style-type: none"><li>• Providing a high level of customer satisfaction is foremost in our minds.</li><li>• Deliver upon wishes and expectations of members and visitors.</li><li>• Listen and act upon feedback.</li></ul>
Excellence	<ul style="list-style-type: none"><li>• Approach every action with care and commitment to do the best we can.</li><li>• Be committed to improvement.</li></ul>
Integrity	<ul style="list-style-type: none"><li>• Be honest and transparent in all decision making and actions.</li></ul>
Fun	<ul style="list-style-type: none"><li>• Create an enjoyable atmosphere for members, their guests and staff.</li><li>• Promote well being and a safe environment.</li></ul>
Respectful	<ul style="list-style-type: none"><li>• Take pride in the Club.</li><li>• Treat others as we would like to be treated.</li></ul>

# STRATEGIC DIRECTION

Mansfield Golf Club aspires to earn the reputation as a welcoming inclusive golf club in regional Victoria, which offers a wonderful scenic and challenging course and outstanding service to members and guests.

Pillars	Strategic objectives
<p><b>Membership</b></p>	<ul style="list-style-type: none"> <li>To have a strong engagement and involvement program for existing members.</li> <li>To be attractive for new people to become members.</li> </ul>
<p><b>Golf: The Course</b></p>	<ul style="list-style-type: none"> <li>To have an interesting, visually attractive and challenging course layout.</li> <li>To have a course that is very well presented and maintained.</li> <li>To have a guaranteed quality water supply for the course.</li> <li>To have golf cart usage practices which are in harmony with those who wish to walk, and with course capacity.</li> </ul>
<p><b>Golf: The Game</b></p>	<ul style="list-style-type: none"> <li>To have strong participation in golf competitions.</li> <li>To have a Club Professional who plays a significant role in members' enjoyment of the game through the conduct of his/her business.</li> <li>To have a well attended schedule of Golf clinics and coaching sessions for members and visitors.</li> </ul>
<p><b>Land, buildings and facilities</b></p>	<ul style="list-style-type: none"> <li>To have a clubhouse layout which is attractive, functional, well presented, maintained and comfortable.</li> <li>To have "out buildings" which are fit for purpose.</li> <li>To have adequate car parking and safe and easy access to the Club.</li> </ul>
<p><b>Governance, leadership and management and community relationships</b></p>	<ul style="list-style-type: none"> <li>To have Club governance standards which are well regarded by members and the golf industry.</li> <li>To have a high level of transparency in the relationships between the Board, management and stakeholders.</li> <li>To maintain a responsible and caring approach to risk management.</li> <li>To have a financial plan that maintains a strong and healthy financial position for the Club, and provides sufficient funds for new club enhancements and investment projects.</li> <li>To have positive relationships with groups from the Mansfield community.</li> </ul>
<p><b>Service to members, guests and visitors</b></p>	<ul style="list-style-type: none"> <li>To have a customer service team which delivers high quality customer service at all times.</li> <li>To provide dining, beverage, entertainment and event experiences which regularly exceed member and visitor expectations.</li> </ul>



## Key actions and commitments

1. Regularly review and update fees and membership packages to provide attractive value for money.
2. Implement a plan to further develop a young and new members program.
3. Regularly communicate with as many members as possible, through newsletters, social media, noticeboards and members' forums.

1. Provide a budget to enable course objectives to be achieved.
2. Implement and regularly review a Course Master Plan, including programmed greens replacement, and paths enhancement program.
3. Establish and encourage "Course and Garden Aid" groups of volunteer members under control of the Course Superintendent.
4. Finalise and implement a Golf Cart Policy.
5. Continue agreement with Goulburn Valley Water for access to reclaimed water for course use.
6. Continue to educate members and guests on pace of play and player impact upon the course considerations.

1. Offer an interesting competitive golf program for members.
2. Encourage and facilitate the Club's active involvement in pennant competition.
3. Trial nine-hole, play and dine, and short form golf activities to foster social play.
4. Facilitate the conduct of golf clinics for members, beginner adult golfers and school children, and a transition program for participants to become members.
5. Facilitate the Professional's efforts to develop a vibrant rewarding business.

1. Evaluate the opportunity to acquire the saleyards land adjacent to the course.
2. Assess and determine optimum use of available land, including consideration of "on course" accommodation.
3. Create and implement an asset management plan to program maintenance and improvements.
4. Assess requirements of the club house, and design a clubhouse to fulfil those needs.
5. Assess storage facility needs and develop storage required.
6. Establish interior design and layout to provide attractive venue for members, visitors, community groups and events.
7. Monitor and improve car parking areas when feasible.

1. Review and update Club Rules to satisfy regulatory needs and members' requirements.
2. Maintain and exhibit good Board governance practices.
3. Create and maintain a sub-committee and working group structure that enables the Club to progress.
4. Encourage member involvement in sub-committees.
5. Regularly review and improve club policies.
6. Manage performance based employment arrangements with the Club General Manager and key staff.
7. Develop, implement and monitor a Club marketing plan.
8. Continue to plan for and monitor the financial future of the Club.
9. Develop plans to protect the Club's main revenue streams.
10. Engage effectively with the broader Mansfield community.
11. Develop, implement and manage a system that addresses the risks facing the Club.

1. Emphasise importance of customer service, positive experience and satisfaction. Recruit, train and manage staff accordingly.
2. Contract restaurant operation to provide a quality value for money dining experience.
3. Consider provision of a courtesy bus or other means of transporting members and guests to and from the Club.

IN 2020



## OUR VISION: WHAT WILL THE CLUB LOOK LIKE THEN?

1. The Club will be financially sustainable, and be recognized as a place where people can interact with others who share the common interest in the game of golf, on a scenic and challenging golf course and afterwards in a welcoming, comfortable and attractive clubhouse where outstanding customer service is provided.
2. The Club will have a strong positive reputation within the local community and the wider golfing fraternity.
3. Every hole on the golf course will be visually attractive, challenging, interesting, well maintained and presented.
4. A significant proportion of the Club's members will use the Club, and be enthusiastic ambassadors for what the Club offers. Whilst Club stalwarts will be recognized for their contribution, there will be a real family presence within the Club, where people no matter their gender, age or cultural background feel welcome. Members will feel very connected with the Club as a result of a comprehensive and effective membership communication plan that optimises members' awareness of Club news, issues and events.
5. The Club will be led by a well-qualified experienced Board which is made up of individuals with a variety of skills, capacities and background. There is strong constructive engagement between the Board, its management team, the Club's contractors and members.
6. The Board will be recognised for its high quality governance.
7. Many members will volunteer their time to assist the Club in a variety of ways including serving on the Board or its sub-committees, acting as mentors to new members or golfers, by providing assistance in maintaining the golf course, the clubhouse, and the gardens and in promoting the Club to others. As a result of this involvement by members there will be a pool of prospective Board members identified as having the required skills approach and a fundamental understanding of Club operations.
8. The Club will still be in a strong financial position, with revenue from its long standing revenue streams being maintained. The Club will make judicious use of the financial surpluses generated by its operating activities, and of its capacity to use debt to fund investment into improved clubhouse facilities.
9. The Club will have good relationships with its neighbours and will make the most of the land available for its use.
10. The layout of the clubhouse will enable multiple concurrent uses without untoward intrusion into the enjoyment of other groups undertaking activities in the Club. The clubhouse will offer a comfortable attractive environment for diners, bar patrons and function attendees with appropriate segregation to enable maximum enjoyment.
11. The restaurant will have a relaxed ambience with comfortable dining tables and chairs and attractive settings and can be described as comfortable rustic country ambience. This will be complemented by an outside area for dining and relaxation with great views and a BBQ area.
12. The kitchen facility will be well equipped to enable efficient catering for diners in the restaurant and for those attending functions.
13. The Club will provide entertainment areas for young children.
14. The clubhouse and its facilities will be well maintained and refurbished regularly to maintain its freshness and vitality. Patrons and staff shall benefit from a cost effective and comfortable climate control system in the clubhouse.
15. The car park will be sealed and well lit with an obvious welcoming entrance portal to the Clubhouse and to the Professional's shop.
16. The Club will have sufficient storage for the requirements of the restaurant operators, and management and administration of the Club. The clubhouse will offer storage of clubs for members for a fee. Recognising the increasing demand for the use of golf carts, the Club will offer a cart storage facility for members and the Professional.
17. The Club shall conduct golf competitions that are well supported by members and their guests. The Club championships and monthly medal events shall be scheduled with recognition of their paramount importance to the serious golfing member, whilst the Club's pennant teams are supported as the primary way of the Club having a presence in the North Eastern District Golf Association. Regular competitions will be conducted under the auspices of the Club's Match and Course committee and will be scheduled with a view to maximizing participation.
18. The Club will have tried different styles of golf events including play and dine, mixed social events, nine hole events, and skills challenge golf activities and will have adopted those that have proven to be popular.
19. The Club will offer well co-ordinated introductory programs (including schools and adult beginner groups) to people wishing to try the game of golf, and a transitional program which supports those people who may wish to become regular players.
20. The Professional will run a profitable well conducted business, and will act as the Club's agent in the collection of green fees and in accepting entries and scores in the Club's competitions. The Professional will merchandise golf equipment and apparel to members and guests (locals, visitors and from the wider market), and operate in a retail space that provides a positive first image of the Mansfield Golf Club. The Professional will be an integral part of the members and guests golfing experience, offering coaching, support and encouragement.
21. The Club's restaurant and function catering activity will consistently offer a high quality value for money menu that is attractive to patrons. The restaurant operators will conduct a sustainable well managed business that complements the Club's offer.
22. The Club will offer bar facilities that are attractive as a place for locals to meet and relax, and for golfers to enjoy before and after game conviviality. The Bar shall operate with good profit margins, and offer beverages that complement the food offer provided through the restaurant and function facility.
23. The Club will offer a courtesy bus to enable people easy access to and from the Club at selected times, particularly those wishing to use the Entertainment, Restaurant or Bar facilities.
24. The Club will be effectively marketed, and have strong mutually rewarding relationships with the region's accommodation providers, and the local tourism marketing organisation. There will be a substantial flow of "out of town" visitors to the Club.
25. Subject to practicalities and the prospect of a sufficient return on investment, the Club may build and manage an on-course accommodation facility that complements the Club's offer.
26. The Club will be well managed by a General Manager with the appropriate capacities to lead staff, manage contracts, satisfy compliance obligations and work strategically with the Board in the best interests of the Club. He/she will have sufficient staff assistance to fulfil this role.
27. The Club will have a structure and appropriate level and mix of staff to ensure that it has the capacity to pursue its stated objectives. Staff will be motivated and appropriately rewarded. They will operate in a safe and stimulating workplace. They will be team oriented, committed to the Club, and reflect the personality and culture of the Club in line with member expectations.
28. The Club will be bound by a set of Rules established under the Associations Incorporation Act that is reflective of the wishes of members and compliant with the requirements of the Act and the requirements of the Licensing authorities.
29. The Club will have developed a further plan to guide its future having implemented the strategic plan adopted in 2014, which it has regularly monitored, reviewed, reported upon and modified as was deemed appropriate. The Board will have ensured that Club members are aware of the progress being made, and will have been able to share in the celebration of the achievement of milestones.