



BLACKWOOD
GOLF CLUB
EST. 1930

Strategic Plan 2023 – 2028

Release Date: 17/11/2023

Forward

Dear Members,

It is with pleasure we present our 2023 - 2028 Strategic Plan.

The Plan contains our Vision: “To provide a high quality golfing experience and be a place of welcome, friendliness and hospitality for members and visitors.”

In addition to our “Vision” the Plan also clearly articulates “Our Mission” and it identifies six (6) Pillars, with each Pillar having desired outcomes / objectives and a number of key actions 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 Committee of Management and the availability of the resources required for completion. The Plan will be subject to regular review and amendment as appropriate and will also guide and inform all major decisions.

Our Club is in a unique location, in a beautiful environment. Our focus will be to continue to improve the playing conditions of the course ensuring it is attractive to current and potential members. We believe this will be achieved primarily by the completion of the irrigation upgrade and the implementation of an ongoing drainage works program.

Improvements to locker rooms will be completed in the near term and ongoing clubhouse maintenance and improvement works will ensure our clubhouse facilities adequately cater to the needs of members, visitors, staff, and other users. A review of all clubhouse facilities will be undertaken in due course and priorities identified.

The Committee of Management will continue to work towards long term financial sustainability and develop our corporate governance processes and procedures. We will continue to work at increasing our membership with a focus on our junior program and Women and Girls engagement strategy and pursue opportunities to increase income from sources other than membership.

Like the wider hospitality industry our Club is experiencing challenges especially staff shortages and rising commodity prices. A review of our food and beverage service will seek to meet these challenges and we will actively seek feedback from members on any new initiatives.

Our Club relies on the invaluable input of our member volunteers. We will endeavour to not only maintain our current volunteer base but pro-actively seek members with specific skills and experience to be involved in committees, sub committees, specific club projects and programs.

The Plan addresses what needs to be undertaken to ensure the Club maintains a strong and viable direction over the next five years. The Committee of Management will report regularly to members against key initiatives / actions and will engage and consult with members prior to making any major decisions with the potential to impact on them.

I would like to record our thanks to all members who have had input into developing the 2023 - 2028 Strategic Plan.

Sincerely

Chris Lemm

President



Contents

1	Vision	3
2	Mission	3
3	Values	4
4	Key Pillars/Goals	4
4.1	Pillar 1 - Membership, Communication, Promotion & Sponsorship.....	4
4.2	Pillar 2 – The Course	6
4.3	Pillar 3 –The Clubhouse and Hospitality Services	7
4.4	Pillar 4 – Golf Operations.....	8
4.5	Pillar 5 – Finance, Governance & Administration.....	10
4.6	Pillar 6 – Volunteer Involvement.....	11

Key

****** Timeframe Key - Short:1 year Medium:2-3 years, Long :4-5 years

Abbreviation	Meaning	Abbreviation	Meaning
CoM	Committee of Management	MMSC	Marketing, Membership and Communication Sub Committee
CS	Course Superintendent	MSC	Match Sub Committee
CSC	Course Sub Committee	PISC	Property and Infrastructure Sub Committee
FHRSC	Finance, House and Risk Sub Committee	PRO	Professional
FM	Finance Manager	SOC	Social Committee
GM	General Manager	WGSC	Women’s Golf Sub Committee
JUN	Junior Committee		

1 Vision

Blackwood Golf Club will continue to provide a high quality golfing experience and be a place of welcome, friendliness and hospitality for members and visitors.

2 Mission

Blackwood Golf Club will achieve this Vision by:

- Developing a high-quality golf course.
- Providing and maintaining a well-appointed clubhouse.
- Creating a culture with staff that delivers a high standard of service delivery to members and visitors across all aspects of the club's operations.
- Encouraging a golf club environment that values and respects inclusion and diversity.
- Ensuring stable governance and the long-term financial sustainability of the Club.
- Achieving membership growth and stability through product, service and marketing initiatives.
- Catering for golfers of all abilities.
- Establishing a sustainable junior golf program.
- 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.
- Developing and maintaining the course and its surrounds and providing services to members and visitors in an environmentally responsible manner.

3 Values

- We want members and visitors to feel welcome, respected and included and our staff to feel valued and appreciated.
- We encourage fellowship and camaraderie amongst members and promote family participation.
- We respect the rules and etiquette of golf and care about being good stewards of our beautiful course.
- We are progressive and forward thinking and proud of our Club and its history.

4 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	Membership, Communication, Promotion & Sponsorship	Increase membership, visitors, community involvement, functions, trade/corporate events and sponsorship
2	The Course	Provide a well presented and sustainable all weather golf course and practice facilities.
3	The Clubhouse and Hospitality Services	Offer a quality “off course” experience for members and visitors.
4	Golf Operations	Offer a quality golfing experience for members and visitors.
5	Finance, Governance & Administration	Ensure the long term viability of the club through sound organisational management.
6	Volunteer Involvement	Increase participation of volunteers.

4.1 Pillar 1 - Membership, Communication, Promotion & Sponsorship

Goal: Increase membership, visitors, community involvement, functions, trade/corporate events and sponsorship

Outcomes / Objectives	Ref #	Actions	Key Responsibility	Timeframe **
Membership of 700 FME is achieved by March 31,	MCPS#1	Develop and implement range of strategies to increase membership to 700 FME.	GM / MMCSC	Medium
	MCPS#2	Develop a Promotional Plan.	MMCSC	Short / Ongoing

Outcomes / Objectives	Ref #	Actions	Key Responsibility	Timeframe **
2024 and is maintained or increased each year.	MCPS#3	Continue to utilise social media platforms.	MMCSC	Short / Ongoing
	MCPS#4	Actively seek member feedback on all elements of Club membership including through a survey every 2 years.	MMCSC	Short / Ongoing
Junior membership exceeds 100 by 2028.	MCPS#5	Establish linkages with local schools to encourage younger people to try golf.	JUN	Short / Ongoing
	MCPS#6	Increase members of the Junior SC members to promote/support/organise Junior Membership programme.	JUN	Short / Ongoing
	MCPS#7	Establish a Junior Foundation to ensure adequate funding for equipment and coaching.	CoM	Medium
	MCPS#8	Ensure the Scholarship for Girls is sustained and promoted by BGC to support the Women and Girls Engagement Strategy.	CoM	Ongoing
Women membership exceeds 300 by 2028.	MCPS#9	Implement the R&A Women in Golf Recruitment and Retention strategy.	CoM / WGSC	Short / Ongoing
Income is generated from the effective use of the Clubhouse facilities and course.	MCPS#10	Develop and implement a range of strategies to increase usage of the golf course and Clubhouse facilities.	GM / MMCSC	Short / Ongoing
A range of membership choices appropriate for current and future members are available.	MCPS#11	Introduce a Lifestyle / Flexible Membership category.	CoM	Short
Members are provided with a variety of social opportunities.	MCPS#12	Develop, organise, coordinate and implement a yearly calendar of social golf and other social opportunities.	MMCSC / SOC	Short / Ongoing
Information is conveyed to members in a consistent and timely manner.	MCPS#13	Regular newsletter and timely email updates are sent to members on important club issues.	GM / CoM	Ongoing
	MCPS#14	External website is utilised as a key marketing tool with regular changes to the front page.	GM / MMCSC	Ongoing

Outcomes / Objectives	Ref #	Actions	Key Responsibility	Timeframe **
	MCPS#15	Member website is updated on a weekly basis .	GM / MMCSC	Ongoing
	MCPS#16	Membership “Update“ meetings are held on a quarterly basis.	CoM / GM	Short / Ongoing
The number of visitor rounds of golf are increased.	MCPS#17	Utilise to full effectiveness the MiClub website function to maximise visitor rounds.	MMCSC	Short / Ongoing
Usage of the club by the local community is increased.	MCPS#18	Establish close relationships with the Cherry Gardens Community Association and the Cherry Gardens Chatter and other key community organisations.	MMCSC / CoM	Short /Ongoing
	MCPS#19	Develop a range of promotional strategies to engage the local community in the golf club.	MMCSC / CoM	Short /Ongoing
Sponsorship relationships and Trade (Corporate) Days relationships are retained and increased.	MCPS#20	Establish a Working Group to review Sponsorship and Trade Days.	MMCSC	Short
Impact on the environment in the delivery of services to members is minimized.	MCPS#21	Implement relevant minimal environmental impact strategies in all social events / activities.	CoM / MMCSC / SOC	Ongoing

4.2 Pillar 2 – The Course

Goal: Provide a well presented and sustainable all weather golf course and practice facilities.

Outcomes / Objectives	Ref #	Actions	Key Responsibility	Timeframe **
Projects and tasks from Course Improvement Plan (CIP) 2022 -2027 are completed as planned.	GC#1	Annual CIP Plan to be extracted from the CIP, made available to members and reviewed at every CSC meeting.	CSC / CS	Short / Annually / Ongoing
	GC#2	Extract from the CIP a 5 year plan for drainage including approximate costings.	CSC / CS	Short / Annually / Ongoing
	GC#3	CIP to be reviewed and updated on an Annual Basis.	CSC / CoM	Ongoing

Outcomes / Objectives	Ref #	Actions	Key Responsibility	Timeframe **
The course is always presented in a neat and tidy manner.	GC#4	Course volunteers are utilised on a regular basis to assist course staff with keeping the course neat and tidy.	CSC / CS	Ongoing
	GC#5	A Course Volunteer Coordinator is sought to assist the CS with course volunteers.	CSC	Short / Ongoing
Clubhouse surrounds are attractive, well maintained and welcoming.	GC#6	Course Beautification Group to be encouraged, supported, and acknowledged as the primary work source for clubhouse surrounds.	CSC / CS / GM / CoM	Ongoing
	GC#7	Consolidate, maintain and grow Course Beautification Group numbers.	CSC / CS / GM / CoM	Short / Ongoing
Greenkeeping facilities and equipment are maintained and upgraded as required	GC#8	Greenkeeper kitchen, lunchroom, office and amenities are upgraded.	CSC / CS / GM / CoM	Short
	GC#9	Greenkeeping equipment maintenance and replacement program is regularly reviewed.	CS / CSC	Ongoing
Impact on the environment in the development and maintenance of the golf course is minimised.	GC#10	Develop a BGC Environmental Policy Statement.	CoM	Ongoing
	GC#11	Develop an Environmental Management Plan (EMP) for the golf course.	CSC / CS / CoM	Medium
	GC#12	Implement relevant minimal environmental impact strategies in all course related activities.	CS	Ongoing

4.3 Pillar 3 –The Clubhouse and Hospitality Services

Goal: Offer a quality “off course” experience for members and visitors.

Outcomes / Objectives	Ref #	Actions	Key Responsibility	Timeframe **
Clubhouse facilities adequately cater to the needs of staff, members, visitors and other users.	CHS#1	Property and Infrastructure Sub Committee (PISC) to be maintained on a permanent basis reporting to the FHRSC.	CoM	Short
	CHS#2	Complete the upgrade of the men’s and women’s locker rooms.	CoM	Medium

Outcomes / Objectives	Ref #	Actions	Key Responsibility	Timeframe **
	CHS#3	Review of upstairs clubhouse facilities including bar, balcony, kitchen and back of house to be undertaken and prioritise the improvements identified.	CoM	Long
	CHS#4	Develop a plan for the development / upgrade of the upstairs clubhouse facilities.	CoM	Long
	CHS#5	Review downstairs back of house facilities and prioritise the improvements identified.	CoM	Long
	CHS#6	Develop a Master Plan for the Clubhouse to enable cohesive programs for Clubhouse renovations and upgrades.	CoM	Long
High standards of hospitality services are offered to members, visitors and other users.	CHS#7	Food and Beverage Review (F&BR) to be undertaken.	CoM	Short
	CHS#8	F&BR recommendations to be prioritised and implemented.	CoM	Short
	CHS#9	Survey of members to be completed gauging feedback on F&B offerings and services.	GM	Short / Ongoing - Annual
Impact on the environment in the delivery of food and beverage services is minimized.	CHS#10	Implement relevant minimal environmental impact strategies in the delivery of food and beverage services.	GM	Short / Ongoing
	CHS#11	Develop an Environmental Management Plan (EMP) for the delivery of food and beverage services.	GM / CoM	Short

4.4 Pillar 4 – Golf Operations

Goal: Offer a quality golfing experience for members and visitors.

Outcomes / Objectives	Ref #	Actions	Key Responsibility	Timeframe **
A comprehensive and diverse golf program and competition offering is	GO#1	Review the member golf program for all categories to ensure it caters for golfers of all abilities.	MSC / WGSC / JUN	Annually / Ongoing
	GO#2	Continue to grow and develop the junior golf program.	MSC / WGSC / JUN	Annually / Ongoing

Outcomes / Objectives	Ref #	Actions	Key Responsibility	Timeframe **
available for members and visitors.	GO#3	Ensure communication between the MSC, Office, Pro Shop is optimised.	MSC / GM / PRO	Ongoing
	GO#4	Continue to define the Club playing etiquette, pace of play goals and ensure all members take responsibility for the course.	MSC	Ongoing
	GO#5	Implement strategies to target members who are consistently slow on the golf course.	MSC	Short / Ongoing
	GO#6	Review all golf events (including non-principal events) to ensure they are relevant, well patronized and offer variety.	MSC	Short / Ongoing
	GO#7	Survey of members to gauge membership competition preferences.	MSC	Short / Ongoing
	GO#8	Implement clear cart usage rules which restrict the impact of carts on the golf course.	GM / CS	Short / Ongoing
	GO#9	Continue measuring cart fleet utilisation and investigate potential expansion of club owner fleet.	CoM / PRO	Ongoing
A welcoming, customer focused Pro Shop which delivers high levels of customer service and promotes the interest of the Club is available for members and visitors .	GO#10	Provide staff training and expectations of service including their role in dealing with complaints, issues around dress standards and care of the course and carts.	PRO	Ongoing
	GO#11	Ensure all staff are aware of and can sell the Club's offerings such as membership, green fee deals, Get into Golf and My Golf.	PRO	Ongoing
	GO#12	Keep data as required by the Club.	PRO	Ongoing
Relationship between the Club and Professional is fair and reasonable to both parties and reviewed regularly in a spirit of continuous improvement	GO#13	Professional contract to be reviewed and renegotiated for 2023-2026.	CoM / GM	Short
	GO#14	Annual Review of Professional services to be undertaken.	GM	Ongoing
	GO#15	Feedback from members on services provided by the Professional to be included in member surveys.	CoM / GM	Ongoing

4.5 Pillar 5 – Finance, Governance & Administration

Goal: Ensure the long term viability of the club through sound organisational management.

Outcomes / Objectives	Ref #	Actions	Key Responsibility	Timeframe **
Sound, prudent and sustainable financial planning and management is undertaken.	FGA#1	Review the Club 5 year Financial Plan annually in January prior to finalising the Annual Budget (April – March) .	FHRSC	Ongoing
	FGA#2	Annual Business Plan (April – March) is developed and approved by the CoM.	GM	Short / Ongoing
	FGA#3	A By Law is developed to define the scope of use of the Club's Sinking Fund.	FHRSC /CoM	Short
	FGA#4	Budgets for the implementation of course and clubhouse development projects are closely monitored.	CoM	Ongoing
	FGA#5	Budgets to include the need for administrative IT systems to keep up with changes in technology.	FHRSC / CoM	Ongoing
	FGA#6	Government and other grants are actively sought.	CoM / GM	Ongoing
	FGA#7	Explore the possibility of developing a bequest program.	CoM / GM	Long
	FGA#8	Conduct an annual review of the operation / structure of the Pro Shop.	GM / CoM	Short
Sound, prudent and sustainable risk management planning and implementation is undertaken.	FGA#9	Current arrangements with WHS Consultant be extended for the next three years.	GM	Ongoing
	FGA#10	Implement systems / procedures to protect the Club and member information from cyber-attacks.	GM	Short / Ongoing
	FGA#11	A robust analysis of key risks to the golf club is undertaken and documented.	CoM	Short / Ongoing
The Committee of Management operates in a united, effective, assessable and accountable manner in	FGA#12	All CoM members undertake online corporate governance course.	CoM	Short / Ongoing
	FGA#13	Ensure a wide range of skills and expertise is provided by CoM and SC members through appropriate succession planning.	CoM	Short / Ongoing

Outcomes / Objectives	Ref #	Actions	Key Responsibility	Timeframe **
achieving the goals of the Strategic Plan	FGA#14	Continue to undertake analysis of the Club’s corporate governance including the structure of the CoM and the Sub Committees.	CoM	Ongoing
	FGA#15	Review the document “Corporate Governance Action Plan” (19/8/2020).	CoM	Short
	FGA#176	Strategic Plan actions and timelines are regularly monitored at CoM Meetings.	CoM	Ongoing
	FGA#17	The Strategic Plan is reviewed and updated in January annually.	CoM	Ongoing
	FGA#18	Conduct an annual governance / strategic planning workshop attended by CoM members and senior management	CoM	Ongoing
Members are proud of the club and its history.	FGA#19	Support the History Group in preparing for the 100th year celebration in 2030.	CoM	Medium / Ongoing
	FGA#20	Support the History group to consolidate, conserve and share the history of BGC by ensuring all memorabilia, history documents and memories are together and accessible.	CoM	Ongoing

4.6 Pillar 6 – Volunteer Involvement

Goal: Increase participation of volunteers.

Outcomes / Objectives	Ref #	Actions	Key Responsibility	Timeframe **
Volunteer involvement at the Club increases	VI#1	Develop a Volunteer Policy and appoint a “Volunteer Coordinator”.	CoM / GM	Short
	VI#2	Develop volunteer database and keep it updated on an annual basis.	GM / VC	Short
	VI#3	Utilise various communication strategies to engage more members in volunteering their services.	CoM / All Sub Committees / VC	Short / Ongoing

Outcomes / Objectives	Ref #	Actions	Key Responsibility	Timeframe **
	VI#4	Actively seek members with specific skills and experience to be involved in committees, sub committees, specific club projects and programs.	CoM / All Sub Committees	Short / Ongoing
	VI#5	Continue to actively seek members with appropriate ability and competence to undertake course volunteer course work.	CSC / GM / VC	Short / Ongoing
The contribution of volunteers is acknowledged and recognised.	VI#6	Conduct an “Annual Volunteer Thank You” function including providing Appreciation Awards for volunteer service provided.	CoM / VC	Ongoing