



Cumberland Country Golf Club

*A majestic parklands golf course
– come for the course, the social experience or the view.*

Strategic Plan 2021-2022

Our Vision – *The best social and golf experience in Sydney's West.*

Our Purpose – *A quality and enjoyable experience, both on the golf course and in the club.*

Our Priorities

The Course

Maintain a well-presented golf course.

The Game

Provide a comprehensive golf program and experience.

The Clubhouse and Hospitality

Develop facilities and services.

Membership and Community

Attract and retain members, enhance club profile and community engagement.

People and Governance

Nurture our people, be sustainable and accountable.



Our Values and Behaviours

GOLF

Giving respect – *to the members, guests, workforce and the rules.*

Openness – *we are honest in all our dealings.*

Leadership – *we are admired for our standards and progressive practices.*

Friendly – *we are engaging, relaxed and inclusive while providing excellent service.*



STRATEGIC PRIORITIES

What we want to achieve (Priorities)	How we will achieve (Initiatives)	Measures (Target)	Responsibility (Committees)
The Course Maintain a well-presented golf course.	a) Strengthen bunker durability and quality. b) Renovate and irrigate bare patches/fairway/rough and gardens. c) Investigate more efficient machinery for course maintenance. d) Improve soil structure, levelling tees and drainage on the course.	Milestones – Bunker Program Increase irrigation lines Provide options March 2022 Milestones – Course Maintenance Program	Superintendent Superintendent Greens & Match Superintendent
The Game Provide a comprehensive golf program and experience.	e) Drive engagement of emerging local communities to showcase golf as an accessible sport/pastime/exercise by utilising Golf NSW and Golf Australia initiatives. f) Enhance member experience of competition bookings and improve retention of bookings. g) Conduct special golf events to showcase the golf course. h) Investigate partnership options with driving range/external party.	Ongoing implementation of initiatives Track cancelled bookings Program published quarterly January 2022	Greens & Match Greens & Match Greens & Match Greens & Match
The Clubhouse and Hospitality Develop facilities and services.	i) Develop and implement offers to grow hospitality patronage of the club. j) Embrace technology, for example, swipe and win, order at your table. k) Modernise gaming to increase gaming turnover. l) Design and implement an improved functions awareness program including: <ul style="list-style-type: none"> • Engage industry bodies. • Drive social media opportunities, for example 'Dine and Discover' on Facebook. m) Progress the development of the new clubhouse.	↑ P&L in revenue areas ↑ usage on prior year ↑ gaming on prior year December 2021 September 2021 Ongoing Project Milestones	House & Member General Manager Finance Committee House & Member General Manager General Manager Board
Membership and Community Attract and retain members, enhance club profile and community engagement.	n) Expand membership rewards/loyalty programs for social members. o) Implement dedicated social membership collective and continually analyse other membership categories including competition, lady, intermediate, provisional. p) Develop and implement a marketing strategy to build both brand awareness and reputation. q) Develop social and function program with consideration of COVID requirements. r) Install integrated sign on corner 2 nd tee to highlight club and welcome. s) Emphasise Facebook presence emphasising parklands course and social experience.	↑ Take up rate on prior year October 2021 then monitor monthly March 2022 Ongoing, reported monthly July 2021 ↑ posts on prior year	House & Member House & Member House & Member House & Member House & Member General Manager
People and Governance Nurture our people, be sustainable and accountable.	t) Support our people with sufficient budget to provide training to enhance staff competencies. u) Maintain performance review framework to measure performance and provide constructive feedback to senior staff. v) Conduct surveys to assess satisfaction and issues w) Respond to members feedback/issues. x) Scan the industry environment for further opportunities and network with similar clubs. y) Develop options (including grants from Golf NSW and Golf Australia) for sustainability. z) Build senior staff and Board skills in best practice governance acumen. aa) Conduct an annual review of Board performance for structure/committees and progress of Strategic Plan.	Budget section for training Review framework April 2022 Half yearly formal feedback Half yearly surveys Ongoing report monthly Ongoing report monthly Ongoing report monthly Ongoing May 2022 with Strategic Planning session yearly	Finance Committee Board Board House & Member General Manager General Manager Finance Committee Board Board