



Cumberland Country Golf Club

A majestic parklands golf course

– come for the course, the memories, the social experience or the view.

Strategic Plan 2024-2028

Our Vision – *The best social and golf experience.*

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 excellence, 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)
1. The Course Maintain a well-presented golf course.	a) Maintain and improve playing surfaces and soil structures b) Upgrade drainage and irrigation infrastructures for the course. c) Investigate and implement best practice water management strategies. d) Implement a bunker strategy to strengthen bunker durability and quality. e) Invest in machinery and technologies for course maintenance to reduce manual labour.	Milestones – Maintenance Program Milestones – Maintenance Program Provide options via Asset Plan Milestones – Bunker Program Provide options via Asset Plan	Superintendent Superintendent Greens Committee Superintendent Greens Committee
2. The Game Provide a comprehensive golf program and experience.	f) Drive engagement to showcase golf is a welcoming, inclusive sport for all ages. g) Enhance experience of Tee Time bookings and improve retention of bookings. h) Conduct special golf events to showcase the golf course. i) Maximise social golf event opportunities.	Ongoing initiatives and marketing Track cancelled bookings Program published quarterly ↑ P&L in revenue areas ↑ junior members	Match Committee Match Committee Match Committee Match Committee Match Committee
3. The Clubhouse and Hospitality Develop facilities and services.	j) Develop and implement offers to grow hospitality patronage of the club. k) Embrace technology, to strengthen hospitality services. l) Continue to invest in maintaining a modern gaming floor to increase gaming turnover. m) Maintain and improve sustainably, the clubhouse facilities. n) Provide input into the club development project including exploring additional offerings. o) Progress the development of the new clubhouse.	↑ P&L in revenue areas ↑ usage on prior year ↑ gaming on prior year Monthly reporting on Asset Plan Ongoing Project milestones	House Committee General Manager General Manager House Committee House Committee Board
4. Membership and Community Attract and retain members, enhance club profile and community engagement.	p) Emphasise and promote an identifiable brand for all aspects of the club. q) Develop and implement a marketing strategy to build brand awareness and reputation. r) Expand social media presence emphasising parklands course and social experiences. s) Intensify and tailor targeted communications to members. t) Collect evidence-based information to investigate membership models, levels, offerings. u) Conduct surveys to assess satisfaction and issues resolution. v) Develop and coordinate a comprehensive social and events program.	↑ P&L in revenue areas Strategy in 2024 then surveys ↑ posts on prior year ↑ comms on prior year ↑ Take up rate on prior year Monthly reporting by exception Half yearly surveys Program published quarterly	House Committee House Committee General Manager General Manager Member Committee Member Committee General Manager House & Member
5. People and Governance Nurture our people, be sustainable and accountable.	w) Support our people with sufficient budget to provide training to enhance competencies. x) Build senior staff and Board skills for business continuity and in best practice governance. y) Ensure staff sufficiency for efficient operation of the club, support to projects, meeting KPIs. z) Maintain staff performance framework and provide constructive feedback to senior staff. aa) Scan the industry environment for further opportunities and network with similar clubs. bb) Develop options for club sustainability and viability. cc) Implement Project Control Group and processes for major projects. dd) Conduct an annual review of Board/Committee performance. ee) Report progress of achievement of Strategic Plan initiatives by Committees.	Budget section for training Ongoing Ongoing report monthly Half yearly feedback to senior staff Ongoing monthly reporting Ongoing monthly reporting Quality Δ on time/budget, in scope Annually Monthly reporting by exception	Finance Committee Board General Manager Board General Manager Finance Committee Board Board Board