



Strategic Plan

Toward Centenary and Beyond 2024



Preamble

As the current President of the Cairns Golf Club (CGC) and Chairman of the current board, I am honoured to present this documented vision as we approach the 100-year anniversary celebrations in 2023. This document establishes the aspirations of the board and membership over the next 5 years to ensure that the club will be in an excellent position to see another 100 years of success.

The development of a Strategic Vision and establishing goals for the period to 2024 will:

- Guide the CGC Board and administration in future decisions;
- Assist in the allocation and use of resources
- Define the 'corporate culture'; and
- Provide a framework that can be used in determining performance and achievements of the Board/Administration

It is very important that we as a board and the membership take ownership of our time as custodians of this great club and facilities and I would ask that you join with us in pursuing these very important aspirations.

Thank-you

Peter Winfield

Peter Winfield
President
Cairns Golf Club

Strategic Vision

“To be recognised as the “Premier” Golf Course and Facilities in the FNQ Region, providing our members, visitors and guests with outstanding experiences in golf and hospitality.”

To deliver on the Strategic Vision over the life of this plan, the following 5 'key' areas will be the focus of the club and the elected board members:

1. The Golf Course
2. Golf Operations
3. Membership and Hospitality
4. Our People
5. Organisation and Governance

The 'key' areas are later described in terms of the aspirations of Cairns Golf Club and the initiatives which are to be adopted to achieve these outcomes.



Purpose of a Strategic Plan

Acting on the Strategic Plan – Towards Centenary and Beyond (2024) will ensure the continued successful operation of the Cairns Golf Club, consistent with the clubs 'Strategic Vision'.

We look forward with enthusiasm to working with all members of the club to progress the actions and strategies outlined in the Plan. It needs to be a 'living' and flexible document with realistic, measurable and achievable targets that will be regularly reviewed and updated to ensure it remains relevant and useful.

The Strategic Vision is based on the following guiding principles:

- To be responsible custodians of the Cairns Golf Club by maintaining and improving the golf course in an environmentally and sustainable manner for current and future generations;
- To embrace all aspects of diversity and have a broad base of members, visitors and guests who come from within the local community and across the country;
- To protect and ensure the long-term viability of the Cairns Golf Club through sound financial and operational management techniques;
- To foster and promote community interactions, especially by encouraging and supporting the wider community to participate in the game of golf.
- To respect the Club's history and traditions while adopting to the changing needs of the times.



The Golf Course

The following 'priority' aspirations will deliver on the achievement of the strategic vision:

Aspirations/Goals

- To continually provide a well presented and sustainable all-weather golf course and practise facilities that are reflective of Tropical FNQ and that can be enjoyed by golfers of all levels and skill.
- To replace aging, establish and maintain 'new' infrastructure capable of delivering a sufficient supply of quality water available to irrigate the golf course.
- To improve the facilities to meet the needs of the membership and enhance the opportunities for increased usage by the broader community.

Initiative and Actions

1. To action and prepare a 'Course Masterplan' for the longer-term approach to course improvements which will be presented to the membership for consultation and endorsement by the board as a strategic action into the future.
2. Prepare a 'Water Management Plan' that details expected usage and storage requirements necessary to deliver on the desired presentation and standards of course available over the medium term. The Water Management Plan will also detail opportunities for sustainable usage and water efficiency along with environmental targets for maintaining a healthy ecosystem.
3. Prioritise the design, budget and construction of a 'new' irrigation systems for the Cairns Golf Course which will deliver the opportunity to maintain the course year round.
4. Review and prioritise course improvement work in accordance with the club's financial capability. These may include:
 - a. Improvement programs for course greens and facilities
 - b. Water sensitive design works

Golf Operations

The following priority aspirations will deliver on the achievement of the strategic vision:

Aspirations/Goals

- To provide a welcoming customer focused golf shop and coaching environment that delivers a high level of customer service and promotes the interests of Cairns Golf Club.
- Offer a varied and attractive golf program, providing events and playing opportunities that will appeal to the membership and golfers broadly from the region and further afield.
- To enhance non-member course use by visitors, corporate guests and the broader community to assist the club's financial performance.
- Maintain and expand on the already excellent opportunity for junior clinics and coaching more broadly throughout Far North Queensland for increased membership over the longer term.

Initiative and Actions

1. Promote a co-ordinated approach by golf shop and club administration to all members and visitors to the club for golfing;
2. Build upon existing operational successes and golfer database to promote membership and opportunities for visitors to use the course and facilities.
3. Investigate and promote additional partnerships with businesses, government and community groups to improve non-member course & facilities usage. Can include:
 - a. School programs
 - b. Government programs (PCYC, positive aging, indigenous groups etc.)
4. Promote the communication of clubs policies and initiatives to the membership and the community through a variety of methods.

Membership and Hospitality

The following 'priority' aspirations will deliver on the achievement of the strategic vision:

Aspirations/Goals

- Reach an optimised level of membership that provides for a 'premium' member golf experience, supported by appropriate relevant facilities/amenities.
- To investigate 'new' opportunities and continue to deliver hospitality experiences to members and guests that are warm, and customer focussed.
- To communicate effectively across the membership and to ensure that consistent and timely information is conveyed to our members.
- To provide a well maintained and presented clubhouse and amenities that can function as a 'community hub' and deliver exceptional services and experiences to members and guests.
- To increase utilisation and patronage of the clubhouse and clubhouse facilities.

Initiative and Actions

1. To action and prepare a 'clubhouse and surrounds' concept plan for the longer-term approach to improvement and expansion of facilities/hospitality/services.
2. Continue to co-ordinate efforts in both 'traditional' and 'digital' (i.e. social media) communications to appropriately promote the Cairns Golf Club
3. Commit to well-structured competition schedule that is available to the membership and promotes greater attendance and playing groups.
4. Commit to member networking events like "Members Appreciation Day" and interactions between members for the benefit of all.

Our People

The following 'priority' aspirations will deliver on the achievement of the strategic vision:

Aspirations/Goals

- To continue to develop and support a service-focused staff that are competent, professional and accountable for their performance.
- Encourage and support diversity in the workplace with the overarching intent to become an 'employer of choice' for those with the skills and desire to join our team.
- Club staff are skilled and well equipped to delivery high quality services to members and guests.
- Put in place measurable assessment criteria and seek feedback (as necessary) to ensure that as a club continually improves the offering to members and guests.

Initiative and Actions

1. Adopt an update to the Business Management Systems (BMS) to improve employment procedures and performance across the sectors of the club's business;
2. Investigate and invest in staff training and team building opportunities; and
3. Look to promote volunteer opportunities for membership and staff to work collaboratively for the benefits of the club and the community.



Organisation and Governance

The following priority aspirations will deliver on the achievement of the strategic vision:

Aspirations/Goals

- Ensure that the club's current constitution, by-laws, policies and procedures are contemporary and best practise.
- To ensure that the club achieves on-going viability that leads to financial capacity to meet future capital and strategic projects.
- Ensure the clubs financial position is responsibly managed, directed by quality governance practises.
- To ensure that the board operates in a united, effective accessible and accountable manner as it seeks to deliver on the goals of the Strategic Plan "Towards Centenary and Beyond" (2024).

Initiative and Actions

1. Maintain and promote diversity and equality across the business in accordance with industry goals (Golf Australia, PGA etc.).
2. Ensure that the club has suitable resources and access to IT/finance and business management systems to meet the needs of the business.
3. Consider future succession planning in decision making by encouraging members with the right mix of skills for 'future' Board positions.





Phone: (07) 4037 6700

Email: info@cairnsgolfclub.com.au

Golf Course: Links Drive Woree, QLD

Mail: PO Box 40E, Earlville, Qld 4870

Web: www.cairnsgolfclub.com.au