

LINKS GOLF CLUB
NEWMARKET



Est 1902

Strategic Plan 2020 - 2030



Where every round's a winner!



Vision Statement

We aim to be recognised as the leading golf club in the area for exceeding membership expectations and providing a socially enjoyable experience.

Mission Statement

We are committed to providing members and all guests with an outstanding golf, dining and social experience.

We achieve this by maintaining a high-quality heathland course and golf club facilities, with excellent services.

Our committee and staff are dedicated to these goals for all members and guests, regardless of their ability, background or gender.

Our Core Values

- Responsive to Member's needs: "Members first in everything we do".
- Welcoming, friendly, relaxed and inclusive.
- Open, transparent and accountable decision-making.
- Honesty, integrity and fair dealings with members, visitors and all stakeholders
- Commitment to a safe and healthy environment.
- Caring & considerate employer of well-trained and talented staff.

Situational Analysis

Our Strengths: Sound Finances, Respected Brand, Long-Term Lease, Low Subscriptions, Full Membership, Clear Governance, Course Design, Course Drainage, Numerous Practice Facilities, Club Staff, Iconic Clubhouse, Modern Changing Facilities, Popular Social Events, In-House Catering & Bar, Club VI, Numerous Competitions, Traditional Club Matches, Efficient Competition Admin, Established Club Sections, No Tee Times, Reasonable Speed of Play, Regular Newsletters, Ladies Social Media, Friendly & Engaged Members.

Our Weaknesses: Under Resourced Administration, Lack of Member Contracts, Declining Waiting List, Insufficient Marketing, Aged Demographics, Excessive Course Wear, Small Tee Boxes, Limited Irrigation, No Ball Dispenser, 10 Out 8 Back Layout, Restricted Course Viewing, Awkward Clubhouse Layout, Lack of Office Space, No Halfway House, Unappealing Club Entrance, Limited Support for New Members, Lack of Transparency of Committees.

Opportunities: Gain Sponsorship, Grow Participation, Listen & Learn, Local Cooperation, Acquire More Land, Build Driving Range, Build Academy Course, External Rental of Club Facilities, More 9 Hole Competitions, Develop Reputation, Attract New to Golf Members, Attract Family Participation.

Threats: Reduced Participation, Downturn of Economy, Jockey Club All-Weather Racecourse, Lack of Water, Speed of Play, Reduced Pesticides, Competition Integrity.

Players 1st Survey Results 2019

What You Said We Are Doing Well: Pricing, Greenkeepers Service, Smoothness of Greens, Social Events, Service in Bar, Changing Rooms, PGA Pro Service & Shop, Short Game Area, Management, Committee, Communication of Events.

What You Said We Need To Improve: Tee Boxes, Fairways, Bunkers, Speed of Play, Rough Areas, Clubhouse Layout, Driving Range, Old Fashioned Culture, Listen and Act.

Strategic Initiatives

■ Finance & General Purpose Committee:

- Exceed Member Satisfaction & Retention.
- Develop a 10-year financial plan to fund strategic initiatives.
- Review legal structure of club and consider option to incorporate.

■ Greens Committee:

- Reduce wear around greens/aprons/tees and improve walking conditions for members especially with trolleys.
- Review and propose future irrigation options for the course, needed over the next 10 years.
- Introduce stronger planned maintenance and selected rebuilding of tee areas to improve quality.
- Redevelop car park practice area into driving range with ball dispenser.

■ House Committee:

- Re-develop Clubhouse
- Modernise Clubhouse Culture
- Re-structure Bar/House Operation
- Re-structure Catering Operation

■ Competitions & Handicaps Committee

- Review and propose options for avoiding slow play
- Audit, Review, and Diversify Competitions
- Introduction of Monthly “Random Draw” Competition

■ Communications & Marketing Committee

- Introduce a survey tool to ensure committee are listening to all club users.
- Introduce new resources and skills for club communications and marketing.
- Develop and implement a club social media strategy.
- Implement a new member follow up procedure.