



# **BRANXTON GOLF CLUB STRATEGIC PLAN 2019 - 2023**

# **Introduction**

This is the first 5-year Strategic Plan for BRANXTON Golf Club. The plan will enable us to be in a better position to anticipate challenges and problems and decide how to handle them. It will focus the attention of the Board on those issues most critical to the ongoing sustainability of BRANXTON Golf Club. It will help to promote the club and highlight our professional standing within the community as well as effectively communicate what our club is about to prospective sponsors and funding bodies. The plan will demonstrate a commitment to consult and communicate with members and stakeholders, sharing and working towards a vision for the future. It will facilitate a more cohesive and teamwork-oriented club.

The plan focusses on 6 key Priority Areas:

Priority Area 1:	Community Evacuation Facility
Priority Area 2:	Clubhouse Improvements
Priority Area 3:	Golf Course Improvements
Priority Area 4:	Promotion and Marketing
Priority Area 5:	Financial Management
Priority Area 6:	Governance and Membership

These were the key areas consistently identified at our workshops, follow-up informal discussions with members, and consultation with the Board throughout December, January and February leading up to the publication of the draft plan.

At its Monthly Meeting in February, the Board endorsed the Strategic Plan for 2019-2023 and the associated Business Plan for 2019-2020.

The Strategic Plan will be the Board's roadmap for the next 5 years but the club will continue to welcome members' constructive suggestions and will react to new opportunities and situations as they arise, always bearing in mind the overall VISION ie; to be a "truly inclusive and friendly community sporting club that operates according to best practice business principles".

# **Our Vision**

**BRANXTON Golf Club will be a truly inclusive and friendly community sporting club that operates according to best practice business principles.**

# **Our Goals**

- **To ensure the long-term sustainability and financial strength of BRANXTON Golf Club.**
  - **To provide a high quality 9-hole golf course that is continually improving and is maintained to the highest possible standards.**
  - **To ensure that the future development of BRANXTON Golf Club is planned, implemented and reviewed in a transparent and professional manner.**
  - **To provide quality services and benefits to members, guests, visitors and the local community and to grow community awareness and support.**
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# Strategic Planning 2019-2023

## PRIORITY AREA 1: COMMUNITY EVACUATION FACILITY

### OUTCOMES:

- BRANXTON Golf Club is established as a community Evacuation Facility.
- Work Health Safety audits and Risk Assessments have been completed and appropriate policies created.
- All required grounds and building improvements have been completed.

STRATEGIES	TIMEFRAME	INDICATORS
Liaise with all Emergency Services to create a community evacuation facility	2019 2019 - 2020	<ul style="list-style-type: none"> <li>• Meetings with Emergency Services providers &amp; the local community occur</li> <li>• The concept of BRANXTON Golf Club as a designated Evacuation Centre is agreed upon</li> <li>• Funding avenues are clearly identified</li> </ul>
Organise for a Work Health Safety audit & formal Risk Assessment of the entire premises	2019	<ul style="list-style-type: none"> <li>• WHS audit &amp; Risk Assessment occur &amp; results are published</li> </ul>
Complete all required remediation work arising out of the Risk Assessment including signage	2019 - 2022	<ul style="list-style-type: none"> <li>• Remediation work is identified, planned &amp; prioritised</li> <li>• Appropriate funding is allocated</li> </ul>
Create a WGC Work Health Safety policy	2019	<ul style="list-style-type: none"> <li>• A Work Health Safety Policy is created, published &amp; implemented</li> </ul>
Develop a Community Evacuation Plan in consultation with Emergency Services providers & the local community	2019	<ul style="list-style-type: none"> <li>• A Community Evacuation Plan is created &amp; published</li> </ul>
Seek Government & other agency grants to support the strategy	2019 - Ongoing	<ul style="list-style-type: none"> <li>• Funding avenues are identified &amp; applications prepared</li> </ul>

## PRIORITY AREA 2: CLUBHOUSE IMPROVEMENTS

### OUTCOMES

- The progressive refurbishment of clubhouse facilities consistent with appropriate Standards.
- The club has investigated and converted to systems of renewable energy to enhance self-sufficiency.
- The feasibility of either renovating the current clubhouse or building a new one has been investigated.

STRATEGIES	TIMEFRAME	INDICATORS
<p>Replace roofing and guttering on the Clubhouse and associated substructure.</p> <p>Obtain Structural Engineers assessment of suitability of roof structure to accommodate solar panels.</p>	2019 - 2020	<ul style="list-style-type: none"> <li>• All improvement work is planned &amp; costed</li> <li>• Funding applications are prepared</li> </ul>
<p>Convert to solar power with battery backup. –</p> <p>Convert all lighting to LED type low power consumption.</p>	2019 – 2020	<ul style="list-style-type: none"> <li>• All improvement work is planned &amp; costed</li> <li>• Funding applications are prepared</li> <li>• Solar power panels are installed</li> <li>• Low power LED lighting installed</li> </ul>
<p>Upgrade/refurbish kitchen including appliances, freezer &amp; cool room consistent with applicable safe food handling requirements/standards.</p>	2020 - 2021	<ul style="list-style-type: none"> <li>• All improvement work is planned &amp; costed</li> <li>• Funding applications are prepared</li> </ul>
<p>Replace and upgrade existing Air-conditioning to low power consumption inverter type ducted system.</p>	2022	<ul style="list-style-type: none"> <li>• All improvement work is planned &amp; costed</li> <li>• Funding applications are prepared</li> </ul>
<p>Continue with new point of sale electronic till system.</p> <p>Prepare implementation plan ensuring all stakeholders are informed of changes.</p> <p>Implement available facilities progressively.</p>	<p>2019</p> <p>2019- Ongoing</p>	<ul style="list-style-type: none"> <li>• Implementation plan prepared and published.</li> <li>• Staff and Stakeholder training undertaken</li> <li>• New system installed and operational</li> <li>• Communicate with and seek feedback from various stakeholders post implementation</li> </ul>

Refurbish and upgrade toilets, furniture and fixtures including tables, chairs, carpet, painting and tiling.	2020 - 2021	<ul style="list-style-type: none"> <li>• Refurbish and upgrade/replacement is planned &amp; costed</li> <li>• Funding applications prepared</li> </ul>
Extend existing verandah on the southern end of the club (putting green end/adjacent to Pro Shop) and provide access doors to facilitate outdoor dining.	2022 - 2023	<ul style="list-style-type: none"> <li>• All improvement work is planned &amp; costed</li> <li>• Funding applications are prepared</li> </ul>
Renovate office space & upgrade club technology & software – computers, printers	2023	<ul style="list-style-type: none"> <li>• All improvement work is planned &amp; costed</li> <li>• Funding applications are prepared</li> </ul>
Investigate the feasibility of constructing a new clubhouse in stages	By 2023	<ul style="list-style-type: none"> <li>• A Feasibility Plan is compiled &amp; costed</li> <li>• The Feasibility Plan is circulated to stakeholders for comment and feedback.</li> </ul>
Utilise where appropriate the services of Enterprise & Training Companies and Local employment Agencies	2019 Ongoing	<ul style="list-style-type: none"> <li>• Formal approaches are made to local employment agencies</li> </ul>

## PRIORITY AREA 3: GOLF COURSE IMPROVEMENTS

### OUTCOMES

- Improvements to the course have been identified and instigated according to budget priorities.
- A machinery audit has been undertaken and a prioritised replacement strategy developed.
- A Water Management Plan has been developed and implemented to improve both water supply and storage options relative to Fairway Watering / Recycled Water storage and Drainage.

STRATEGIES	TIMEFRAME	INDICATORS
<p>Develop a Water Management Plan with a focus on water supply options/needs &amp; water collection/storage</p> <p>Implement the Water Management Plan</p>	<p>2019</p> <p>2019 - 2021</p>	<ul style="list-style-type: none"> <li>• The Water Management Plan is created &amp; published</li> <li>• All improvement work is planned &amp; costed</li> <li>• Funding applications are prepared</li> <li>• Installation of fairway watering (including pump upgrade)</li> <li>• Current water storage capacity is assessed</li> <li>• Improved drainage to overcome wet &amp; wash away areas is planned &amp; implemented</li> </ul>
<p>Develop a tee refurbishment plan with a focus on top dressing and over-seeding where appropriate</p> <p>Implement refurbishment plan</p>	<p>2019</p> <p>2019 - 2021</p>	<ul style="list-style-type: none"> <li>• The tee refurbishment plan is created and published</li> <li>• All refurbishment works is planned and costed.</li> <li>• Refurbishment works undertaken and completed.</li> </ul>
<p>Continue with access path remediation works with particular focus on sloped sections of the course (7<sup>th</sup> tee and 9<sup>th</sup> green)</p>	<p>2019 - 2020</p>	<ul style="list-style-type: none"> <li>• Necessary remedial work is planned &amp; implemented</li> </ul>
<p>Investigate the options available for the construction of a members golf cart storage shed complete with power and security system.</p>	<p>2021</p>	<ul style="list-style-type: none"> <li>• Survey members re the requirement or otherwise of a cart storage facility on a fee for service basis.</li> </ul>

<p>Conduct a machinery audit with particular focus on life-cycle prioritised replacement. been undertaken and a prioritised</p> <p>Develop a prioritised replacement program.</p>	<p>2019</p> <p>2020 - Ongoing</p>	<ul style="list-style-type: none"> <li>• Machinery audit undertaken and a published Replacement strategy developed and costed</li> <li>• Funding options identified and submissions prepared/submitted consistent with priorities</li> </ul>
<p>Continue works associated with garden refurbishments with particular focus on the gardens in and around the Golf club entrance</p>	<p>2019 - Ongoing</p>	<ul style="list-style-type: none"> <li>• Golf Club entrance is aesthetically improved</li> </ul>
<p>Utilise where appropriate the services of Enterprise &amp; Training Companies and Local employment Agencies</p>	<p>2019 - Ongoing</p>	<ul style="list-style-type: none"> <li>• Formal approaches are made to local employment agencies</li> </ul>



## PRIORITY AREA 4: PROMOTION AND MARKETING

### OUTCOMES

- The number and range of external events with a particular focus on profitability, has been optimised.
- A wide range of cost effective sponsorship and advertising measures have been adopted.
- The golfing calendar and schedule has been reviewed to include community and charity events.
- A formal Junior recruitment and development program has been established.

STRATEGIES	TIMEFRAME	INDICATORS
Create & advertise golfing/tourist packages for weddings, conferences, visits to the Hunter Valley	2019 - 2020	<ul style="list-style-type: none"> <li>• Established Alliances with various tourism Operators in local Hunter Valley</li> <li>• Packages are created &amp; advertised</li> <li>• Packages generate significant income for the club</li> </ul>
Organise a variety of regular family-friendly functions – <ul style="list-style-type: none"> <li>• Visiting local artists,</li> <li>• Local talent quests.</li> <li>• Celebratory events e.g. Easter, Mother’s Day, Fathers Day, Christmas</li> </ul>	2019 - Ongoing	<ul style="list-style-type: none"> <li>• An annual Functions Program is produced &amp; implemented</li> <li>• Functions generate significant income for the club</li> </ul>
Actively seek corporate sponsors & investigate corporate membership packages	2019 - Ongoing	<ul style="list-style-type: none"> <li>• Corporate &amp; individual sponsor packages are created</li> </ul>
Develop a Branxton Golf Club advertising brochure & distribute to club social groups, VET golfers, business communities and areas outside the local Hunter Valley area  Explore cost effective advertising through social media, our website, & direct contact; review entrance signage	2019 - 2020	<ul style="list-style-type: none"> <li>• A professional brochure is developed &amp; distributed</li> <li>• A new interactive website is created</li> </ul>

Review the current golfing calendar	2019	<ul style="list-style-type: none"><li>• Publish and distribute a revised golf calendar that includes include fun &amp; social events, corporate days, charity events, &amp; golf packages</li></ul>
Create a sub-committee to implement a formal Junior recruitment & development program	2019	<ul style="list-style-type: none"><li>• A Sub-committee is created</li><li>• The Junior development program is in operation</li></ul>

## PRIORITY AREA 5: FINANCIAL MANAGEMENT

### OUTCOMES

- All income streams have been reviewed and potential savings identified.
- Strategic and Business Plans are supported by a planned budgeting process.
- A wide range of government and community grants have been identified, applied for, and implemented.

STRATEGIES	TIMEFRAME	INDICATORS
Review all income streams & costs (pricing, fees, electricity) & identify potential savings	2019	<ul style="list-style-type: none"> <li>• Income streams &amp; costs are reviewed by the Board &amp;/or sub-committee/focus group</li> <li>• Potential savings are identified</li> </ul>
Develop Business Plans & budgets to support the Strategic Plan	2019 then annually	<ul style="list-style-type: none"> <li>• Business Plans &amp; related budgets are produced &amp; published</li> </ul>
Develop <ul style="list-style-type: none"> <li>• Income/expenditure budgets</li> <li>• Cash Flow budgets, &amp;</li> <li>• Capital Acquisitions budgets .</li> </ul>	2019 - Ongoing	<ul style="list-style-type: none"> <li>• Budgets are created /updated and reviewed by Board Monthly</li> </ul>
Audit course machinery & equipment	2019 - 2020	<ul style="list-style-type: none"> <li>• Course Machinery Audit completed</li> <li>• Asset Register is created &amp; published</li> <li>• Machinery Contingency Fund established</li> </ul>
Increase income through package deals on bus trips, weddings, conferences & functions	2020 - Ongoing	<ul style="list-style-type: none"> <li>• Packages/Functions strategies are created &amp; implemented (see Priority Area 4)</li> <li>• Packages &amp; functions generate significant income for the club</li> </ul>
Seek Government & other agency grants to support the strategy	2019 - Ongoing	<ul style="list-style-type: none"> <li>• Funding avenues are identified &amp; applications prepared</li> </ul>

## PRIORITY AREA 6: GOVERNANCE AND MEMBERSHIP

### OUTCOMES

- BRANXTON Golf Club provides member services at the cheapest rates and, wherever possible, returns benefits to those members.
- An environment has been built where members, visitors and staff feel welcomed, valued, respected and included.
- Regular and quality communication with, and feedback from, members and Stakeholders is established practice and similar networks have been established with the local community.
- Implementation and annual formal review of the Strategic Plan is the main business of the Board.
- An environment where volunteers are valued.

STRATEGIES	TIMEFRAME	INDICATORS
<p>Define a Board Structure that supports the establishment of FOCUS Groups across the six (6) Priority Areas</p> <p>FOCUS Group members not necessarily Board members</p>	2019	<ul style="list-style-type: none"> <li>• FOCUS Groups establish across the 6 Priority areas</li> </ul>
<p>Seek regular feedback from members , stakeholders and FOCUS Groups about the club environment &amp; ideas for the club's development</p>	2019 - Ongoing	<ul style="list-style-type: none"> <li>• Members acknowledge that their ideas &amp; opinions have been actively sought and responded to either way</li> </ul>
<p>Keep members abreast of club activities &amp; issues.</p>	2019 - Ongoing	<ul style="list-style-type: none"> <li>• Communication strategies are implemented</li> <li>• Member surveys show that communication has improved</li> <li>• Regular website updates</li> <li>• A/V displays in the club</li> <li>• Regular newsletters</li> <li>• Minutes of Board meetings./Monthly Income /Expenditure reports</li> </ul>
<p>Review the BRANXTON Golf Club Constitution &amp; amend as necessary</p>	2020 - 2021	<ul style="list-style-type: none"> <li>• The constitution is reviewed by the Board</li> <li>• Results are published</li> </ul>

<p>Review/develop staff &amp; Board role descriptions, including areas of responsibility</p> <p>Develop a Succession Plan that ensures Board Members are trained and familiarised with the various roles on the Board.</p>	<p>2019</p> <p>2020 - 2021</p>	<ul style="list-style-type: none"> <li>• The Board completes the necessary reviews</li> <li>• Role statements are developed &amp; results are published</li> <li>• Succession Plan published and implemented</li> </ul>
<p>Conduct annual formal review of the Strategic Plan (Board / Focus Groups ) &amp; communicate findings to members</p>	<p>Annually</p>	<ul style="list-style-type: none"> <li>• The annual review occurs</li> <li>• Annual Reports are created &amp; published</li> </ul>
<p>Conduct membership drives &amp; actively seek to recruit New/past and/or current members;</p> <p>investigate corporate membership packages</p>	<p>2019</p>	<ul style="list-style-type: none"> <li>• Membership drives have resulted in an annual 10% increase in membership</li> <li>• Corporate membership packages are developed &amp; results are published</li> </ul>
<p>Create a register of Volunteers complete with relative skills.</p> <p>The recruitment, training &amp; support of volunteers is planned</p>	<p>Annually</p>	<ul style="list-style-type: none"> <li>• Golf Club volunteer and skill set register completed.</li> <li>• Golf Club volunteers say they feel valued &amp; supported</li> </ul>

The Planning Sub-Committee (Kerrie Oconnell, Dan Turner and Richard Crooks) February 2019