

# STRATEGIC PLAN 2024-2027

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## FOUR YEAR STRATEGIC PLAN

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BARWON VALLEY GOLF CLUB INC

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## Letter from President

*Where are we now?*

*Where could we be?*

*How would we get there?*

On behalf of the Board and members, I present our Barwon Valley Golf Club 2024-2027 Strategic Plan.

This Strategic Plan seeks to fulfil our Club's Vision, Mission and to live up to our Core values. This Plan provides the Board and Golf Committee with broad desired outcomes. Suggested key initiatives to achieve the outcomes are outlined within the Plan. These key initiatives and related timelines can be annually adjusted to match, shortened timelines, member feedback, new opportunities and/or unforeseen circumstances. What is assumed today in 2023 may not ring true in 2027. However, this Strategic Plan does provide a broad framework to move our Club forward – From strength to strength!



### **This 2024-2027 Strategic Plan: -**

- stands upon the shoulders of the many Committee members who have led the reframing of our Constitution that defines our 'One Club', Governance structure.
- builds upon the 2020-2022 Strategic Plan, a plan that successfully flexed for a national pandemic and then for a prolonged and damaging Barwon River flood.
- enhances our Club's vision, mission and is strengthened by the 'One Club' structure which was initiated in 2020.
- is a four year, rather than a three-year Plan. Four years provided our Club, Board and Golf Committee time to undertake the key initiatives.
- defines and strengthens the work of the Board. The six Strategic Pillars, focus the work and maintain a consistent approach.
- links 'date reports', to each Pillar. Our Club now has effective management systems which can generate reports to clarify issues, improve decision making and deliver accountability and transparency.
- endeavours to balance Barwon Valley's valued cultural norms with economic efficiency and growth.
- aims to 'Future proof', our Club by considering: - current and future intergenerational membership expectations, golfing directions/trends, opportunities from local and State governments and climatic/financial risks etc. Specifically, this can be seen within three of the Pillars, Governance, Course and Facilities and Services, where a focus on Environmental – Sustainability has been added.
- is supported by Annual Implementation Plans (AIP), which are developed and shared by your Board in January of each year and reported against at our AGM in December. Monthly newsletters and social media posts update membership on progress and achievements.

I believe this Strategic Plan will enhance the value of a membership at Barwon Valley Golf Club. Our Club has demonstrated time and time again it's resilience and ability to regenerate. Our Course is stunning, membership services within refurbished facilities have lifted and no matter your age, stage or ability, there is a fairway, a seat, and a social setting for you at Barwon Valley.

Future success to one and all!

Jan Rollinson

President

## One Club

As 'One Club' Barwon Valley Golf Club is united by governance structures and policies that aim to foster a culture of inclusiveness and respect within the club and which seeks to make golf accessible for all who wish to play.

We do this by:

- Developing a membership base which reflects the diversity of the community in which we operate.
- Providing men and women with the same, or reasonably equivalent, access to times to the golf course.
- Supporting golf activities that cater to the nuances and requirements for sub-groups within the club to ensure they can participate fully.
- Scheduling golf activities that cater to the nuances and requirements for sub-groups within the club to ensure they can participate fully.
- Adopting "special measures" to help promote or achieve substantive equality for members of a sub-group that may have been disadvantaged in the past.
- Providing a variety of competitions and/or play opportunities which supports differing and similar abilities, personal preferences, age, gender, or strengths.

## Our Vision

Our vision is for Barwon Valley Golf Club to be a highly regarded public golf course on the Bellarine Peninsula and thus attract and retain long term members as well as visitors from the surrounding area.

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## Our Mission

Our mission is to maintain and continuously improve the golf course and clubhouse facilities for present and future members and visitors. To deliver a rewarding membership experience in line with our core values both on and off the course. To ensure that services and facilities are of the highest possible standard. To maintain our financial stability and provide all members with excellent value for membership.

We hope you find our Purpose, Vision, and Mission clear and easy to understand. We have settled on six strategic pillars with each pillar having its own strategic focus areas and priorities. We have made choices that we believe are in the best long-term interest of our golf club.

## Our Core Values



### **Teamwork.**

We work together in the best interest of BVGC with integrity and professionalism to achieve our goals.

We share information and communicate clearly and simply.

We encourage and foster a volunteer ethic within our club.



### **Continuous Improvement.**

We focus on continuous improvement of golf, club services and social activities.

We consult regularly with our members to seek out and test new ideas in relation to club activities.



### **Respect.**

We provide a friendly, caring, and respectful environment for all our members, visitors, and staff.

We treat every employee as an asset and invest the appropriate amount of time in their training and development.



### **Inclusiveness.**

We promote the game of golf and provide an affordable facility with a welcoming atmosphere to all who wish to participate.

## Strategic Pillar One: Governance

*To develop, adjust and implement contemporary policies and systems that build and enhance membership experience through transparency and accountability.*

*To build and retain a workforce, supported by robust inclusive H/R practices and regulatory compliance requirements.*

*Continue to attract, retain, train and support club staff to create a high-performing team.*

*To sustain and build financial stability.*

### **Key Initiatives completed within 12 Months**

#### Policies and Procedures

- As per the BVGC policy timelines develop, update, ratify and publish Club policies.
- Develop and implement succession planning strategies for all Board and committee roles. Develop and publish successive Annual Implementation Plans
- Develop Terms of Reference for all Board portfolio areas.
- H/R - Achieve full staffing of 90% for 2024 calendar year and complete staff appraisals with all permanent staff. (Training and retention)
- Continue to work on the Women in Golf Charter set down in 2022, which aims to enable more women and girls to maximise their potential at all levels of the sport.
- Develop a Staff Development Plan which is drawn from the Staff Appraisal process and Club requirements. The Plan defines and actions and opportunities for staff to enhance their careers through targeted skill and knowledge development.
- Consultation via surveys, with membership, at least three times annually. This may be with all members or a group of members. Consultation is to seek feedback or opinions regarding an area of this Strategic plan or a specific Club program.

### **Key initiatives completed within 2-4 Years.**

#### Policies and Procedures

- As per the BVGC policy timelines develop, update, ratify and publish Club policies.
- Continue development of Staff policies which align to industry standards.
- To continue to value Inclusiveness and Respect through BVGC policies, actions and processes, all which recognise and value membership diversity, that includes and embraces non-identified and non-binary individuals as well as all abilities membership.
- Develop and implement Annual Implementations Plans and develop a 2028-2032 Strategic Plan
- Continue to ratify and/ or develop Terms of Reference for Board portfolios or initiatives.
- Staff Development – To explore mentorship and coaching programs to: - nurture leadership qualities, support career progression, fostering a diverse and inclusive workplace and workforce and to reinforce a commitment to empowering staff as assets of BVGC

### **Finance**

- Support the BVCG management team to ensure that the planned refurbishments are completed within the allocated budget.
- To produce a budget that allows financial stability and growth whilst still providing the best value for money for our membership base and visitors.
- Develop a financial roadmap to support the desired upgrades across the facility

### **Finance**

- Continue to seek grants available to assist with ongoing refurbishments / upgrades across the facility.
- Develop a financial plan which will support BVGC to become environmentally sustainable.
- Ensure the financial roadmap remains up to date so that BVGC can deliver the on the desired upgrades across the facility.
- Continue to explore new ways of delivering business intelligence through reporting allowing BVGC to make decisions in a timely manner

### **Environmental Sustainability**

- To review, analyse and document our club's current carbon footprint and related energy resource expenditure. Publish our Club's current sustainability practices on our Club's website.

### **Environmental Sustainability**

- Continue to seek and introduce sustainability practices (Recycle, reuse, reduce) through, member education, staff practices, focus on energy usage and energy capture and release etc



*To promote and support the playing of Golf, by generating and sustaining a highly inclusive and engaged membership.*

*To provide a welcoming, comfortable, and friendly environment to all, by arranging social activities and encouraging membership.*

### **Key Initiatives completed within 12 Months**

#### **Policies and procedures**

Utilise Golf participation data and survey feedback, to focus on the following participation development areas.

#### **Members**

Introduce competition options into the Tuesday and Friday Fixture. The fixtured events would promote team and fun events which would run alongside individual competition options.

#### **Women and Girls**

Enhance the pathways to golf created by GGA Pro clinics. Eg Provide mentors, short course play, social events etc

#### **Juniors**

Enhance and develop pathways into golf for Juniors. Eg. Provide mentors, short course comps, bring a friend day, low-cost participation, parent participation etc

#### **All Abilities**

Seek to develop opportunities for All Ability community members to use our facilities and to play golf way irrespective of age, physical or cognitive condition or disability.

#### **Community groups**

Liaise with, and support the Golf Operations Manager, to develop and run events which enables the use of our golf course to corporate/ employment/ social groups etc.

### **Key initiatives completed within 2-4 Years.**

#### **Policies and Procedures**

Utilise all Golf participation and competition data to gauge the uptake of Fixture events. Survey membership to gauge if Fixture is meeting current needs and how Fixture events could be adjusted to increase uptake in participation. Eg Mixed events and team events.

#### **Members**

Annually review and adjust Fixtures considering data, member feedback and new opportunities to increase participation.

#### **Women and Girls**

Evaluate strategies and membership uptake from GGA Pro Clinics. Continually seek to build an understanding of what attracts and sustains Women and Girls in golf.

#### **Juniors**

Evaluate pathways into golf strategies and membership uptake. Adjust or introduce strategies following feedback. Encourage Junior pennant participation.

#### **All Abilities**

Monitor and adjust activities / events to suit specific individuals or community groups.

#### **Community groups**

Continue to support the use of our golf course to community groups.





## Strategic Pillar Three: Course

*To provide an excellent player experience on a highly regarded and well-conditioned course.*

*To provide course infrastructure to increase water security.*

### **Key Initiatives completed within 12 Months**

#### Policies and Procedures

- Refer to Course 5 Year Management Plan – 2024 Implementation. This Management Plan is annually updated and published on the Club’s Website.

### **Key initiatives completed within 2-4 Years.**

#### Policies and Procedures

- Course 5 Year Management Plan is annually review, share with membership, and reported against within Annual Report (AGM)

#### *Environmental Sustainability- Water, wildlife, pollinators, and vegetation*

- To document our current sustainability practices and initiatives regarding the protection and development of native vegetation, insect communities and wildlife which are significant to the golf course and surrounds.

#### *Environmental Sustainability- Water, wildlife, pollinators, and vegetation*

- To embed sustainability practices and initiatives within the 5-year course plan.



## Strategic Pillar Four: Facilities and Services

*To fully develop clubhouse and range facilities and related staff services to enhance a socially vibrant and economically sustainable club culture.*

### **Key Initiatives completed within 12 Months**

#### Policies and Procedures

- Complete Clubhouse renovations
- Document and review Club services provided to membership by staff and volunteers.
- Sustain the current usage of our facilities for members.
- Explore and possibly trial the expansion of services provided to membership when economic and/or impromptu opportunities arise.
- Services and staff role statements – In July 2024 review and evaluate the 2023 initiated Management structure – General Manager/ Administration manager/ Golf operations Manager and Course supervisor. Review – Role clarity, productivity, professional growth, support and management communication strategies etc
- Range - Fully utilize the renovated Range and surrounds for membership, community and economic value. Investigate and possibly rebrand the Range as a 'Practice Facility'. A Practice Facility would define areas for specific practice – Short game, putting, clinics etc

### **Key initiatives completed within 2-4 Years.**

#### Policies and Procedures

- Continue to explore the introduction of a wider range of services to membership and community.
- Continual review of the clubhouse opening hours and meet the needs and wants of members and guests.
- Continual growth and reviewing the food offering of the club.

#### *Environmental Sustainability*

- Clubhouse - Define and implement staff and membership environmental practices and procedures that aim to reduce, reuse, recycle resources. Eg Local providers of food and beverages, recycle bottles and cans, composting, energy efficient equipment, smoking areas etc.

#### *Environmental Sustainability*

- Continue to seek and utilize environmentally sustainable practices and procedures.

## Strategic Pillar Five: Community Engagement

*To support and fundraise for charities and organisations which contribute to the health and wellbeing of our members and community.*

*To form relationships with local supporting clubs and community organisations.*

### **Key Initiatives completed within 12 Months**

#### Policies and Procedures

To deliver three fund raising events or promotions that foster and promote members' health and wellbeing and provide positive social interactions.

- Health awareness - Blue - Mental Health- Blue tree, 'It is ok to not be ok'.
  - Health awareness /Fund raiser - Pink - Breast cancer research – Sink for Pink.
  - Fundraiser - Yellow – Supporting families through a cancer diagnosis - Jarrod Lyle/ Luke the Duck.
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- Continue to strengthen relationships with local sporting clubs.

### **Key initiatives completed within 2-4 Years.**

#### Policies and Procedures

- To deliver in each successive year the three Health awareness/ fund raising events or promotions.
- Explore the building of relationships with local organisations especially those with an environmental mandate eg. Friends of the Barwon.



## Strategic Pillar Six: Marketing / Membership Growth

*As of December 1<sup>st</sup>, for each year of the Strategic Plan to sustain a Club Membership of 800 Plus.*

*To deploy and systemise a marketing strategy to attract new members.*

### **Key Initiatives completed within 12 Months**

#### Policies and Procedures

- Build a marketing and membership growth strategy by leveraging the partnership with an onsite PGA professional (Geelong Golf Academy) to recruit new members, with a specific focus on Women and Juniors Eg. Clinic to play pathways etc
- Clearly define and implement a BVGC branding strategy.
- Clearly define the marketing strategies for each department, golf/range/clubhouse.
- Increase social membership.
- Continue to use direct and discretionary avenues to communicate with and inform and connect membership. Eg newsletter via email, Facebook, website, miscore, miclub etc

### **Key initiatives completed within 2-4 Years.**

#### Policies and Procedures

- Develop and implement strategies and initiatives that increase membership, with a focus on Women and Juniors.
- Use Club membership demographic reports to empower Board strategies.
- Continually review and if required adjust social media strategies to match membership preferences.
- Consistently apply BVGC branding strategy