



STRATEGIC PLAN

2022-2025

Version 1 Feb 2022



Vision, Mission and Values

Vision

We will be known as the 'progressive golf club' in the Sunraysia district, which welcomes all.

Mission

We provide inclusive participation opportunities for members and visitors to access a quality course in the picturesque, natural environment of the Murray River.

What We Value

A friendly, safe environment for all members and visitors.



Our Governance

Decision Making

... informed, transparent, and policy based

Organisational Development

... proactive and forward thinking

Leadership

... accountable, open / well communicated

Strategic
Pillars

Our Club

Member & Visitor experience

... where a welcome is just the beginning

Culture

... we are all ambassadors of our sport, club, and community

Programming

... relevant and inclusive opportunities

Our Enabling Setting

Asset Management

... responsible and planned

The Course

... a quality experience with natural ambience

Facilities

... a hub (social and physical) that meets the community's needs and expectations



Strategic
Pillars

Year 1: 2022 – 2025

Status: In Progress | Completed | Behind | Ongoing

1. Our Governance					
1.1 Decision making ... informed, transparent, and policy-based					
Action	Output	Time Frame	Status	Monitoring Success	Responsible Officer (RO)
Organisational Chart	Developed	January 2022	Complete	Indicator -approved by Board	Andrew Forbes
Responsibilities	Contained in Bylaws review and Job Descriptions Review	March 2022		Indicator – approved by AGM	Michael Holcroft
		March 2022		Indicator – approved by Board	Leigh Fuller
Policy Manual Collate Existing	Manual developed See Operational Plan	September 2022		Indicator – Board, Sub-Committees, Member and Staff awareness of policies	Linda Donaldson
1.2 Organisation Development ... proactive and forward-thinking					
Action	Output	Time Frame	Status	Monitoring Success	RO
Strategic Plan	Plan developed	March 2022	In progress	Indicator <u>Strategic Plan</u> adopted by Board Measure Acceptance of Plan by Members at AGM Communication of Plan to Board, Sub-Committee, Staff and Members	

Action	Output	Time Frame	Status	Monitoring Success	RO	
Operational Plan - Develop - Monitor - Update	Year 1 Plan (2022) Management Course Superintendent Finance Development	Draft Jan 2022 Final March 2022	In progress	Indicator Drafts Received Final Adopted Measure Board Sub-Committee and staff awareness of Operational Plan		
	Review	June 2022			Indicator Report of Progress	
	Plan updated for Year 2 (23/24)	July 2023			Indicator <u>Operational Plan</u> updated Measure Copy produced and distributed to committee members	
1.3 Leadership ... accountable and open						
Action	Output	Time Frame	Status	Monitoring Success	RO	
Informing stakeholders on organisation progress	Annual Report	Draft 31.7.2022 Final 31.10.2022		Indicator Delivery of draft report Measure Delivery of Annual Report		
Informing members of key decisions	Member newsletter	After each Management meeting		Indicator Member accessing levels Measure Board to consider any feedback received throughout the year and AGM		
Our 'team' will strive for continuous improvement	- Staff Review	Annually		Indicator Structured process in place to facilitate staff performance management and appraisal. Measure Annual staff appraisals completed.		

	- Board and sub-committee review	September 2022 & Annually		Indicator Structured process in place to facilitate Board and sub-committee performance management and appraisal Measure Annual Board member appraisal completed.	
Clear <u>Role Descriptions</u> document: Committee Sub-committees Staff	Role descriptions reviewed and updated	January 2022		Indicator Role descriptions that are current and compliant Measure Feedback during Board annual appraisal.	
We will have a formal monitoring system to ensure we are meeting our legal and legislative responsibilities	Develop/update an Annual Compliance Schedule Monitor the compliance tasks	Annually As per Board Meetings		Indicator <u>Compliance Schedule</u> developed/updated Measure <u>Compliance Scheduled</u> to be tabled at Board meetings (reporting against compliance items for the period)	

2. Our Club

2.1 Member & Visitor Experience ... where a welcome is just the beginning

How we will promote 'customer first': *Where a welcome is just the beginning*

Action	Output	Time Frame	Status	Monitoring Success	RO
Ongoing and enhanced focus on "customer first"	Customer service training: - Committee - Staff - Volunteers	September 2022		Indicator Member/Visitor/Customer satisfaction Measure Board to consider any feedback received throughout the year on 'member & visitor experience' during annual committee appraisal and during staff appraisal.	

2.2 Culture ... we are all ambassadors of our sport, club, and community

Action	Output	Time Frame	Status	Monitoring Success	RO
Creating a 'team' approach to communicating customer commitments (members/visitors/customers) service so employees/volunteers and customers know what to expect	<u>Customer Charter</u>	September 2022		Indicator Member/Visitor/Customer satisfaction levels Commitment to the <u>Customer Charter</u> Measure Board to consider any feedback received throughout the year on 'club culture' during annual Board appraisal and during staff appraisal.	

2.3 Programming ... relevant and inclusive opportunities

Action	Output	Time Frame	Status	Monitoring Success	RO
<u>Youth Participation</u>	Junior Program	Bi Annually		Indicator Increased juniors Measure Year-to-year data (memberships)	
<u>Inclusion</u> Connect with Female All Abilities Minorities: Indigenous Migrants	Documented strategy	Ongoing		Measure Collaborative initiatives Indicator Year-to-year data (participation)	

3. Our Enabling Setting

3.1 Asset Management ... responsible and planned

Action	Output	Time Frame	Status	Monitoring Success	RO
Collate and maintain a comprehensive <u>Asset Management Register</u> inclusive of 'Greens', 'Course', 'Facilities' and 'Equipment' categories	<u>Asset Management Register</u> developed	April 2022		Indicator <u>Asset Management Register</u> identified and reviewed Measure Initiatives listed Initiatives prioritised Initiatives costed	

3.2 The Course ... a quality experience with natural ambience

Action	Output	Time Frame	Status	Monitoring Success	RO
Annual 'Greens' and 'Course' development program based on priority and funded initiatives in the <u>Asset Management Register</u>	Draft annual program	January 2022		Indicator Receive Draft Approve Final Measure Number of priority initiatives implemented	
	Final	March 2022			

3.3 Facilities ... a hub (social and physical) that meets the community's needs and expectations

Action	Output	Time Frame	Status	Monitoring Success	RO
Annual 'Facilities' and Equipment' development program based on priority and funded initiatives in the <u>Asset Management Register</u>	Annual schedule of 'Facilities' and 'Equipment' works implemented – draft Final	January 2022 March 2022		Indicator Initiatives planned and budgeted in annual works Measure Number of priority initiatives implemented	

Opportunities/Considerations

Align priority initiatives with the Annual Budget and a long-term Resource Plan.