

RUSSELL VALE GOLF & SOCIAL CLUB LTD

STRATEGIC PLAN

2021 - 2023

OUR VISION

To inspire members, volunteers, staff, and supporters through the successful and pro-active management of the golf club and related activities. To continue to be the *'Friendliest Club on the Coast'*.

OUR MISSION

To provide quality and affordable services and facilities for members, in a friendly and inclusive environment, while supporting the development of golf among the wider community.

OUR VALUES

- Accessible
 - Questions about our club are welcomed.
- Accountable
 - We will be transparent about what, how and why we operate the way we do.
- Integrity
 - We act in a fair and consistent and transparent manner.
- Respect
 - Respect our fellow teammates and club officials and support them to our utmost in our team endeavours. We believe in fair play.
- Enjoyable
 - Participation should enhance people's enjoyment of golf.
- Service Orientated
 - Participants should feel that they get the best possible experience and good value for the time and money that they have committed.

BUSINESS OVERVIEW:

Russell Vale Golf & Social Club Ltd (the Club) is Not-for-Profit and was founded in 1984 and opened with the first game of golf in March 1986. The Club is a registered Australian Public Company, limited by guarantee under the *Corporations Act 2001*. The Club holds a club licence under the *Liquor Act 2007* and, as such, is a registered club under the *Registered Clubs Act 1976*. The Club is Income Tax Exempt under Division 50 of the *Income Tax Assessment Act 1997*.

The Club is located on Wollongong City Council's *The Vale - Russell Vale Golf Course* (AGU accredited) and, as such, has limitations over what the Club can control regarding fees charged for golf operations. The Club has a licence agreement with Council to enable it to use and occupy the allocated small portion of the golf course site for the clubhouse and to conduct golf competitions on the course on Tuesdays, Thursdays, and Saturdays.

The Club also has an agreement with the independent operator of **The Vale Golf Pro Shop** to start the club golf competitions and run the ball competitions, as directed by the Club.

The Club is in the business of providing facilities for members and visitors and has function rooms that can be hired out to sponsors, local businesses, community and charity groups for meetings, fund raising functions and Corporate Golf Days.

The Club has over 600 members and will continue to develop and identify strategies to increase membership and improve member facilities.

STRATEGIC OPPORTUNITIES:

- Continue to source funding from government and others to continue improvements to the clubhouse facilities and golf course.
- Continue to action Membership recruitment initiatives.
- Identify Corporate Partners for major sponsorship of events.
- The Club will continue to liaise with Wollongong City Council to promote the clubhouse and course for Play & Stay packages with the local Council Owned Tourist Parks and Special Promotions, e.g., Spring Specials.

COMPETITOR PROFILE:

The Vale – Russell Vale Golf Course is situated in the Northern Suburbs of Wollongong, with sweeping views of the escarpment and northern and southern views of the Pacific Ocean. The closest golf courses to the south are Wollongong, Port Kembla, and the Grange. The closest competing course on the northern side is Boomerang on the escarpment, some 20km away.

STRATEGIC OBJECTIVES:

- **Renovate the Clubhouse Facilities:** - to provide a refresh of the Club's indoor amenities by provision of a new bar and kitchen to improve the functionality of these facilities; new acoustic ceiling tiles; repaint; new furniture and fittings; and an upgrade to the front entry to the Clubhouse – (Timeline: 2022/23)
- **Provide Members' Carts & Golf Clubs Storage Sheds:** in consultation with Wollongong City Council, provide Members' Carts & Golf Clubs Storage Sheds – (Timeline: 2022/23)
- **Succession Planning:** The Board has identified Key Positions in the Club and developed a Position Description and skills associated with each position. The Board will continue to identify Key Positions, and when required hold Information Sessions or Expressions of Interest when positions become vacant.

The Board will offer in house training and on the job experience and, when required, accredited training to meet the requirements of the *NSW Registered Clubs Regulation 2015* for Directors of small clubs – (Timeline: ONGOING)

- **Stakeholder Management:** maintain and improve contact with Stakeholders of the course – Wollongong City Council (WCC) & Pro Shop. Regular Meetings with key staff of WCC. – (Timeline: ONGOING)
- **Maintain and improve the Club's profile:** through the Marketing Plan and associated budget, and liaison with WCC Marketing & Promotion Officer. – (Timeline: ONGOING)
- **Enhance the Club's Social Media:** optimise all social media platforms to better communicate and promote the Club's activities including the Club's Website, Facebook Page, E-Newsletter & Twitter. – (Timeline: ONGOING)

- Engagement of Major Sponsors: Continue the current marketing strategy for bringing in major sponsors – (Timeline: ONGOING)
- Continue the Junior Development Program: to support current Juniors and recruit and retain new Junior members, through promotion of golf clinics, specific recruitment drives, coaching clinics for prospective and current Juniors, local and pennant competitions, etc. - (Timeline: ONGOING)
- Work with Wollongong City Council on the long-term development plan for the golf course: The Club will continue to work with Wollongong City Council to achieve the **long-term vision** of a **Par 65** challenging and quality golf course, where a round of golf can be played in 3½ to 4 hours. In the long term this may include co-located clubhouse and pro shop facilities. The Vale Golf Course would also offer FootGolf and additional golf practice areas – (Timeline: ONGOING)
- Continue to Work with Wollongong City Council on Competition Green Fees Reduction: The aim would be to have green fees reduced on specific golf events during the year (e.g., Inter-Club Pennants). Demonstrate to Council that these events attract more players and therefore, revenue would not be affected. Also, to obtain fee free play for Juniors outside of competition hours to assist in the development of junior golf at the club and course.

FINANCIAL STRATEGIES:

- Continue to produce a Budget each Financial Year linked to strategic objectives as identified in the Strategic Plan. – (Timeline: ONGOING)
- Continue to apply for funding from State & Federal Governments for Capital Projects that meet the criteria set by the Government Departments. – (Timeline: ONGOING)

CAPITAL EXPENDITURE:

The Club has identified several major projects where capital expenditure will be required, within the available budget or funded through government grant programs, during the period of the Strategic Plan:

- Upgrade the front entrance to the Clubhouse – (Timeline: 2022)
- Renovate the Clubhouse Internal Facilities: - (Timeline: 2022/23)
- Provide Members' Carts & Golf Clubs Storage Sheds: - (Timeline: 2022/23)

SUMMARY:

Russell Vale Golf & Social Club Ltd is run by volunteers, and the implementation of the Club's Strategic Plan is very much dependant on the expertise, dedication, and input from its members.

The Strategic Plan of the Club, and the budgetary items identified for expenditure in the life of the plan, are very much dependant on increased cash flow and development of new business, sponsorship and maintaining our playing membership.

The Club will consult with its membership base on a regular basis to seek feedback on the Strategic Directions.

Our Succession Plan will be vital in ensuring the continuance of the expertise and availability of our Volunteer members to implement this Strategic Plan.

This Strategic Plan will enable the Club to clearly establish its present position and where it is headed. In doing so, the Club has pinpointed ideas and promotional opportunities that are aimed at increasing member numbers, revenue and improving facilities for all members.