

## **RUSSELL VALE GOLF & SOCIAL CLUB LTD**

### **STRATEGIC PLAN**

**2025 - 2027**

#### **1. OUR VISION**

To be the friendliest golf club on the Coast, delivering well-managed golf competitions and enjoyable social experiences for members, volunteers, and visitors.

#### **2. OUR MISSION**

To provide quality, affordable, and sustainable golf and social facilities in a friendly and inclusive environment that supports participation in the game of golf.

#### **3. OUR VALUES**

- Accessibility – open communication and approachability
- Accountability – responsible and transparent decision-making
- Participation – encouraging enjoyment of golf for all
- Integrity – fair, consistent, and ethical behaviour
- Respect – for members, volunteers, and officials
- Fair Play – on and off the course

#### **4. Strategic Context (Brief)**

Russell Vale Golf & Social Club Ltd is a not-for-profit, volunteer-run club established in 1984, operating under the relevant NSW and Commonwealth legislation.

The Club conducts golf competitions at The Vale – Russell Vale Golf Course under licence from Wollongong City Council and operates clubhouse facilities for members and visitors. The Club works closely with Council and the independent Pro Shop operator to deliver golf competitions.

The Club has over 600 members and aims to grow participation while maintaining affordability and sustainability.

## **5. Strategic Priorities 2025–2027**

### **Priority 1: Strong and Sustainable Club Operations**

Ensure the Club operates efficiently, responsibly, and within regulatory requirements.

#### Key Focus Areas

- Maintain sound governance and a modern Constitution
- Produce annual budgets linked to strategic priorities
- Achieve a small operating surplus each year
- Review systems and technology for efficiency and cost savings

### **Priority 2: Facilities and Infrastructure Improvement**

Maintain and improve clubhouse facilities to support member enjoyment and sustainability.

#### Key Focus Areas (Examples)

- Replace ageing bar and kitchen equipment
- Investigate solar power to reduce energy costs
- Improve storage and operational workspaces
- Seek government grants and external funding for capital works

### **Priority 3: Membership Growth and Engagement**

Grow and retain an active, engaged, and diverse membership base.

#### Key Focus Areas

- Membership recruitment initiatives
- Improved communication via website, social media, and e-newsletters
- Enhance the social aspect of the Club experience
- Maintain affordable fees wherever possible

#### **Priority 4: Volunteers, Leadership and Succession**

Support volunteers and ensure leadership continuity.

##### Key Focus Areas

- Encourage volunteer participation across all Club activities
- Maintain clear role descriptions and skill requirements
- Implement succession planning for key positions
- Provide training, including compliance training for Directors

#### **Priority 5: Stakeholder and Partner Relationships**

Strengthen relationships with key stakeholders to support golf participation and long-term development.

##### Key Focus Areas

- Ongoing collaboration with Wollongong City Council
- Regular engagement with the Pro Shop operator
- Advocate for competition green fee flexibility for major events
- Seek major sponsors and corporate partners for golf events
- Support Council's long-term vision for the golf course

#### **6. Financial and Capital Strategy (High Level)**

- Annual budgets will align with this Strategic Plan
- Fees and prices will be kept as low as possible while maintaining sustainability
- Sponsorship and grant funding will be actively pursued
- Capital projects will be prioritised annually based on funding availability
- Detailed equipment purchases and budgets to be managed through annual operational plans

## **7. Measuring Success**

Success will be measured through:

- Membership numbers and participation levels
- Financial performance and sustainability
- Facility condition and improvements
- Volunteer engagement and leadership continuity
- Member satisfaction and feedback

## **8. Implementation and Review**

This Strategic Plan will be:

- Implemented by the Board, volunteers, and members
- Supported by annual action plans and budgets
- Reviewed regularly with member input