

BALLARAT GOLF CLUB
STRATEGIC
PLAN
2023-27



OUR VISION

THE BALLARAT GOLF CLUB
WILL STRIVE TO BE AN
OUTSTANDING GOLF AND
SOCIAL DESTINATION, SERVICE
ORIENTED AND RESPONSIVE TO
MEMBERS AND GUESTS



OUR MISSION

TO PROVIDE HIGH QUALITY
GOLFING AND SOCIAL EXPERIENCES
IN AN INCLUSIVE, RESPONSIVE AND
PROFESSIONAL ENVIRONMENT



OUR OVERARCHING OBJECTIVES

THE VISION AND MISSION OF
BALLARAT GOLF CLUB WILL BE
ACHIEVED BY IMPLEMENTING
THE OVERARCHING OBJECTIVES
THROUGH THE GOALS AND
TARGETS IDENTIFIED IN THIS
DOCUMENT



OUR GUIDING PRINCIPLES

- *CONTINUOUSLY IMPROVING THE CLUB, THE COURSE AND THE SERVICE THE CLUB PROVIDES.*
- *RECOGNISING AND RESPECTING THE DIGNITY OF MEMBERS, GUESTS AND STAFF*
- *FOSTERING A WELCOMING, FRIENDLY AND INCLUSIVE ENVIRONMENT FOR MEMBERS, GUESTS AND STAFF*
- *SUPPORTING THE TRADITIONS, PROTOCOLS AND ETIQUETTE OF GOLF AT THE CLUB*



OUR CRITICAL SUCCESS FACTORS

IN ACHIEVING THE VISION AND MISSION OF BALLARAT GOLF CLUB, THE FOLLOWING CRITICAL SUCCESS FACTORS WILL BE PARAMOUNT AT ALL TIMES:

- *·ACHIEVING FINANCIAL SECURITY THROUGH EFFECTIVE PLANNING, IMPLEMENTATION AND PERFORMANCE MONITORING*
- *·CONTINUOUSLY IMPROVING COURSE STANDARDS, PLAYABILITY AND PRESENTATION*
- *·RECRUITING, TRAINING AND RETRAINING HIGH QUALITY STAFF*



OBJECTIVES, GOALS AND ACTIONS

2023 – 2027



COURSE

TO PROVIDE THE BEST POSSIBLE PLAYING SURFACES FOR GOLFERS AT ALL TIMES

GOALS:

- To continuously enhance the presentation of playing surfaces
- To maintain the integrity of the course in line with the design and intent of Thompson Perrett
- To maintain a high-quality equipment base that is sufficient to sustain course management needs
- To ensure members are kept up to date with course development both planned and underway
- To provide clear lines of accountability and communication about course works priorities between the Superintendent, the Club Captain, the General Manager and the Board

ACTIONS:

- Identify a set of minimum seasonal standards that detail how all aspects of the course will be presented and maintained.
- Develop a Master plan for future course and practice facility improvement projects
- Complete the bunker enhancement program
- Provide to members via the Club website an equipment inventory and replacement plan
- Report to members planned course work on a monthly/ annual basis
- The Course Sub- Committee to provide regular updates to both the board and members



GOLF

PROVIDE A COMPREHENSIVE RANGE OF SUPPORTIVE GOLFING SERVICES AND GOLFING OPPORTUNITIES TO MEMBERS AND GUESTS

GOALS:

- To provide a comprehensive range of golf services to enable members, guests to enjoy and develop their golf
- To maintain existing membership and attract new members by providing an outstanding level of member service
- To promote the quality of the golfing experience at the club, including its golf course and Club services

ACTIONS:

- Maintain and develop suitable golf programs that focus on a diverse and inclusive golf membership
- Implement and promote policies and club practices that ensure a safe, inclusive and respectful environment for members, visitors and staff
- Provision of a welcoming induction program that meets the needs of new members and aligns with Club expectations
- Annual review of membership fees and levies
- Continue to maintain the Club website



GOVERNANCE & MANAGEMENT

ENSURE STRONG FINANCIAL
PERFORMANCE THROUGH STABLE
GOVERNANCE, FINANCIAL
MONITORING AND QUALITY
STAFFING, WHILE OPERATING THE
CLUB IN A TRANSPARENT AND
COMPLIANT MANNER



GOALS:

- To ensure strong financial performance of the Club through effective management and financial oversight
- To ensure governance and decision making by the Board are transparent to Members and key stakeholder
- To uphold and respect the Clubs traditions and standards
- To ensure the culture of the Club is both cohesive and inclusive.
- To monitor and review the implementation of all contracts with the Club

ACTIONS:

- Ensure financial monitoring and management meets best practice to maintain a sound financial position for the Club
- Continue to strengthen This Golfing Week as a means of communication with members
- Maintain the currency of policies, rules and procedures to ensure they reflect best practice
- Club President to report to members on key Board decisions taken at its regular meetings
- Ensure the Club members website is up to date and old or redundant postings are removed
- Develop a line diagram showing Club organizational relationships, the relationships of committees, and the responsibilities of managers
- Update the table showing management and committee responsibilities
- Board and Management to take a leadership role in setting and maintaining the culture of the Club.



CLUBHOUSE

OFFER A CONSISTENTLY HIGH STANDARD AND VARIETY OF FOOD AND BEVERAGE AND PROVIDE A QUALITY SOCIAL AND CORPORATE EXPERIENCES FOR MEMBERS AND VISITORS' EVENTS

GOALS:

- To provide Clubhouse hospitality and function venue services that meets the expectations and requirements of members and guests
- To ensure ongoing financial feasibility and viability of all Clubhouse operations
- To explore other hospitality opportunities to diversify revenue streams
- Develop a venue charter that identifies and actions the key characteristics of a quality hospitality experience
- Maintain a Clubhouse Sub-committee with the appropriate skills to provide effective oversight of all aspects of the venue

ACTIONS:

- Management, training and mentoring of staff planned to enable delivery of the highest standards of performance



FUTURE

INVESTIGATE REVENUE STREAMS AND BUSINESS OPPORTUNITIES TO STRENGTHEN THE CLUB'S FINANCIAL POSITION

GOAL:

- To investigate new revenue streams and business models to strengthen the Club's financial position

ACTIONS:

- Establish a Ballarat Golf Club Future sub-committee
- Develop a comprehensive range of strategic business opportunities that would enhance the long- term viability of the Club

