

HAMILTON GOLF CLUB

DRAFT Strategic Plan 2021 – 2024



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Why is it important to have a strategic plan?

Golf Club members elect club leaders and as such the elected individuals concerned can change on a regular basis through the Annual General Meeting election process. This process may therefore result in an inconsistency of approach and priorities and in effect can alter planned outcomes and depending on the election term for individuals, could also result in a transient management committee.

Having a strategic plan in place can help to safeguard the priorities of the club by providing a consistent common objective that all elected Management Committee members need to work continuously towards.

This new consistency will help focus resources in the areas identified by the membership as key priorities for the club and will assist in having members act on agreed common core objectives of the Hamilton Golf Club.

Having a strategic plan will also help set out a plan for achieving success. The future success of the club will not be judged by the size of this document but will be judged by the results that the plan generates.

By remaining faithful to the overall goals established within the strategic plan, the management committee can focus its attention on those priority areas. For each priority area an action plan and real targets can be drawn up and accounted for via the senior management team.

Overview

Hamilton is located in the Western Region of Victoria, is known as the wool capital of the world, and is well catered for in relation to indoor and outdoor sporting facilities.

The Golf Club is one of the oldest in Australia being formed on August 5th, 1896 by a group of local men who had seen the game played during a trip to Scotland.

The original course was located on private land at Prestonholme before relocating in 1905 to a nine-hole layout on the current property with some of the original trees and fairways forming part of the current day course.

The course remained at 9 holes until 1933 when an 18-hole grass green course was opened. The original 86 acres remained the main area for the club until a further 60 acres were purchased in 1963 when an 18-hole championship layout was developed and opened in 1973.

The course itself is a picturesque parkland course on undulating land with part of the original 1906 clubhouse still in existence through several remodelling's and extensions over many years.

The club first joined the Victorian Golf Association in 1902 & Victorian Ladies Golf Union in 1907.

Hamilton GC Snapshot;

- An 18-hole grass green golf course & club house.
- Undulating parkland Golf Course.
 - Men: Par 72, Scr 71, Slope Rating 120, 6070 Metres
 - Women: Par 74, Scr 73, Slope Rating 121, 5259 Metres
- Current members: 120 women and 120 men plus 10 juniors
- Annual Subscriptions:
 - Several membership categories are available providing flexibility for members to suit individual circumstances and demographics.
- Competitions;
 - Tuesday (Beginners/Emerging)
 - Wednesday (Women)
 - Thursday (Men & women)
 - Saturday (Men & Women).
- Committee Structure 17
 - 6 Officers
 - 11 Other Members
- Sub-Committees: Land sales. Ladies' Committee.
- Employees: 1 x General Manager, 2 x Greenskeeper

Context

Hamilton Golf Club has a strong, active membership base and are very proud of having a membership consisting of 50% men and women which is extremely unusual with the female membership base at the majority of clubs ranging between 15-25%.

The club employs a Manager to coordinate day-to-day clubhouse operations and two full-time greenskeepers who are supported by an apprentice and a committed group of volunteers who are proud of the club and ensure the course is presented in its best possible condition.

The clubhouse has recently had some upgrades undertaken and provides club members with a great facility. It is also a popular venue for events and functions for the community, but there is a lot of scope to increase the utilisation and become a major community facility.



The golf course is a great asset and has improved significantly in recent years but as is the case with many regional golf courses, it is underutilised and heavily affected by the lack of drainage during the winter months.

The governance structure of the club is very traditional, and the board has a desire to modernise and streamline its operations to spread the workload more evenly across the membership.

By implementing a Strategic Plan, the committee has the opportunity to review all aspects of the club, identify some short-, medium- & long-term goals for the golf club,

build an action to support the growth and modernisation of club operations & facilities. This will also provide detailed supporting documentation for future external funding opportunities.

Strategic Planning

Participants

Initial Working Party Date – January 2021
Mission / Vision / Values / SWOT / Strategic Priorities
Identification

Hamilton Golf Club

Ian Ferguson – President
Mal Groves – Club Captain
Adam Manson – Vice President
Steven Giles – Board Member
Roger Lewis – Board Member
Liz Nichol – Women’s President
Robyn Holcombe – Women’s Captain
Pam King – Women’s Treasurer
Jo Forsyth – Club Member
Enid Smith – Club Member

Even Par Working Group

Robert Vecchiet
Trevor Wathen
Daniel Battista
Sandra Colclough

Golf Australia

Chris Crabbe – Regional Development Officer



Organisational Structures

“Best Practice”

Large and medium sized clubs may have a General Manager to manage the day-to-day operations of the club. The General Manager is the de facto CEO and is responsible for the recruitment and management of the employees, under the direction of the Management Committee.

In smaller clubs the Management Committee will rely on their volunteers to be the operational component of the day-to-day activities of the club. Sometimes these volunteers will act in dual strategic and operational roles.

A Management Committee’s role is to govern the organisation on behalf of its members. The committee will be the “Board of Directors” and at an AGM the voting club members appoint the Management Committee.

Beyond the appointments of the Management Committee, a club will likely want to appoint individuals into either Sub-Committees of the Management Committee, working groups or onto operational committees.

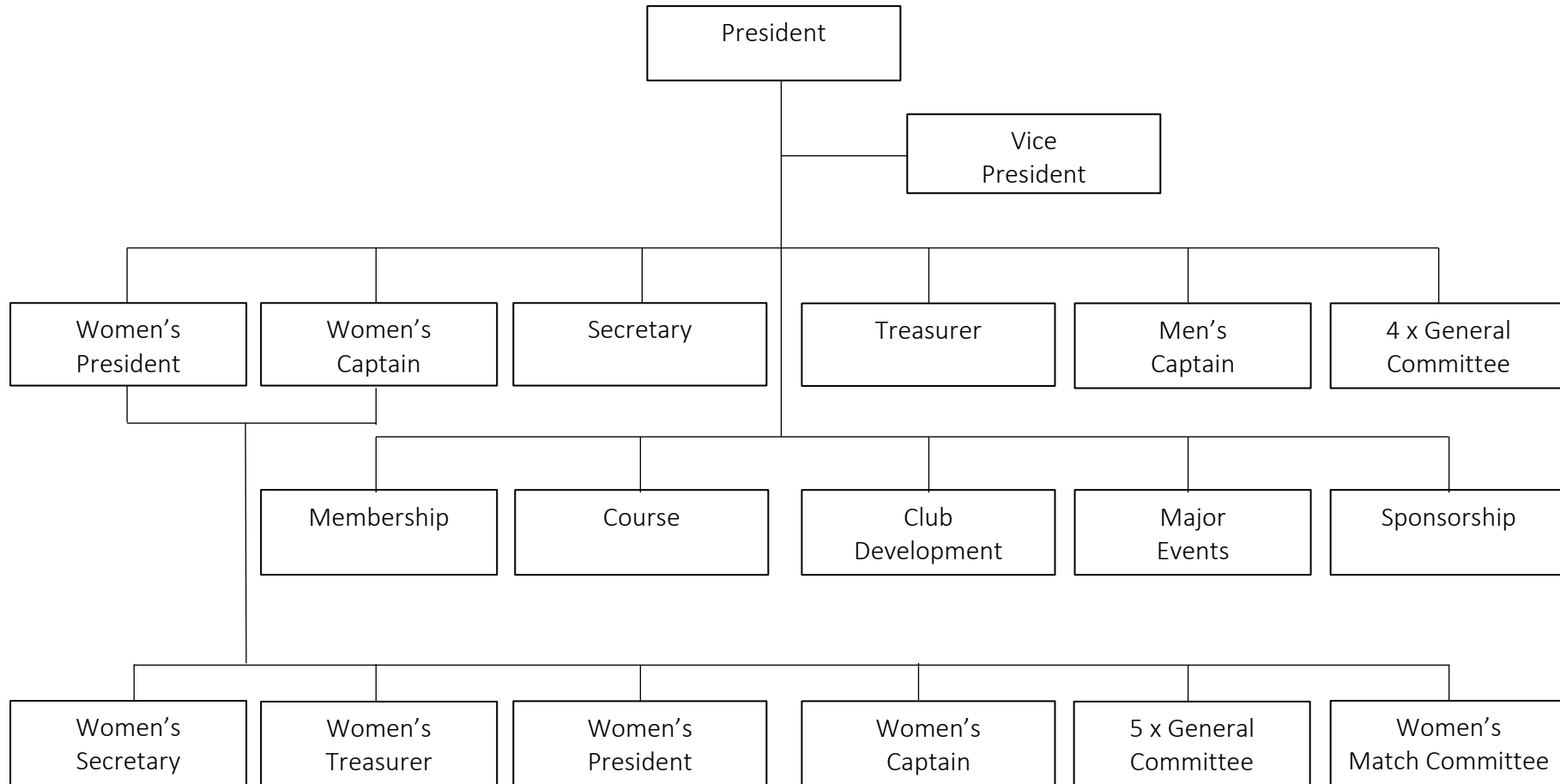
Sub Committees are appointed by the Management Committee and oversee elements of the strategy and to assist strategic issues.

Operational Committees are usually established by the General Manager to assist in the running of the operational aspects of the club, these committees deliver and implement the strategy of the club.

Working Groups may be established for short term projects as directed by the Management Committee.

Current Club Structure

The Current Structure of the Hamilton Golf Club



Current Position (2021)

The Present Mission of the Hamilton Golf Club

The planning meeting identified the following understanding of the club as it stands today:

Why do we exist?

- Golf
 - Members
 - Social
- Social Environment
- Employment
- Exercise
- Competitions
- Events
- Function Venue
- Community Facility
- Development Programs

For whose benefit, do we exist for?

- Members
- Visitors
- Community Groups
- Surrounding Community
- Local Economy
- WD Health
- Golf Australia

What are these current benefits?

- Health & Fitness
- Friendships
- Social Network
- Physical & Mental Well-Being
- Sense of Belonging.
- Commercial / Economic
- Competitive Environment

Future Position (2024)

The Vision of the Hamilton Golf Club

The meeting participants identified the following understanding of the club vision:

Where are we going?

- Increased Membership
- Increased Participation
- Increased Green Fees
- Younger Demographic
- Development Programs
- Financial Stability
- Improved Facilities
 - Clubhouse
 - Course
 - Maintenance Shed
- United Structure
- Local Partnerships
- Improved Technology
- Flexible Fixture
- More game options.

For whose benefit, do we exist for?

- Members
- Visitors
- Community Groups
- Surrounding Community
- Local Economy
- WD Health
- Golf Australia
- Local Clubs
- Local Businesses

What are the future benefits?

- Efficient Operations
- Financial Sustainability
- Club Stability & Viability
- Progressive Mindset
- Modern Approach
- Member Retention
- Increased Community Awareness
- Increased Community Engagement
- Increased Function Use
- Increased Employment Opportunities

SWOT ANALYSIS

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Location • Course • Manager • Professional Venue • Friendships • People • Beginner Programs • 50% Male / 50% Female • Women’s Succession Plan • Major Events • Fundraising • Club Representation 	<ul style="list-style-type: none"> • Organisational Structure • Culture • Women’s Program Timing (Weekdays) • Low Revenue • External Perception of Golf • Succession Planning • Filling Committee Positions • Ageing Facilities • Communication • Traditional Views • Clubhouse Opening Hours 	<ul style="list-style-type: none"> • Sponsorship • History • Local Partnerships • Development Program Timing (Weekends) • Change Perception • Technology • Online Presence • Local Schools • Facility Usage 	<ul style="list-style-type: none"> • Ageing Membership • Ageing Community • Youth Sport Engagement (Screens) • Other Sports • Clubhouse Usage • COVID Recovery

Club Statement & Values

Hamilton Golf Club 2021-2024

Through the Strategic Planning process that has been undertaken 2021, it is apparent from the information provided that the members and club needs to be more progressive. The Club wants to improve and understands that making good strategic decisions will facilitate positive change leading to increased opportunities.

Mission Statement

“The Hamilton Golf Club is a central, welcoming, strong & inclusive country Golf Club”.

Vision Statement

“The Hamilton Golf Club strives to become a family friendly, inclusive community facility promoting the enjoyment of golf”.

Our Values

Honesty & Integrity

Welcoming & Friendly

Inclusion & Equality

Respectful

Progressive

Once agreed, the Club Statement should be displayed publicly and used in all opportunities of communication and, along with the Values, should become the “mantra” of the club when advocating itself.



Strategic Pillars

Pillars of Focus 2021 – 2024



Identified Strategic Priorities

Of the Hamilton Golf Club

No	Category	Title	Description
1	Governance & Leadership	Club Structure & Documentation	The Club has a traditional structure consisting of a Club board, women's committee, and several other sub-committees. Documentation including the Constitution, role & responsibilities, policies & procedures are either non-existent or in need of review.
2	Information & Communication	Technology	The club is currently a "low-tech" operation and needs to investigate hardware and software options to move the club forward and increase the efficiency of the operations.
3	Sustainability & Succession	Succession Planning	The club has no structured process to ensure board and sub-committee positions are filled. The women's committee have a succession process, but this is not utilised for all club committees.
4	Financial Capability	Financial Sustainability	While the club is in a sound financial position there are opportunities to expend and develop income streams to ensure the long-term viability.
5	Facility Management	Course	While the course has significantly improved over the past few years there is a desire to create a course masterplan to provide some future direction.
6	Junior & Adult Development	Development Programs	The club currently runs successful junior & women's beginner programs but there is a possibility to expand these programs and provide a structured pathway to membership
7	Marketing & Promotion	Club Marketing	Current marketing is primarily undertaken by the Club manager but there is an opportunity to develop a marketing plan to promote all areas of the club more effectively.

Identified Strategic Priorities cont.

Of the Hamilton Golf Club

No	Category	Title	Description
8	Game Innovation	Course & Fixture Flexibility	Current competition and course options are very rigid & traditional. There is an opportunity to provide tee flexibility in competitions and shorter game options.
9	Information & Communication	Communication & Member Engagement	Communication between the club and its members is regular but the lack of technology and awareness of peoples preferred communication method results in ineffective communication.
10	Facility Management	Buildings & Facilities	The club has a desire to upgrade the clubhouse facilities to attract more events and functions. The maintenance facilities are very rundown and ideally would be replaced in the coming years.
11	Facility Management	Asset Management	There is no asset management system in place to manage the maintenance and replacement of machinery and other club assets.

Strategic Priority #1 – Club Structure & Documentation

Key Focus Area: Governance & Leadership

Pillar Leader: _____

2021 Where we are now!	Strategy How are we going to get there!	2024 Where we want to be!
<ol style="list-style-type: none">1. Traditional Structure2. Dated Constitution3. Minimal Documentation in Place<ul style="list-style-type: none">• Roles & Responsibilities• By-Laws• Policies & Procedures• Terms of Reference4. Duplicated Roles	<ol style="list-style-type: none">1. Review Current Club Structure and consider;<ul style="list-style-type: none">• Smaller Board• Sub-Committees with specific operational responsibilities.• Include Gender Equality Requirements2. Modernise Constitution & Develop By-Laws3. Develop & Implement;<ul style="list-style-type: none">• Roles & Responsibilities for Individual Positions• Terms of Reference for all Committee's• Policies for all areas of the Club• Committee & Member Codes of Conduct• Succession Plan for Committee	<ol style="list-style-type: none">1. One Club Board2. Efficient Sub-Committee Structure3. Modernised Constitution & By-Laws4. Roles & Responsibilities for individuals and committee's

Strategic Priority #2 – Technology

Key Focus Area: Information & Communication

Pillar Leader: _____

- 2021**
Where we are now!
1. Point of Sale System
 - Sales
 - Inventory
 - Member Accounts
 2. Xero Accounting System
 3. Leased Club Printer
 4. M-Power Teir 3 Competition System
 5. Book-a-Tee for Competition Bookings
 6. Manual Member Database
 7. Unstructured Website & Social Media
 8. No Interface Between Systems

- Strategy**
How are we going to get there!
1. Expand Member Database
 - Update Member Details
 - Skills Matrix
 - Preferred method of Communication
 2. Review all hardware and software currently in place and investigate improvement options.
 3. Investigate the viability of upgrading current competition system.
 4. Review & Expand Online Presence
 - Upgraded Website
 - Facebook
 5. Investigate available Internet/Wi-fi Options.

- 2024**
Where we want to be!
1. Complete Membership Database
 2. Compatible programs across the business
 3. Streamlined Hardware & Software
 4. Presence on Multiple Online Platforms
 - Website
 - Social Media
 5. Capable Internet Service for Club & Members
 6. Vendi Golf or similar system.



Strategic Priority #3 – Succession Planning

Key Focus Area: Sustainability & Succession

Pillar Leader: _____

2021
Where we are now!

1. Nothing in Place for Club Board
2. Women's succession program in place.
3. 2 Year Terms on Committee
4. Staggered Re-Elections
5. Current Vacancies on Committee

Strategy
How are we going to get there!

1. Develop clear Roles & Responsibilities for all positions & Committees.
2. Review current governance structure.
3. Develop Induction document to assist incoming or prospective Committee members.
4. Develop induction / handover process for Committee's & Individuals.

2024
Where we want to be!

1. Smaller Committees
2. Role Clarity
3. All Positions Filled
4. New Committee Induction Process



Strategic Priority #4 – Financial Sustainability

Key Focus Area: Financial Capability

Pillar Leader: _____

2021
Where we are now!

1. Financially sound
2. Injection from Land Sales
3. Affected by COVID.
 - Function Revenue
 - Job Keeper
4. Revenue Increasing

Strategy
How are we going to get there!

1. Assess Current Income & Expenses
2. Investigate & Develop Additional Income Streams
 - Functions
 - Community Events
 - Conferences
3. Investigate IT options for Clubhouse.
4. Develop & Implement Capital Contribution Procedure
5. Prepare Project Budgets and plans in preparation for funding opportunities.
6. Develop Asset Management Plan for Machinery

2024
Where we want to be!

1. Annual Budgets
2. Sustainable Income Sources
3. Flexible Function/Conference Space
4. Designated Capital Budget
5. Financial Security
6. Grant & Funding Preparedness



Strategic Priority #5 – Golf Course

Key Focus Area: Facility Management

Pillar Leader: _____

2021
Where we are now!

1. Very Good Course
2. Access to Water
3. Fully Irrigated
4. On-Course Toilets
5. Perrett Plan 80-90% complete.
6. 8-Month Course
7. Drought Proof

Strategy
How are we going to get there!

1. Develop new Course Masterplan.
2. Investigate Funding Opportunities
3. Implement Defined Cart Areas & Usage Procedure
4. Develop Annual Course Maintenance Plan
5. Develop Volunteer Management Plan

2024
Where we want to be!

1. Updated Course Plan
2. Winter Proof Course
 - Drainage, etc.
3. Premier Course in the Region



Strategic Priority #6 – Development Programs

Key Focus Area: Junior & Adult Development

Pillar Leader: _____

- 2021**
Where we are now!
1. Junior MyGolf Programs
 2. Womens Programs
 3. Social Golf Opportunities
 - Twilight
 - Sunday
 4. Major Events
 5. Visiting Professional
 6. Introductory Memberships
 7. Wide range of Membership Categories

- Strategy**
How are we going to get there!
1. Develop Junior Pathway to compliment current MyGolf program.
 2. Utilise Golf Australia platform for Womens Programs
 3. Recruit additional Community Instructors.
 4. Investigate Funding Opportunities,
 - Golf Australia
 - Vic Health
 - Sport & Recreation Victoria
 5. Provide multiple course options,
 - All tees rated for both genders.
 - Short Course
 6. Contact Local Schools
 7. Review Membership Offerings

- 2024**
Where we want to be!
1. Consistent Participation Numbers
 2. Sustainable Volunteer Structure
 3. Women's Programs outside Working Hours.
 4. Variety in Social Events
 5. Pathway Programs
 6. Multiple Course Options

