

Goal

1 Attracting New Members and visitors to the Club by providing an inclusive and welcoming experience to all

Goal	Description	Priority	Sub Committee	Progress Update	
1.1	Clarify the new members process and welcoming procedure	Very High	Current & Future Members		Current and Future Members subcommittee is dedicated to focus on attracting and retaining new members and providing more value to members.
1.2	Review the Saturday competition structure to ensure everyone feels welcome and has someone to play with. Trial new strategies to find the one that works.	Very High	Match & Play		Online booking via MiScore works well. Welcome packs are provided to new members and were reviewed in 2024. New members are followed up where needed for induction.
1.3	Consider how the course and competitions are structured to make the games easier for new players. This may consider the renaming of events.	High	Current & Future Members		9 hole beginner Ambrose; Chicken run; other events are run during the year. Run a diverse range of events including Seniors and Women's. Introduction of mult day model of play for Women's Championships.
1.4	Ensure that the club promotional materials, club house and information is easy to read and reflects a broad demographic of users.	High	Current & Future Members		Club publications such as annual report, strategic plan, newsletters placed at entrances to encourage players and visitors to review them. Majority of key documents available on the club website. Occasional article in Traf News.
1.5	Continue to try new strategies to welcome community members to visit the club as a destination, not just for golf. This could be through facility hire, alternative programs or events.	Low	House & Social		Community events; funerals; birthdays; catering for golf events. Club pursuing a grant for updating IT facilities
1.6	Continue to refine, strengthen and embed strategies to increase new member participation in golf e.g. junior program and Get into Golf; including a transition strategy from clinic or programs to club membership.	High	Current & Future Members		Get into Golf; Junior Girls (both programs are being redesigned to adjust to changes in volunteer availability.); Female members playing on Sat; construction of short Tees; Sunday ambrose for beginners.

Goal
2 Maintaining the integrity of the course through the enhancement and presentation of facilities to the highest possible standards.

Goal	Description	Priority	SubCommittee	Progress Update	
2.1	Develop a course improvement master plan with justification and planned expenditure. This might require external technical advice.	Medium	Board		Bunker drainage done; course drainage possible in future; cart paths paving in consideration (8-9 carried out); plan per Vern Morcom to build fairway bunkers on holes 3, 17 & 18
2.2	Review the condition of the club house facility and plan likely future maintenance work that will be required to plan ahead. This might require external technical advice.	Medium	Board		Budget allocated for 2024/25. Board undertakes six-monthly review of Strategic Plan. Mens toilet refurbishment completed. Old BBQ area rebuilt to provide more cart storage. Plans underway to refurbish clubhouse ceiling
2.3	Provide regular training opportunities and/ or seek external advice where needed to ensure industry best practices are used to maintain the course within the budget available.	High	Course Management		OHS sub-committee meets quarterly to review all aspects of health and safety. Board engaged an arborist to provide advice on management of dead trees. Vegetation management plan to be updated.
2.4	Plan for the replacement of club equipment as required.	Medium	Assets		Five year financial plan developed for all club assets. Capex review each year.

Goal

3 Ensure that the Club's core values are upheld



Goal	Description	Priority	SubCommittee	Progress Update	
3.1	Review all club documentation to ensure that it represents the clubs culture and values. This includes an update of the constitution.	High	Board		Club constitution (using Golf Australia template) reviewed throughout 2020 and

					adopted by members in December 2020 EGM. Updated in Feb 2022. Bylaws reviewed and updated August 2024. Review of consitution underway with a view to complete mid 2025.
3.2	Continue to recognise and celebrate the club's history in ways that the club continues to grow and change over time. Perhaps the club could appoint a historian volunteer role and provide regular updates to members.	Low	Board		Grant application not successful. Board needs to review the work done and plan for this work.
3.3	Communicate the club's vision so that members have realistic expectations about how the club can be managed and developed in the future.	Very High	Board		Stategic Plan updated twice in 2024. Newsletter publicises updates from sub-committees and other matters.

Goal

4 Environmental Stewardship

Goal	Description	Priority	SubCommittee	Progress Update
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4.1	Partner with local community organisations or stakeholders who are experts in environmental management to ensure club practices enhance the natural environment. Determine if they have opportunities to support projects at the club.	High	Course Management		Vegetation Management Plan established in 2021. Further work required on updating plan by qualified person. Work underway.
4.2	Create educational opportunities and promote the work being done by the club to enhance and preserve the natural environment. This could be through signage or member updates.	Low	Course Management		Vegetation Management plan on Noticeboard Removal of cedar and coastal wattles almost complete. Members advised in monthly newsletter
4.3	Apply for grants that will assist the club to reduce the amount of water and electricity to ensure responsible use of resources	Medium	Grants		Solar panels installed on clubhouse in January 2021. Recycling of bottles and cans. Reverse cycle air con and heating. Apply for grants when available. Large grant application in for solar powered battery storage

Goal

5 Providing a comprehensive range of golf services to enable members, guests and visitors to enjoy, develop, play and compete.

Goal	Description	Priority	SubCommittee	Progress Update	
5.1	Partner with golf professionals, Golf Australia, GippSport, program	High	Current & Future		Strong networks established with Golf

	providers or other clubs to deliver a broad range of golf offerings to suit the local need.		Members		Australia, GWG. TGC was endorsed (April 24) as a signatory to the Women In Golf Charter. The Aust Golf Foundation – Junior Girls Scholarship Program and partnerships with local schools target younger players. Pro Am to continue in 2025
5.2	Keep track of current trends in Golf to redefine competition structures so that they match expectations as well as cater for the members preferences.	High	Match & Play		Running mixed and shotgun start type events to bring club members together. Responding to Women in Golf Charter to further develop female golf participation. Board attend GA education events. Tees will be updated to allow for various formats.
5.3	Explore other options for physical activity or community programs that can make use of the club facilities i.e. Baw Baw Runners, Active Ageing Programs.	Low	Current & Future Members		No action to date. Not being considered.
5.4	Develop and promote membership options that encourage partners, family members and locals to support the club i.e. Baw Baw Golf Membership, reciprocal rights with other local clubs, social members or a multi visit pass/ voucher system.	Medium	Current & Future Members		New Under 30 membership category established to encourage transition of younger players into full membership. Reciprocal rights updated. A special focus group has been established in 2025 to review membership categories - this is part of 2025 constitution review.
5.5	Through consultation, it was agreed that social functions at the club would have the focus of club building rather than income generation	Medium	House & Social		Trivia night; presentation night; Tea on the Green; Twilight Golf
5.6	Develop a coaching/ mentoring structure to enhance the club in district and intra-club events. This could encompass a sponsored coaching program that is financially supported by the club.	Medium	Match & Play		A suite of coaching opportunities for current members was offered in early 2024 and is planned for 2025

Goal 6 Sustainable financial performance underpinned by stable governance and staff, whilst operating the Club in a transparent, compliant manner.

Goal	Description	Priority	SubCommittee	Progress Update
6.1	Ongoing education of the members about the club's financial position so that they can support future strategies to improve financial performance. Development of financial triggers to ensure effective decision making.	Very High	Board	 Full financial report presented by Treasurer at AGM. Annual report details cost savings initiatives and impact of recent club decisions on club financial sustainability.

6.2	Ensure all expenditure is matched with a detailed business proposal.	Very High	Board		A five year expenditure model has been developed and used to rank upcoming projects (both OPEX and CAPEX).
6.3	Establish and document the staff profile required, in line with industry standards and the club's financial capacity. Review as required to ensure that the paid staff roles align with the club's requirements.	High	Board		Developed position descriptions for Greenskeeper and Bar Manager have been developed. Club is examining provision of HR services
6.4	Develop role and responsibility statements for paid staff and volunteers to ensure that their workload is clear, realistic and achievable and aligned to the club strategic plan. Recognise and value the contribution of all staff and volunteers. Consider the appointment of a volunteer coordinator to monitor and support all work completed by volunteers.	High	Board		Human resources consultant engaged by the club in May 2021 to update staff policies and procedures.
6.5	Benchmark fees against similar clubs, increase with CPI and develop diverse income streams to maximise revenue in line with what it costs to operate the club.	High	Board		Benchmark comparison of member fees and categories has been undertaken prior to establishment of yearly subscriptions being set by Board.
6.6	Utilise the Strategic Plan to make future decisions and measure performance annually. Formally update the plan after 5 years.	High	Board		Report card of Strategic Plan Goals reported annually in Club Annual Report document for visibility by members. (started in 20/21)
6.7	Monitor industry and Council policy, programs, procedures, strategies and plans that provide opportunities for Trafalgar Golf Club and implement where possible to strengthen club operations.	Ongoing as needed	Board		Women in Golf Charter - Golf Australia; responding to GA workshop held at TGC; connecting with GWG

Goal 7 Utilising technology to promote, communicate, save costs, manage business information and derive revenue wherever possible.

Goal	Description	Priority	SubCommittee	Progress Update	
7.1	Investigate online options to collect revenue and collect statistics about green fee players at the club.	Very High	Board		Try Booking with QR code; Treasurer provides revenue info on green fees etc
7.2	Consider electronic options for recording data about all participation types at the club that is easy for volunteers to manage.	Low	Board		No action to date. MiClub has been implemented.
7.3	Complete regular updates to the website and ongoing use of social media platforms to promote the club and facilities.	Very High	Current & Future Members		Facebook continues to be the clubs primary social media outlet. Female

					members are using WhatsApp. Club Newsletter sent out regularly.
7.4	Continue to communicate to all members and stakeholders, especially good news stories via a succinct newsletter.	High	Board		Monthly club newsletter published since January 2021 read widely by members.
7.5	Consider options for external bookkeeping or financial tracking software packages to ensure budgeting and ongoing regular monitoring.	Medium	Board		Budget vs Actual completed each month. No further action contemplated on external bookkeeping or financial tracking software.
7.6	Investigate cloud based software for filing and record keeping to enable volunteers and staff to work flexibly and remotely.	Medium	Board		Club has been using Cloud based OneDrive for three years to store files and share information. We also use Cloud based accounting and bookkeeping software.