



A9474X

Sale Golf Club Inc.

Established 1900

ABN: 28 654 661 332



Strategic Directions Plan 2023 – 2025



Updated February 2023

Table of Contents

1	Introduction	3
2	Key Club Attributes	4
3	Objectives	4
4	Achievements in 2018 – 2019	5
5	Achievements over previous years 2019 – 2023	6
6	Membership Structure and Benefits	7
7	Membership numbers end of financial year 2021 – 2022	8
8	Appendix 1 Clubhouse	9
9	Appendix 2 Greens / Course / Match Committee	10/11
10	Appendix 3 Vegetation Management Plan	12/13
11	Appendix 4 Accessibility Audit	14



1. Introduction

This is the 2022/23 update of the Sale Golf Club Strategic Directions Plan.

This plan sets out to articulate a number of focus areas to achieve our goals, which have been consistently identified and discussed by our members, committee and staff as requiring attention and prioritisation. The Plan is essential in prioritising initiatives and assessing these against the Club's financial capacity.

It is expected that the provides greater certainty and direction, with it being one method the General Committee sets direction and encourages discussion with its members.



This plan will be updated by resolution of the General Committee as required including when:

- Feedback is received from members.
- Staff provide information in line with the club's objectives warranting the plan to be updated.
- Expert feedback from Golf Australia.

The Plan will be available on the Club's website.

The Plan is essential in prioritising initiatives and assessing these against the Club's financial capacity



2. Key Club Attributes

These have been identified by club members:

- Friendly and welcoming
- Good course
- Beautiful views of the wetlands. Added wetlands and deleted specific holes.
- Challenging holes especially in windy weather conditions
- An enjoyable experience whether a good golfing day out or not
- Golf rounds are to time
- Club owns its land and clubhouse.

3. Objectives

The Sale Golf Club constitution states under Part 1.2 that the purposes of the association are:

- To promote the game of Golf.
- To organise Golf related activities in the Sale/Longford district.
- To provide and maintain such facilities and amenities in the Sale/Longford District as necessary.
- To affiliate with any other bodies capable of assisting any of the above objectives.

In order to ensure and enhance Sale Golf Club's Gippsland and Victorian reputation the Golf Club's eight core objectives are to:

1. Maintain and build upon the natural environmental characteristics of the course as interesting and challenging.
2. Present the course in the best possible condition by maintaining and improving the playing surfaces for overall consistency.
3. Ensure all course landscaping, paths, retaining walls and course hardware are of a quality, consistency and suitability to blend into the natural setting through a detailed maintenance program including finances.
4. Use environmentally sound and compliant course management techniques.
5. Maintain a commitment to quality staff, appropriate funding and equipment.
6. Encourage, use, support of and reward to volunteer labour to supplement the club's requirements.
7. Continue and broaden access and usage of the facilities.
8. Ensure financial management to reduce risk and improve sustainability.
9. Continued investment in IT systems.
10. Properly administer the Golf Australia handicapping system for members.

To meet these objectives there are sub-committee plans to clearly identify the work needed to meet the Club's strategic directions.



4. Achievements in 2018-2019

4.1 Membership

- Introduction of no cost junior membership (supported through an existing fund).
- Open Day inviting the wider community to the club
- Member sponsored beer

4.2 Grants and Funding

- Receiving Solar power and Kitchen upgrade grants.
- Confirmation from the Leslie foundation of financial support for the Automated Irrigation Project.
- Expression of Interest submitted to the Latrobe Valley Authority for the Automated Irrigation Project.

4.3 Course

- Bunker renovations.
- Couch program extended to 13th green.
- Signage at back of 4th green
- Replaced black cyclone fencing between 10th and 16th, and men's 12th tee.
- Replaced main irrigation pump.
- Automatic roller door to cart shed – improving security and making access easier
- Bent nursery on the bowling green
- Purchase of new fairway mower
- Greens repairs – 7th, 10th, 11th
- Participated Work for the Dole over 50s employment initiative



4.4 Clubhouse

- Kitchen improvements to commercial status.
- Repair of eaves
- Meals continuing under Graze
- Switch board up grade
- Carpark lighting
- Drummond Golf in pro shop
- Beer on tap also pre-mix in bar
- Installation of air-conditioning
- Honour boards for Club Championships

4.5 Technology

- Progressing an update of the Club's website
- Extended use of social media
- CCTV installation
- Upgraded the back-office IT system.



5. Achievements in 2019-2022

5.1 Membership

- Introduction of low-cost junior membership

5.2 Grants and Funding

- Received Solar power and Kitchen upgrade grants.
- Funding from the John Leslie foundation for the Automated Irrigation Project.
- Unsuccessful Expression of Interest submitted to the Latrobe Valley Authority for the Automated Irrigation Project.

5.3 Course

- Automated course irrigation system with generous support from John Leslie Foundation)
- Bunker renovations.
- Couch program ...
- Established new couch nursery on former bowls green
- Automatic roller door to cart shed – improving security and making access easier
- Bent nursery on the bowling green
- Purchase of new Ventrac, rough cutter and contour deck
- Respond to storm damage in 2021
- Recruited new Superintendent



5.4 Clubhouse

- 20kW solar panel system
- Beer on tap also pre-mix in bar
- Installation of air-conditioning
- Honour boards for Club Championships updated to comply with GA Vision 2025
- Garden improvements and retaining wall to front entry

5.5 Technology

- Update of the Club's website
- Extended use of social media
- Upgraded the back-office IT system.
- Installed Vendi machine for out of hours green fee payments



6. Membership Structure and Benefits

During covid Sale Golf Club membership numbers increased and since have remained stable.

Funds provided by membership subscriptions provide a substantial component of the Club's revenue. The structure of membership is something that should be reviewed to ensure they align with objectives of the club and allow for growth.

Important issues to consider into the future include:

- Working to retain existing members by listening to their input and being responsive whenever possible.
- Pricing memberships so they remain competitive for the facilities and services available.
- Ensure a variety of membership options are offered.
- Promote memberships through marketing and advertising including offering incentives or deals where appropriate.
- Ensure new members are welcomed, introduced and made familiar with Club traditions, events and other important information.
- Maintain a reciprocal program.
- Develop initiatives to grow certain members categories for the longer-term benefit of the club e.g., juniors.
- Acknowledge corporate sponsors where appropriate.
- Maintain IT systems to properly manage and maintain membership records.
- Maintain and update reciprocal rights list



“A welcoming and friendly club”



7. Membership Numbers End of Financial Year 2021/22

	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15	2013/14	2012/13
Gadet (included in Junior)			0	3	2	2	3	4	2	3
Country - Female	1	0	0	0	1					
Country - Male	3	5	3	3	6	2	5	5	8	9
Distant - Female	0	1	1	1	1					
Distant - Male	4	5	5	7	5	4	5	3	6	5
Full Member - Female	15	17	16	18	23	30	29	31	33	32
Full Member - Male	70	81	74	78	86	118	128	135	125	123
Honorary	0	0	1	2	3	3	3	3	0	0
Honorary Corporate	7	7	6	8	12	12	13	11	5	5
Honorary Staff	3	3	3	3	4	3	4	4	3	5
Junior - Female	3	4	5							
Junior - Male	26	44	22	4	7	15	18	14	10	7
Life Member - Female	1	1	1	1	1	1	2	2	2	2
Life Member - Male	2	2	3	3	3	3	3	4	5	5
Non-Playing - Female	2	3								
Non-Playing - Male	1	3	6	6	12	3	3	2	2	2
Restricted - Female	6	7	2	2	1	1	6	7	6	6
Restricted - Male	8	6	8	10	6	7	8	10	9	12
Senior - Female	26	27	26	28	30	25	23	21	21	22
Senior - Male	60	54	52	51	49	48	52	46	47	47
Social - Female	5	3	1							
Social - Male	19	21	13	19	29	33	52	66	60	46
Student - Female	1	1	1							
Student - Male	7	13	4	6	5	3	3	5	8	6
Under 35 - Female	2	1	0	2	2					
Under 35 - Male	38	44	25	31	27					



8. Appendix One – Clubhouse

Principles which the Clubhouse Committee will follow are:

- a. Identify and plan for works to ensure the Clubhouse is maintained to an acceptable standard.
- b. Respond to members suggestions regarding improvements.
- c. Keep the building compliant in terms of health standards, building standards, essential services measures and any other applicable/enforceable requirement to ensure services can continue to be provided without interruption.
- d. Identify and formulate basic project plans including costings for undertaking improvements.
- e. Assist in providing information to support applications for funding.

Item	Action	Priority	Cost	Year
Clubhouse Redevelopment	Provision for member facilities and community use meeting areas Renewal of major infrastructure excludes civil carparking works estimated \$150,000	High	\$950,000- \$1.5M	From 2023
Clubhouse Roof replacement	Renewal of roof infrastructure	High	\$250,000	
Implement Access Plan priorities	Refer Appendix 4. Projects to be endorsed by General Committee to inform other works and priorities.	High	Var	2023 onwards
Install a compliant ramp from carpark	Consider designs to provide accessible ramp access to current entry doors.	Mod	\$150,000	2023 onwards
New Cart Shed	Either adding to the existing shed or building a new one	Mod	\$10,000	2023
Workshop upgrade	Better facilities for the course workers including lunchroom and toilet	High	\$20,000	2023
Shade Sails	Provide a shady user-friendly area for Club Members and Visitors	High	\$17000	2023



9. Appendix Two – Greens / Course / Match Committee

Principles which the Greens / Course Committee will follow are:

- a. Maintain and build upon the natural environmental characteristics of the course as interesting and challenging.
- b. Present the course in the best possible condition by maintaining and improving the playing services for overall consistency.
- c. Ensure all course landscaping, paths, retaining walls and course hardware are of a quality, consistency and suitability to blend into the natural setting through a detailed maintenance program including costs.
- d. Use environmentally sound and compliant course management techniques.
- e. Encourage, use, support of and reward to volunteer labour to supplement the club's requirements.

The Greens / Course Committee have identified the following works as outlined in the table below:

Item	Action	Priority	Cost	Year
Course Improvement Program	Install additional sprinklers to surrounds "dry areas"	High	\$25,000	2023
Electronic Scorecard	Implement a system using mobile phones to enter and submit scoring. Retain card system as an alternate.	High	\$9500	2023
Recruit new handicappers	Establish a succession plan to attract new handicappers (Women's and Men's)	High		Ongoing
Fairways	Continue implementing couch program	High	\$4,000	Following irrigation system
Bunkers	<ol style="list-style-type: none"> 1. Maintain bunkers by completing regular raking and stabilisation as required. 2. Provide "clean edge" to bunkers. 3. Drainage to bunkers which retain water. 	High	\$1,500 per bunker	Ongoing



Item	Action	Priority	Cost	Year
Green Surrounds	1. Continue to maintain surrounds including sanding	Medium	\$1,500	Ongoing
Tees	Install junior tees	Medium	\$1,000 each	2023-2025
Cart Path	Add cart paths for course	Medium	\$1,500	Annually
Practice range	Replace practice bay mats	Medium	\$1,000	
Practice Green area and surrounds	Area between clubhouse, bowls green and gazebo to be revitalised. Retain Gazebo walls and continue path from cart shed to concrete path 1 st tee/clubhouse. Retain area for social use including outdoor seating / shade. Potential Social Club funding initiative.	Medium	\$10,000	2023-2025
Drainage	Update drainage pipes on course	High	\$30,000	
Tee system	Add 3 tee system to accommodate all golfers	High	\$10,000	2023-2025
Course Equipment	Additional Ventrac Mower Chemical Sprayer Ventrac Mower attachments – Blower, Aerator	High	\$68,000 \$50,000 \$30,000	2024-2025



10. Appendix Three – Vegetation Management Plan

The Club's Vegetation Plan will be useful in guiding how the course is developed and maintained when considering vegetation, whether that is plants or grass. Actions and relevant information will be included in this Plan as it is developed.

The Vegetation Management Plan will be referenced and followed by the Club's other committee and staff to ensure all activities are consistent, well planned out and to allow members to be informed about crucial information and reasons for undertaking maintenance and improvements to vegetation.

The Vegetation Plan will support the Club's purpose by:

- a. Maintaining and building upon the natural environmental characteristics of the course as interesting and challenging.
- b. Using environmentally sound and compliant course management techniques.

Item	Action	Priority	Cost	Year
Review Vegetation Practices	Identify previous and current plans in regards to vegetation and environment control and re-planting Access archives Ask Committee and other relevant people Document information in this Plan.	Medium	Nil	Ongoing
Approved Vegetation List	Identify types, availability and lifespan of vegetation best suited to Sale Golf Club environment and soils. 1. Contact Maffra and District Landcare Coordinator for meeting and review. 2. Contact Wellington Shire Council arborist regarding any trees of particular significance. 3. Documents results in this Plan.	Medium	Nil	Ongoing



Item	Action	Priority	Cost	Year
Vegetation Management Practices	Identify current method and timing for vegetation control and re-planting. Outline the timing and frequency of essential course and vegetation maintenance such as tree pruning, coring and verti draining etc of greens. Provide a simple rationale for why these activities occur and the time that they occur. Document information in the Plan.	High	Nil	Ongoing



11. Appendix Four – Accessibility Audit

An Accessibility Audit was originally undertaken in 2015/16 and has been updated noting completion of the Disabled Toilet within the club house.

General Access Issues	Yes	No	Partial	Comments/Suggestions
Accessible Parking with ramp nearby		x		High priority
Accessible parking for scooters		x		
Clear external directional signage including symbols		x		House committee identify areas and purchase
Clear internal directional signage including symbols		x		House committee identify areas and purchase
Clear external building line in front	X			
Clear paths of travel from outdoor to indoor	X			
Protection from wind, rain and noise in outdoor spectator areas		x		
Step free access	X			
Wide self-opening or easy to open doors		x		Particularly door onto golf course path and entry door
Lever style door handles at accessible heights		x		
Safety markings on glass doors and adjacent panels		x		
Colour contrasting door frames and trims	X			No further action
Low height, clutter free reception counter with seat		x		
Brochures/info displays at accessible height			x	
Seating with backs and armrests	X			No further action
Seating with colour contrast to walls and floors	X			No further action
Low pile carpet or slip resistant floor	X			
Accessible emergency exits	X			Review and at least add one to office corridor for sight from main room
Clear space between furniture for person to manoeuvre a mobility aid	X			
Information about services regarding emergency procedures		x		Need to provide information for all about emergency procedures
Taped telephone message	X			
Accessible website	X			
Accessible Toilet with signage	X			
Accessible baby change area		x		Included in accessible toilet
Accessible payment options				
Discounts for pensioners	X			
Water for assistance animals		x		
Accessible first aid support				To be checked regularly

