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Sale Golf Club Inc.

Established 1900

ABN: 28 654 661 332

Strategic Directions Plan

2026 – 2028

Updated April 2026

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1. Introduction

This is the 2026 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 plan provides greater certainty and direction, with it being one method that the General Committee uses to set 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.

Updates completed in 2026 include:

- Achievements
- Incorporating a section describing the Club's Financial Strategy

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
- 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. Purposes

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 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. Continue to use and promote the Australian Sports Foundation as a platform for Tax Deductable donations to our club, updating projects as required.
10. Continued investment in IT systems.
11. Properly administer the Golf Australia handicapping system for members.

"To meet these objectives sub-committees will help plan and then advise the General Committee on work needed to meet the Club's strategic directions"

4. Achievements 2023-2025

4.1 Membership & Golfing Activities

- Introduction of low-cost junior membership, one in five members are Juniors
- Continuation of $250 Membership – Renamed Social Handicap
- Memberships exceeded 600 - December 2025
- Held 3, successful Pro-Ams
- Held 3, 2 Day Ambrose events
- Introduced Monthly Clinics and Private lessons
- Increased competition playing numbers
- Removed Green Fees for Gippsland Golfers, resulting in higher competition numbers
- Welcome packs for new Members
- Changed Under 35 to Under 40 membership category
- Introduced a Stableford competition on Stroke days to encourage more players
- Introduced a Monday Medley Competition sponsored by Sporting Legends - 2024
- Purchased 6 sets of Hire Clubs – 2024
- Purchased 10 push buggies – 2024

4.2 Grants and Funding

- Corporate Sponsorship reached $50,000
- Successful Grant from John Leslie Foundation to purchase dishwasher
- $1000 Golf East Gippsland Grant for Juniors and Woman Clinics – 2024
- Wellington Shire $2,454 – Junior Golf sets for Clinics - 2024
- TMoE grants for Pro-Am, 2023 - $5000, 2024 - $6000, 2025 - $5999

4.3 Course

- Bunker renovations
- Purchased Blower
- Purchased Can-Am and Spray unit to fit
- Employed 35 hour week Part Time worker
- Constructed another cart shed to house 12 golf carts - 2025
- New Sale Golf Club entry sign
- Removed 58 Pine trees – July 2025
- Stumps all ground out and areas contoured and seeded - 2025
- New Water filtration system on the dam pump – 2023
- Tap and Hose installed for Golf cart washing
- Renewed golf cart fleet increasing the fleet to 10 carts
- Volunteers on course working approx. 70 hours per week

4.4 Clubhouse

- Garden improvements at front entry
- Replaced dishwasher
- Replaced cutlery, crockery and dishware
- Improvements to woman's room

4.5 Technology

- Maintained the Club's website
- Extended use of social media
- Implemented a system using mobile phones to enter and submit scoring
- Retain card system as an alternate
- Changed from Slice to Simple Golf
- Changed to Golf Connect
- Updated POS system

5. Membership Structure and Benefits

The introduction of the $250 Membership, now called Social Handicap, proved to be very successful providing non-golfers with an affordable opportunity to be introduced to the game of golf and join a local sporting Club. A flow on effect of this saw many Social Handicap members getting the golfing bug and upgrading to Full Golfing memberships.

Junior membership also increased with the introduction of monthly golf clinics.

The membership structure will be subject to ongoing review to ensure that it aligns with objectives of the Club and allows for growth.

Membership funds and Corporate Sponsorship provide substantial support to the Club.

5.1 Important issues to consider into the future

- 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.
- Develop initiatives to grow certain members categories for the longer-term benefit of the Club in particular women and juniors.
- Acknowledge corporate sponsors.
- Maintain IT systems to properly manage and maintain membership records.
- Maintain and update reciprocal rights list.

"A welcoming and friendly club"

6. Governance and Compliance

The Club is committed to strong governance practices that support transparency, accountability, and long-term sustainability.

"As an incorporated not-for-profit association in Victoria, the Club will operate in a manner consistent with its legal obligations, member expectations and the values of a member-based sporting organisation."

6.1 Governance Structure

The Club is governed by the General Committee, which together with Sub-Committees performs a range of functions including strategic leadership and oversight of the Club's operations and resources.

The General Committee is responsible for:

- Setting strategic direction and adopting and reviewing a range of policies;
- Financial stewardship and oversight;
- Adopting appropriate staffing levels and fulfilling employer obligations;
- Ensuring legal and regulatory compliance; and
- Acting in the best interests of the Club and its members.

Sub-Committees may be established to support specific functional areas e.g. course, corporate, (Club)house, match, greens. It is the General Committee however that holds ultimate responsibility and is accountable for the Club.

Club staff have direct responsibility in accordance with their position descriptions/job statements for various duties and functions, and work in accordance with Committee direction, approved policies and delegated authority (including any financial delegations).

Clear roles and responsibilities will be maintained to ensure appropriate separation between governance and operational management. A key part of achieving this will be through monthly General Committee meetings and receiving and reviewing various reports.

6.2 Compliance Obligations

The Club will operate in accordance with the requirements applying to Victorian incorporated associations, including the Associations Incorporation Reform Act 2012 (Vic) and regulatory oversight administered by Consumer Affairs Victoria.

The Committee will ensure the Club:

- Maintains an up-to-date Constitution and governance policies;
- Meets annual reporting and financial accountability requirements;
- Complies with relevant workplace, safety, and licensing obligations; and
- Manages Club affairs with integrity and proper record-keeping.

6.3 Responsible and Sustainable Operations

The Club will manage its activities and assets responsibly, applying practical and proportionate decision-making aligned with available resources. This includes adopting a risk-based approach to matters such as course maintenance and tree management, prioritising member safety and asset protection within the Club's operational capacity.

7. Financial Strategy

The long-term financial sustainability of Sale Golf Club is essential. It involves maintaining responsible financial management practices and approaches while continuing to invest in facilities, course presentation and member experience.

The Club recognises that its financial capacity is finite and that careful prioritisation, forward planning and diversification of revenue sources are essential to ensure ongoing viability.

"This Financial Strategy provides a framework to guide decision-making over the life of this Strategic Directions Plan and beyond."

7.1 Financial Principles

Sale Golf Club will manage its finances in accordance with the following principles:

- Maintain financial stability through prudent budgeting and expenditure control.
- Align capital investment decisions with the Club's strategic priorities and available resources.
- Avoid exposing the Club to unacceptable financial risk.
- Maintain transparency and accountability in financial reporting e.g. at AGM to members.
- Balance affordability for members with the need to maintain quality facilities and services.
- Plan for long-term asset renewal rather than relying on reactive expenditure.

7.2 Financial Sustainability

The Club will aim to operate on a financially sustainable basis by:

- Preparing budgets aligned to operational needs and strategic priorities.
- Monitoring operating performance regularly against budget forecasts e.g. quarterly reporting to General Committee meetings.
- Maintaining adequate cash reserves to respond to unforeseen events or asset failures and/or ensuring adequate access to funds e.g. maintaining an overdraft facility on basis costs are reasonable.
- Reviewing operating costs to ensure efficiency without reducing member value.
- Supporting volunteer contributions where appropriate to supplement Club resources.
- Develop and implement a marketing strategy and plan and budget accordingly to promote the Sale Golf Club

7.3 Revenue and Funding

To support future investment and reduce reliance on any single income source, the Club will:

- Maintain a strong membership base through retention and measured growth initiatives.
- Continue to pursue grants, sponsorships and external funding opportunities.
- Encourage responsible use of Club facilities by community groups and visitors where aligned with Club objectives.
- Support fundraising initiatives that contribute to the Club e.g. for capital improvements and asset renewal.
- Periodically review membership categories and pricing to remain competitive and sustainable. Apply programs to attract and build particular membership groups e.g. women and juniors
- Invite and welcome all philanthropic offers of financial contribution to the club as has occurred and resulted in acceleration of key programs.
- Ensure corporate sponsorship opportunities are maintained or grown and that sponsors can see value in providing financial support to the Club.

7.4 Asset and Capital Planning

Recognising that major assets such as the course infrastructure, clubhouse, plant and equipment require ongoing renewal, the Club will:

- Develop forward estimates for significant maintenance and replacement items. This will primarily be recorded within this strategic plan.
- Prioritise capital works or plant renewals based on:
    - Financial capacity
    - Risk
    - Safety
    - Compliance and
    - Member benefit
- Stage major projects over time to align with financial capacity providing the cost for staging can be justified or is considered appropriate.
- Structure borrowings where a substantial deposit is applied to the purchase and a portion of the price requires borrowings.
- Seek external funding wherever possible before committing Club reserves.

7.5 Financial Risk Management

The Club will actively manage financial risk by:

- Maintaining appropriate financial controls and governance oversight.
- Assessing financial implications before committing to major projects or contracts.
- Obtaining General Committee approval for any borrowings up to $100,000. Borrowings above this amount should be the subject of a Special General Meeting where eligible members approve the terms and values.
- Monitoring exposure to cost increases, asset failures and changing economic conditions.
- Ensuring compliance with regulatory and reporting obligations.

7.6 Review and Reporting

Progress against the Financial Strategy will be reviewed annually or as required by the General Committee as part of the budget process.

Adjustments may be made to respond to changing financial conditions, opportunities or risks while maintaining alignment with the Club's long-term strategic direction.

Reviews will be completed within this plan and adopted by resolution of the General Committee.

"Financial considerations relevant to the future Gippsland Links residential and retirement village are detailed within the Future Golf Residential Development section of this plan."

8. Risk Management

The Club recognises that effective risk management is essential to protecting members, visitors, volunteers, staff, assets and the long-term sustainability and reputation of the Club.
Risk management should be integrated into decision-making and operational planning to support safe, responsible and sustainable Club operations.
The General Committee should consider risk management and together with staff should also be suitably trained and experienced in risk identification, management, reporting and resolution. Risks can be related to:

- Physical (OHS / safety)
- Financial
- Reputational
- Environmental
- Asset / Equipment
- Legal
- Technological / IT systems.

"The Club will take reasonable and proportionate steps to identify, assess, and manage risks in accordance with its obligations as an incorporated not-for-profit association, applying an approach that reflects the Club's size, resources, volunteer governance structure and operational capacity."

8.1 Risk Management Approach

The Club will apply a practical, risk-based approach appropriate to the size and resources of a community not-for-profit organisation. This includes:

- Identifying and periodically reviewing key operational and strategic risks;
- Prioritising actions based on likelihood and potential impact;
- Implementing proportionate controls within available financial and volunteer resources; and
- Maintaining appropriate insurance coverage to mitigate residual risk exposure.

8.2 Governance and Responsibilities

The Committee of Management retains overall responsibility for risk oversight and ensuring appropriate controls are in place. Day-to-day risk management is supported by staff, volunteers, and Sub-Committees through safe work practices, reporting of hazards, and adherence to Club policies and procedures.

"Significant risks or incidents will be reported to the Committee to enable informed decision-making and continuous improvement."

8.3 Key Risk Areas

The Club will maintain awareness and oversight of risks including:

- Member and public safety;
- Course and Clubhouse assets, including trees and infrastructure;
- Financial sustainability and governance;
- Regulatory and compliance obligations;
- Workplace health and safety; and
- Environmental and weather-related impacts.

"Noting available resources, the Club will prioritise preventative actions and maintenance activities that reduce safety risks and support reliable operations."

9. Future Golf Residential Development

9.1 Development Agreement (DA)

The Club entered into a Development Agreement (DA) following member approval at a Special General Meeting on 15 October 2024.

The agreement was drafted with oversight of the Club's solicitor and a Sub-Committee. It sets out a range terms including financial.

Significant progress has been made since – whilst some time has elapsed this reflects the complexity and scale of the project, namely 180 residential lots and up to 122 villa sites within the retirement village.

A Planning Permit was issued 11 February 2026 setting out conditions which must be satisfied for the development to proceed.

9.2 Financial Terms

The DA requires the following payments to be made to the Sale Golf Club throughput the project:

1. $60,000* each year for two years for additional staff
2. $100,000* for new equipment (3 months prior to handover)
3. $50,000* for a new machinery shed (3 months prior to handover or earlier if deemed necessary by the course contractor/architect)
4. 5% of the contract sale price of each residential lot
5. $5,000* per villa site within the retirement village

**Note these payments have indexed to CPI from January 2024 and are adjusted accordingly.*

The use and/or investment of payments received from the Development will likely be directed toward the initiatives as noted within the agreement – however the actual use will be at the discretion of the General Committee.

9.3 Course Improvements and Clubhouse Redevelopment

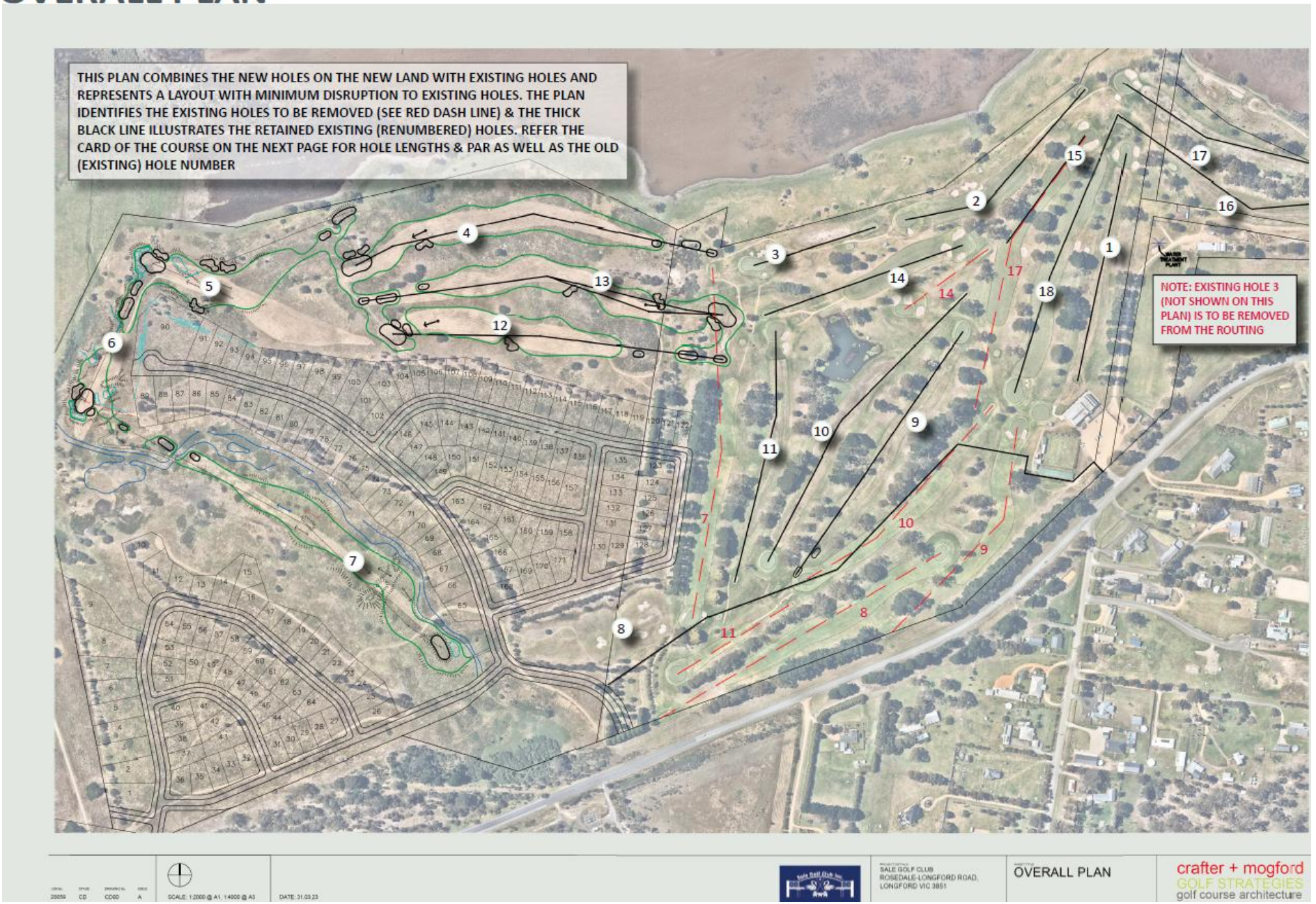
Major course improvements and a Clubhouse redevelopment are also being investigated.

The Clubhouse redevelopment would be aimed at modernising the asset and making it an attractive and functional building well into the future.

A Sub-Committee has been established with a Terms of Reference to develop concepts and costings for review and consideration of the General Committee.

This work is expected to be ongoing throughout 2026 and will include development of a business case / plan.

OVERALL PLAN



10. Membership Numbers End of our Financial Year 2025/26

	2025/26	2024/25	2023/24	2022/23	2021/22	2020/21	2019/20	2018/19	2017/18	2016/17	2015/16	2014/15
Country - Female	0	0	0	0	1	0	0	0	1	0	0	0
Country - Male	3	1	2	3	3	5	3	3	6	2	5	5
Distant - Female	0	0	0	0	0	1	1	1	1	0	0	0
Distant - Male	3	3	3	3	4	5	5	7	5	4	5	3
Full Member - Female	14	18	16	18	15	17	16	18	23	30	29	31
Full Member - Male	67	58	65	62	70	81	74	78	86	118	128	135
Honorary - Male	1	1	1	0	0	0	1	2	3	3	3	3
Honorary Corporate	15	16	13	11	7	7	6	8	12	12	13	11
Honorary Staff	4	4	3	2	3	3	3	3	4	3	4	4
Junior - Female	19	14	3	2	3	4	5	0	0	0	0	0
Junior - Male	126	119	42	29	26	44	22	4	7	15	18	14
Life Member - Female	2	0	0	0	1	1	1	1	1	1	2	2
Life Member - Male	3	3	2	1	2	2	3	3	3	3	3	4
Non-Playing - Female	2	2	3	3	2	3	0	0	0	0	0	0
Non-Playing - Male	1	1	1	1	1	3	6	6	12	3	3	2
Restricted - Female	5	8	8	5	6	7	2	2	1	1	6	7
Restricted - Male	1	3	7	7	8	6	8	10	6	7	8	10
Senior - Female	24	22	26	25	26	27	26	28	30	25	23	21
Senior - Male	66	60	57	59	60	54	52	51	49	48	52	46
Social Handicap - Female	25	19	9	4	5	3	1	0	0	0	0	0
Social Handicap - Male	215	179	95	15	19	21	13	19	29	33	52	66
Student - Female	0	0	0	0	1	1	1	0	0	0	0	0
Student - Male	5	4	13	2	7	13	4	6	5	3	3	5
Under 40 - Female	6	5	4	1	2	1	0	2	2			
Under 40 - Male	46	48	50	45	38	44	25	31	27			
Total	**653**	**588**	**423**	**298**	**310**	**353**	**278**	**283**	**313**	**311**	**359**	**370**

Note; Social Membership changed to Social Handicap Member in 2023/24

11. Appendix One – Clubhouse and Facilities

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 Roof replacement	Renewal of roof infrastructure	High	$250,000	2028
Workshop upgrade	Better facilities for the course workers including lunchroom and toilet	High	$20,000	2028
Chemical Shed	Replace current chemical shed	High	$15,000	2028
Clubhouse Redevelopment	Stage 1: Concept planning and drawings	High	$50,000	2026
	Provision for refurbished and upgraded member facilities and community use meeting areas.	High	>$2M	2026-2028
	Civil carparking works	High	$300,000-$500,000	2029
Implement Access Plan priorities	Refer Appendix 4. Minor things remaining to be actioned	Mod	Var	>2026
New Cart Shed	Stage 2 of extension to our 2nd cart shed In line with clubhouse redevelopment planning provide new cart shed to house club's 10 x carts in new location. New shed to incorporate space for the club's and member's push carts	Mod	$13,000 $20,000	2026 2028
Accounting System	Replace existing Pos / accounting to updated user friendly model	High	$5000	2026/27

12. 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" Upgrade sprinklers and pipework around greens to valve in head Lengthen and widen some Tees and install extra irrigation	High Medium Medium	$25,000 $5k per green $2k per tee	2027 2027 2027
Recruit new handicappers	Establish a succession plan to attract new handicappers	High	n/a	Ongoing
Bunkers	1. Major renovation works to coincide with redevelopment 2. Maintain bunkers by completing regular raking and stabilisation as required. 3. Drainage to bunkers which retain water.	High	$1,500 per bunker	Ongoing
Green Surrounds	Continue to maintain surrounds including sanding and thatching	Medium	$1,500	Ongoing
Tees	Extend tee blocks to facilitate 4 tee markers	Medium	$10,000 each	2026-2028
Cart Path	Add cart paths for course	Medium	$1,500	Annually

Item	Action	Priority	Cost	Year
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 1st tee/clubhouse. Retain area for social use including outdoor seating / shade. Potential Social Club funding initiative.	Medium	$10,000	2026-2028
Drainage	Update drainage pipes on course	High	$30,000	2026-2028
Hire Carts	Replace Hire Cart Fleet	Medium	$60,000	2029
Course Equipment	Additional Ventrac Mower Upgrade Front End Loader to a smaller one with turf tyres Toro Sidewinder Mower (Second hand) Dakota Top Dresser Verti Drainer Rough Cutter	High Medium Low	$75,000 $65,000 $30.000 $60.000 $30.000 $20.000	2026-2028 2026-2028 2027-2028 2028 2028 2028

13. 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. Risk assessment to the best of our ability.	Medium	Within operating budget	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	Within operating budget	Ongoing
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	Within operating budget	Ongoing

14. 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			
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		Seeking grant funds to extend protection to supplement Social Committee Fundraising
Step free access	X			
Wide self-opening or easy to open doors		x		Particularly door onto golf course path
Lever style door handles at accessible heights		x		Front door completed
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			New counter installed
Brochures/info displays at accessible height	X			
Seating with backs and armrests	X			Not all, but available
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	X			To be checked regularly