



Strategic Plan 2025-2030

Executive Summary

The Axedale Golf Club is located in a picturesque setting along the Campaspe River

Founded in 1937, the Axedale Golf Club has hosted golf since the 1890s and now boasts 450 members.

This new Strategic Plan sets the vision and a roadmap for the club over the next 5 years and is based on feedback provided by members as well as the learnings from over previous Strategic Plan over the past 5 years.

It addresses five key pillars: Golf Course and Amenities, People and Culture, Governance, Finance, Communication and Marketing.



Previous Strategic Plan (2019-2024)

Our previous plan was implemented during a tumultuous period due to COVID-19 and the October 2022 flood. The Club has made significant progress:

- Expanded cart storage and paths
- Upgraded the Captains Office & our electronic scoring system
- Enhanced our social media presence
- Improved golf course facilities and membership



Axedale Golf Club

Guiding Principles

- ◆ Foster an enjoyable country golf experience for all
- ◆ Maintain and build member camaraderie
- ◆ Continued financial stability

Vision and Mission

- ◆ Vision: To be the best members' golf club in the Bendigo region
- ◆ Mission Statement: To provide a quality course with a welcoming atmosphere, fostering valued golfing, and social experiences

Axedale Golf Club

KEY PILLARS

- ◆ **Golf Course and Amenities**
- ◆ **People and Culture**
- ◆ **Governance**
- ◆ **Finance**
- ◆ **Communication and Marketing**

Golf Course and Amenities

The Club is dedicated to enhancing the Axedale course for all members and visitors. We are committed to maintaining an all-weather course and continuing to upgrade fairways by promoting Santa Ana couch as our dominant species.

REQUIREMENT	ACTIONS	WHEN	WHO	MEASURES
Develop 5 Year Course Plan	<ul style="list-style-type: none">• Identify and prioritise course improvements• Publish Plan to members• Develop and implement annual Action Plans	<ul style="list-style-type: none">• June 2025• August 2025• September 2025	<ul style="list-style-type: none">• Course Committee• Superintendent• General Committee	<ul style="list-style-type: none">• Plan completed and published• Priorities established• Course changes implemented• Costings identified• Annual report and Update to members
Develop 5 Year Capital Replacement Plan	<ul style="list-style-type: none">• Identify and prioritise infrastructure and equipment purchases	<ul style="list-style-type: none">• September 2025	<ul style="list-style-type: none">• Course Committee• Superintendent• General Committee	<ul style="list-style-type: none">• Plan completed• Equipment purchased• Annual report and Update to members

Golf Course and Amenities

REQUIREMENT	ACTIONS	WHEN	WHO	MEASURES
Upgrade Irrigation System	<p>Improved System</p> <ul style="list-style-type: none">• Prepare specification and cost estimates• Implementation framework and timeline developed• Implement improvements• Increase use of reclaimed water	<ul style="list-style-type: none">• September 2025• December 2025• 2026 – 2027• 2025 - 2030	<ul style="list-style-type: none">• Course Committee• Superintendent• General Committee	<ul style="list-style-type: none">• Plan completed• Upgraded irrigation system procured and operational• Annual report and Update to members
Flood Mitigation Plan	<ul style="list-style-type: none">• Develop a Flood Mitigation Plan to reduce future impacts on the Club	<ul style="list-style-type: none">• September 2026	<ul style="list-style-type: none">• Course Committee• Superintendent• General Committee	<ul style="list-style-type: none">• Plan completed and successfully implemented as required• Annual report and Update to members

Golf Course and Amenities

REQUIREMENT	ACTIONS	WHEN	WHO	MEASURES
Upgraded Cart Facilities including storage and paths	<ul style="list-style-type: none">• Review cart usage for members and visitors• Identify and prioritise necessary course changes and storage options• Develop and implement annual Action Plan	<ul style="list-style-type: none">• June 2025• August 2025• September 2025	<ul style="list-style-type: none">• Course Committee• Superintendent• General Committee	<ul style="list-style-type: none">• Plan completed and published• Priorities established• Costings identified• Percentage of works completed annually• Annual report and Update to members
Implement and maintain an accessible scoring system for members and visitors	<ul style="list-style-type: none">• Identify and implement the best system	<ul style="list-style-type: none">• September 2025	<ul style="list-style-type: none">• Match Committee• General Committee	<ul style="list-style-type: none">• High levels of member usage and satisfaction

People and Culture

The Club will continue to develop opportunities for growing and expanding our membership across all categories.

REQUIREMENT	ACTIONS	WHEN	WHO	MEASURES
Membership Retention, Growth and Development	<ul style="list-style-type: none">• Establish a Membership Subcommittee• Develop membership promotion strategy• Implement promotion strategy• Conduct social opportunities for members and guests	<ul style="list-style-type: none">• September 2025• December 2025• 2025 - 2030• 2025 - 2030	<ul style="list-style-type: none">• General Committee• Membership Subcommittee• Social Subcommittee	<ul style="list-style-type: none">• Committee established• Promotion activities in place• Membership increase by 5% annually• Range of activities organised and delivered• Annual report and Update to members• Annual member survey

People and Culture

Skilled staff and Volunteers are a key to maintaining all aspects of the Club.

REQUIREMENT	ACTIONS	WHEN	WHO	MEASURES
Strong Volunteer program	<ul style="list-style-type: none">• Identify and promote opportunities for members to be involved• Develop induction policies and implement training programs• Maintain high volunteer numbers	<ul style="list-style-type: none">• August 2025• October 2025• 2025 -2030	<ul style="list-style-type: none">• General Committee	<ul style="list-style-type: none">• Volunteer numbers• Number of activities completed by volunteers• Annual report and Update to members
Build Staff Capacity and Skills	<ul style="list-style-type: none">• Review staff requirements• Identify staff development needs• Develop and implement Staff Appraisal Program	<ul style="list-style-type: none">• March 2025 -2029• Ongoing 2025 -2029	<ul style="list-style-type: none">• General Committee	<ul style="list-style-type: none">• Opportunities identified• Participation in training• Constructive staff appraisals

Governance

The Club is dedicated to establishing and maintaining high levels of governance.

REQUIREMENT	ACTIONS	WHEN	WHO	MEASURES
A modern, contemporary structure that promotes sound governance and administration.	<ul style="list-style-type: none">• Create induction packs and training for committee members.• Develop succession programs.• Establish a Compliance, Risk & Audit Subcommittee.• Maintain electronic filing systems.• Maintain strong governance processes and review annually	<ul style="list-style-type: none">• August 2025• December 2025• September 2025• June 2025• 2025 -2030	<ul style="list-style-type: none">• General Committee	<ul style="list-style-type: none">• Risk assessments conducted annually• Audit and Compliance Sub committees established• Update policies and procedures regularly• Potential committee members identified three months before the AGM• Annual Report to members• Annual member satisfaction survey

Finance

The Club is committed to ensuring and maintaining financial viability through best practice.

REQUIREMENT	ACTIONS	WHEN	WHO	MEASURES
Maintain the Club's financial viability	<ul style="list-style-type: none">• Form a Finance Subcommittee.• Develop a 5-year Finance Management Plan.• Review revenue streams and identify new opportunities for increasing revenue• Review expenditure• Seek new grant opportunities.	<ul style="list-style-type: none">• September 2025• December 2025• Ongoing 2025 - 2029• Ongoing 2025 - 2029• Ongoing 2025 - 2029	<ul style="list-style-type: none">• General Committee	<ul style="list-style-type: none">• Operating profit achieved annually• Number of successful grant applications• All events meet financial targets

Communication and Marketing

The Club is will communicate regularly with its members and promote itself in the broader community with a view to increased membership, green fee players and sponsorship

REQUIREMENT	ACTIONS	WHEN	WHO	MEASURES
A proactive, comprehensive communication and marketing program that engages members and promotes the Club to all stakeholders	<ul style="list-style-type: none">• Establish a Communications and Marketing Subcommittee.• Develop 5-year marketing and communication plans.• Review website and social media presence ensuring all information is current and relevant.	<ul style="list-style-type: none">• August 2025• October 2025• Ongoing 2025 - 2030	<ul style="list-style-type: none">• General Committee• Communications and Marketing Subcommittee• Communications and Marketing Subcommittee	<ul style="list-style-type: none">• Subcommittee meeting regularly• 5 year plan developed• An increase in the number of new members, annual visitors and green fee players.• Number of sponsors maintained or increased• Social media current at all times• Member satisfaction survey

Strategic Plan FY2025-FY2030