KORUMBURRA GOLF CLUB

"Where Golf And Beauty Meet"

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STRATEGIC PLAN 2026 – 2031

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Introduction

We are pleased to provide members with a copy of the Korumburra Golf Club's Strategic Plan for the next 5 years (2026 -2031). This is the second strategic plan for the Club and is built on the substantial work undertaken to produce the first 5 year plan in 2018.

We thank all committee(s), members and staff who contributed to this current Plan. We also thank the members who found the time to respond to the Korumburra Golf Club (KGC) 2026 Member Survey. With an **average member satisfaction rating of 4.51/5** the Club is well positioned to protect what works and target upgrades that unlock growth and revenue.

This Strategic Plan provides a roadmap for the KGC and redefines and clarifies the club's vision, mission, and core purpose. By guiding short-term actions and long-term goals the Plan helps to prevent an ad-hoc approach to the Club's decisions and activities, leading to the saving of resources and efforts, which is essential in a mainly volunteer run Club such as ours.

The Plan will provide the basis for stability in the future by allowing new office bearers to understand the Club's direction, thus supporting financial sustainability and continued relevance. It allows committee(s), staff, volunteers, and members to work towards the same goals. It assists with making consistent, informed decisions aligned with the club's best interests and values.

This latest Plan identifies the key short term and long-term areas to focus efforts on leading to better outcomes and resource allocation and assists to anticipate future challenges and opportunities rather than just reacting to immediate problems.

While the first Strategic Plan provided the context and some background information in relation to the Golf Club, the primary purpose for this second Plan is to articulate key practical and specific objectives and tasks that can be undertaken to achieve our vision…

To provide members and guests with one of the best golf experience in South Gippsland

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Korumburra Golf Club Description

The Korumburra Golf Club is set amongst the rolling hills of the lower Strzelecki Ranges. The course is located approximately four kilometres from the town centre along Warragul Road.

In June 2026 there were 228 members made up of 218 playing members and 10 social non-playing members. The Club presents an 18-hole course with Santa Anna fairways and some bunkering. The greens are very well maintained with sloping and speedy characteristics. The course overall length is 5529 metres. The clubhouse is an opportunity for members and guests to socialise and relax with picturesque views of the South Gippsland region.

The Korumburra Golf Club is an Incorporated Association, following a traditional volunteer sporting club structure. There are 5 paid employees (2 F/T, 3 P/T) as of at June 2026. A significant amount of volunteer labour is also required to maintain the course, clubhouse, and other club facilities.

The Club hosts its annual tournament in late November each year and conducts weekly mid-week and Saturday competitions. Social events are also conducted throughout the year.

The Korumburra Golf Club is committed to attracting more members and guests to enjoy the challenging course as well as welcome them to make use of the other club facilities. The clubhouse is already used by other community groups for meetings and functions, and this is further encouraged.

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Key Attributes of Our Club

The 2026 Korumburra Golf Club Member Survey results revealed several consistent themes to the question "what are the key attributes of our Club – the things we value and want to keep?":

- **Friendly welcoming culture/relaxed atmosphere/supportive / camaraderie / inclusiveness** (especially noted for the Women's competition and in social settings at the Club)
- **Course presentation and condition** (fairway improvements, excellent condition of greens, picturesque setting, enjoyment of challenging course and greens, not too busy)
- **Volunteer contribution** (dedication of clubhouse and course volunteers was frequently praised)
- **Variety of playing options (**"mix of open play versus weekday/weekend competitions for both Men & Women members")
- **Affordable (**"reasonable prices - membership fees, green fees, bar prices")
- **Scenic (**"Great views from the clubhouse")
- **"Miscore for scoring"**

What makes Korumburra Golf Course special

Responses to the 2026 Korumburra Golf Club Member Survey question "what makes the Golf Course special?" highlighted the following:

- **Unique layout and design** ("mature trees and 'old pines' are invaluable to the character of the course, variety of flowering trees and shrubs and deciduous trees, interesting layout and design is very natural and rooted in the character of the local landscape", undulating fairways, challenging greens, continual improvement of fairways and surrounds)
- **Community atmosphere** (**"**great social atmosphere", "welcoming and inclusive community", contribution of volunteers)
- **Scenery & views** ("picturesque environment", views of rolling hills, views from clubhouse)
- **Challenging** (undulating/hilly course, "different lies", challenging greens, "speed of some of the greens in summer")

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Achievements From the First Strategic Plan (2018-2023)

It needs to be noted that the 2020 – 2022 Covid restrictions meant that the Club turned its focus from trying to thrive to "survival mode".

Objective 1(2018 -2023): Strong Leadership – Provide clear direction and leadership through a strong and effective governance structure.

Achievements:

- Clearer roles and responsibilities articulated in the KGC By Laws in 2025
- More formal Sub Committee representation at the General Committee level to facilitate feedback and communication
- KGC By Laws changed in 2025 to embody gender equity at General Committee and Executive Level representation

Objective 2 (2018-2023): Sustainability – Ensure the club is sustainable well into the future through sound financial management.

Achievements:

- Monthly monitoring and reporting on the Club's financial performance through best practice accounting methods
- Establishment of new income streams for the club including cash for cans & pro shop merchandise
- Adoption of new technologies including Starrtec (POS), Xero and Miscore to improve efficiencies in operations
- New membership types and flexible payment options to increase participation and income

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Achievements From the First Strategic Plan (2018-2023) Cont'd

Objective 3 (2018-2023): Golf Participation – Grow golf participation, providing new and diverse opportunities for all ages, abilities, backgrounds and gender.

Achievements:

- Increase in the amount of competition and green fee rounds played - facilitated by course improvements
- Provide a balanced competition structure to meet a broad range of interests
- Golf programming changes to facilitate Gender equity (e.g. Saturday timeslots for Women golfers)
- Free Women's and Girls' golf clinics (in partnership with Golf Australia) in late 2025
- Customised membership approved by the General Committee introduced for new members joining up following golf clinics

Objective 4 (2018-2023): Community and Social – Create an all-access club atmosphere of friendship, civility and respect for all, whereby members and our guests enjoy and value their time at the club.

Achievements:

- Participation and support for social events and community activities (including monthly fish and chip nights, Melbourne Cup and Trivia night events, Good Friday Appeal and Cancer Council Longest day golf events)
- Support other community organisations and clubs with their events to build connection including weekly Darts Club meetings, monthly Probus Meetings, hosting South Gippsland Health and Ambulance Victoria community events
- New member welcome process introduced in September 2025

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Achievements From the First Strategic Plan (2018-2023) Cont'd

Objective 5 (2018-2023): Facilities and Course – Secure the access to water, increase the number of pathways to create community access to the facilities and lobby for important car park repairs.

Achievements:

- Access to water secured with South Gippsland Water
- Conversion of fairways to Santa Anna couch to facilitate more course use in wetter months
- Partial construction of pathways around the course to protect the surrounding vegetation and encourage more course use in wetter months
- Repairs to identified faults in course drainage
- Solar system installed to create operational efficiency and reduce the carbon footprint of the club
- Partial resurfacing of the carpark
- Use of environmentally friendly chemicals on the course to protect native flora and fauna and minimise residue chemicals on the golf course and South Gippsland Water catchment area

Objective 6 (2018-2023): Public Relations – Positively engage with the community, stakeholders and social media improving the efficiency and effectiveness of member and other communications.

Achievements:

- Introduction of Club brand and logo "where golf and beauty meet"
- Establishment of Public relations Officer role
- Weekly electronic member circular
- Promotion of events and competition results across a range of technology to increase communication reach within our membership and local community including: a dedicated KGC facebook account and website; and, engagement with other local resources including Facebook Community Noticeboards and the Sentinel-Times newspaper
- Club highlights facilitated via AGM annual reports

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VISION:

To provide members and guests with one of the best golf experience in South Gippsland

OUR MISSION
The Korumburra Golf Club will provide: • Clear direction and leadership through a strong and effective governance structure and practices. • A sustainable future through sound financial management and engagement with relevant authorities and organisations. • An excellent golf experience for members and guests on a well-prepared and maintained course and clubhouse which provides some of the best views in the South Gippsland District. • A continued opportunity for the South Gippsland community and members to make use of club grounds and facilities.

VALUES	DEFINITION/BEHAVIOUR
Respect	of members, guests, staff, volunteers and the broader South Gippsland community.
Integrity & Professionalism	in dealing with members, guests, associated entities and the wider community.
Community	providing a welcoming and inclusive environment for members and guests.
Growth mindset	continuing to improve our environment, facilities and relationship with the South Gippsland community.

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STRATEGIC PILLARS

Governance and Leadership

Provide clear leadership with well-articulated guidelines for effective governance and within appropriate lines of management. Decisions and actions are made within the articulated guidelines.

Finance

Ensure that the Club is sustainable into the future through sound financial management.

Course

Provide a well-prepared and maintained course that allows golfers of all abilities to enjoy an excellent golf experience within an environment that contains some of the best views in the South Gippsland District.

Facilities and Services

Provide facilities and services that fully utilize the clubhouse and other club services for members, guests and the broader community.

Membership and Communication Ensure our Club is a desired place to be for all our people and that members, stakeholders and the local community are well informed.

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GOVERNANCE AND LEADERSHIP

2031 GOAL	Provide clear leadership with well-articulated guidelines for effective governance and within appropriate lines of management. Decisions and actions are made within the articulated guidelines.

SHORT TERM ACTIONS

- Review and implement identified improvements to communication processes between sub-committees, staff and membership
- Include the Strategic Plan into meeting agendas and the general operations of the Club to monitor progress
- Review General Committee and sub-committees' structures and reporting lines and implement necessary changes to reflect clear roles and responsibilities in light of the 2026 KGC Strategic Plan objectives and communicate to all committee members, staff and volunteers
- Enhance the strategic relationship with South Gippsland Water and South Gippsland Shire
- Review various membership categories so that they are more easily administered and consistent in application
- Implement succession planning and enhance handover processes for key Club roles

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GOVERNANCE AND LEADERSHIP CONT'D

LONG TERM ACTIONS

- Continue current and introduce new initiatives to ensure gender equity across all areas of the Club
- Update the KGC Bylaws to ensure it is contemporary particularly in relation to (i) current technology in use and required to fulfil roles, and (ii) membership categories and membership approval processes
- Review the KGC Strategic Plan by 2030 in preparation for a new plan commencing July 2031

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FINANCE

2031 GOAL	Ensure that the Club is sustainable into the future through sound financial management.

SHORT TERM ACTIONS

- Review and implement identified changes to expenditure approval protocols and maintain the Finance Delegation Register to ensure financial decisions are made by the appropriate roles
- Regularly review pricing and charges (bar, food, membership, equipment etc)
- Identify potential grant opportunities for course, clubhouse and amenity improvements on an ongoing basis through the Grants Sub-committee
- Have ongoing conversations with South Gippsland Water regarding the lease and water charges

LONG TERM ACTIONS

- Review and implement identified changes to the cost benefit analysis approach to major Club expenditures
- Establish a long term Capital Expenditure Plan and Capital Works Fund to facilitate Course, Clubhouse and Facilities Master Plans

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COURSE

2031 GOAL	Provide a well-prepared and maintained course that allows golfers of all abilities to enjoy an excellent golf experience within an environment that contains some of the best views in the South Gippsland District.

SHORT TERM ACTIONS

- Establish a working group to create a Course Master Plan (see Appendix 1) so that maintenance and improvements to the course are within an agreed framework
- Develop a course maintenance and improvement plan to guide improvement priorities and budgets as input to the Course Master Plan
- Review course (including maintenance sheds and machinery) OHAS issues and prioritise rectification
- Establish a formal process so that suggestions and proposed changes to course layout etc by Greens Sub-Committee are endorsed by General Committee
- In the short term, focus on course changes that lead to savings in volunteer hours, machinery and material costs to make most efficient use of resources
- Review and digitise course drainage and irrigation maps as input to the Course Master Plan
- Improve and maintain member facilities including access to drinking water on course
- Document and maintain a machinery replacement schedule that prioritises on a need's basis

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COURSE CONT'D

LONG TERM ACTIONS

- Schedule work to maintain and improve drainage and irrigation to increase the opportunity for all-year-round golf participation
- Improve and extend pathways throughout the course for better community access and greater opportunity for all-year-round golf participation

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FACILITIES AND SERVICES

2031 GOAL	Provide facilities and services that fully utilize the clubhouse and other Club services for members, guests and the broader community.

SHORT TERM ACTIONS

- Develop a 5-10 year Clubhouse Master Plan (see Appendix 2) to guide the long-term design, renovation, and functional organization of the Club's facilities
- Establish and maintain a register of volunteers and their skills to match the needs of the organisation
- Review simulator viability
- Review clubhouse and facilities (including carpark) OHAS and compliance issues and prioritise rectification
- Review and determine clubhouse operational hours and appropriate staffing levels required
- Update documented procedures for key roles (e.g. clubhouse/bar role and administration role) and tasks (e.g. new members, payroll, membership renewal, POS operation)

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FACILITIES AND SERVICES CONT'D

LONG TERM ACTIONS

- Create a more modern, brighter clubhouse interior (paint, new flooring/carpet, new tables/chairs, updated signage)
- Review and determine clubhouse services (including food and drink)
- Continue to build strong links with key Korumburra sporting and community organisations to maximise utilisation of the facilities and support for the club
- Create training opportunities for all volunteer roles on a need's basis (e.g. CPR, First Aid, Chainsaw operation, Food handling)
- Participate in all relevant community and planning sessions to influence decisions affecting the Club and the Korumburra region

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MEMBERSHIP AND COMMUNICATION

2031 GOAL	Ensure our Club is a desired place to be for all our people and that members, stakeholders and the local community are well informed.

SHORT TERM ACTIONS

- Create a Social Sub-Committee to work in with the General Committee
- Create an all member accessible golf and social calendar of events to support forward planning and event organisation
- Ensure mailing lists are up to date and implement regular reviews throughout the year to keep them current
- Establish a regular (and formal) member feedback process (e.g. suggestion box with proforma feedback form) so the General Committee is aware of members' concerns and compliments
- Continue partnering with Golf Australia and others to facilitate new golf program opportunities to increase and retain membership – particularly at the junior level

LONG TERM ACTIONS

- Actively publicise the Club to the broader Gippsland community
- Actively publicise the Club to the broader Victorian Golfing community

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Implementation Plan

Ideally the completion of all the actions identified in the Strategic Plan will provide an opportunity to grow and develop the Club further over the coming 5 years. In reality, progress will be limited by the amount of volunteer resources available and capability as well as external funding opportunities.

The key areas to focus on in the short term to successfully implement the Strategic Plan are:

1. Include the Strategic Plan into meeting agendas and the general operations of the Club to monitor progress
2. Review and implement identified changes to expenditure approval protocols and maintain the Finance Delegation Register to ensure financial decisions are made by the appropriate roles
3. Establish a working group to create a Course Master Plan (see Appendix 1) so that maintenance and improvements to the course are within an agreed framework
4. Review and implement identified improvements to communication processes between sub-committees, staff and membership
5. Review General Committee and sub-committees' structures and reporting lines and implement necessary changes to reflect clear roles and responsibilities in light of the 2026 KGC Strategic Plan objectives and communicate to all committee members, staff and volunteers
6. Enhance the strategic relationship with South Gippsland Water and South Gippsland Shire. Long term access to both land and water are critical for the club's operation.
7. Develop a 5-10 year Clubhouse Master Plan (see Appendix 2) to guide the long-term design, renovation, and functional organization of the Club's facilities
8. Review course (including maintenance sheds and machinery) OHAS issues and prioritise rectification
9. Review clubhouse and facilities (including carpark) OHAS and compliance issues and prioritise rectification
10. Review and determine clubhouse operational hours and appropriate staffing levels required

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Appendix 1: KGC Course Master Plan Outline

A golf Course Master Plan is a strategic blueprint that guides the design, development, maintenance and long term management of a golf course.

Purpose and Benefits

A golf Course Master Plan provides a comprehensive framework for maintaining and improving a course, allowing clubs to anticipate maintenance, schedule improvements and budget effectively while improving playability, safety and course conditioning. It helps avoid reactive decisions that result in wasted resources, prioritises projects and ensures long term sustainability and member satisfaction.

Key Components

1. **Course layout and design:** articulate and describe the style of the course (which describes the shape, size and alignment of fairways, greens, tees and bunkers, water features, type of planting and integration of natural elements.

2. **Course Maintenance and Improvement Plan**: outline of proposed specific alterations to greens, tees and other plants, fairways, bunkers and surrounds (including cart paths) e.g.

Hole	Maintenance and Course Management	Major improvements	Structural or agronomical change
All	• Clean and repaint all tombstones • Spray out kikuya in rough	• Upgrade of course irrigation system • Ensure appropriate sand type and improve drainage in all bunkers	• Continued use of environmentally friendly chemicals on course
1	•	• New 1.5 wide concrete spoon path from the 1st tee to the front of the ladies 2nd tee	• Make hole 2-30m longer with a new green
2 etc	•	•	•

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Appendix 1: KGC Course Master Plan Outline cont'd

3. **Update and digitise course irrigation and drainage maps**.
4. **Infrastructure Planning**: Articulate proposed changes to: practice and on course facilities, irrigation and drainage systems and course maintenance areas.
5. **Environmental and Sustainability Considerations**: erosion control, water catchment and flora/fauna conservation initiatives to meet regulatory and ecological standards.
6. **Phasing and Budgeting**: Consult with Finance Sub-Committee to guide improvement priorities, costs and timing (noting large expenditures will be part of the proposed Capital Expenditure Plan and subject to Capital expenditure funds).
7. **Communication and Stakeholder Engagement**: Proposed strategy to ensure members, staff, volunteers and contractors understand and support the plan.
8. **General Committee Signoff.**

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Appendix 2: KGC Clubhouse Master Plan Outline

A Clubhouse Master Plan is a strategic blueprint that guides the design, development, and maintenance of the KGC Clubhouse.

Purpose and Benefits

A Clubhouse Master Plan provides a comprehensive framework to guide the long-term design, renovation, functional organization and maintenance priorities of a club's facilities. It helps avoid short term reactive decisions that result in wasted resources, prioritises projects and ensures long term sustainability and member satisfaction.

Key Components

1. **Context:** What is the vision for the clubhouse? What has informed this vision (e.g. 2026 Member survey, 2026 KGC Strategic Plan priorities) – and how have they informed the vision? What are the broad changes required to achieve the vision? How will the changes benefit the Korumburra Golf Club?

2. **Clubhouse layout and design:** articulate and describe (include drawings) of the desired clubhouse layout and design and broadly describe the structural and functional changes to achieve this.

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Appendix 2: KGC Clubhouse Master Plan Outline cont'd

3. **Clubhouse Maintenance and Improvement Plan**: outline of specific alterations by priority e.g.

Room	**Change (Maintenance, Major Improvement, Functional or Structural change)**	**Priority (1 -3)**
Structural/functional changes	Open plan bistro and bar Create Lounge area in bistro	3 2
Major improvements/Maintenance		
➢ Bistro	Repaint ceiling and walls New chairs Replace carpet etc	1 2 1
➢ Bar		
➢ Office		
➢ etc		

4. **Phasing and Budgeting**: Consult with Finance Sub-Committee to guide improvement priorities, costs and timing (noting large expenditures will be part of the proposed Capital Expenditure Plan and subject to Capital expenditure funds).

5. **Communication and Stakeholder Engagement**: Proposed strategy to ensure members, staff, volunteers and contractors understand and support the plan.

6. **General Committee Signoff.**

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Acknowledgements

The authors of this Strategic Plan would like to acknowledge the contribution of the KGC General Committee, Club staff, the members and other key stakeholders who have supported the Club through this process.

Disclaimer of Liability

The information contained in this report has been prepared by the authors for the KGC General Committee in good faith and based on the information available to the authors at the time. This Strategic Plan is intended to provide a roadmap for the Korumburra Golf Club going forward and redefines and clarifies the Club's vision, mission, and core purpose. It is anticipated that if implemented the Plan will help prevent an ad-hoc approach to the Club's decisions and activities, leading to the saving of resources and efforts, which is essential in a mainly volunteer run club.

All recommendations made throughout this document are based on information that has been assumed to be correct at the time this report was prepared.

While all effort has been made to address the issues facing the Korumburra Golf Club, circumstances and developments that were not made aware to the authors have not been addressed in this Plan. Should they be deemed worthwhile to address they should be done within the parameters of this Plan.