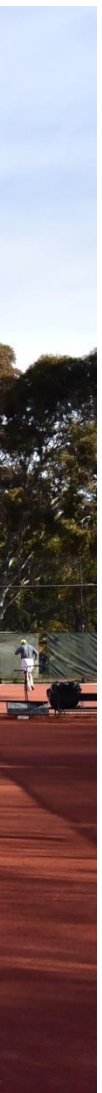


GPHC Strategic Plan 2021-2026

Updated May 2024



Grace Park Hawthorn Club



Strategic Plan

2021 - 2026

The Grace Park Hawthorn Club (GPHC) Strategic Plan for 2021 to 2026 has been developed to guide the Committee and management in forward planning for the future of the Club.

This plan has been updated from the strategic planning session held on 21 March 2021 and builds on work that commenced in 2019.

GPHC’s vision is to be recognized as a premiership level club; competitively and as a leader in membership engagement. It considers the following mission statement:

“GPHC is a member-focused club whose mission is to offer a premium sporting, fitness and function facility in a boutique, inclusive and friendly environment. Boasting first class facilities, GPHC offers access to competition across all standards of tennis, squash and snooker and encourages social interaction amongst its members and guests.”

The four priority areas this plan considers are:

1. Membership
2. Club Sustainability
3. Facility
4. Club Services and Activities



1. Membership

Objective

To ensure the membership base and development at GPHC is focused on member engagement with initiatives that add value to the existing Club activities and further promote the Club as a premier venue for tennis and squash in Melbourne.

Key areas of focus:

- 1.1 Clear and accurate membership database.
- 1.2 Membership portal for the purposes of updating, booking and paying subscriptions via the website.
- 1.3 Continuous service improvement with an emphasis on professionalism whilst maintaining the current relaxed, happy feel.
- 1.4 Enhance the new member experience and integration into the Club.
- 1.5 Investigate new options to engage with members in better ways.
- 1.6 Develop premier teams in all major club sporting activities.
- 1.7 Offer a variety of sporting activities to further engage members.

Relevant Measures and Outcomes

- *Positive member experience and feedback*
 - *High Website usage*
 - *Growth in Memberships*
 - *Membership activities are well attended*
 - *Results from independent samples/surveys*
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2. Club Sustainability

Objective

To ensure the best long-term interests of the Club and compliance with all financial and legal requirements; members experience a smooth seamless experience and excess funds are invested with an appropriate rate of return.

Key areas of focus:

2.1 Procedures Handbook

2.2 Finance and Audit Sub-Committee that ensure compliance with all relevant Federal, State and Council regulations

2.3 Membership categories, pricing and process review

2.4 Enhanced and robust member system.

2.5 Investment Committee that ensures funds are invested with an appropriate rate of return in considering risks (as part of the finance and audit committee)

2.6 Maintain long-term financial viability.

2.7 Developed WH&S policy with relevant training.

Relevant Measures and Outcomes

- *Policies and procedures in place and reviewed appropriately*
 - *New, integrated and user-friendly system for membership, bookings and point of sale in place*
 - *Appropriate rate of return on funds*
 - *Positive cashflow*
 - *Four months working capital buffer*
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3. Facility

Objective

A priority order of works projects (capital and maintenance) with a plan to achieve each within the time frame allocated. These are based around servicing member's existing and developing needs, reducing the Club's environmental impact and optimizing the Club's footprint.

Key areas of focus:

- 3.1 Capital works schedule including annual budgeting process
- 3.2 Development and adoption of an environmental policy
- 3.3 Documented maintenance schedule
- 3.4 External presentation including garden plan

Relevant Measures and Outcomes

- *Short listed capital works designed to improve the Club's operations, long term feasibility or member engagement*
 - *Minimised operational interruptions through a strategic and planned maintenance schedule*
 - *A long-term plan for the Club to minimise and reduce its environmental impact*
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4. Membership and broader community engagement activities

Objective

To offer, engage and report on a range of activities for GPHC members and the broader community with the necessary physical, financial and human resources to ensure success.

Key areas of focus:

- 4.1 Appropriate human and infrastructure support
- 4.2 Engage and develop relationships with local community, traders and institutions
- 4.3 Improved engagement with members through all communication mediums
- 4.4 Provide a range of offerings to entice members to visit or remain at the club for non-sporting reasons
- 4.5 Provide a platform for sponsorship possibilities
- 4.6 Offer a variety of social activities to further engage members and guests.

Relevant Measures

- *Engaged and informed members*
 - *A sustainable, profitable and engaging bar*
 - *Informed, reliable and friendly staff*
 - *Create an enticing dining offering*
 - *Regular and sustainable sponsorship revenue stream*
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Vice President – Rebecca Xuereb

Secretary – Angus Henderson

Treasurer – Gaurav Gupta

Committee

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Geoff Sanders

James Canty

Cherie Leatham

Rob De Luca