



emu
SPORTS CLUB
Home of Leonay Golf Course

CONCISE STRATEGIC PLAN

2030

- Future-proof Emu Sports
- Maximise member value and experience
- Secure our golf course for future generations

THE PRESIDENT'S MESSAGE

The last two years have been some of the most remarkable years in our Club's history. Like many community clubs across the country, we were under enormous pressure just to survive, and at one stage had only three-week's worth of cash available to keep the Club out of administration.

Fast forward to present day and we are once again facing huge challenges from further outbreaks, COVID variants and revenue pressure thanks to further lock-downs.

Recently the Board sat down to agree on the priorities of our Club moving forward in these uncertain times.

Unanimously we agreed that the number one priority is to future-proof our club. As your Board of Directors, we are pleased to present our 2030 Strategic Plan, which defines who we are, where we want to be and how we are going to achieve our goals to ensure our Club remains fit for the future for: our members, their guests and the broader community.

The 2030 Strategic Plan's mission is to provide a profitable, proactive and professionally run venue for entertainment, recreation and leisure that supports staff, customers and the local community.

The Board of Directors, management and staff will achieve this mission by living out a set of agreed values.

- Harmony
- Skill
- Engagement
- Professionalism
- Activeness

The 2030 Strategic Plan also provides a snapshot of the Club and identifies future projects, designed to minimise the impacts of growing social and economic factors. These projects aim to deliver on the Club's key objectives over the next eight years.

1. Future-proofing Emu Sports Sporting and Recreation Club Ltd
2. Maximising our member value and experience
3. Securing our green-space, that is our golf course, for future generations.

Some projects will be subject to member feedback and approval at one or more General Meetings. Member opinions and feedback are encouraged and valued as they will help clarify the direction of Emu Sports and approach for the future.

The 2030 Strategic Plan has been approved by the Board in consultation with management. I encourage you to read it, talk to fellow members about it and to share your feedback with me and fellow Board members directly.

I am confident that the execution of this plan will enhance your overall enjoyment of Emu Sports and cement its status as a truly great community-focused Club.



President

WHERE ARE WE NOW?

Since our inception in 1937 we have continually evolved. The past strategic plan gave us a **partially renovated** Clubhouse, open plan dining and kids playground. We now need to look to 2030 to ensure the Club remains **fit for the future**.



EMU SPORT BY THE NUMBERS



89% | non-golf members



19% | total golf revenue as a proportion of total Club revenue



64% | of members are male



20% | increase in total membership over the last 2 years



42% | of members who live out of area



\$275,600

annual cost to invest, repair and replace basic capital items

Median Age of Members

MALE		50
FEMALE		55
TOTAL		52

WHERE DO WE WANT TO BE?

Emu Sports activates the community by harnessing the **professional lifestyle** of our people, **embracing the environment** in which we are positioned and providing facilities and services that our **prosperous community** can enjoy.

As a local community club, it is the decisions of Emu Sports members and the local community that guide its direction. To ensure we remain viable in the future, while maintaining and enhancing the qualities that make Emu Sports special, we need to improve the total experience for members, their families and guests. This includes how we manage and operate the Club, and the qualities of the facilities we provide to our members. To ensure our vision is appropriately supported in the future we need to focus on ten key areas.

1. **The Game of Golf** – Continue to invest, enhance and promote the golf course in line with its economic contribution to the Club.
2. **Community** – Position our Club as an intrinsic part of our community's way of life by better understanding the needs of our community and ensure our services reflect our agreed values.
3. **Corporate Governance** – Continue to invest in the Club's Board and Management's education, competencies and overall governance.
4. **Clubhouse Business** – Actively identify opportunities and explore partnerships that add value to the Club's offerings while growing the four main revenue areas of Golf, Food, Beverage and Gaming.
5. **Workforce Development** – Provide our community workforce with secure employment, training and leadership that is linked to our culture and agreed values.
6. **Technology and Innovation** – Continually improve and deploy cost-effective technological solutions that add to customer service, experience and interactions.
7. **Marketing and Communication** – Support a membership culture by driving marketing and communication to create a strong brand identity that positions our Club as a progressive, diverse and active facility.
8. **Safety and Security** – Provide clean, safe, well-maintained and accessible facilities which evoke a sense of pride in our community.
9. **Utilities and Natural Resources** – Responsibly and sustainably conduct our Club business to engender an environmental focus in everything we do.
10. **Master Planning and Capital Investment** – Invest and manage our physical spaces to provide optimum community involvement and activity. Explore all opportunities to realise capital funding from the Club's existing asset base that can reduce debt and invest in future income streams that can secure the Club's future.

HOW ARE WE GOING TO ACHIEVE OUR GOALS?

The **2030 Strategic Plan** provides a snapshot of the Club and identifies proposed projects and capital investment required if Emu Sports is to maintain its desired vision and is intended to **improve the overall experience** for members, their families and guests.

The Clubhouse, golf course, debt reduction and property opportunities must be addressed by 2030 if we are to continue to own the future of Emu Sports. These proposed projects support **our vision** and strategic objectives: our goals cannot be achieved without changes to existing infrastructure and investment which will require approval by Members.

PROPOSED PROJECTS

1

CLUBHOUSE
UPDATE

2

GOLF COURSE
AND LAND
MANAGEMENT

3

DEBT
REDUCTION

4

PROPERTY
OPPORTUNITIES

CONSULTATION, FEEDBACK AND COMMUNICATION

Some of the proposed projects will be subject to Member feedback and approval at one or more General Meetings.

Members are encouraged to submit their feedback by emailing Chief Executive Officer Andrew Gardner (andrew.gardner@emusportsclub.com.au)

All opinions are welcomed and valued. They will help clarify the direction of Emu Sports' considered approach for the future.



TIMELINE

NOVEMBER/DECEMBER 2021

UPDATE
CLUBHOUSE
TOILETS

DECEMBER 2021 -
FEBRUARY 2022

EXTENSION OF
ALFRESCO
DINING
PROJECT

DECEMBER 2021 -
FEBRUARY 2022

GATHER OPINIONS
AND FEEDBACK
FROM MEMBERS

Q1 2022

BOARD TO CONSIDER
ALL OPPORTUNITIES
REGARDING
PROJECTS

Q2 2022 (ONGOING)

IMPLEMENTATION
OF PROJECTS

WE BELIEVE IN DOING **WHAT IS RIGHT**