STRATEGIC PLAN 2021-2024

*To enhance our Members’ and visitors’ lifestyle through a high quality, value-for-money golfing and social experience*

CORPORATE GOVERNANCE

* The Management Committee develops Strategy and oversees “Performance”
* Committees and key personnel develop Business and Marketing Plans in conjunction with our business partners and implement ‘Actions’.

MISSION STATEMENT

To enhance our Members’ and visitors’ lifestyle through a high quality, value-for-money golfing and social experience

**This will be achieved by the provision of:**

* An economically and efficiently managed business
* Quality course and golfing services
* Quality clubhouse facilities and services
* Development of facilities as a multi-use community hub

OUR VALUES

* Responsive to our Members’ needs
* Open Communication
* Honest and fair in all dealings
* Committed to a safe and healthy environment
* Efficient service
* Responsive to Community needs

KEY BUSINESS COMPONENTS

* Membership
* Community hub
* Golf Course
* Golf
* Clubhouse
* Finance & Administration
* Marketing

**SWOT ANALYSIS**

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| --- | --- |
| **STRENGTHS**   * Ownership of course * No other course in close proximity * Quality golf course for all levels of ability * Course availability & community support * Natural landscape and Course views * Focused Management Committee * Excellent Clubhouse aspect * Links with local councils, RDA & NRM &   Other stakeholders | **WEAKNESSES**   * Potential for financial instability * Ageing & declining membership * Basic practice facilities * Ageing infrastructure * Inadequate water resources * Lack of natural water supply * Limited succession planning * Unreliability & rising costs of electricity |
| **OPPORTUNITIES**   * Increase revenue from Course operations (Cruise ships, RV facilities etc) * Increase revenue from Clubhouse functions * Increase corporate dollars (Sponsorships) * Increase membership numbers (playing & social) * Increase Club utilisation by Members and public * Raise Club’s visibility, profile and contribution within community, industry and Government * Relationships with local commercial and social clubs * Harness Social Golf as a major source of income * Increase the number of women and younger members | **THREATS**   * Decreasing membership numbers * Increasing fees, costs and affordability for members * Costs of essential services (water and power) * Ageing membership * Reliance on volunteers * Time poor customers * Unreliability & rising costs of electricity |

**GOLF COURSE**

GOALS

* Provide a quality golf experience for Members and Visitors
* Develop a Course master Plan
* Upgrade cart paths as a priority within the Course Business Plan
* Ensure future water security by investing in sustainable water projects and schemes
* Implement a staff succession plan such that there is an understudy for the course superintendent and a planned transition during leave periods and personnel changes
* Continue to implement and monitor the Course Business plan and the underlying irrigation Management & irrigation Master Plan
* Ensure all equipment is in line with major equipment depreciation schedule
* Maintain staff resources in line with regulatory requirements, desired course quality outcomes& within budget constraints
* Ensure all course workers are trained to a high level of competency relevant to their positions

STRATEGY

* Course Business Plan along with Irrigation Management and irrigation Master Plans to be reviewed annually
* Staff structure and performance to be reviewed annually measure against industry standards and benchmarks)
* Maintain staff training program to ensure compliance with regulatory, environmental and operational requirements
* Implement and support industry and/or community programs and groups where applicable
* Form a sub-committee to develop a Course Master Plan aligning to customer needs and budget constraints
* Review Course Strategy at Management Committee meetings

**GOLF**

GOALS

* Provide a comprehensive and diverse Golf Program which is enjoyable and meets Member needs
* Enhance Members’ and visitors’ playing experience
* Promote our commitment to representative golf and encourage Member involvement
* Maximise the use of club-owned golf carts
* Increase Social Golf
* Enhance reciprocal playing opportunities for Members locally, interstate and internationally
* Nominate for state and high profile events

STRATEGY

* Annually review the Men’s and Women’s Match Programs. Advertise key events.
* Introduce shorter competitions and specifically a 9 hole competition
* Ongoing communications to members regarding Pace of Play and other “Etiquette” initiatives
* Communicate representative policies which outline available competitions, eligibility criteria and selection standards
* Promote and encourage Social Golf via print advertising, social media and website
* Maintain relationships with current reciprocal Golf Clubs
* Identify and build relationships with potential reciprocal Golf Clubs
* Maintain storage areas for Members’ golfing equipment
* Review golf facilities to ensure they meet the standards required to host state and high profile events
* Liaise with Golf SA to ensure we are considered for state and high profile events & are aware of relevant golf programs and events

**MEMBERSHIP**

GOALS

* Increase overall participation in golf and golf club membership
* Increase membership from under-represented groups and specifically women and younger age profiles
* Maintain membership categories in line with market opportunities
* Increase social membership from surrounding areas
* Increase corporate opportunities
* Encourage and support Junior development
* Maintain a strong communication process
* Develop and strengthen new Members’ Orientation Program

STRATEGY

* Develop and implement various membership drives
* Review categories of membership
* Develop “Corporate” relationships
* Link with other local sporting clubs
* Utilise newsletter and social media for more effective communication to existing membership
* Embrace Golf Australia and Golf SA initiatives for growth in Junior and Women’s membership
* Continue golf scholarships for Primary School students

**CLUBHOUSE**

GOALS

* Develop and monitor a Clubhouse Business Plan with special priority for a plan for replacement of Clubhouse assets
* Deliver an aesthetic and welcoming atmosphere within the Clubhouse
* Increase social activities specifically aimed at families
* Initiate a Social Committee to address the above goals
* Generate draw-card events and functions for Members, Guests and Visitors
* Increase dining and function opportunities for Members and visitors
* Provide a comfortable venue for charitable and other community organisations
* Maintain current and identify new Clubhouse income
* Improve amenities
* Present the interior and exterior of the Clubhouse in a professional and modern manner

STRATEGY

* Conduct an immediate review of the use of the kitchen and the associated restaurant offering
* Identify additional target markets & work with caterers to promote facility for functions, community events and charity events
* Offer restaurant meals 5 days per week within 3 years
* Replace chairs in function room as a priority
* Work with caterer to advertise facility on social media
* Keep clubhouse tidy and uncluttered and meet regulatory requirements
* Investigate the creation of additional external entertaining areas
* Review and maximise usage and revenue, including indoor and outdoor location
* Monitor seasonal dining opportunities in consultation with our Caterer
* Ensure compliance with relevant codes e.g. WHS

**GOVERNANCE, FINANCE & ADMINISTRATION**

GOALS

* Meet our legislative and regulatory requirements
* Develop, implement, monitor and review Business plans for all key areas of the business
* Develop and adhere to high levels of customer service
* Establish a Club Manager salaried staff position within 3 years
* Investigate the increased use of technology as appropriate for each function/aspect of the Club
* Develop a marketing strategy
* Ensure that sound administrative procedures and document control are in place
* Empower committees to develop Golf and Clubhouse opportunities
* Ensure Strategic Planning processes are in place and are reviewed at Management Committee meetings
* Be an employer of choice

STRATEGY

* Produce annual budgets & review regularly with input from key personnel
* Continue to develop & implement sound documented record keeping and budget processes
* Develop committees’ expertise relevant to their positions
* Ensure that Committee members and key personnel have and are aware of their position descriptions
* Maintain Corporate Sponsorship Programs e.g. Tees, Major Golf Events
* Board Agenda template to be amended to include Strategic Planning review
* Review benchmarking resources from Golf Australia
* Review club performance against industry standards and benchmarks
* Investigate possible Seminars and Conferences that can be attended to assist Management of the club
* Continue to foster positive relationships with Councils, Government Departments, stakeholders and the local community
* Monitor and adhere to Regulatory changes
* Develop a marketing strategy & use various forms of media to promote the club and grow our business
* Undertake regular customer surveys to ensure we understand customer needs
* Succession planning

BUSINESS SUSTAINABILITY and COMMUNITY RESOURCE DEVELOPMENT

GOALS

* Increase income from sources other than membership fees

STRATEGY

* Establish a sub-committee to identify and investigate alternative sources of income
* Monitor and pursue opportunities for government grants
* Generate funds through other Club and community activities
* Maximise course income from green fees