



STRATEGIC PLAN

2024-2027



FOREWORD

I am pleased to introduce Kingaroy Golf Club's Strategic Plan for the period 2024-2027. This plan is the culmination of months of hard work and collaboration between the Golf Club, including its committee and members, Golf Australia's Clubs, Facilities, and Places to Play team and trusted governance delivery partners CPR Group.

Our club has made significant forward strides in recent times with strong membership growth and an energised committee and volunteer base. The challenges that we face today are largely those of managing growth which is a great challenge to have! We hope that by following the direction outlined in this plan we will be able to maximise the benefits of our continued growth for all of our members and for the wider community.

The golf industry in Australia continues to change at a rapid pace. Changing golf formats, new technologies and greater expectations from customers all present opportunities for us to ensure that Kingaroy Golf Club (KGC) continues to thrive.

This Strategic Plan is designed to do just that. It aligns with the "Strategy for Australian Golf," which aims to make golf more accessible, welcoming, and enjoyable for all Australians. At the same time, it addresses the unique needs and challenges facing us, and draws upon the feedback of members in our recent survey.

I am confident that this Strategic Plan will set our club on a path towards further success, both in the short and long term. I would like to thank everyone who contributed to its development, including the Kingaroy Golf Club management committee and our members and stakeholders.

I invite you all to read the plan and join us on this exciting journey towards a bright future for Kingaroy Golf Club.

President

Kingaroy Golf Club

MISSION

To provide a great golf experience for players of all ages and abilities from across the South Burnett region while maintaining the relaxed, friendly and country atmosphere as the club grows.

VISION

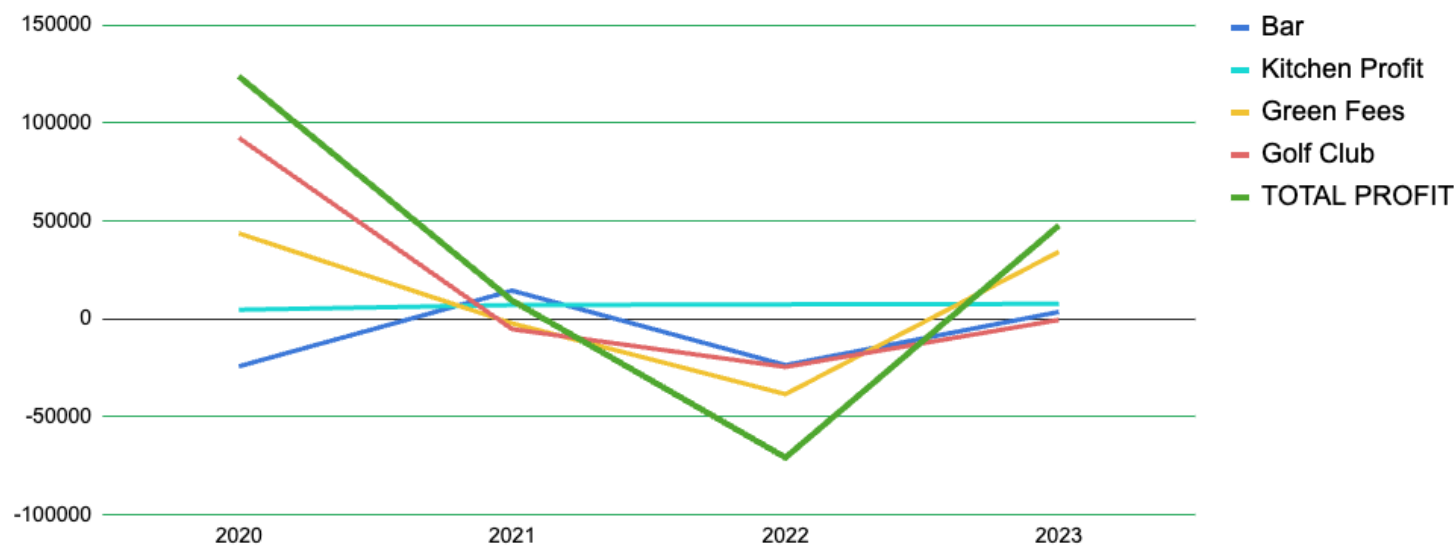
To be a vibrant hub for our community with modern facilities, excellent staff and a motivated group of volunteers.

FINANCIAL PERFORMANCE SNAPSHOT

The financial analysis shows that the only recent year in which the club has achieved a strong financial return is 2020, when the club received grants and Covid-related income of over \$100,000. In recent years (2021 and 2022), the bar, green fees, golf club and overall profit/loss lines have resulted in marginal profits or overall losses. Financial year 2023 has shown a marked improvement through profits in the bar, kitchen and green fees profit/loss lines. With expected membership growth, the club must capitalise on the increased potential for higher revenue through membership, green fees, bar and kitchen sales.

If the club wishes to achieve its goals for facility improvements and to invest in technology upgrades and the employment of more staff, then improving this financial performance is essential.

PROFIT / LOSS ANALYSIS BY DIVISION (2020 - 23)



STRATEGIC PILLARS



Look after our members



Promote our club



Attract new people



Grow revenue



Work together



LOOK AFTER OUR MEMBERS



PROMOTE OUR CLUB



ATTRACT NEW PEOPLE



GROW REVENUE



WORK TOGETHER

AMBITION	To provide high-quality facilities, golf programs, and services that create an exceptional experience for members and visitors while supporting junior development and volunteer engagement	To become a top destination for golfers and travellers across the country, known for our friendly atmosphere and quality golfing experiences.	To create a vibrant and inclusive golfing community open to golfers, community members and visitors to Kingaroy and surrounding areas.	To strengthen Kingaroy Golf Club's financial sustainability through diverse revenue streams, efficient financial systems and quality food and beverage offerings.	To ensure that, as the club grows, it retains its welcoming, community-centered atmosphere while expanding its professional capabilities.
WHAT IS SUCCESS	» Improved facilities across the club. » Opportunities for positive club experiences. » Strong junior development program.	» Increased membership and event participation. » Growth in social media engagement and website traffic. » Positive feedback and recognition from stakeholders and community.	» Increased club membership and new club visitors. » Growth in junior and female participation. » High attendance at non-golfing club events.	» Increased profit across all revenue streams. » Effective financial systems, clear budgeting processes and diversified revenue sources. » Increased profitability and efficiency in kitchen and bar.	» A clear organisational structure. » Regular review and updating of key documents, policies, and procedures. » Development of leadership and succession planning.
WHAT WE WILL DO	» Create and implement a Facility Development Plan. » Review and improve the Junior Golf Academy. » Continue providing a variety of golfing opportunities.	» Have a clear understanding of what our club offers. » Targeted promotional materials across print and digital channels. » Actively engage with key stakeholders.	» Host regular social events. » Encourage community groups to use clubhouse facilities. » Launch new club initiatives » to attract new visitors.	» Seek new revenue streams. » Implement modern financial software and practices. » Optimise kitchen and bar operations and offerings.	» Develop a future organisation chart. » Review all governance documents regularly.



PILLAR 1

LOOK AFTER OUR MEMBERS

Our ambition: To provide high-quality facilities, programs, and services that create an exceptional experience for members and visitors while supporting junior development and volunteer engagement.

Success will be measured by:

1. Improved facilities across the entire club precinct.
2. Opportunities for positive club experiences provided to all our members.
3. A strong junior development program.

To achieve this, we will:

1. Create and implement a Facility Development Plan.
2. Review and improve the Junior Golf Academy.
3. Continue providing a variety of golfing opportunities through accessible formats and competitions.





PILLAR 2

PROMOTE OUR CLUB

Our ambition: To become a top destination for golfers and travellers across the country, known for our friendly atmosphere and quality golfing experiences.

Success will be measured by:

1. Increased membership and event participation.
2. Growth in social media engagement and website traffic.
3. Positive feedback from stakeholders and recognition within the community.

To achieve this, we will:

1. Have a clear understanding of what our club offers.
2. Develop and distribute targeted promotional materials across print and digital channels.
3. Actively engage with key stakeholders through formal and informal communication.





PILLAR 3

ATTRACT NEW PEOPLE

Our ambition: Create a vibrant and inclusive golfing community open to golfers, community members and visitors to Kingaroy and surrounding areas.

Success will be measured by:

1. Increased club membership plus new club visitors.
2. Growth in junior memberships and female participation.
3. High attendance at non-golfing club events.

To achieve this, we will:

1. Host regular social events featuring local food and entertainment.
2. Encourage community groups to use clubhouse facilities for meetings and events.
3. Launch new club initiatives to attract new visitors, both golfers and non-golfers.





PILLAR 4

GROW REVENUE

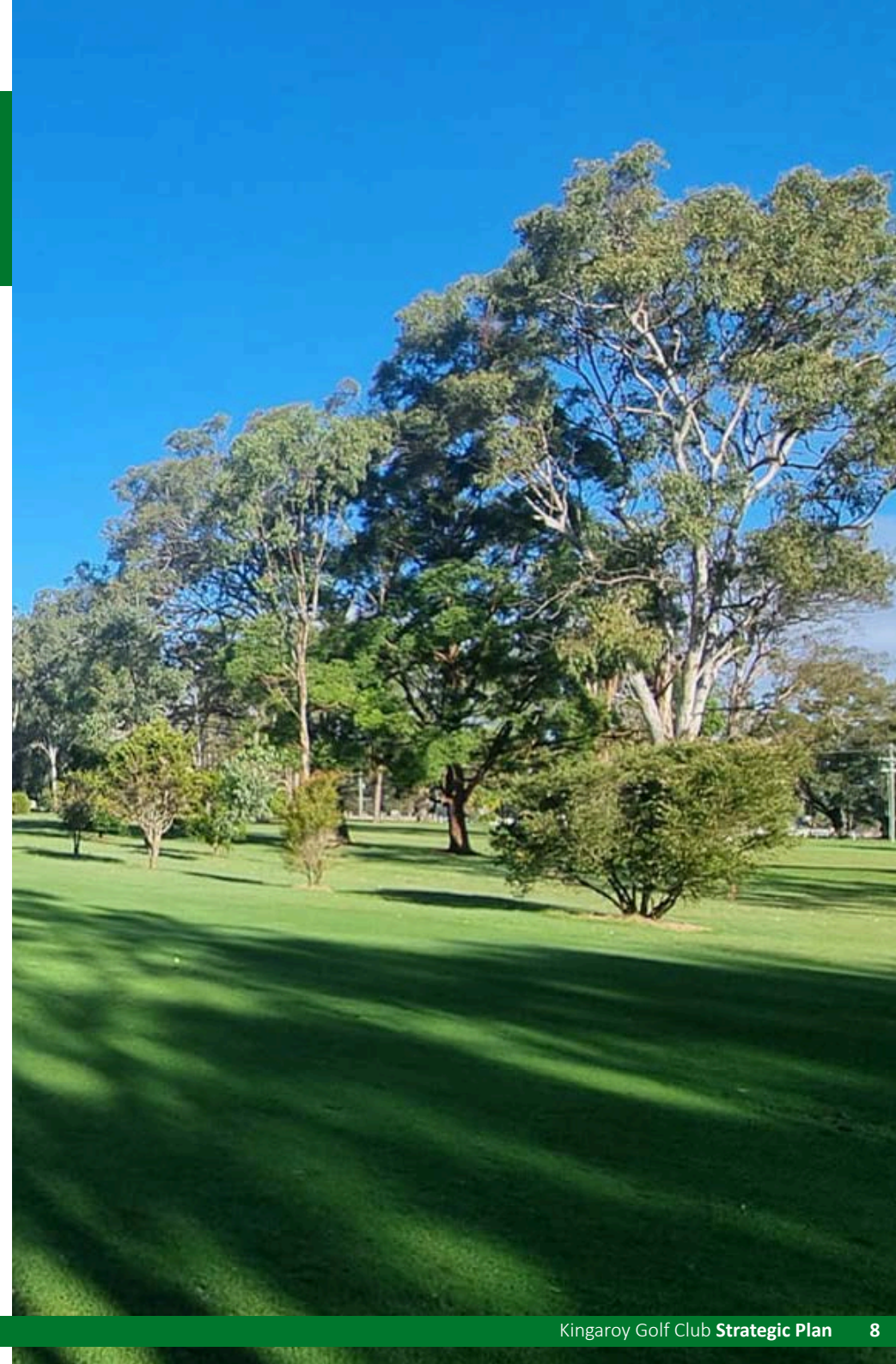
Our ambition: To strengthen Kingaroy Golf Club's financial sustainability through diverse revenue streams, efficient financial systems and quality food and beverage offerings.

Success will be measured by:

1. Increased profit across all revenue streams.
 2. Effective financial systems, clear budgeting processes and diversified revenue sources.
 3. Increased profitability and efficiency in the club's kitchen and bar.
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To achieve this, we will:

1. Seek new revenue streams through sponsorship, membership packages, facility usage and club events.
 2. Implement modern financial software, set annual budgets, and monitor costs to build reserves and ensure financial stability.
 3. Optimise kitchen and bar operations and menu offerings while maintaining appeal to members and visitors.
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PILLAR 5

WORK TOGETHER

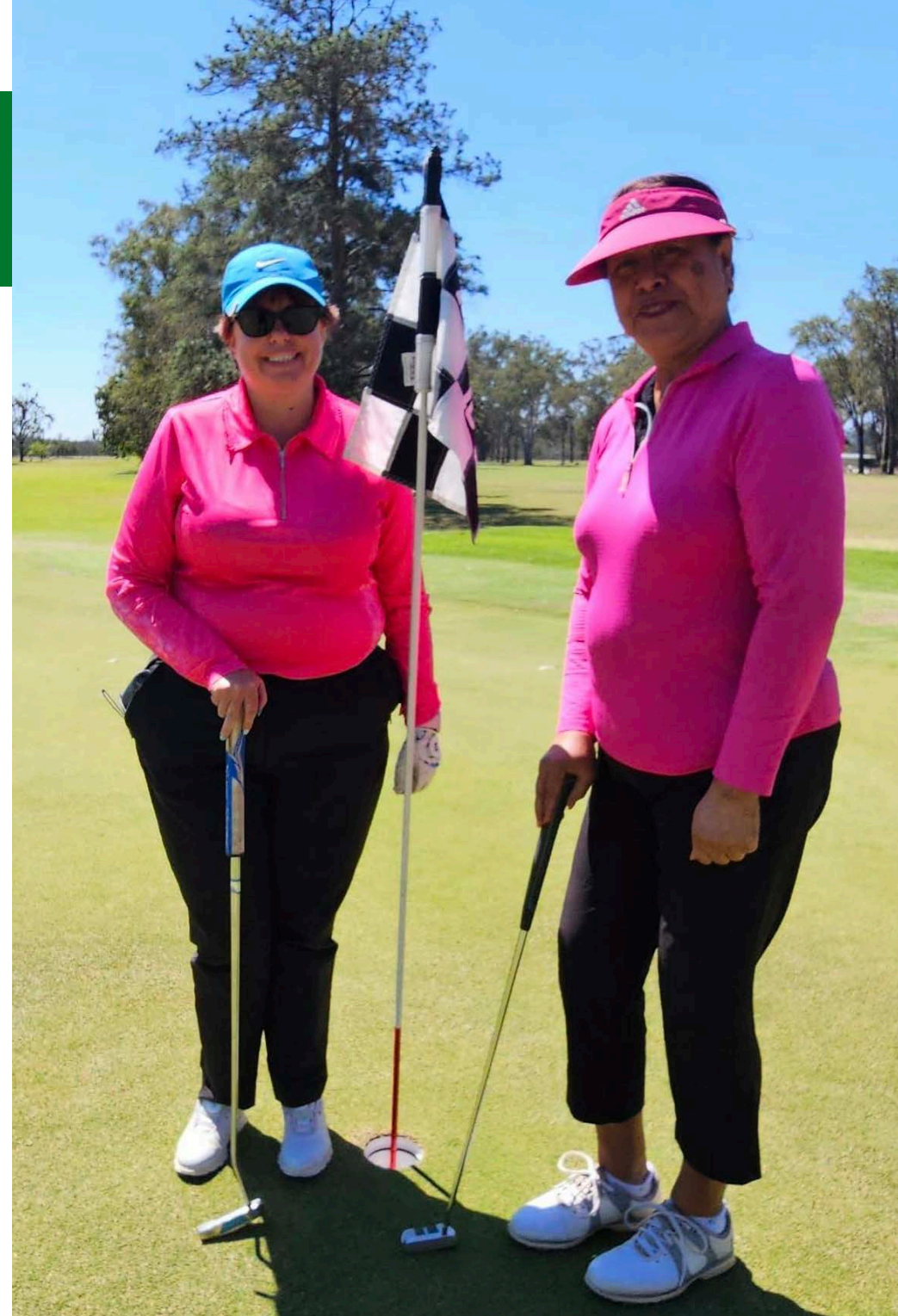
Our ambition: To ensure that, as the club grows, it retains its welcoming, community-centered atmosphere while expanding its professional capabilities.

Success will be measured by:

1. A clear organisational structure with balanced workload distribution amongst volunteers and staff.
2. Regular review and updating of key documents, policies, and procedures.
3. Development of leadership and succession planning to ensure ongoing club success.

To achieve this, we will:

1. Develop a future organisation chart to meet the growing needs of the club covering volunteer, staff and subcommittee roles.
2. Review all governance documents regularly maintaining appeal to members and visitors.





THIS PROJECT WAS PROUDLY
COMPLETED BY CPR GROUP, 2024.

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