



STRATEGIC ACTION PLAN

2024-2027





PILLAR 1

LOOK AFTER OUR MEMBERS



OUTCOMES	ACTIONS	RESPONSIBILITY	TIMING	GA RESOURCES
Improved facilities across the entire club precinct.	Create a Facility Development Plan- further details in the final pages of this strategic plan.	Management Committee	Q1 2025	GA to provide two complimentary surveys in first 2 years of strategic plan (valued at \$1500). Contact Clubs & Facilities Manager Andrew Leventis for further information.
Opportunities for positive club experiences provided to all our members.	Create a welcome pack for all new members.	Players Committee	Q4 2024	
A strong junior development program.	Support junior players through the KGC Junior Golf Academy.	Junior Committee	Quarterly	
	Give juniors a voice by appointing junior members to subcommittees where relevant.	Management Committee	Ongoing	
Opportunities for positive club experiences provided to all our members.	Regularly survey club members to understand how the club can continue to offer a quality experience at Kingaroy Golf Club.	Management Committee	Half-yearly	
	Become a signatory to the Women In Golf Charter. Utilise Golf Australia's Vision 2025 strategy to ensure Kingaroy Golf Club is engaging, accessible and fully inclusive of women and girls.	Management Committee	Q1 2025 Ongoing	Golf Australia's Participation support and advice. Contact Virginia Irwin (R&A Women in Golf Charter Manager) on 0427 623 495 / virginia.irwin@golf.org.au
	Provide opportunities for members to book and play the course easily- online bookings and payments.	Players Committee	Q4 2024 Ongoing	



PILLAR 2

PROMOTE OUR CLUB



OUTCOMES	ACTIONS	RESPONSIBILITY	TIMING	GA RESOURCES
Increased membership and event participation. Growth in social media engagement and website traffic.	Create promotional materials (for print and digital media) that showcase and promote: » Kingaroy Golf Club as the only 18-hole course in South Burnett, offering quality facilities at a reasonable cost where you “always get a tee time” » An inclusive environment with various playing options » KGC’s Junior Golf Academy » Awards and accolades	Management Committee	Q4 2024	Golf Club Marketing Plan Template (in development)
Positive feedback from stakeholders and recognition within the community.	Create a stakeholder engagement plan to regularly engage with key stakeholders, including South Burnett Regional Council, Golf Australia and state/federal government through: » Formal invitations to key club events » Digital communication (club newsletter, social media tagging) » Regular informal touch points (email, phone)	Management Committee	Q1 2025	Golf Club Marketing Plan Template
Growth in social media engagement and website traffic. Positive feedback from stakeholders and recognition within the community.	Transition current Social Media role to Communications Coordinator to: » Consolidate to a key number of core platforms (e.g. Website, Facebook and Instagram) » Establish the club website as the main source of all key information and enquiries » Engage with local businesses and community organisations to promote the club and its offerings	Management Committee Communications Coordinator	Q2 2025	Golf Club Marketing Plan Template



PILLAR 3

ATTRACT NEW PEOPLE



OUTCOMES	ACTIONS	RESPONSIBILITY	TIMING	GA RESOURCES
High attendance at non-golfing club events.	Host regular (monthly) evening events that appeal to locals, tourists and passersby – food trucks, live music, marquees, raffles and other entertainment.	Management Committee	Monthly	
	Identify and connect with local community groups offering use of the clubhouse facilities for meetings, functions and events.	Management Committee	Q1 each year Ongoing	
Increased club membership plus new club attendance and engagement.	Further promotion of “Chip & Sip”, young adult, super senior and winter memberships. Launch new initiatives like nine-hole competitions and all-abilities golf opportunities.	Management Committee	Q1 2025 Ongoing	Golf Australia’s Participation support and advice. Contact Scott Simons (Golf Participation Manager- QLD) on 0488 688 083 / scott.simons@golf.org.au
	Attract people who are new to golf or the region by offering reduced first-year membership fees.	Management Committee	Q1 2025 Ongoing	
	Explore ways of bringing high-level tournaments to Kingaroy Golf Club, including seniors, all- abilities, junior and Pro-Am competitions.	Management Committee Players Committee	Q1 2025 Ongoing	Golf Australia personnel
Growth in junior memberships and female participation.	Utilise KGC Junior Golf Academy to recruit more junior members.	Junior Committee	Quarterly	
	Offer alternate activities for parents and legal guardians during junior golf clinics, practice and competitions.	Management Committee	Ongoing	
	Create and promote opportunities for women and girls to play golf. Find funding opportunities for women and girls golf.	Women’s Committee Players Committee	Q4 2024 Ongoing	Golf Australia’s Participation support and advice. Contact Virginia Irwin (R&A Women in Golf Charter Manager) on 0427 623 495 / virginia.irwin@golf.org.au



PILLAR 4

GROW REVENUE



OUTCOMES	ACTIONS	RESPONSIBILITY	TIMING	GA RESOURCES
Effective financial systems, clear budgeting processes and diversified revenue sources. Increased profit across all revenue streams	Develop a detailed annual budget that creates an annual surplus and builds financial reserves. Use the annual budget to set annual prices, fees and other costs.	Management Committee Finance Committee	Q3 2025 Annually	Golf Australian Financial Management Resources CLICK HERE FOR RESOURCES
	Finance committee to provide a comprehensive report on how the club can create diverse streams of profitable revenue, including: » Driving range » RV/Camping accommodations » Frequent club nights with live music and food trucks » Different types of club membership and golf options » Renting out club facilities » Renting out golf course for low-impact sports (frisbee golf, orienteering, fitness)	Finance Committee Treasurer	Q2 2025	
Effective financial systems, clear budgeting processes and diversified revenue sources.	Ensure current financial software is best suited for KGC based on cost, effectiveness and ease-of-use. Implement effective financial systems and processes, including: » Reliable financial reporting software » Regular monitoring of costs and pricing reviews » Robust expenditure authorisation processes » Modern point-of-sale system for all sales	Finance Committee Treasurer	Ongoing	
	Review current club sponsorship agreements and develop a fresh new sponsorship package that outlines benefits, costs and agreed outcomes.	Management Committee	Q4 2024 Annually	



PILLAR 4

GROW REVENUE



OUTCOMES	ACTIONS	RESPONSIBILITY	TIMING	GA RESOURCES
Increased profitability and efficiency in the club's kitchen and bar.	Evaluate current bar and kitchen facilities and equipment to identify short-term and low-cost improvements. Review food options to provide a succinct menu that focuses on simply produced, profitable items that appeal to members and visitors. Examine the kitchen layout for inefficiencies in workflow, storage, and space usage. Consider reconfiguring the space to improve productivity and efficiency.	Management Committee	Q1 2025	



PILLAR 5 WORK TOGETHER



OUTCOMES	ACTIONS	RESPONSIBILITY	TIMING	GA RESOURCES
Regular review and updating of key documents, policies, and procedures.	Create and implement a review calendar that ensures a rotational review of key documents, policies and procedures.	Management Committee	Q1 2025 Annually	GA to fund in Y2 CPR Group clubMENTOR initiative (\$2500). Club to self-fund in Y3.
	Establish an asset register and preventative maintenance schedule.	Management Committee Relevant operational committees	Q1 2025 Ongoing	
	Establish clear reporting guidelines and delegation authorities for current and future club employee positions.	Management Committee	Q2 2025	
A clear organisational structure with balanced workload distribution amongst volunteer and employee personnel.	Create and continue utilising operational and membership subcommittees to manage key club portfolios.	Management Committee	Ongoing	
	Assess the viability of a full-time professional with consideration given to salary/wage, priorities and primary duties. Present recommendation to the management committee for consideration.	Players Committee Management Committee	Q1 2025	
	Form a club operations working group to review organisation structure for the purpose of: » Updating club organisation chart » Identifying inefficiencies in volunteer workload » Creating extra volunteer roles » Investigate the viability and need for additional paid operational roles (i.e. general manager, operations officer, administrative officer) » Identifying additional paid casual roles or external contractors (e.g. bookkeeper, cleaners, canteen/bar staff)	Management Committee Club Operations Working Group	Q4 2024	



PILLAR 5

WORK TOGETHER



OUTCOMES	ACTIONS	RESPONSIBILITY	TIMING	GA RESOURCES
A clear organisational structure with balanced workload distribution amongst volunteer and employee personnel.	Appoint Volunteer Coordinator (ideally not from management committee) Create and implement a Volunteer Recruitment and Retention Strategy that includes: » Different methods of volunteer and member contribution (e.g. in-kind donations, “adopt-a-garden”, micro-volunteering) » Targeted volunteer recruitment campaigns » Resources, training and support » Volunteer recognition program » Volunteer roster system Actively seek females to fill club volunteer roles (inc. junior coaches).	Management Committee Volunteer Working Group Volunteer Coordinator	Q4 2024	
Development of leadership and succession planning to ensure ongoing club growth and stability.	Focus on leadership development as the club grows, including: » Annual management committee governance training and inductions » Succession planning for all key personnel » Appoint portfolios to management committee members	Management Committee	Ongoing	Board Induction Process and Committee/Board Induction Pack Sample CLICK HERE FOR RESOURCES



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