



**REGENCY PARK GOLF CLUB
STRATEGIC PLAN 2022 - 2025**

The Regency Park Golf Club Committee is dedicated to the members and the long term future of the golf club. The committee has outlined a vision, mission statement, and strategic priorities to ensure that the club is financially viable, independent, and successful on and off the course for years to come.

Our Vision

To provide members and the community with pre-eminent sporting facilities and social experience whilst promoting the enjoyment of golf.

Our Mission

- To ensure the long term viability and financial stability of the Club through responsible and accurate accounting, management, and future growth planning
- Create an enjoyable golfing experience by building a friendly, engaging, inclusive, and welcoming culture for members, guests, and visitors
- Expand membership base through marketing initiatives, promotions, and services
- Commit to junior and women's development and membership growth
- Become a community leader by providing community programs/ clinics, promoting local charities, and engaging in projects operated by the Port Adelaide/ Enfield Council
- Construct a Clubroom that is financially self-sustaining for use by members and the public
- Provide quality food and beverages at a competitive but commercially viable prices once the Clubrooms have been built
- Conduct club activities, growth, and operations with professionalism and integrity



Core Values

- Respect - Treat all members and visitors with dignity, consideration, and courtesy
- Transparency – Encourage, welcome, and respect open communication, accountability, and collaboration
- Inclusiveness – Provide equal access to opportunities and resources for members regardless of disability, cultural background, gender, sexual orientation, and diverse communities
- Honesty and Integrity – Act in good faith with rectitude, probity, and truthfulness
- Modernity – Promote and encourage innovation, creativity, and technology
- Excellence – Dedicated to providing quality governance for the betterment of members

SWOT Analysis

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. SWOT Analysis is utilised for assessing these four aspects of a business.

SWOT Analysis is a strategic tool to explore Regency Park Golf Club's valuation. By understanding the Clubs advantages and deficiencies, the Club can promote it's strengths and eliminate any weaknesses.

Strengths

- Rusted on members
- Affordability
- Course condition
- Parking
- Course location
- Diversity of members
- Interpersonal relationships with PAE
- Public Course Pennants
- History – land use
- Intimate numbers of members who know each other

Weakness

- Ageing membership
- Transparency of committee
- Stale dysfunctional committee
- No clubrooms
- Resistance to embrace technology
- Lack of practice facilities
- 9 hole course
- Perception of the Club/ Committee with public
- Lack of physical and electronic presence
- No juniors and one female member
- Succession planning
- Low revenue

Opportunity

- 9 hole competition
- Mid week competition
- Family membership
- Female memberships
- Junior memberships
- SHANX
- Greenspace membership
- Technology – EFTPOS, MiGolf
- Direct debit
- Sponsorship
- COVID – golf is popular
- Demonstration days
- Health funds
- Clubrooms
- Increased revenue with food and beverage sales

Threats

- Greenspace
- Council
- Greenkeepers
- Committee
- Regency Tavern
- Time poor sport
- Course too difficult for ageing members and women
- Introduction costs
- Other clubs
- Other sports



Key Strategic Area 1

Governance and Management

Key initiatives

1. Constitution has not been altered since 2001 and has numerous grammatical errors

- Current constitution is outdated and requires by the Committee
- Constitution to be modernised
- Constitution to reflect good corporate governance
- Remove aberrations within current Constitution
- Obtain legal review for substantial changes in the Constitution

2. Succession Planning

- Committee members to have maximum terms
- Suitable potential future committee members to be nurtured by current committee members

3. Self assessment and annual review of all Committee members performance

4. Development of Sub Committees

- Establish sub committees to be responsible for each Key Strategic Area
- Provide training and seek consultation

5. Dispute resolution

- Develop and establish procedures pertaining to dispute and/ or conflict resolution
- Produce pathways in which complaints/ concerns can be made
- Establish processes for complaint management, disciplinary measures, and appeals

6. Code of Conduct

- Produce guidelines for expected behaviours of Committee members
- Adoption of no bullying, harassment, and discrimination clauses within behaviour expectation policies for all members

7. Training and Development

- Committee members to be provided with relevant training in areas of relevant Committee position
- Committee members to attend workshops by the Port Adelaide/ Enfield Council, sporting commissions/ groups, and/ or programs relevant to governance, strategic planning, or for the greater benefit of the Club.

8. Strategic Planning

- Conduct twice yearly review of Sub-Committees progression of Key Strategic Area
- Capital expenditure proposals to be presented to full Committee
- Sub-Committees to present all documentation, minutes, and meeting documentation
- Sub-Committees must be transparent and not withhold information from full Committee



Key Strategic Area 2

Membership and Member Engagement

Key initiatives

1. Communication

- Club information can be conveyed via an online Membership Management System
- Members can be informed of club business, events, competition results, functions, club news, annual general meetings, Committee meeting minutes etc.
- Members information can be disseminated through email, text, and/ or the website via the Membership Management System

2. Club Website

- Online presence that can viewed by Club Members and the Public alike
- Club members only area for competition bookings, future competitions, Club news, Club history etc.
- Online 'Application for Membership' form

3. New Members

- Welcome packs which includes sand bucket, membership disk, Rules of Golf booklet, local rules/ etiquette/ Committee contacts/ Codes of Conduct brochure
- Introduction to some of the Committee Members
- New members to be given information regarding competition fees and how to collect prizes

4. Membership Application Forms

- Alter and modernise current 'Application for Membership' form as per the PAE Council 'Regency Park Golf Club Review' conducted by Richard Mellon in June 2021.
- Remove the need for applicants to have to be nominated and seconded by financial Club Members, as this is a barrier to applying

5. Junior Membership

- Create initiatives to build Junior membership
- Investigate programs and funding from PAE Council for junior sports
- Research MyGolf Program in conjunction with local schools
- Conduct 'Come and Try' days in conjunction with SHANX/Greenspace
- Potential for Sunday Junior competitions

6. Women's Membership

- In conjunction with growing current membership, implement strategies to increase women's membership to 20% of total Club assemblage
- Examine 'Get into Golf Women's Program' through Golf Australia
- Coffee & Cake or lunch and play coaching programs
- Promote women's programs and membership exploring corporate partnerships and Council/ Government grants

8. Member Incentives

- 10 to 20% discount on 1 years Club membership for each member who refers a player who signs as a new Club member
- Discounted annual membership for couples

9. Membership Satisfaction

- Conduct surveys with members to assess overall enjoyment of golf facilities, committee and competition satisfaction
- Provide opportunities for members to provide feedback for future improvements



Key Strategic Area 3

Marketing

Key Initiatives



1. Develop long-term marketing strategies to promote the Club brand and increase visual presence both within the community and on-course

- Club Webpage detailing the Club’s history, Membership cost, competition results, Rules of Golf/ etiquette expectations, recent news, and Committee Members for public access. Club Members can access a members only section to view handicap, Committee meeting minutes, and up-to-date prize accumulation.
- Presence on Greenspace webpage with links directly to the RPGC webpage
- All-weather signage placed on prominent tee with the Club website and generic email address.
- Social Media presence advertising Club events, membership offers, player profile (if wish to be involved), competition results, and a link to the Club website
- Liaise with local school communities to promote Club facilitated junior programs
- ‘Come and Try’ events, programs, and social days for women through PAE Council and community groups such as Meetup and Women’s Community Centres.





Key Strategic Area 4

Clubhouse

Key initiatives

1. Planning

- Negotiate with PAE Council for suitable location for clubhouse
- Investigate potential lease agreements and cost
- Create a financial plan to ensure feasibility and future viability of Clubhouse operations
- Explore environmental impacts of the proposed Clubhouse location

2. Grants

- Form a Grants Committee through expression of interest from members and committee
- Seek out potential members with previous business experience to assist in building plans and costs
- Lobby PAE Council, State Government, and sporting governing bodies to support the development of a RPCG Clubhouse
- Highlight the lack of golf clubs in the PAE Council electorate without a Clubhouse or adequate facilities

3. Communication

- Attend PAE, Sport and Recreation Network, Council meetings as required to learn more about diversifying revenue streams and improve financial sustainability
- Network with other sporting clubs who have received grants
- Learn processes and requires from these clubs how to best improve prospects of gaining grants

4. Facilities

- Engage members, through surveys or meetings, for wants and needs for future clubhouse development
- Consideration of food and beverage facilities to maximise revenue
- Examine future uses for Clubhouse outside of Golf Club activities i.e. Corporate meetings, Community Events, Private Functions, to maximise Club assets and increase revenue streams
- Provide regular reports to PAE Council demonstrating commitment to community engagement and positive sociality return

5. Business Structure

- Review core operation objectives and how initially the Clubhouse will be utilised
- Analyse funding structures with potential expenditure vs. potential revenue
- Engage industry experts to assist in developing business plan, training and skills development, licensing, and income maximisation
- Review funding for future capital expenditure projects

Key initiatives

1. Increase the number of Club competitions to account for work/ life balances, irregular members working hours, and retirees.

- Mid-week competitions on white tees
- Friday afternoon 9-hole twilight competition including a meal following the event
- Mid-week women's only competition

2. Inclusion of more Major Trophies

- President's Trophy – 16 player handicap match-play
- Mid-week and Saturday Most Consistent trophy
- Eclectic events

3. Community events to promote the Club and showcase facilities

- Open days
- Charity event
- Sponsors Day
- Vardons

Key Strategic Area 5

Event Development





Key Strategic Area 6

Financial Performance, Viability, and Risk Management

Key initiatives

1. Accounting

- Employ electronic accounting system/ program
- Investigate annual costs associated with electronic accounting system
- Utilizing technology for ease to report and mitigate loss of information within paper-based system

2. Transparency

- Provide detailed and itemised quarterly financial reports to members
- Financial reports to be provided to Committee Members at each Committee Meeting, Annual General Meeting, and Special General Meetings.
- All reports to be generated from electronic accounting system once implemented

3. Improve Administration Efficiencies to decrease manual and laborious tasks on volunteers

- Generate electronic membership database utilizing Membership software programs
- Membership software programs linked to Golf Australia which can print scorecards with members details, Golflink number, current handicap, and competition number

4. Safety

- Review Work, Health, and Safety practices and policies
- Review insurance policies for appropriateness and cost

4. Risk Mitigation

- EFTPOS or similar electronic transactional system to be employed to limit cash handling
- Annual Membership fees emailed to Club Members and paid via bank transfer or EFTPOS
- Competition fees to be paid electronically prior to printing competition card

5. Competition Prizes

- Monetary value to be placed on each ball prize
- Balls may be accumulated to such a Member can request a voucher to use at a local sponsor.
- Increase in ball prizes for 1st, 2nd, and 3rd place in each grade
- Decrease in prize value for nearest to pin to mitigate grade prize increase

