

Echunga Golf Club



STRATEGIC BUSINESS PLAN

2020

Dear Members,

I wish to share with you the updated Echunga Golf Club Strategic Business Plan that has been refreshed during the course of this year.

The Strategic Business Plan is our guidance for the short and long-term planning of the Echunga Golf Club that ensures our viability and further improve the club's offering into the future. The Strategic Business Plan is an evolving plan that is formally reviewed annually by the committee with input from staff and members to ensure that it is realistic, achievable and meets our member's current and future expectations.

The committee has supported a financial plan that is aimed at delivering a small surplus every year that is to be reinvested back into the club by addressing those target priorities within the Strategic Business Plan.

To achieve the surplus, requires a structured process that identifies the levers that influence cash flow such as increased utilisation of the course/clubhouse, careful planning of how and when we expend on maintenance along with the timing of renewing and/or redeveloping of the course and club facilities.

There is, of course, more to the plan than finances.

The objectives are not in any order of importance. Some actions will be achievable within the year, others may be ongoing, whilst some are long-term propositions that depend more rigidly on available finances. Conditions and circumstances may also change so we need to be adaptable to different opportunities that may arise.

The committee is confident that our club will continue to prosper well into the future. This confidence is based on the ability of our club to grow our membership and green fee players supported by good financial management. In order to do this, it is essential that the Echunga Golf Club continues to maintain and improve the course, facilities and our golf offerings.

It is the committee's vision to ensure that the Echunga Golf Club is recognised as the best value golf course in the Adelaide Hills.

There are exciting times ahead.



Ray D'Alessandro
President



Ben Slack
Captain

Our Purpose and Values



Our Purpose

To maintain the Echunga Golf Club to a standard that is recognised as the best value golf course in the Adelaide Hills.

Our Values

- A Friendly and Welcoming Golf Club.
- To Create a Sustainable Facility.
- To Continually Improve to Meet Our Future Needs.
- Strong Financial Management.
- To Grow Our Recognition.

To be a Friendly Welcoming Golf Club



Objective

An atmosphere of friendship and respect whilst providing a value for money facility to our members, visitors, and green fee players.

Strategies

- Encourage inclusive cooperation within the club and be fair to all.
- Our staff to have a supportive work environment and be committed to exceptional service.
- The course is set up for the enjoyment for all categories of membership.
- Our members welcome visitors and encourage new membership.
- Encourage members to be involved in the club.

Actions:

- Develop an informal introduction pack to all new and prospective members.
- Develop, maintain and publish a Code of Conduct that encourages respect, good behaviour and consideration for others.
- The committee to actively engage with staff and members for their feedback and ideas to be incorporated into the improvement of the club.
- Encourage/reward volunteers for their contribution.
- Develop skills register for volunteers to best utilise their abilities.

Create a Sustainable Facility



Objective

Ensure long-term sustainability of the EGC by making the right decisions at the right time.

Strategies

- Manage our risks appropriately.
- Have the right resources in place.
- Recognise past successes and build on them.
- Improve the governance and management of our club.

Actions:

- Develop and maintain a Risk Register with mitigating actions.
- Develop succession plan for our staff.
- Develop and update clear position descriptions for all staff.
- Document procedures for critical business activities.
- Develop training plan for all staff.
- Develop a targeted action plan to waterproof the course.
- Build partnerships and Co-habitation opportunities with other sporting clubs and entities.
- Increase and improve clubhouse services: functions/food.
- Ensure committee members understand governance responsibilities.

Continually Improve to Meet Our Future Needs



Objective

Continuously improve the club's assets for the benefit of our members, visitors and the surrounding community

Strategies

- Obtain feedback from our members for improvement opportunities.
- Progressively plan and implement course and program improvements.
- Plan for the required infrastructure and equipment upgrades and or replacement.
- Improve the function and appearance of clubhouse and the immediate surrounds.

Actions:

- Seek out improvement opportunities from members via surveys and committee interactions.
- Plan and prioritise improvements and upgrades to the golf course and the facilities.
- Identify and prioritise tees, greens and surrounds that need improvement.
- Investigate feasibility of a Driving/Practice range.
- Identify opportunities that improve the aesthetics of the golf club.
- Regular reviews of the yearly program that encourages greater participation.
- Continue implementation of the biodiversity plan.
- Review the club Constitution for suitability.

Strong Financial Management



Objective

Maintain the club's viability by investing in the right things, improving revenue, and effectively controlling expenditure

Strategies

- Develop robust business plans and the associated annual budgets.
- Ensure all expenditure is budgeted, planned, and approved.
- Understand and monitor all income streams.
- Target sufficient surpluses to reinvest into the future of the club.
- Improve the utilisation of the course and facilities.
- Grow green fee revenues.

Actions:

- Develop a capital expenditure plan and monitor ongoing financial performance.
- Access low cost money to use on the right project(s).
- Access grants where applicable.
- Develop long term maintenance plan for equipment and facilities.
- Investigate the installation of solar and battery storage, where feasible.
- Investigate vending and mobile EFTPOS for green fees collection.
- Update financial system.
- Develop reliable and accurate financial reports.
- Examine prices and offer variable prices where suitable.
- Provide reliable cart hire.
- Expand the use of volunteers, supported with training where possible.
- Implement online booking and payment systems for members and green fee players.

To Grow Our Recognition



Objective

Promote and market the EGC to increase our market footprint and to be recognised as a valuable contributor to the community

Strategies

- Develop and market our point of difference.
- Develop marketing that attracts membership and green fee participation.
- Develop and maintain a strong relationship with Council and the associated Recreational Ground.
- Share the golf club's natural environment with the local community and visitors.

Actions:

- Develop marketing strategy around our point of difference.
- Improve the efficiency of marketing and communication through our web site and social media.
- Promote Tourism golf packages.
- Encourage green fee players and social groups "clubs without courses".
- Continue to build partnerships with businesses to avail ongoing sponsorships.
- Advertise local attractions on the club's website.