

VISION 2025 PILLAR	AREA FOR IMPROVEMENT (Identified in the Review process)	OUTCOME (what you are going to do)	TIMEFRAME (when you will do it by)	RESPONSIBLE (who will do this)	RESOURCES NEEDED (what is needed)	SUCCESS (how you will measure it)	ACTION (first step towards action)
<p><b>1. Culture &amp; Leadership</b></p>	<p>We need to better communicate our commitment to Vision 2025 demonstrating support from the board and all sport sections</p>	<p>Write an article about Vision 2025.</p> <p>Monthly report for board and sport committees</p> <p>Organise newspaper article, facebook, social media posts</p>	<p>First issue, NLT Jan 2022</p>	<p>Vision 2025 Working Group Coordinator will draft the first article with input from Board Chairperson to promote message.</p> <p>General Manager to convert to social media posts, and publish.</p> <p>Group Coordinator to obtain posters from GA (not currently available)</p>	<p>Vision 2025 information already available</p> <p>Messaging for social media</p>	<p>Hear people talking about Vision 2025 and asking questions.</p> <p>Hits/likes/shares on social media</p>	<p>Write Article – completed.</p> <p>Seek posters from GA and display posters (not currently available)</p> <p>Communicate via the TV in the Jack Bar.</p>
<p><b>2. Culture &amp; Leadership</b></p>	<p>A plan to recruit more women on the Board and in Leadership positions.</p> <p>Provide women with opportunities to build the skills and confidence to take on leadership roles.</p> <p>Create a succession plan for committees where appropriate</p>	<p>Encourage females to be more involved:</p> <ul style="list-style-type: none"> <li>-invite onto committee</li> <li>-ask to be responsible for a small task</li> <li>-write a succession policy</li> <li>-assist with tasks</li> </ul>	<p>End of 2022</p>	<p>Committee Persons Board members</p>	<p>Benchmark current ratio</p>	<p>Increase of women on committees and the board</p>	<p>List current percentage of women in leadership positions at the club</p> <p>Select persons to be responsible for small tasks</p> <p>Seek/discuss/recruit replacements if you intend to retire or move positions.</p>

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<b>3. Culture &amp; Leadership</b>	Gender diverse Board	Update constitution to include a Board composition of 40% female representation.	End of 2022	Board members	A proposal has already been submitted to the Board (2021)	Constitution passed at next AGM (Nov 2022).  40% of Director's are women from 2022.	Board to review and accept proposal  Prepare constitution  Communicate the initiative with the members.  Identify and support potential female board members
<b>4. Culture and Leadership</b>	<a href="#">Policies providing safe, welcoming, and fair environments for all.</a>  Include <a href="#">GA's Member Protection Policy</a> and integrate it into our club's processes	Board to address these issues through the Review and Policy working group	Read material by end of Feb 2022  Review and Policy working group, incorporated into policy by Jul 2022	Board members Review and Policy working group	GA material referred to in this action item.	Board acknowledgement material has been read.  Policies updated  Members informed	WG coordinator to provide links to all of the GA material – completed.
<b>5. Culture and Leadership</b>	Become fully compliant with Section 6 of the Australian Human Rights Commission's Guidelines for the promotion of <a href="#">Equality for Women and Girls in Golf</a> (AHRC EO Guidelines)	Board and DCC committees to review and ensure that we are meeting the AHRC requirements.  Update policies and processes as required.	Address section 6 of the guidelines by end of Feb 2022. Discuss at Mar board and DCC committee meetings	Board All committees	Commission's guidelines	Section 6 of the guidelines have been addressed and incorporated into policy.	WG Coordinator to provide guidelines to Board and relevant committees

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		Provide an avenue and process to address any areas of concerns.	Committees provide feedback and suggested changes by Apr 2022				
1. <b>Grassroots</b>	<p>Improve transition of girls/women from clinics to playing in competition by creating a buddy system</p> <p>Link in with Marketing and positioning pillar/action item</p>	Create a buddy system	End of Feb 2022	Women's Committee	<p>Identify other women golfers who are willing to assist and become a buddy.</p> <p>Create a roster</p> <p>Gather list of potential players from Club Professional, Reception, Sports shop</p> <p>Create a Q&amp;A for the notice board</p>	Each new player is allocated a buddy	<p>Take to Women's committee to create the buddy system and Roster. It would need to be ready by early March to capitalise on next clinic.</p> <p>Ask the women for assistance.</p>

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2. Grassroots	Assist Pro with Junior Golf	<p>Identify a suitable female rep for juniors</p> <p>Identify a female community coach</p> <p>Engage with previous organiser of junior golf (SW)</p>	End of Feb 2022	Golf Professional Golf Captain Junior Rep	<p>Working with vulnerable children certificate for rostered personnel.</p> <p>Roster</p> <p>Community Coach Training if applicable</p> <p>Funds to cover certificate and training</p> <p>Two year history of junior clinics and info</p>	<p>10 people on roster</p> <p>1 x female community coach</p> <p>Increase in participation in junior clinics</p>	<p>Confirm current roster numbers</p> <p>Confirm with BN if she has a community coaching certificate</p> <p>Discuss with Golf Professional and obtain a history of junior information so we can establish a benchmark - completed. (2019 – 7 to 8) (2020 – approx. 15).</p> <p>Check with previous activity organiser of juniors (SW).</p>
1. High Performance & Coaching	We do not have a female golf professional/trainee.	Gain board support to develop a plan to recruit a female golf trainee	Will depend on funding and availability of a female golf trainee/applicant	Board and General Manager	Funding	A detailed plan to recruit a female golf trainee	Raise with Board for consideration

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<b>2. High Performance &amp; Coaching</b>	An increase of female community golf instructors	Identify women willing to participate and support their training and involvement in junior activities	March 2022	Women's committee	Funding Time for training	Gain 2 instructors	Information on community coach – costs, training requirements  Approach potential candidates: Bev Naiker Vicki Matthews Carol Ooi Lainie Thorn Tailah Mowat
<b>3. High Performance &amp; Coaching</b>	Create a fun atmosphere and improve transition of girls/women and boys/men from clinics to membership.  Different groups will need different strategies Groups: Juniors: Girls / boys 5-12yo 12-18yo 18-40yo 40-55yo 55yo+  Develop family orientated fun days/events	Have a BBQ, Beer/wine 3 hole event  Ask players to bring their partners/children/ family member along to play.  Create an atmosphere of fun  Develop alternate sporting activities  Encourage men in 18-30 age group to bring their partners	February - May 2022  <b>*27 Feb is currently a sport's "Come and Try Day" our sports coordinator is organising.</b>	Relevant Committee Sports Coordinator Golf Professional	Equipment Volunteers  Work with GA to ensure we have the right marketing material for the age groups.	Participation in Clinics (ask how they heard about the clinic and if they attended the BBQ/B/W event.  Numbers from clinics to memberships	Work with the events coordinator to create a schedule - identify suitable day/s and time and format.  Ascertain equipment requirements  Promote the event/s through social media, internal communications

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	Link in with Membership, Attraction, and Retention strategy.	Use media to promote the event  Utilise the summer/autumn period					
<b>1. Marketing &amp; Positioning</b>	<p>Attract and retain members.</p> <p>Review and implement GA's <a href="#">Attraction and Retention program</a> For DCC.</p> <ul style="list-style-type: none"> <li>- <a href="#">Golfer Retention Checklist</a></li> <li>- <a href="#">Golfer Retention Plan</a></li> </ul> <p>Adopt for all sports at DCC.</p>	Become familiar with GA's Retention toolkit to assist us consider our audience and create a strategy in attracting and retaining players for all sports	Review material by end of February 2022; Conduct survey March 2022; Implement a plan by end of April 2022.	General Manager Relevant Committees	<p>GA Retention Toolkit (surveys are within the Toolkit) Action plan from discussions with Relevant committees</p> <p>Benchmark - history player entry and exit for the past 5 years.</p>	<p>Increase in new players</p> <p>Increase in current members play and visits to the club</p> <p>Decrease in exits</p> <p>Increase in revenue (shop/catering)</p>	<p>Vision 2025 Rep to review GA Retention Toolkit with General Manager and membership committee to consider our approach.</p> <p>WG Coordinator to establish relationship with GA poc – done.</p>
<b>2. Marketing &amp; Positioning</b>	<p>Increase facility use by members.</p> <p>Current members to bring in family members to gain exposure to the club and all its facilities</p>	Weekend / evening short competitions or novelty games	January 2022 – April 2022	Events Coordinator	Free equipment, volunteers, time, communication to members, promotion of events	Participation numbers for each sport.	Discuss with Events Coordinator to identify suitable time and dates and plan events and requirements.

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<p><b>3. Marketing &amp; Positioning</b></p>	<p>A more welcoming and safe environment for girls and women</p> <p>Including beginners in club activities</p>	<p>Buddy system (addressed in another item)</p>	<p>End of Jan 22 (Roster)</p> <p>Incentive to join doc by end of Feb 22</p> <p>Action item completed by end of Apr</p>	<p>Relevant Committee/Identified Female reps</p>	<p>History of clinics and numbers over the last 2 years.</p> <p>Information on new players and clinic schedule.</p> <p>Shop/DCC Reception provide names of interested or potential members to committee</p> <p>Communication – Newsletter, webpage, facebook</p>	<p>Increase in Women’s clinics or number of women/girls over 12 months.</p> <p>Converted into members. 3 women 1 junior girl</p>	<p>Link in with the buddy system</p> <p>Confirm clinic schedule for 2022.</p> <p>Develop information material to promote via social media, and flyers around club.</p>
		<p>Shop staff trained to welcome new players (induction; free rounds)</p>					
		<p>Shop staff fully conversant with operations, memberships etc.</p>					
		<p>Simple instructions for membership</p>					
		<p>Women’s committee contacts for assistance</p>					
		<p>Incentive to join document</p> <ul style="list-style-type: none"> <li>- History</li> <li>- Comps</li> <li>- Coaching</li> </ul>					

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		- Options to play					
4. Marketing & Positioning	<p>We would like to see an attitudinal change, where everyone is respected and men and women can compete/play with or along side each other in majority of competitions.</p> <p>Mixed tournaments are not well attended with some golf tournaments being cancelled due to a lack of groups. For 2022, we aim to increase participation in tournaments/events.</p>	<p>Have non-gender specific events (coloured tee events)</p> <p>Fun days / Sundays</p> <p>3 hole event: hole in ones, cross country, short course.</p> <p>Create more opportunities for men and women to play together</p> <p>Incentives for mixed groups - Prizes for mixed teams?</p>	<p>2 fun days by June 2022</p> <p>More mixed events/days Dec 2022 and beyond</p> <p>Create a mixed tournament sheet where people can place their name when seeking a playing partner at least 4 weeks prior to event. This sheet is to be circulated on each golf day.</p>	<p>Everyone!</p> <p>Relevant Committees</p> <p>Events coordinator</p>	<p>Publicity - Free event or Gold Coin donation</p> <p>Sponsor of the event?</p> <p>BBQ lunch</p> <p>Communique Achievable rewards</p> <p>Request Sports Shop provide a Record of current mixed groups over the past 2 years for mixed tournaments.</p> <p>Creation of mixed tournament sheet.</p>	<p>Increase in mixed groups attending</p> <p>Increase in participation rate in mixed tournament</p>	<p>Discuss and action at next Golf Committee meeting.</p>



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5. Marketing & Positioning	<p>Creating more female specific days to highlight women and girls and diversity in clubs.</p> <p>International Women’s Day - March 8;</p> <p>International Day of the Girl - October 11;</p> <p>International Days Against Homophobia, Biphobia, Intersexism, and Transphobia - May 17;</p> <p>Harmany Week - March 17-23;</p> <p>International Day of People with a disability - Dec 3;</p> <p>Naidoc Week (generally second week of July)</p>	<p>Link current competitions or activities to these days where possible.</p> <p>Promote specific women events in club media platforms</p>	As they come up	Relevant Committee	Identify what is needed for each specific date	An activity for each specific date is scheduled to occur at the club	Identify what competitions can be linked to the dates and promote.

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6. Marketing & Positioning	<p>Improve connection with local schools to promote golf</p> <p>Increase membership with a focus on juniors</p> <p>Golf is seen as too expensive and time consuming. How can we make it cheaper for women and girls to play?</p> <ul style="list-style-type: none"> <li>- A new cheaper membership category for beginners (women and girls; mothers and daughters).</li> </ul>	<p>Contact and visit specific local schools to ascertain if they have a golf program</p> <p>If not, create one.</p> <p>If yes, provide opportunities for juniors to play at our club (practice, social, comps)</p> <p>Work with Club Captain and Professional as they are both working with juniors.</p>	Commence in Feb 2022.	Golf Committee Junior Rep Club professional Women's committee Board and membership committee	<p>Understanding what the local schools are currently doing with golf/sport.</p> <p>3 x primary schools</p> <p>3 x high schools</p> <p>Free club hire</p> <p>Discounted green fees or free</p> <p>Cheaper membership for women and girls; mothers and daughters.</p>	<p>1 x primary school</p> <p>1 x high school willing to give golf as an activity in school curriculum</p>	<p>Speak with Peter Webster and Club Professional as both provide tuition to juniors.</p> <p>Peter Webster provides tuition to schools. Discuss with Peter how we can support him in this and/or identify local schools we can get involved with.</p>
	<p>Actively encourage a variety of women/girls to come to the club by promoting or running non sport activities that appeal to women and girls</p>	<p>Create a list of non-sporting activities that the club could promote and invite attendees</p>					

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		Work with events coordinator			<ul style="list-style-type: none"> <li>• Meal promotions</li> <li>• Women only events</li> <li>• School leaver dinners?</li> </ul>		