



# **Mundaring Sporting Club Incorporated**

## **STRATEGIC PLAN 2018**

**“OUR PLAN FOR THE FUTURE”**

**Prepared by**

**MSC Board of Management - Strategic Plan Sub Committee**

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## 1. Introduction and Background

Located in the Perth Hills at the town of Mundaring we are a sporting and recreation Club and a “not-for-profit” organisation. We (as a Club) provide facilities and the opportunity for members and the community to participate in sporting and recreational activities, currently Lawn Bowls, Disc Golf and Golf.

Our facilities include:

- A common licensed clubhouse
- An 18 hole golf course with sand greens
- Two synthetic carpet surfaced bowling greens
- An 18 hole disc golf course built within the golf course first 9 holes.

Currently the Club is in good financial health. This was not always the case and only through the efforts of past members and Club management has the Club survived to become the healthy sporting venue it is today.

This Strategic Plan is intended to provide a view of the Club as it stands today and where it intends to be in the future in the short, medium and longer term. This is built from the prioritised opinions and aspirations of our members. Targeted goals are identified to help achieve this vision.

Aims of the Strategic Plan are to:

- Capture and summarise the collective vision we have for our Club’s future
- Identify key goals to achieve our vision
- Ensure that we prioritise our infrastructure spending rather than making isolated monetary outlays on projects which don’t achieve our goals and waste resources
- Ensure we don’t put the Club’s existence at threat with unrestrained spending.
- Understand challenges presented by the changing environment we operate in and adapt as required to continue on as a successful Club.

## **2. Club Background**

### **OUR JOURNEY SO FAR**

Previous to the establishment of the Mundaring Sporting Club (MSC) at its present site, both the Golf and Bowls Clubs were quite active as separate entities in the district.

The Bowls Club, situated on Jacoby Street in the centre of town had little option for expansion, as had the Golf Club, limited as they were to a small 9 hole course in Jacoby Park. The provision of a clubhouse, two bowling greens and an 18 hole Golf course in the 1960s was incentive enough for the two Clubs to relocate to the present site as a combined Sporting Club.

Under the guidance of Brian Gaines, the initial president, a forward thinking combined committee, and much volunteer work of members, the Mundaring Sporting Club was established. Since then, with many changes and challenges over time, the Club has grown to become as we know it today, with Disc Golf now a third participating section as of 2014.

We acknowledge the outstanding efforts of this initial, and subsequent committees and volunteer members in building the Mundaring Sporting Club into the valuable community facility it is today.

### 3. Reports by Stakeholders



#### **Bowls - Chairman of Greens**

Following the introduction to woven carpet synthetic greens, members are now able to play all year around with dramatic improvement on standard of play by members.

The second set of woven carpet greens were installed in 2014 and volunteers have continued to be responsible for their upkeep. Our position within the environment has its challenges, with tree pollen requiring continual removal. Birds and other fauna related problems all contribute to ongoing maintenance.

As woven carpet needs replacing every 8 to 10 years financing this huge commitment is undertaken by the whole Club with a predetermined monthly amount set aside for future commitments.



#### **Golf**

The Par 72 Mundaring sand green Golf Course opened in 1970. MSC Golf section members enjoy Saturday and mid-week competitions commencing early April and concluding towards the end of October. Mundaring Golf is a member of the Darling Range Golf Association, sending a team to and hosting teams from Pickering Brook, Serpentine and Waroona on Club open days in a keenly contested DRGA Cup. The course and sand greens are well maintained over the winter competition months by a dedicated team of volunteer members. The Mundaring Golf course is accessible to public golfers on a green fees honour system.



## **President Disc Golf Section**

Disc Golf became a section of the club in 2014. The Club currently has an international standard 18 hole, 36 tee Disc Golf course built on 9 holes of the golf course. The Disc Golf course shares the fairways of the first 9 holes of the Golf course. There are two tee positions for each hole: one gold, one white. The Disc Golf Section has a clubroom under the main clubrooms.

Disc Golf shares maintenance duties with the Golf section, and pays part of the costs of maintaining the Golf course. The baskets and tees are currently in good condition, with none requiring repair or replacement.

The international standard course brings worldwide recognition to the Club and allows it to host large scale disc golf events such as the Aussie Open – in 2017 part of the Disc Golf World Tour.

Disc Golf is still a fledgling sport in Australia and has had a history of being free to play. The pay-to-play concept is still new and has taken some time to be taken up by the Western Australian Disc Golf community. The location of the Club, in an outer suburb of the Perth metropolitan area, is also a challenge to attracting members to a new sport.

## 4. SWOT Analysis

A SWOT Analysis was held on March 22, 2017. All members were invited to input on club Strengths, Weaknesses, Opportunities and Threats and are recorded in the table below.

<b>Strengths</b>	<b>Weaknesses</b>
Gender Equality	Lack of Awareness at All
Friendly Atmosphere	Lack of External Income to the Club
Strong Volunteer Ethic	Maintenance of Facilities
Member Technical Skills	Not Family Oriented
DIY culture	Lack of Younger Members
Budget Focused Management	Internal Communication
Club License	External Communication
Club is Autonomous	Club Promotion
Location	Community Engagement Could Increase
Greens and Facilities	Member Apathy
Will own all Assets	Locality - lack of visibility in Mundaring Community
Club coaching available	Lack of State Events
All Year Round Greens	Non-Commercial Kitchen Facilities
International Club Profile Through Disc Golf	Membership Numbers Across all Sections

<b>Opportunities</b>	<b>Threats</b>
Build on Relationship with Council	Poor Council Relationship
Signage, Club Visibility	Loss of Autonomy
Hosting State Events	Forced Coaching
Increasing Sponsorship (club patrons)	Limited Bar Hours
Selective Promotions and Marketing (to get new members who will fit in)	
Schools Involvement	
Increased Bar Hours	
Provide meals at club - lease out kitchen	
Marking of premises for functions including other clubs	
Change of name to Club	
Facilities Upgrades Plan	
Family Memberships, (promote family friendly atmosphere)	
Develop Reasons for People to Come to the Club	
Organise Activities Combining All Sections of the Club	
Plan for increased Younger Players in Club	
Increased Community bowls events (handicapping of previous winners, full membership as prize)	
Assign mentors to New Members	
Rewarding of Volunteers (e.g. cert. of appreciation)	
Promote the Club as a Venue (theatre, music)	
Determine the Size We Want to Be	

Higher priority items identified at the SWOT Analysis meeting

<b>Strengths</b>	<b>Weaknesses</b>	<b>Opportunities</b>	<b>Threats</b>
Strong Volunteer	Lack of Awareness of club in the local community	Council Relations	Loss of Liquor License
Budgeting/Finance	Not Family Oriented	Targeted Promotions Marketing the Right People	Loss of Lease of Premises
	Communications, Internal and External	School Involvement	

Interpretation of SWOT items

**Strengths:**

We are a Club with a good volunteer base and with finances in good order

**Weaknesses:**

We are not sufficiently visible to the local community

We don't have the facilities to accommodate family groups at the Club. ie mum and dad play bowls, kids have other activities/supervision available.

We need to better plan Club communications: Internal newsletters, Facebook and other online representation, advertising etc.

**Opportunities:**

Improvement of council relations can lead to project funding opportunities. We need assigned people to foster optimal communication with the council  
Membership promotion need to be targeted to the right demographic  
School involvement is a long-term strategy to promote our sporting activities. Our experience from previous efforts is that we don't gain members in the short term.

**Threats:**

Non-conformance with changing Government Regulations could place our liquor license at risk. This in turn would likely end the financial viability of the Club

Poor relationships with the local Shire Council or ignorance with Shire Council's changing priorities has the potential to lead to cancellation of the lease to our collective premises.

## 5. Club Vision and Values

### Our Vision

Our members wish to have a small to medium sized financially successful Club with plans and policies in place designed to run our business well and sustain or increase membership. We want to provide an enjoyable and rewarding Club experience for members. We wish to be engaged with our local community and we want success in our sporting endeavours. We value our strong volunteer ethic.

### Mission Statement

Sustainability	We will continue and improve financial, management and membership practices to ensure ongoing club viability
Community Involvement	We will encourage community involvement in all sporting sections We will strive to be recognised as a valued community asset
Success	We will strive to be a successful club as measured by strong and increasing club membership and external recognition
Improvement	We will consistently review our Club operation and make improvements where we can, consistent with our long-term strategies
Legal and Ethical Compliance	We will meet our legal and regulatory requirements. We will conduct our business ethically and fairly
Communication	We will improve our communication within the club and with the outside community

### Our Values

One Club	We are one Club encompassing all of our sporting sections
Enjoyment	We value member ongoing enjoyment of our sporting and social activities
Progressiveness	We strive for ongoing improvement for our Club
Atmosphere	We wish our club to always retain its country Club atmosphere

## 6. Strategic Objectives

Area	Objective
Club House and Surrounds	Upgrade the clubhouse progressively to a modern multifunctional facility. Maintain and improve our sporting facilities. Maintain adequate insurance to protect the Club and members
Governance	Ensure continued compliance with relevant government legislation and regulations. Maintain a strong Board of Management
Communication	Improve each way communication between the Board of Management (BoM) and Club members. Ensure good communication with the external community.
Facility Utilisation and Community Engagement	Maintain or improve utilisation of the Club facilities by the community.
Financial	Maintain Club profitability. Set aside funds yearly for known future commitments
Infrastructure and Plant	Maintain and improve our assets and plan further developments according to the infrastructure plan
Membership	Maintain or improve Club membership numbers in all member categories. Long term retention of members

## 7. Action Strategies

Note: BoM denotes Board of Management

• Clubhouse and Surrounds				
• Initiative	Action	Responsibility	Timing	Status
• Actively pursue Government Assistance opportunities for infrastructure projects	Assigned Club member to report on current status of government grant initiatives.	BoM appointee	March June Sept Dec	Active
• Develop a long-term development plan	BOM Subcommittee to consider and report to BOM on "helicopter view" development opportunities.	BoM Sub Committee	Updated / reviewed annually	Active
• Annual review of Security Status	Ensure appropriate insurance is in place  Review security equipment and upgrade as necessary	BoM executive  BoM	Aug, Feb  Feb	No action Required

• <b>Governance</b>				
• Initiative	Action	Responsibility	Timing	Status
• Define roles and responsibilities of board members	Develop and maintain current role descriptions for board members and persons with key responsibilities in the Club, both MSC and Sections	BoM	Nov	No action required
• Define roles and responsibilities for Sections	Develop and maintain current role descriptions for section Presidents, Secretaries, Treasurers, Captains and Treasurers	BoM	May	No action required
• Strategy Reviews	Introduce quarterly Strategic reviews	BoM	Jun, Sep Dec, Mar	Active
• Review Constitution and By Laws	Assign BOM members to Review and Report on Constitution and By Law compliance with current standards. Include as standard item in meeting agendas.	BoM Assignees	Jan July	No action required

• <b>Communication</b>				
• Initiative	Action	Responsibility	Timing	Status
• Quarterly email update to members	Write and distribute a quarterly update to all member of main BOM activities	BoM President	Feb, May, Aug, Nov	No action required.
• Ensure effective communication with relevant local and state government representatives	Appoint a BOM member to take on this role. Duties to establish regular communication re Club planning and needs. Quarterly report to BOM.	BoM Secretary	Jan, Apr July, Oct	No action required.
• Social media Plan	BOM to maintain a designated sub-committee to maintain Website and Facebook presence up to date.	BoM	Jan, Apr July, Oct	Active

• Facility Utilisation and Community Engagement				
• Initiative	Action	Responsibility	Timing	Status
• Community Sporting Activities)	All sections to schedule a minimum of 4 weeks community sporting activities each year.	Section Committees	Sections to decide timing	No action required.
• Advertising the club	Local paper advertising campaign Improve social media Club visibility	BoM BoM	Monthly Ongoing	No action required. Active
• Increase social membership of Club	Yearly review of membership categories Explore other club activities to attract social members.	BoM	February June	Recent Review Completed
• Pursue Friday Night social activities	Consider new options for social activities	Section Committees	Sections to decide timing	Active

• <b>Financial</b>				
• Initiative	Action	Responsibility	Timing	Status
• Establish and maintain a cash reserve of 100% of fixed costs for 1 year	1. Determine required amount	BoM	March	<b>Active</b>
	2. Determine Cash Reserve and Report to BOM	Treasurer	Monthly	<b>Active</b>
• Maintain a yearly budget. • Sections will endeavour to operate within the constraints of their budget	1. MSC Budget	BoM	Feb	<b>No action required</b>
	2. Bowls Budget	Bowls Committee	Feb	
	3. Golf Budget	Golf Committee	Feb	
	4. Disc Golf Budget	Disc Golf Committee	Feb	
• Establish a Grants Coordinator	BOM to appoint a Grants Coordinator.	BOM	Q3 2017	<b>Active</b>
• Investigate new forms of income	Bowls	Bowls Committee	June	<b>Active</b>
	Golf	Golf Committee	June	<b>Active</b>
	Disc Golf	Disc Golf Committee	June	<b>Active</b>
• Promote Disc Golf Course as a venue	Promote use of the course to other clubs for Disc Golf competitions	Disc Golf Committee	Ongoing	<b>No action required.</b>
• Establish a Disc Golf sinking fund	Sinking Fund to provide funds for further course development and maintenance of existing disc golf facilities	BoM	March	<b>Active</b>

• Infrastructure and Plant				
• Initiative	Action	Responsibility	Timing	Status
• Develop and maintain a prioritised infrastructure plan. Improvements to be staged so as to maintain club finances. Improvements return on investment to be a prime concern.	1. Develop wish list 2. Review costs versus benefits 3. Prioritise List	Improvement Sub Committee	March	<b>Active and High Priority</b>
• Investigate Funding of infrastructure upgrades	1. Recruit Suitable Members to apply for grants 2. Submit Grants, Resubmit if unsuccessful 3. Develop/Review capital expenditure plan for priority upgrades	BoM  Grants coordinator  Treasurer	June  Ongoing  Mar, Jun, Sept, Dec	<b>Active</b>
• Bowling Greens	Maintain sinking fund for eventual greens replacement  Maintain Synthetic Surfaces in best possible condition	BoM  Bowls Greens Committee	Ongoing  Ongoing	<b>No action required</b>
• Tractors and mowers for course maintenance	Maintain sinking fund for eventual replacement or repair	BoM	Ongoing	<b>No action required</b>
• Disc Golf Course	Maintain course at international standard	Disc Golf Head of Course	Ongoing	<b>No action required</b>
• Golf Course	Maintain and improve course. Comply with regulations and restrictions	Golf Course Coordinator	Ongoing	<b>No action required</b>

• <b>Membership</b>				
• Initiative	Action	Responsibility	Timing	Status
Increase community sporting activities.	Have a Go Days offered to the public annually as a minimum. BOM review semi-annually	All Sections, BOM	Ongoing	No action required.
	Introduce easily managed casual social sporting formats for the public.	All Sections	Ongoing	
Increase club visibility to the local community	Continue targeted marketing of MSC activities in Media. BOM Review Annually	BoM	June	Active
	Maintain or increase social media engagement	BoM		
Encourage social membership of the club.	Offer social memberships at all community sporting activities	All Sections	Ongoing	No action required
Disc Golf Community initiative	Promote the sport to schools and community groups	Disc Golf Committee	Oct	No action required