

**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.

| Strengths | Weaknesses |
| --- | --- |
| 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 |

| Opportunities | Threats |
| --- | --- |
| 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

| Strengths | Weaknesses | Opportunities | Threats |
| --- | --- | --- | --- |
| 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 form 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.  Report to meetings of BoM | BoM appointee  John Doncon | March  June  Sept  Dec  May 2021 | **Active**  **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 |

| * **Governance** |  |  |  |  |
| --- | --- | --- | --- | --- |
| * 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 |

| * **Communication** |  |  |  |  |
| --- | --- | --- | --- | --- |
| * 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.  Request John Doncon to be the liaison person for Local / State and Federal representatives | BoM Secretary  John Doncon | Jan, Apr  July, Oct  Jan 2021 | **Active** |
| * 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** |

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

| * **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  4. List developed | Improvement Sub Committee  BoM | March  May 2021 | **Active and High Priority**  Active |
| * 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 | **Active** |
| * Bowling Greens | Maintain sinking fund for eventual greens replacement  Maintain Synthetic Surfaces in best possible condition  Replace existing lighting with competition standard lighting to both greens | BoM  Bowls Greens Committee  BoM | Ongoing  Ongoing  Jan 2021 | No action required  Active High Priority |
| * Tractors and mowers for course maintenance | Maintain sinking fund for eventual replacement or repair | BoM | Ongoing | No action required |
| * Disc Golf Course | Maintain course at international standard | Disc Golf Head of Course | Ongoing | No action required |
| * Golf Course | Maintain and improve course.  Comply with regulations and restrictions | Golf Course Coordinator | Ongoing | No action required |

| * **Membership** |  |  |  |  |
| --- | --- | --- | --- | --- |
| * 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  Introduce easily managed casual social sporting formats for the public. | All Sections, BOM  All Sections | Ongoing  Ongoing | No action required. |
| Increase club visibility to the local community | Continue targeted marketing of MSC activities in Media.  BOM Review Annually  Maintain or increase social media engagement | BoM  BoM | June | **Active** |
| 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 |