

MAFFRA GOLF CLUB

Strategic Plan 2026–2031



"Building a Sustainable Future for Golf and Community"

President's Foreword

The Maffra Golf Club has a proud history of providing one of Gippsland's finest golfing experiences while serving as an important community asset.

During 2026 the Club undertook an extensive member consultation process to identify the priorities that will shape the Club over the next five years.

The response from members was outstanding and has directly influenced this Strategic Plan.

This plan provides a clear direction for the Committee, staff and volunteers. It balances the need to maintain our outstanding course with investment in infrastructure, financial sustainability, membership growth and community engagement. The success of this plan will rely on the continued commitment of members, volunteers, sponsors, staff and our many community partners.

Together we will ensure Maffra Golf Club remains one of regional Victoria's premier golfing destinations.

About the Club

Maffra Golf Club is recognised throughout Gippsland for:

- Outstanding Santa Ana fairways
- High quality greens
- Friendly and welcoming atmosphere
- Strong volunteer culture
- Regional tournaments and events
- Community partnerships
- Environmental values

The Club provides recreation, health benefits, social interaction and tourism opportunities for the Wellington Shire and Gippsland region.

Vision

To be recognised as one of regional Victoria's leading golf clubs, delivering exceptional golfing experiences, outstanding facilities and a welcoming community for members, visitors and future generations.

Mission

To provide a financially sustainable, environmentally responsible and inclusive golf club that delivers outstanding golfing experiences while promoting participation, community involvement and lifelong enjoyment of the game.

Our Values

Community

We welcome everyone and encourage participation by people of all ages and abilities.

Excellence

We continually improve our course, facilities and member experience.

Sustainability

We responsibly manage our finances, natural resources and infrastructure.

Respect

We value members, volunteers, staff, visitors and our environment.

Integrity

We operate transparently, ethically and in accordance with good governance.

Strategic Themes

Theme 1

Financial Sustainability

Objective

Ensure the long-term financial strength of the Club.

Key Actions

- Develop and annually review a five-year financial sustainability plan.
- Align annual budgets with strategic priorities.
- Diversify income through:
 - Sponsorship
 - Fundraising
 - RV Park
 - Clubhouse functions
 - Visitor golf
 - Tourism
- Build adequate financial reserves.
- Continue reducing debt while maintaining capacity for future investment.

Success Measures

- Annual operating surplus
- Balanced annual budgets
- Growth in non-membership income
- Sustainable cash reserves
- Reduced debt levels

Theme 2

Grants and Fundraising

Objective

Increase external funding to improve Club facilities.

Key Actions

- Establish a Grants Committee.
- Appoint a Grants Coordinator.
- Prepare an annual grants calendar.
- Develop sponsorship packages.
- Strengthen fundraising activities.

Success Measures

- Multiple grant applications submitted annually
- Increased sponsorship revenue
- Major infrastructure projects funded externally

Theme 3

Course Excellence

Objective

Maintain one of Gippsland's premier golf courses.

Key Actions

Develop a rolling Course Master Plan including:

- Tree management
- Water management
- Fairway improvements
- Bunker redevelopment
- Pathway upgrades
- Practice facilities
- Irrigation improvements

Protect the environmental qualities that make Maffra unique including:

- Native grasses
- Bird habitat
- Flowering trees
- Course aesthetics
- Investigate:
- Driving range improvements
- Additional practice facilities
- Practice bunker upgrades
- Course enhancement projects

Success Measures

- Improved course presentation
- Reduced tree and water damage
- Positive member satisfaction
- Recognition as a leading regional course

Theme 4

Infrastructure Development

Objective

Provide facilities that support members and visitors.

Key Actions

Progress improvements including:

- Sealed entrance road
- Sealed member car park
- Golf cart facilities
- Improved pathways
- BBQ shelter
- Workshop amenities
- Accessible facilities
- Improved signage
- Clubhouse improvements

Success Measures

- Infrastructure projects completed
- Improved accessibility
- Increased member satisfaction

Theme 5

Membership Growth

Objective

Grow and retain a diverse membership.

Key Actions

Develop programs for:

- Juniors
- Seniors
- Women
- Families
- New golfers
- Social members
- Corporate members
- Introduce:
 - Come and Try Golf
 - Beginner clinics
 - Flexible memberships
 - Member referral incentives

Success Measures

- Membership growth
- Increased retention
- Higher junior participation
- Increased female membership

Theme 6

Junior Golf Development

Objective

Create lifelong golfers.

Increase Junior Participation

Key Actions

- Partner with:
 - local schools
 - Sporting clubs
 - Golf Victoria
 - PGA Professionals
- Develop:
 - Junior coaching
 - School clinics
 - Holiday programs
 - Junior competitions
 - Family golf activities
 - Sunday Family Days

Success Measures

- Increased junior membership
- School participation
- Junior competition growth

Theme 7

Women's Golf

Objective

Increase participation and leadership opportunities for women.

Key Actions

Develop:

- Beginner programs
- Coaching clinics
- Social golf
- Mentoring
- Women's events

Encourage women to participate in Club governance.

Success Measures

- Growth in female membership
- Increased competition participation
- Greater committee representation

Theme 8

Volunteers

Objective

Build and support a strong volunteer culture.

Create multi age representation

Key Actions

Implement:

- Volunteer recognition
- Succession planning
- Skills development
- Recruitment campaigns
- Annual volunteer celebration
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Success Measures

- Increased volunteer numbers
- Improved volunteer retention
- Annual recognition program

Theme 9

Tourism and Regional Promotion

Objective

Position Maffra Golf Club as a premier golfing destination.

Key Actions

Partner with:

- Destination Gippsland
- Wellington Shire
- Accommodation providers
- Caravan parks
- Local businesses
- Tourism operators
- Promote:
- Golf packages
- Visitor golf
- Regional tournaments
- RV Park

Continue hosting the **Legends Pro-Am** as the Club's flagship event.

Success Measures

- Increased visitor rounds
- Growth in golf tourism
- Successful annual Pro-Am
- Strong regional partnerships

Theme 10

Governance and Leadership

Objective

Maintain best practice governance.

Key Actions

Ensure:

- legislative compliance
- Financial accountability
- Transparent decision making
- Member communication
- Committee development
- Diversity and inclusion
- Strategic review

Improve communication through:

- Website
- social media
- Newsletters
- Member forums

Success Measures

- Annual governance review completed
- Compliance maintained
- Improved member engagement

Strategic Priorities (2026–2028)

The member survey identified these as the Club's highest priorities:

1. Financial Sustainability Plan
2. Grants and Fundraising Program
3. Course Management
4. Junior Golf Development
5. Women's Golf
6. Volunteer Recognition
7. Tourism Partnerships
8. Sealed Entrance Road and Car Park
9. Continue the Legends Pro-Am
10. Governance and Diversity Compliance

Measuring Success

By 2031 the Club aims to achieve:

Strategic Area	Target
Membership	20–25% growth
Junior Golf	50% increase
Women's Golf	30% increase
External Funding	\$250,000 secured
Volunteer Base	Increased participation
Course Quality	Maintain premier regional reputation
Visitor Golf	Annual growth in visitor rounds
Financial Performance	Annual operating surplus
Infrastructure	Major projects completed
Governance	Annual review completed

Monitoring and Review

The Strategic Plan will be implemented through an Annual Business Plan prepared by the Committee. Progress will be monitored by:

- Quarterly Committee reporting
- Annual budget review
- Annual member update
- Mid-term review in 2028
- Full review in 2031

Closing Statement

This Strategic Plan reflects the aspirations of our members and provides a clear pathway for the future of Maffra Golf Club. Through responsible governance, financial sustainability, investment in our course and facilities, and continued community engagement, the Club will continue to thrive as one of regional Victoria's outstanding golf clubs.