



February 2021

# Maffra Golf Club

## Strategic Plan

Developed in  
partnership with





# Maffra Golf Club

## Strategic Plan

### Acknowledgments

The Maffra Golf Club acknowledges the support of the Victorian Government in the development of this strategic plan through the Sport and Recreation Sporting Club Grants Program.



The Maffra Golf Club committee would like to thank GippSport Community Solutions who coordinated the strategic planning process and members who have supported this project.

We also acknowledge the staff at Wellington Shire Council, Golf Australia and other important stakeholders for providing background information and support for this planning project.

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### Introduction

***Maffra Golf Club is more than just golf- it's a destination.***

Maffra Golf Club is a challenging, yet scenic journey around 18 holes of great country golf.

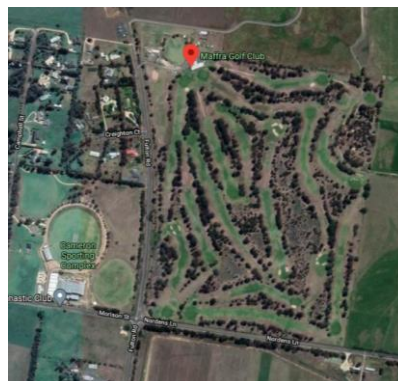
Located in the heart of Gippsland, the Maffra Golf Club is much more than just a golfing destination. With a new 21 site RV Park, powered, and several camping sites, new toilet and shower facilities plus great BBQ area, Maffra Golf Club is a place to spend a few days on your travels.

A licenced clubhouse with brand new kitchen for functions, a practice fairway, putting green, kids three-hole fun golf course and competitions on 4 days for the serious player. Fantastic rates for social players and we also have 4 brand new hire carts.

The community golf club has around 280 members and is operated by a dedicated group of volunteers with support from a paid course superintendent and Vendi Golf.

The facilities are in excellent condition and the club is building membership numbers and diversity and working to build a strong sustainable plan for the future.

Engagement with club members during this planning project has been challenging during COVID, however the member survey and committee workshops have been informed this important plan.





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### About the Maffra Golf Club

The land in which the Maffra Golf Club is located was donated and is now club owned. The course is in excellent condition and many of the club house facilities have been recently upgraded. Green fee players and group bookings are welcome and are increasing with the recent upgrade to the RV park.

Maffra Golf Club plays as part of Golf East Gippsland Inc. which was formed on the 24th November 2019 after the amalgamation of the East Gippsland Golf Association (EGDGA) & East Gippsland Women's Golf (EGWG). It comprises 16 clubs from the Wellington and East Gippsland Shires.

Golf in East Gippsland has a long history and has produced many fine golfers at State, National and International level. With 16 member clubs there is almost always a tournament or an event being played each week during the year and these clubs are most welcoming of visitors. A representative team is picked each year for Country Week and a junior representative team for the Country Regions teams event. Women's and Men's Pennant is hotly contested and played over five rounds with Division's 1 to 5. (East & West conferences) More details can be found in our pennant section.

There are opportunities to play pennant and tournaments as part of this local Association.



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### Club Operations

The club operates the following schedule of events throughout 12 months of the year:

Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
		Open Competition Approx. 55 players	Ladies Competition Approx. 30 players		Open Competition Approx. 65 players	Open Competition Approx. 10 players
				Social Nights		Plate events
Clubhouse Closed	Clubhouse Closed	Clubhouse From 10am	Clubhouse From 11am	Clubhouse From 3pm	Clubhouse 10am-6pm	Clubhouse 11am-3pm

### Club Membership/ Player Statistics

Membership Numbers:

- ✓ 2018- 241
- ✓ 2020- 300
- ✓ 59 new members (24% increase)
- ✓ Gender equality is a priority of the club with 23.3% female members which is increasing and above the national average.
- ✓ 51% of new members are aged 35 and under a trend which the club is hoping to continue.
- ✓ Around 50 rounds of Green fee golf per week



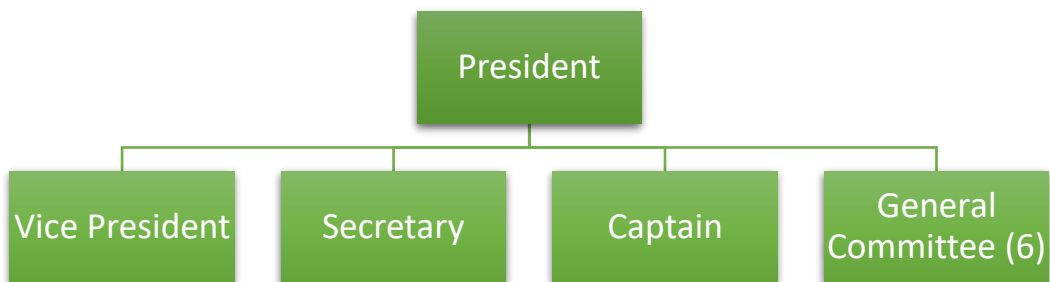


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### Organisational structure

The club is an Incorporated Association affiliated with Golf Australia and the volunteer structure is as follows:



### 2021 Maffra Golf Club Sub Committees

- Grants – explore all grant opportunities to assist with club priorities.
- Gardens- plan for the ongoing garden development to maximise club presentation.
- Diversity- build diverse participation at all levels of the club.
- House & Social – manage the club house facilities and develop a calendar of social events.
- Promotions / Public Relations- facilitate good communication and promote the club.
- Finance- budget and monitor all financial activities of the club to ensure sustainability.
- Course- plan and manage all aspects of the course in consultation with the greens keeper.
- Match- coordinate all aspects of the competition aspects of the club.
- Ladies-Coordinate all ladies events.

### Other Appointed Roles

- Membership officer
- Member Protection Information Officer.
- Child Safe Officer

In addition to the volunteer roles, currently there is a full time Course Greens Keeper and part time staff who work in the club house.

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### Consultation Findings

The development of this strategic plan would not have been possible without the extensive input of the committee and members. The detailed survey results can be found in the appendix and several workshops were held with the committee to work through the SWOT analysis.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Club owned facilities</li> <li>• Very well-presented course</li> <li>• Recently upgraded club house facilities</li> <li>• Dedicated and experienced committee</li> <li>• Female representation on committee</li> <li>• Course availability for members and visitors.</li> <li>• RV Park &amp; park managers</li> <li>• Growing membership base</li> </ul>	<ul style="list-style-type: none"> <li>• Limited golf program opportunities</li> <li>• Reliance on volunteer committee/ roles</li> <li>• Financial constraints</li> <li>• Outdoor facilities for social functions</li> <li>• Limited use of technology</li> <li>• OHS compliance and future actions needed</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• Tourism opportunities</li> <li>• Get Into Golf- Golf Australia.</li> <li>• Possible opportunities for partnerships with other local clubs</li> <li>• Clear priorities for facility development/ future plans with supporting documentation.</li> <li>• Modified programs/ events/ formats</li> <li>• Improved marketing &amp; promotion</li> <li>• Grants/funding to support facility development.</li> </ul>	<ul style="list-style-type: none"> <li>• Declining golf participation may impact sustainability.</li> <li>• Major investment needed to keep facilities in good condition.</li> <li>• Financial capacity and sustainable management</li> <li>• Staff or experienced board members leaving club.</li> <li>• Difficulty in accessing club professional or coach to run beginner programs</li> </ul>



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### Golf Australia

Golf Australia is the governing body for golf in Australia.

Their goal is to raise the level of interest and participation in the game from grassroots golfers through to the elite levels, spectators, volunteers, and associated industry bodies.

**Purpose-** “To inspire more people to play more golf.”

**Vision-** “Golf is a game for life where participation contributes to a healthy Australian community.”







### **Our Vision**

**“To create provide inclusive golf opportunities to the broader Maffra community, while maintaining high quality facilities sustainably into the future”**





## **Our Values**

**Maffra Golf Club will strive to achieve its vision by:**

**Building stronger links with our local community and maximise tourism opportunities**

**We will invest into technology to ensure good communication and ease of access to play and enjoy the club services**

**Growing membership numbers, their satisfaction and ultimately increasing diversity at the club**

**We review the range of ways to play golf in line with current trends and a partnership with Golf Australia**

**The facilities are continually improving, well maintained and we are planning for the future by seeking grants and external investment**

**We will value good governance, our volunteers and their effort**



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### Implementation Plan

Following is a series of actions that have been developed in line with Maffra Golf Club's Sub Committee structure to be implemented over the coming five years.

Actions have been given a priority ranking scale using Very High, High, Medium or Low. In some instances, ongoing has been allocated as these tasks are required on a regular basis.

#### 1. Grants – explore all grant opportunities to assist with club priorities

1.1	Monitor and apply for grants that will assist the club to reduce expenditure, develop programs and enhance club facilities	High
1.2	Ensure that all grant paperwork is completed as required including acquittals	Very High
1.3	Enhance partnerships with Council, Golf Australia, Gipps Sport, program providers or other stakeholders to identify shared priorities and collaborate on future grants.	High

#### 2. Gardens- plan for the ongoing garden development to maximise club presentation

2.1	Look to form a garden's group or partner with a likeminded organisation to assist with garden presentation.	High
2.2	Develop a garden development plan with costings to be implemented with board support over time.	High





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### 3. Diversity- build diverse participation at all levels of the club

3.1	Review all club documentation/ policies to ensure that it represents the clubs gender equality culture and values.	Medium
3.2	Consider the re-naming of events and awards to create an equitable opportunity for women to be recognised	High
3.3	Partner with local golf providers and club community coaches to develop junior members	Very High
3.4	Conduct targeted Get Into Golf Program's in partnership with Golf Australia.	Very High
3.5	Keep track of current trends in Golf to redefine competition structures so that they match expectations as well as cater for the member's preferences	Very High
3.6	Develop a calendar of social functions at the club to assist with member connection and fundraising.	Medium

### 4. House & Social – manage the club house facilities and develop a calendar of social events.

4.1	Review the condition of the club house facility and plan likely future maintenance work that will be required to plan ahead.	Medium
4.2	Operate the Bar in accordance with liquor licencing requirements	Very High
4.3	Further develop Friday night social functions to increase numbers	High
4.4	Explore options for partnerships to develop meals at the club	Medium
4.5	Promote the club house facilities for hire for social and community events, promoting the access to the RV park	Medium
4.6	Enhance the outdoor social areas of the club	High



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### 5. Promotions / Public Relations- facilitate good communication and promote the club.

5.1	Develop and promote membership options that encourage partners, locals to support the club, reciprocal rights with other local clubs, social members or a multi visit pass/ voucher system	High
5.2	Look to partner with local accommodation providers to develop a stay and play package or other promotional opportunities	Medium
5.3	Clarify the new members process and welcoming procedure. Ensure it is simple and involves the broader membership to foster an inclusive environment	Very High
5.4	Ensure that the club promotional materials, club house and information is easy to read and reflects a broad demographic of users.	High
5.5	Complete regular updates to the website and ongoing use on a range of social media platforms to promote the club and facilities.	Very High
5.6	Continue to communicate to all members and stakeholders, especially good news stories via a succinct newsletter	High
5.7	Continue to recognise and celebrate the club's history in ways that the club continues to grow and change over time.	Low
5.8	Communicate the club's vision so that members have realistic expectations about how the club can be managed and developed in the future	Very High
5.9	Utilise the Strategic Plan to make future decisions and measure performance annually. Formally update the plan after 5 years.	High
5.10	Seek regular feedback from members to measure satisfaction and effectiveness of communication	Medium



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### 6. Finance- budget and monitor all financial activities of the club to ensure sustainability.

6.1	Ongoing education of the members about the club's financial position so that they can support future strategies to improve financial performance.	Very High
6.2	Ensure all significant expenditure is matched with a detailed business proposal.	High
6.3	Develop role and responsibility statements for paid staff and volunteers aligned to the club strategic plan.	Very High
6.4	Manage staff contract and long service liabilities in line with club financial plans	High
6.5	Monitor industry and Council policy, programs, procedures, strategies and plans that provide opportunities for Maffra Golf Club and implement where possible to strengthen club operations.	Ongoing as needed
6.6	Update the sponsorship package and create new ways to better recognise and service sponsors.	High
6.7	Investigate cloud based software for record keeping, data collection including contract monitoring and transparent financial reporting.	Medium
6.8	Plan for the replacement of all club equipment valued over \$1,000 using an asset register. Monitor lease contracts in place to make good decisions about replacement equipment.	Medium
6.9	Develop and monitor a risk register, including financial triggers.	High



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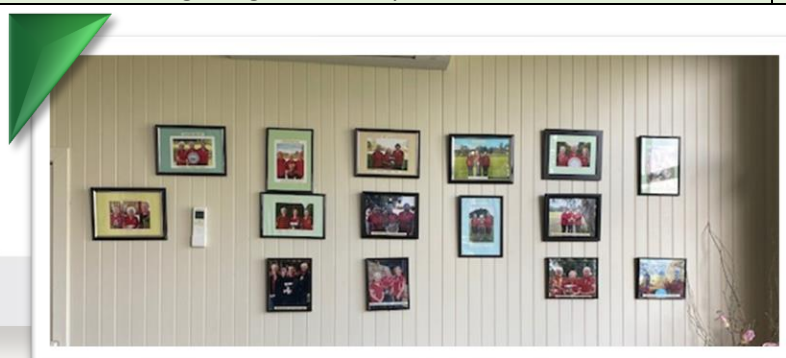


### 7. Course- plan and manage all aspects of the course in consultation with the greens keeper.

7.1	Develop a course improvement master plan with justification and planned expenditure, including cart paths. This might require external technical advice.	High
7.2	Implement the detailed irrigation system upgrade and efficiently use water on the course	Medium
7.3	Design and implement a bunker upgrade project	Medium
7.4	Provide regular training opportunities and/ or seek external advice where needed to ensure industry best practices are used to maintain the course within the budget available.	High
7.5	Partner with local community organisations or stakeholders who are experts in environmental management to ensure club practices enhance the natural environment. Determine if they have opportunities to support projects at the club.	Medium
7.6	Implement the OHS Action Plan	Very High

### 8. Match- coordinate all aspects of the competition aspects of the club.

8.1	Encourage members to participate in local association competitions.	Medium
8.2	Support player development and encourage talented players pathways to support game development	Medium
8.4	Review competition structures to ensure everyone feels welcome and has an opportunity to play.	Very High
8.5	Consider how the course and competitions are structured to make the game easier for new players	High
8.6	Conduct major event days including tournaments, plates, and bowls. Communicate these events to members and local clubs and the wider golfing community.	





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### Appendix

1. Summarised Survey Results
2. Supporting information

#### Methodology

The following key steps were completed during the development of this Strategic Plan:

- A start up meeting was conducted with Maffra Golf Club President in June 2020.
- Research, consultation and an industry review were completed.
- A site inspection was conducted, and committee workshops were undertaken during the end of 2020.
- Consultation including numerous meetings were held with club members, Wellington Shire Council, Golf Australia, and other key stakeholders to discuss the project and identify key issues and opportunities.
- A draft Strategic Plan was provided to the committee for input.
- The final Strategic Plan will be adopted.

This project was undertaken during a unique time where the community was impacted by COVID 19.

#### Demographics

Wellington Shire is located in eastern Victoria's Gippsland region, 250km east of the state capital, Melbourne. The Wellington Shire Estimated Resident Population for 2019 is 44,380, with a median age of 41 which is increasing.

Maffra and Surrounds is bounded by the Thompson River in the south, Weir Rd at Lake Glenmaggie in the West, Beet Rd and the Maffra/Stratford locality boundary in the east, and the Avon Mt Hedrick Natural Features reserve in the north. Maffra is the second largest locality in Wellington Shire. It also contains the localities of Maffra West Upper, Newry, Riverslea, Tinamba, Tinamba West, Stratford, Briagalong, Bundalaguah, and Boisedale.



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The 2019 Estimated Resident Population for Maffra and surrounds is 6,387, with a population density of 0.21 persons per hectare. No significant change since previous Census (less than +/-0.5%).





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### Disclaimer of liability

The information contained in this report is intended for the specific use of the key stakeholders that have provided input into this planning project. All recommendations by GippSport are based on information provided by or on behalf of the committee, Golf Australia and Council and it has relied upon such information being correct at the time this report has been prepared.

Readers should note this report might include implicit projections about the future, which by their nature, are uncertain and cannot be relied upon. They are dependent on potential events or technical assessments, which have not yet occurred.

### References

The following references have been used in the development of this report:

- Government websites – Planning scheme data and maps, grant information.
- Wellington Shire Council website and relevant planning documents.
- Australian Bureau of Statistics – Population data.
- Other Recreation studies and strategies as identified in the document.

