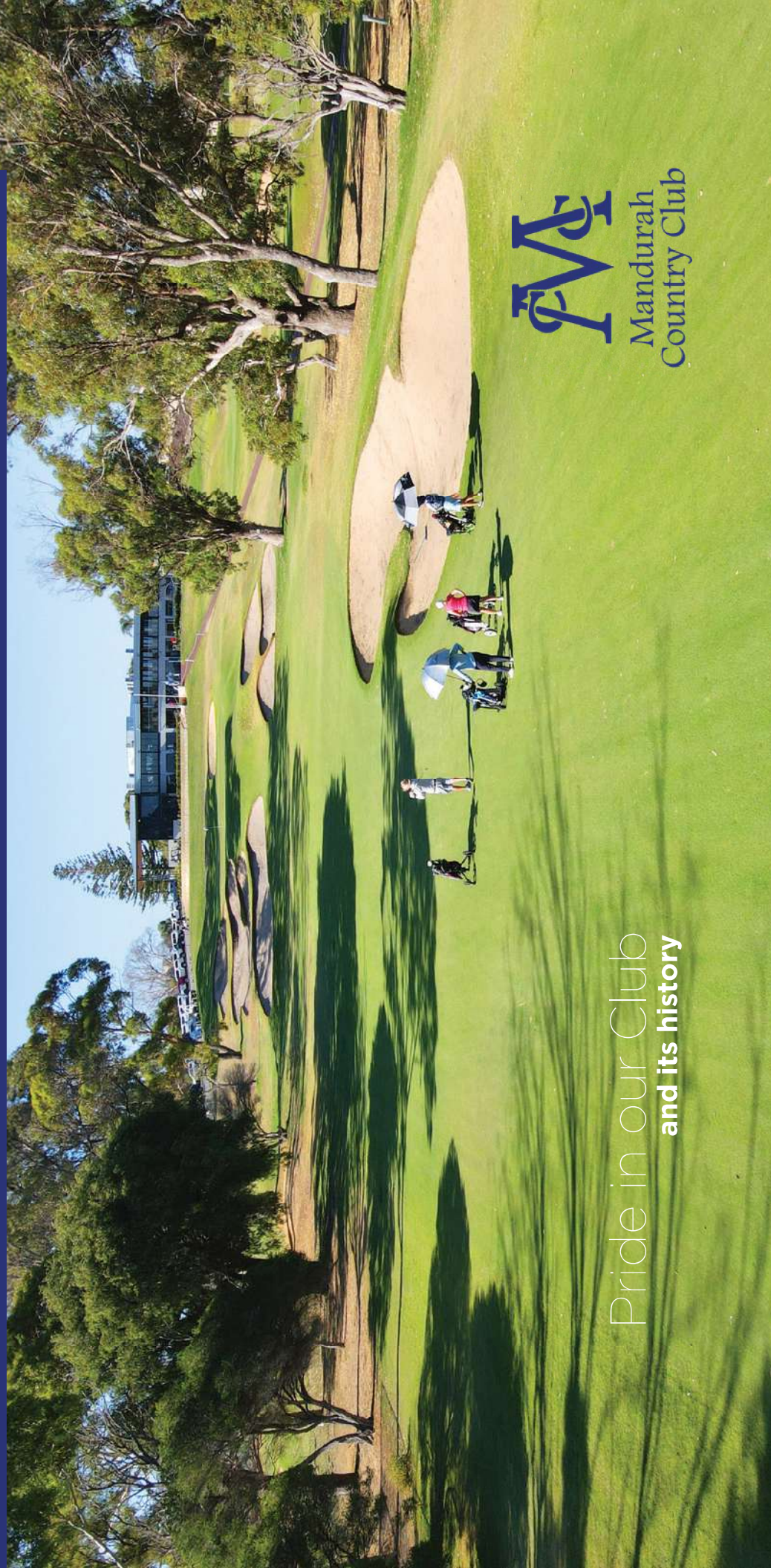


Mandurah Country Club

Strategic Plan 2026-2030

Pride in our Club
and its history

MC
Mandurah
Country Club



Vision

To be a premier golfing destination, known for exceptional experiences, community spirit and sustainability.

Mission

To enrich the lives of our members, visitors and local community through outstanding golfing, recreational and social experiences in a welcoming and inclusive environment.

Values

- Members and visitors feel welcome, valued, respected, informed and included
- Our staff feel valued and appreciated
- Fellowship and camaraderie amongst members and teamwork recognised amongst our staff, volunteers and members
- Responsible Management with progressive and forward thinking and sustainable long term planning and pride in our Club and its history
- Strong accountable leadership and governance in the best interest of the Club with solid links with the local community, businesses and golf stakeholders
- Rules and etiquette of golf respected and we are good stewards of our beautiful parkland golf course

Key Areas

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|--|-------------------------------|---------------------------|
| 1. Management and Governance | 2. Finance | 3. Golf and Participation |
| 4. Membership, Culture and Communication | 5. Facilities and Environment | 6. Clubhouse Utilisation |

Management and Governance | Strategic Plan 2026-2030

	OUTCOMES/OBJECTIVES	ACTIONS	KEY RESPONSIBILITY	TIMEFRAME
1	Review of Governance Framework	Annual review of governance framework to ensure it is optimal and meets the needs of the Club as well as relevant legislation. This includes an annual review of the By Laws of the Club.	Governance Director	Annual
		Review the role and responsibilities of Golf Match Committees. Examine how the Club schedules fixtures each year to make sure a wide range of factors are considered, including the golf program, course restrictions, clubhouse usage, and overall capacity.	Governance Director/Golf Director	End 2028
2	Induction Program for Board and Committee Members	Create an induction process with education to ensure new Board and Committee members understand their roles and responsibilities. Consider Board and Committee members completing a corporate governance course.	Governance Director	End 2026
3	Succession Planning	Develop processes for succession planning within the Board and Sub Committees	Governance Director/President	End 2028
4	Better Define Operational Duties	Review the role of employees and members. Implement a range of policies that outline and define employee's roles and member based duties.	Governance Director/GM	End 2026
5	Investigate Electronic Voting	Investigate the option of utilising electronic voting for general meetings and special meetings inline with the options within the Constitution	Governance Director/GM	End 2027

Finance | Strategic Plan 2026-2030

	OUTCOMES/OBJECTIVES	ACTIONS	KEY RESPONSIBILITY	TIMEFRAME
1	Long Term Capital Plan	Maintain and enhance the Club's long term Capital Plan taking into consideration all obligatory capital that maintains the Club's core operations as well as understands and incorporates aspirational capital opportunities. Consider the establishment of a sinking fund to provide for future capital needs.	Finance Director/GM	Annual
2	Annual Budgeting Process	Ensure the annual budget is completed to meet the Club's required core operations as well as maintain the Club's assets. This budget will also take into consideration any agreed capital expense. A diversified revenue base is to be considered and encouraged.	Finance Director/GM	Annual
3	Reporting Requirement	The Club will meet all legal and fiscal reporting requirements and members will be informed of the Club's financial responsibilities and position. Maximise the use of technology to meet this objective.	Finance Director/GM	Annual
4	Overview Business Plans	Oversee the Club's business plans to ensure responsible management of Club operations	President/GM	Annual
5	Endowment Fund	Investigate the establishment of an Endowment Fund so members can make bequests to the Club if desired. This could enable the Club to bring forward future capital aspirations.	Finance Director/GM	End 2026
6	Consider moving Financial and Membership Year	Investigate moving the financial and membership years.	Finance Director/GM	End 2027

Golf and Participation | Strategic Plan 2026-2030

	OUTCOMES/OBJECTIVES	ACTIONS	KEY RESPONSIBILITY	TIMEFRAME
1	A Structured Course Utilisation Plan	Develop, implement and adhere to a structured course utilisation plan that meets the requirements of members as well as ensuring the long term viability of the course	Golf Director /Membership Director/GM	End 2027
2	Monitor Course Utilisation	Develop and action a system of course monitoring to ensure maintenance of the course within agreed utilisation limits	Golf Director/GM	End 2026
3	Provide a Great Golf Program	Ensure the diversified use of course so the competitive member has an excellent golf program while allowing other players, either, members or non-members, to play	Golf Director/GM	End 2026
		Continue to define the Club's playing etiquette, pace of play goals and ensure all members take responsibility for the course	Golf Director/GM	Annual
4	Review and Restructure of Junior Program	Develop and implement a junior pathway from the Golf Academy into becoming a valued junior member of the Club.	Golf Director/GM	End 2026
5	Further Develop the Clinic Program	Develop and review a pathway program from the Clinics into full Club membership	Golf Director/GM	Annual

Membership, Culture and Communication | Strategic Plan 2026-2030

	OUTCOMES/OBJECTIVES	ACTIONS	KEY RESPONSIBILITY	TIMEFRAME
1	Review of Membership Categories	Develop and implement an annual review of all membership categories to ensure they align with member expectations as well as the Course Utilisation Business Plan. Take into consideration member movement and growth/decline.	Membership Director/GM	Annual
2	Review Overall Communications	Review the communication plans of the Club's website, newsletter and social media to ensure they cater for the broad membership, and they keep members informed of significant matters affecting the Club. Overall review of technology utilised when communicating with members.	Membership Director/GM	Annual
3	Review the Member Code of Conduct	Perform an annual review of the Member Code of Conduct to ensure that it aligns to the Club's values and member expectations and relevant legislation.	Membership Director/ Governance Director	Annual
4	Structure of Member Social Activities	Develop and implement a structure for member social activities that meets budget expectations with clear ownership of key responsibilities	Membership Director/GM	End 2026

Facilities and Environment | Strategic Plan 2026-2030

	OUTCOMES/OBJECTIVES	ACTIONS	KEY RESPONSIBILITY	TIMEFRAME
1	Review of Course Master Plan (leasehold land)	Annual review of the Course Master Plan. Develop actions in line with the Master Plan and then communicate to members the proposed changes	Facilities Director/GM	Annual
2	Develop a Facilities Master Plan covering the Club's land holding. This would include the Carpark and Practice areas.	Investigate and develop a Facilities Master Plan for the Club's land holding. This includes the Carpark and Practice Facility. The intent is that this Facility Master Plan will remain relevant for the next 20 years and provide improvement to members and the community.	Facilities Director/GM	End 2027
		Begin work on improvements to the Carpark inline with the Facilities Master Plan.	Facilities Director/GM	End 2030
3	Review Course Policies and Practices	Review course practices and policies to ensure effective year-round maintenance, especially during dormant months. Continue measuring the cart fleet utilisation and investigate potential expansion and improvement of the Club owned carts	Facilities Director/GM Facilities Director/GM	Annual Annual
4	Irrigation Project	Oversee and assess the new Irrigation Project to confirm it meets anticipated standards throughout its implementation.	Facilities Director/GM	End 2026
5	Maintenance Program	Review and expand where required the maintenance program for the Clubhouse and facilities to ensure they remain in the best possible appearance and function	Facilities Director/GM	Annual



OUTCOMES/OBJECTIVES		ACTIONS	KEY RESPONSIBILITY	TIMEFRAME
1	Diversified Revenue Streams	Ensure we diversify revenue streams, so the facility use is optimised. Assess revenue sources, operations, bar, food, member activity, and external functions. Take into consideration the co-ordination of member functions.	Facilities Director/ Membership Director/GM	Annual
2	Review Clubhouse Utilisation	Review current Clubhouse use and assess potential improvements, renovations, or extensions as part of the Facilities Master Plan.	Facilities Director/GM	End 2028