



Murrumbidgee Country Club

Strategic Plan 2023-2028



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Introduction

Dear Members,

I am pleased to present the Murrumbidgee Country Club's Strategic Plan for 2023-28.

The Board of Directors is cognisant of its responsibility to strategically plan for the future success of the Club and to engage the membership in the crucial decisions that need to be taken to achieve the objectives that we, as a Club, have set ourselves.

The process undertaken to formulate this Strategic Plan has been a collaborative one and is based on the outcomes provided by a very successful Members' Workshop. I sincerely thank all those Members who attended and contributed to the Workshop as well as those who provided suggestions and comments through the drafting process.

Annual Operational Plans will provide the mechanism by which this Strategic Plan will be actioned. Prior to this, Members will be provided with a "Capacity to Implement" document that will outline the financial challenges that we will need to overcome in order to implement our action plans and achieve our objectives; all of which are achievable within the five year timeframe.

The Board is committed to setting Murrumbidgee Country Club on a pathway to be the club of choice for Canberra golfers and the wider community and, in doing so, it is aware of its responsibility to provide a successful and sustainable Club that offers a quality golfing experience for all golfers within a friendly and hospitable environment.

With your support, the Board will strive to achieve the objectives that have been set, and I invite you all to join in and contribute to the journey ahead.

Pete Murrell
President

Goal

Establish Murrumbidgee Country Club as the club of choice for Canberra golfers and the wider community.

Vision

Provide a high quality golfing experience and social environment built around a friendly and inclusive culture.

Core Values

- Act with honesty and integrity.
- Show respect to all members, guests and staff.
- Be friendly, welcoming and inclusive.
- Promote a safe and enjoyable golfing environment.
- Be open, transparent and accountable in all decision making.
- Celebrate our successes.

Strategic Objectives



Golf Course

Provide a Golf Course that is enjoyable and challenging and meets the needs and expectations of golfers of all abilities.



Membership

Maximise our membership potential by providing a range of membership options to cater for the needs of current and future members with an emphasis on pathways for Junior golfers.



Clubhouse

Present a Clubhouse that provides a safe and enjoyable environment with high quality facilities and hospitality services.



Golf Operations

Deliver the best golfing services in Canberra.



Financial Sustainability & Governance

Ensure a sustainable financial future through sound management and corporate governance practices.

Golf Course

Objective

Provide a Golf Course that is enjoyable and challenging and meets the needs and expectations of golfers of all abilities.

Strategies

Develop, maintain and adhere to a Golf Course Master Plan, incorporating existing plans for improving bunkers, trees, pathways etc, that focusses on the continuing improvement of the facility.

Develop and follow an on-going Course Maintenance Program specifying resources, costs and timelines.

Ensure all course improvements under the Golf Course Master Plan are subject to industry project management protocols providing project specifications, resource requirements, costs, contingencies, timelines and implementation responsibilities.

Engage Golf NSW Club Support Team to periodically review our Golf Course and our Golf Course management techniques.

Action Plan

- Implement the approved recommendations of Contour Golf's Bunker Plan.
- Implement the approved Course Improvement recommendations as provided by Contour Golf.
- Continue the resurfacing of all paths and service roads with high grade, durable materials such as recycled bitumen.
- Complete the tree rationalisation plan.
- Replace the Course irrigation system with an up to date system that utilises technology-based water management techniques.
- Undertake continual improvement and upgrade of all plant and equipment.
- Rationalise all garden beds.
- Repair/replace perimeter fencing.

Membership

Objective

Maximise our membership potential by providing a range of membership options to cater for the needs of current and future members with an emphasis on Pathways for Junior golfers.

Strategies

Review current membership structure and pricing with a view to developing innovative membership packages.

Develop marketing and promotional strategies to increase membership numbers, across all categories, and to increase the patronage of the Course, Clubhouse and Golfing facilities.

Introduce a continuous improvement program through annual Members' Surveys covering the services provided under our operational Pillars.



Action Plan

- Develop a new member welcome pack outlining how golf at Murrumbidgee works – “things you might like to know to enhance your enjoyment at the Club”.
- Encourage members to embrace the welcoming and inclusive culture that Murrumbidgee provides to its members and guests.
- Establish targeted recruitment and retention programs focussing on:
 - Junior golfers
 - Women golfers
 - Youth golfers
 - Targeted Schools Programs.
- Undertake an annual review and appraisal of progress in implementing the Strategies and Action Plans outlined in the Strategic Plan; to be included as a specific item in the Club’s Annual Report.
- Undertake exit interviews with members who choose to leave the Club.

Clubhouse

Objective

Present a Clubhouse that provides a safe and enjoyable environment with high-quality facilities and hospitality services.

Strategies

Develop a Clubhouse Master Plan incorporating short and longer term proposals to expand the building's footprint and enhance its functionality.

Ensure all Clubhouse improvement projects are subject to industry project management protocols providing project specifications, resource requirements, costs, contingencies, timelines and implementation responsibilities.



Action Plan

- Redesign, refurbish and expand the outdoor deck to facilitate increased capacity for dining and small functions.
- Redesign and expand the Gaming Room/Sports Bar by incorporating the outdoor sundeck into the Clubhouse proper.
- Refurbish the kitchen to improve the cooking and food preparation facilities and integrate the catering service area with the Bar to reduce its impact on usable floorspace.
- Refurbish both Locker Rooms and toilet areas.
- Undertake necessary improvements to the Club acoustics, lighting, PA/audio systems and heating/cooling functionality.
- Review catering options with a view to improving the provision of food services to suit golfing clientele, more variety for in-house diners and to improve the revenue flow to the Club.
- Replace existing internet and telephone services with up to date technology through FTTP functionality.
- Refurbish out buildings and surrounds, including the Pro-Shop and adjacent toilets, car parks and Cart/Work shed.

Golf Operations

Objective

Deliver the best golfing services in Canberra.

Strategies

- Engage the best quality Golf Professionals.
- Ensure professional, friendly and efficient delivery of all Golfing services.
- Promote a safe and enjoyable golfing environment.



Action Plan

- Implement management procedures and protocols to ensure integration of all Golf Operations' services provided by the Front Office, Pro Shop, Match Committees and Greens Staff.
- Continue to invest in the latest technology to ensure all services and equipment are of class leading quality.
- Implement procedures to ensure the best standard of behaviour and pace of play by all members and visitors.

Financial Sustainability and Governance

Objective

Ensure a sustainable financial future through sound management and corporate governance practices.

Strategies

Develop and adhere to a Five Year Strategic Plan.

Maximise the Club's revenue streams from the core Pillars of operation – Course, Clubhouse, Golf Operations – to provide the financial capacity to implement the Strategic Plan.

Revise and periodically update the Club's Rules and By-Laws to facilitate the adoption of contemporary management and governance practices.

Action Plan

- Formulate an annual Operational Plan (incorporating the annual Budget) identifying those aspects of the Strategic Plan to be actioned in each year.
- Develop a Governance Charter linked to the Rules and By-Laws and Strategic Plan and supported by an Operations Manual of Policies and Procedures.
- Maintain a register of members' skills and qualifications with a view to engaging them in Club operations, when required.
- Provide training and personal development programs to support and enhance the core skill levels of existing staff and to attract high-quality staff in the future.
- Engage Golf NSW Club Support Team to undertake an operational review and assessment of all operations at the Murrumbidgee Country Club.
- Investigate new sources of revenue :
 - Government and Industry Grants,
 - Expansion of existing Golf Operations facilities e.g. Mini-golf; Golf simulator technology; teaching and practice technology.
 - Potential sale/development of parcels of land,
 - Development of existing, approved lease capabilities, e.g. Motel facilities, Function/Conference centre etc.,.

