



MALENY
GOLF AS IT BEGAN

STRATEGIC PLAN

2026–2031



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INTRODUCTION

Maleny Golf Club is excited to present this strategic plan, which outlines a clear path for consolidation of our recent success and strengthening our foundation for the future. The club has experienced significant growth in recent years.

Membership has increased, visitor play remains strong and the course enjoys an outstanding reputation for presentation and playability. The development of the new clubhouse marks another important milestone in the club's evolution.

To match the club's growth and ambition, governance structures, staffing models and operational systems must now mature. The focus for the next five years is to continue growing revenue, strengthening the club's foundational elements and building on the achievements made to date by members, volunteers and previous boards.

This plan provides the roadmap for the structured implementation of initiatives and improvements over the next five years under five key areas of the club's operations. It ensures that decisions are guided by long-term sustainability rather than short-term reaction. Maleny Golf Club will strengthen governance maturity, ensure clear accountability, improve financial resilience and enhance stakeholder positioning in the next few years.

With these foundations in place, the club will be well positioned to pursue its next phase of growth, focusing on the quality of the overall golf course and facilities, together with a clear focus on members and visitors' satisfaction.

The strategic plan also considers the Golf Australia Player's 1st Member Survey Results, summarised in this report.

The key messages provided by our members were for the club to focus on the following areas:

- » Improve food and beverage quality and value
- » Upgrade practice facilities
- » Improve pace of play and course flow
- » Strengthen communication and transparency
- » Expand social and inclusive events
- » Provide clearer pathways for women and juniors

We believe we have addressed these points in the plan and the board will continue to closely monitor progress in these areas. We will also utilise the Golf Australia Player's 1st Member Survey survey every two years to monitor progress and obtain member feedback.

This is a disciplined and deliberate plan. It focuses on getting the fundamentals right so that future growth can be pursued confidently and sustainably.

ORGANISATION DETAILS

Full legal name	Maleny Golf Club Inc.
Incorporated Association Number	IA 06156
Address	15 Porters Lane North Maleny QLD 4552
Local Government Authority	Sunshine Coast Regional Council
Phone	(07) 5499 9960
Email	shop@malenygolfclub.com.au
Website	www.malenygolfclub.com.au
Social media	Instagram: @malenygolfclub Facebook: Maleny Golf Club
Board Members	Acting President – Matt Caffery Vice President – TBA Treasurer – David Killeen Secretary – Andrew Johnson Greens Director – Rob Bailo Director – Jan Maguire Director Club Captain – Paul Viertel

THE CLUB'S VISION, MISSION AND CORE VALUES

OUR VISION

Is to deliver a memorable and exceptional golf experience in the heart of the Sunshine Coast Hinterland.

OUR MISSION

We exist to enhance wellbeing, foster inclusivity and contribute positively to the Maleny community by continually providing a challenging and enjoyable playing experience in a welcoming and friendly environment.

OUR CORE VALUES

Excellence

We are committed to delivering service that exceeds expectations. Every interaction is guided by integrity, empathy, and a genuine desire to help. We listen, we care, and we act swiftly to ensure every customer feels valued, respected, and delighted

Culture

We strive to be a welcoming, family-friendly and inclusive club with a commitment to a safe and healthy environment

Respect

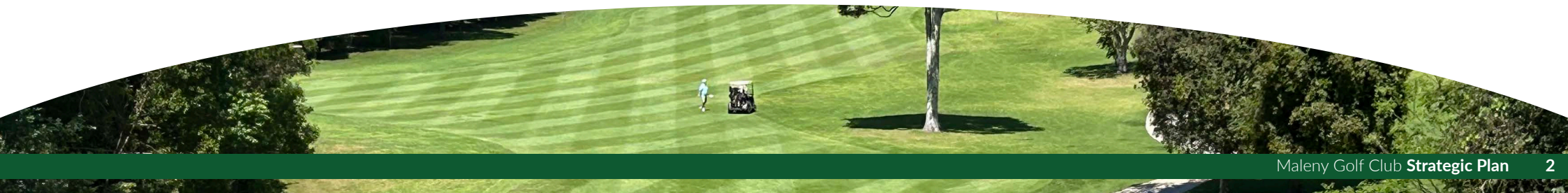
We maintain mutual respect between members, guests, visitors, employees and the public, ensuring all interactions are conducted with courtesy and transparency

Integrity

We always act with the highest integrity

Collaboration

We aim to seek positive partnerships with external stakeholders



OUR DIRECTION 2026–2031

OUR AMBITION

Our ambition over the next five years is to continue to develop the course and improve member services, hospitality, finance and infrastructure. This will provide members and visitors alike with a memorable golf experience within the framework of the five year profit forecast. In parallel, our aim is to increase ties with the local community, contributing to the wellbeing of local businesses and offering opportunities for use of the new clubhouse. We will also focus on ensuring the club's systems, leadership and financial framework are aligned with the growth of the club and are able to scale to meet increasing demand over the next period.

The club will strengthen governance, workforce planning, financial discipline while maintaining the welcoming culture that defines us.

WHAT IS SUCCESS

Success can be measured across five key areas

- » The Course
- » People and Culture
- » Member and Visitor Satisfaction
- » Clubhouse and Supporting Infrastructure
- » Governance and Finance

The success of the club will be defined not only by financial performance and golf participation levels, but in organisational clarity, stability and long-term resilience and this strategic plan provides a clear and measured roadmap. It ensures decisions are aligned to long-term sustainability and positions the club for its next phase of development beyond 2031.



By 2031 our aim is to have completed the following:

THE COURSE

The course has been continuously developed to exceed the expectations of members, guests and visitors resulting in a unique and rewarding golfing experience. The strategic plan envisages maintaining focus on the continuing improvement of the course and with the support of the Greens team, will focus on the following key areas

Objectives

- » Develop and implement a five-year plan for course improvements covering green remodelling, cart paths, tees, practice facilities, and general vegetation and wetland management that reflects the established course design principles
- » Work closely with the SCC and MDSRC to manage the native flora and fauna within and surrounding the course
- » Achieve recognition as being one of the top 50 destination golf courses in Australia
- » Increase awareness and recognition of the course throughout the golfing industry
- » Review bunker management, composition and access to provide a consistent playing environment

Highlighted Actions

- » Remodel landscaping around Hole 18
- » Extend cart paths adjacent to tees to provide improved access and wet weather resilience
- » Rebuild green to Hole 17
- » Improving on-course drainage
- » Construct several additional bunkers and completing the revetment to all bunkers
- » Install below ground root barriers around greens
- » Construct new green to Hole 9
- » Softening the slopes on the Practice Putting Green
- » Enlargement and re-grassing program for all tee boxes

COURSE MAP



PEOPLE AND CULTURE

Objectives

- » Create an inclusive culture that delivers on our mission
- » Attract, retain, reward and develop a motivated and highly skilled team
- » Encourage collaboration and engagement of staff and members in the running of the club including providing input into strategic planning and implementation
- » Establish an efficient operating environment with the new clubhouse bringing together club management and operations under one roof
- » Provide training and development opportunities for staff
- » Support a performance culture
- » Provide a safe and welcoming environment
- » Appoint a volunteer coordinator who can provide inductions and annual volunteer awards
- » Consolidate HR plan
 - Prioritise cultural fit, not only skills and experience, in our recruitment policies
 - Acknowledge and reward outstanding performance
 - Undertake annual performance reviews and identify training programs for all staff
 - Ensure all staff are employed under standard contracts that comply with QLD employment law
- » Leverage new clubhouse space to expand social opportunities for members and guests
- » Celebrate and record our history
- » Utilise team-building programs to strengthen teamwork and understanding between staff and volunteers
- » Ensure continual compliance with Child Safeguarding standards

Highlighted Actions





MEMBER AND VISITOR SATISFACTION

Objectives

- » Consistently achieve an overall Net Promoter Score (NPS) above 65%
- » Create a welcoming environment for women golfers and increase women's membership in line with Golf Australia's "Vision 2025"
- » Maintain continual growth of Junior (under 18) membership
- » Provide a diversity of competitions and programs whilst supporting members representing the club
- » Continue to provide opportunities for visitors to play the course outside of members competitions
- » Provide members with timely communication on all matters related to the club and course
- » Improve data collection to better understand course utilisation and opportunities to generate additional income
- » Tell the story of the MGC to a wider market

Highlighted Actions

- » Survey members every two years to measure NPS in line the Golf Australia's Player's 1st Member Survey format to ensure consistency of data
- » Grow junior membership by partnering with local schools and sporting clubs to deliver targeted development programs, including after-school sport sessions, holiday clinics and short form junior competitions.
- » Grow women's membership through women's beginner programs, short golf (4 hole) and social events, and other social and learning events
- » Refine new membership induction process to ensure new members feel welcomed and informed
- » Ensure members receive regular updates on clubhouse events and course improvement projects
- » Maintain focus on pace of play and the potential introduction of a marshal / F&B cart
- » Review golf operations systems and data collection and utilise advances in software and data management to improve efficiency
- » Develop a robust and effective marketing and promotional plan
- » Undertake interviews and data collection to preserve and promote the club's history as part of its evolving identity

GOVERNANCE AND FINANCE

Objectives

- » Achieve an annual operating surplus to ensure the long-term viability of the club and supporting the ability to fund capital investment
- » Pay off members and bank loans for the new clubhouse earlier than scheduled should operating surpluses allow
- » Establish and maintain an operating contingency in the event of poor weather or other interruption to income of at least three months cash operating costs and loan repayments
- » Formalise a clearly defined governance model, with the board focused on strategy, risk management and oversight
- » Develop and implement a financially sustainable operational model for the new clubhouse, supported by accurate and timely monitoring and reporting and maximise revenue potential
- » Maintain strong and constructive relationships with Council and other key stakeholders

Highlighted Actions

- » Implement a structured and sustainable organisational model, including defined reporting lines and workforce planning
- » Undertake a comprehensive review of club operations following completion of the clubhouse and supporting infrastructure
- » Strengthen governance through formalised board processes, succession planning and ongoing governance documentation reviews
- » Implement a board performance management model
- » Manage an annual governance reporting calendar, including statutory reports
- » Maintain and improve financial forecasting, reserve planning and capital expenditure prioritisation
- » Maintain and improve professional operational standards within all club operations



CLUBHOUSE AND INFRASTRUCTURE

Objectives

- » Provide a modern, efficient and attractive clubhouse for members and visitors that reflects the quality of the course and that is welcoming to the whole community
- » Develop an overarching solar power strategy that substantially reduces or eliminates use of fossil fuels by 2031
- » Monitor and review car parking facilities
- » Improve the quality and range of food and beverage offered
- » Provide opportunities to the local community to hire parts of the clubhouse, whilst ensuring members and visitors access is maintained at peak times
- » Provide members with a variety of fun enjoyable and stylish events throughout the year

Highlight Actions

- » Finalise delivery and fit-out of the new clubhouse and commence operations in mid-2026
- » Refine staffing, management and operating systems with the new clubhouse in the six months from July 2026 to December 2026
- » Engage with the solar power industry to obtain a detailed design for the installation of batteries and panels. Identify potential grants and other government funding
- » Work with SCC to review car parking arrangements for members and visitors to MDSRC to accommodate envisaged growth
- » Regularly obtain feedback from members and visitors on F&B offering and adjust to suit
- » Arrange and manage catering for special events
- » Set an annual entertainment calendar with a minimum of four social events for members to attend



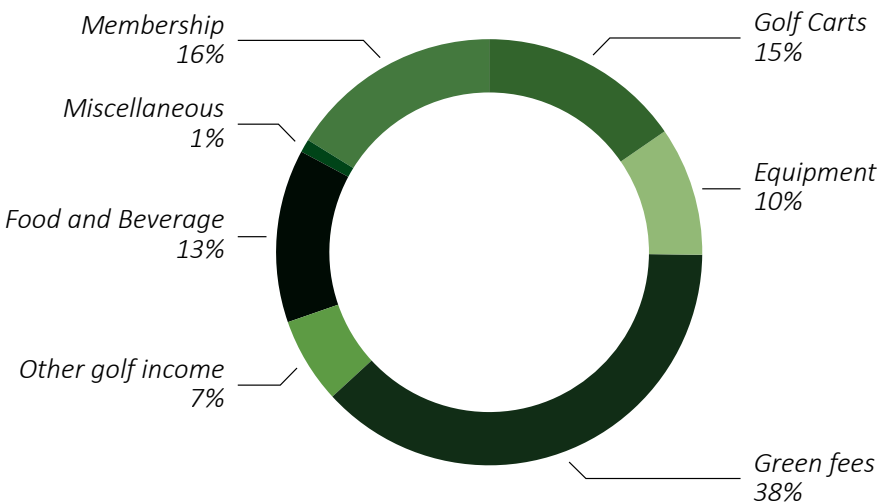
FINANCIAL PERFORMANCE SNAPSHOT

Maleny Golf Club is operating from a position of financial strength, supported by consistent revenue growth. Total trading for 2025 reflected strong performance across membership renewals, visitor green fees, cart hire and retail sales. Visitor green fee income remains a significant contributor, demonstrating the club's strong external reputation and regional appeal, while membership revenue continues to grow steadily.

The balance sheet further confirms the club's stability. Total assets have grown in line with the club's strong performance with adequate cash reserves. Investment in course improvements and infrastructure has strengthened the quality of the course while maintaining liquidity. The club has demonstrated an ability to generate operating surpluses while funding capital improvements, indicating sound financial management and disciplined reinvestment in core assets. These surpluses provide flexibility to manage operational costs associated with the new clubhouse and associated workforce restructuring.

The combination of diversified revenue streams and demonstrated capital discipline positions the club well to invest in governance maturity, workforce planning and participation growth initiatives. With continued financial oversight and structured forecasting, Maleny Golf Club is well placed to implement this strategic plan from a position of financial strength rather than necessity.

PERCENTAGE OF INCOME 2025



GOLF AUSTRALIA PLAYER'S 1ST MEMBER SURVEY RESULTS

SURVEY
ENGAGEMENT

563

INVITATIONS

286

RESPONSES

51%

RESPONSE RATE

A comprehensive member survey was undertaken to understand member experience and ensure the strategic plan reflects member priorities. The insights gathered have directly shaped the strategic pillars and implementation actions within this plan.

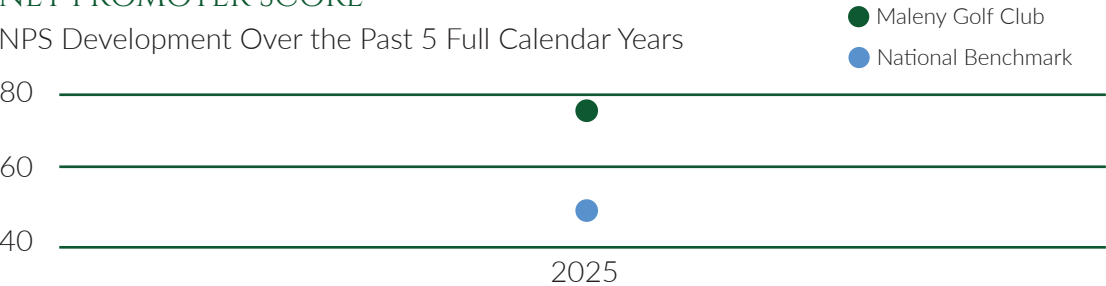
The survey achieved a strong 51 percent response rate with 286 members participating. Overall sentiment is highly positive, with a Net Promoter Score (NPS) of 75 compared with a national benchmark of 47.

MEMBERS TOLD US
THAT THE CLUB'S KEY
STRENGTHS ARE:

- » An outstanding and well-presented course
- » Strong course maintenance and ongoing improvements
- » A friendly and welcoming club culture
- » Good value for money
- » Confidence in governance, management and staff

NET PROMOTER SCORE

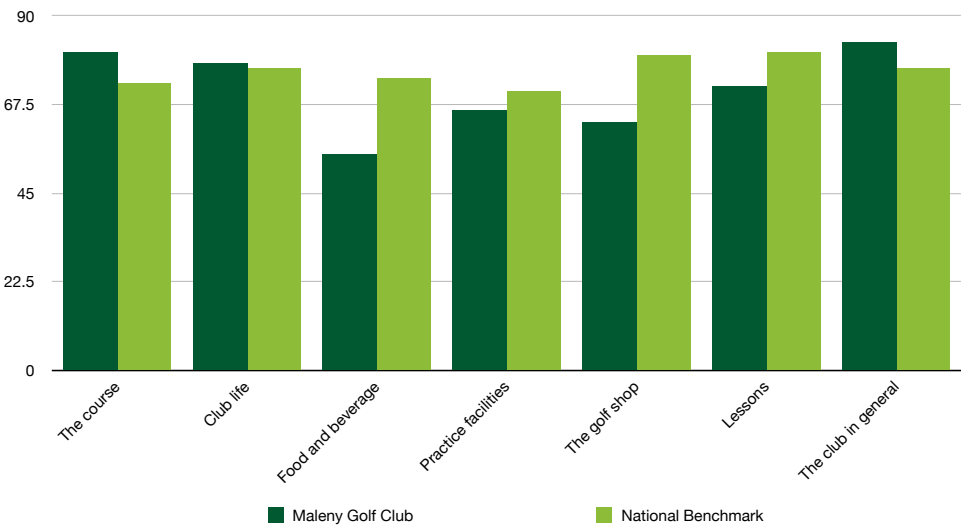
NPS Development Over the Past 5 Full Calendar Years



Year	NPS	National Benchmark	Promoters	Passive	Detractors
2025	75	47	79%	18%	3%

SERVICE AREAS

All service areas in your club



The course remains the club's greatest asset and primary drawcard. Members consistently described it as a key reason for loyalty and pride in the club.

Members also provided clear and constructive feedback on areas for improvement. Food and beverage was identified as the lowest performing service area, particularly in relation to quality, pricing and variety. This is largely understood in the context of current facility limitations and reinforces the importance of a successful transition to the new clubhouse. Practice facilities were rated moderately, with interest in upgrades to better support skill development.

MEMBERS HIGHLIGHTED OPPORTUNITIES TO:

- » Improve food and beverage quality and value
- » Upgrade practice facilities
- » Improve pace of play and course flow
- » Strengthen communication and transparency
- » Expand social and inclusive events
- » Provide clearer pathways for women and juniors

Importantly, members expressed strong optimism about the new clubhouse and a willingness to contribute through volunteering, indicating confidence in the club's future direction.

The survey confirms that the club is operating from a position of strength while providing clear direction for targeted improvement. We will continue to seek member feedback in the future to ensure decisions remain informed, transparent and aligned with member expectations.



POSITIONING BEYOND 2031

By the conclusion of this five year strategic plan, Maleny Golf Club will have achieved the following principal objectives:

- » Continued to develop the course into one of the best in QLD, known for its unique challenges and natural beauty
- » Have matured clubhouse operations within the new clubhouse
- » A strong recognition of the club within the golfing community and broader community
- » Be operating within a defined governance structure and professional organisation model
- » Be recognised as an employer of choice within the golf industry
- » Have achieved stronger participation pathways for women and juniors and increased their membership numbers
- » Refined the financial framework and improved data collection
- » A strengthened relationship with Council, MDSRC and the broader Maleny community

With these foundations in place, the club will be confidently positioned to determine and pursue its next phase of strategic growth.





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