

DDCC Strategic Intent 2025-2027

Table of Contents

1. Executive Summary	2
1.1 Acknowledgements	3
2. Background	3
2.1 Sports	4
2.2 Clubhouse	5
2.3 Audiences	6
3. SWOT	6
4. Strategic Intent	7
4.1 Purpose and Vision	8
4.2 Values	8
4.3 Strategic Priorities	9
5. Action Plans	10
6. Management	21

1. Executive Summary

The Dunsborough and Districts Country Club (DDCC) is reviewing its Strategic Intent and undertaking a new plan to outline its Strategic Priorities for the next three years.

The long-established Club plays an important role in sports and recreational activities for residents and visitors to Dunsborough and neighbouring districts. The multi-purpose facility is the only community centre in the area to offer a variety of sports and activities, as well as function rooms for hire, a kitchen, dining area and a bar.

The ways society participates in sport and recreation are changing, including through new technologies eg. wearable technology and fitness apps, a focus on health and wellness that promotes mindfulness and holistic practices, individual sports including yoga and gym fitness, sustainable and eco-friendly methods that support environmental stewardship and conservation, increased accessibility for all abilities and the growing diversity of the local community.

To continue to be successful as a community club, DDCC recognises the need to evolve, and adapt to the needs of a new generation of participants.

Creating the Strategic Intent requires a considered and united approach to creating an inclusive environment and fostering meaningful experiences for members and visitors. This includes developing the club and its facilities, attracting new audiences and members, reviewing its brand and enhancing its marketing, and supporting its loyal volunteers.

The document will guide the Management Committee, volunteers and staff, and sets out an ambitious, achievable plan of priorities, with a structured focus to manage its growth and sustainability into the future.

1.1 Acknowledgements

The City of Busselton (City) has provided funding for organisational development of DDCC, as part of the Regional Every Club Funding Program from the Minister for Sport and Recreation. The program aims to support the growth and build the capacity of local sporting clubs.

The Club has a long-term lease of its premises, which is a City owned facility. The clubhouse and sporting grounds form part of the Sport and Recreation Facilities Strategy 2020-2030 (SRFS), with an objective to maximise opportunities for social and leisure style activities while complementing the organised club sport activities. The Strategic Intent aligns to the direction set by the City of Busselton for its facilities.

Wicked Strategies has facilitated the Committee workshops and community engagement, and has developed the Strategic Intent. Feedback received from members has informed the Strategic Intent and its actions. Thank you to those who participated, by sharing your views and suggestions you've helped guide DDCC's services and operations for years to come.

We acknowledge the Traditional Custodians of the Wadandi people, on whose land we are living, and pay our respects to Elders, past and present.

2. Background

DDCC began over 50 years ago in December 1973 and sits on 55.7 hectares of Recreation Reserve, nestled amongst Jarrah, Marri, Sheoak and Peppermint trees. It's home to many native wildflowers and Western Grey Kangaroos, and some sections have majestic views of the turquoise waters of Geographe Bay. It's adjacent to the Old Dunsborough Hall, a historical building that opened in 1957 and was once the centre of old Dunsborough.

The club has approximately 730 members and primarily services the area of Dunsborough. It offers six social and competitive sports; Bowls, Croquet, Golf, Tennis and Mountain Biking, plus mind games Canasta and Mahjong.

Dunsborough is a vibrant beach town in the City of Busselton (City), and is a popular tourist destination for all ages. The nearby wineries, restaurants and relaxed lifestyle are major drawcards, the new Busselton airport is an easy flight for tourists from Melbourne and Sydney.

The City is one of the largest regional cities in WA and one of the state's top ten fastest growing local government areas over the past 10 years. While a similar population growth rate is anticipated to continue into the next decade, urban expansion estimates for Dunsborough identify up to 8,750 additional residents, almost doubling the current population of 10,000 and leading to significant increases in demand for social, sporting and recreational activities.

2.1 Sports

Sport and recreation provide many benefits including physical health, mental well-being, social connections and personal development. They also foster teamwork, resilience, and community engagement. This is supported by the Club's 2024 member feedback survey, which indicated the top three reasons for being a member were 1. Meet friends and socialise, 2. Keep fit and active, 3. Be part of the community. A Net Promoter Score (NPS) of 46 from the Survey completed by 289 members shows strong member support for the club.

The club is at its peak in the summer season from September to April, when all sports are played.

Sports are open to members and non-members, and most are played during the day. Many sports offer mixed teams, and some are also open to juniors.

Additionally, the club hosts a number of regional pennants and tournaments to ensure it continues to appeal to regional and state associations, and other event organisers. Competitions include the Regional Women's Golf, South West Bowls Pennants and Down South MTB Festival.

When asked how often they play sport or games at the club, 71% of survey respondents said at least once a week, which highlights a loyal and active membership. However, in recent years, almost all sports at the club have shown a decline in participation by males (with the exception of mind games),

while female participation only grew in bowls, croquet and tennis. This doesn't include juniors, which dipped in all sports except bowls. Attracting new and younger audiences is a priority for the club, and the introduction of new and accessible games including footgolf and barefoot bowls have been introduced. Pickle ball will be trialled to support increased participation. These will be assessed each season along with other strategies.

The club's sporting facilities include:

- Two synthetic bowling greens
- Two croquet lawns
- Six tennis courts (2 synthetic and 4 hard courts) with lights for evening matches
- 18-hole golf course (sand greens) with ocean views
- 10km cross-country mountain biking course linking with the Meelup Trails, forming the Dunsborough Mountain Bike Park with a total trail length of 21kms.

2.2 Clubhouse

The clubhouse is critical to the club for many reasons, particularly in providing social opportunities for members and visitors through the bar and weekly carvery, and is a highly valued revenue stream for the club's operations. When members were asked how often they have a drink from the bar or dine at the carvery, 49% of respondents said at least once a week.

A barista made coffee is the standard feature during the week while the commercial kitchen is largely unused until Saturday evenings when it supports the external caterers of the carvery.

There are several function rooms for hire and it can host as few as 10 people up to a maximum of 380 people across the dining area, bar, activity room and alfresco.

The only club activity played in the clubhouse is the mind games Canasta and Mahjong, providing opportunities for more diversity in the programming to support community-based interests.

However, the décor is aging and unappealing, and no longer represents the potential usage that the clubhouse has. Revitalising the look and feel of the clubhouse into a more modern facility is a priority for the club, and will help to change its perception and attract new and younger audiences.

The clubhouse facilities include:

- Dining room/main function area
- Sportsman's Bar
- Enclosed activity/function room used for Canasta and Mahjong
- Outside alfresco
- Commercial kitchen
- Separate male and female change rooms
- Presentation screen and multiple area sound system
- Car parking for 55 cars

2.3 Audiences

The Club attracts local residents along with non-members and visitors to the area, and its member base is dominated by older Australians with approximately 75% aged 65+. This is reflected in the 2021 Census data that identifies Dunsborough has a higher proportion of residents aged 65-85 (18.2%) than the WA average (14.2%).

While the club has many loyal members, there are signs of gradual decline with numbers dropping 13% in the last three years from 836 to 730, and down further from pre-Covid times. Although there are factors that can be attributed to this, the ageing membership is establishing a divide that's becoming harder to broach in attracting younger audiences. The Club is focused on ensuring it regains the broad community relevance that is intended, including an inclusive environment with activities and opportunities for all ages and abilities.

3. SWOT

Strengths – Internal

- Variety of sports and activities
- Good bar and range of drinks and pricing
- Facilities cater well for current users: retirees and visitors

- Venue has a good design for functions
- Excellent Club Manager & current staff
- Strong volunteer support (across all sports)

Weaknesses – Internal

- Ageing membership
- Exterior facility condition and maintenance
- Interior club furnishings and décor
- Lack of marketing and social media
- Lack of inclusivity for younger audiences and other activities
- Succession planning for committee volunteers

Opportunities – External

- Marketing and social media
- Converting casual users to full members
- Optimising venue use
- Expand funding sources
- Membership bequeaths and DGR status
- Entertainment and community events

Threats – External

- Loss of external funding
- Scheme water use and increasing operating costs
- Increasing maintenance and repair costs
- Timeframe of the City's SRFS and Master planning
- Competition with other sport clubs/facilities
- Declining and ageing volunteers
- Recovery after unanticipated loss – major storm damage, vandalism, cyber-attack etc

4. Strategic Intent

The strategic intent is the heart of the strategic planning process. It articulates the foundations of the organisation in its purpose, vision and values and

defines short to medium term goals that guide the organisation's decision-making.

4.1 Purpose and Vision

Our Purpose: *To provide inclusive passive and active recreational facilities and opportunities across all age demographics and abilities within our community*

Our Vision: *A club that provides social and physical well-being for every generation*

4.2 Values

- Belief in the many benefits of participation in sporting activities
- A healthy lifestyle
- Social inclusion and respect for others
- Provide a sense of belonging
- An integral part of the community
- Volunteer encouragement and recognition

4.3 Strategic Priorities

Four priorities will guide the activities and aspirations over three years from 1 January 2025 to 31 December 2027:

- 4.3.1 Clubhouse and Facilities: Investing in the development and maintenance of the clubhouse and facilities to support a vibrant, attractive offering, enhance member satisfaction and boost participation
- 4.3.2 Marketing and Communications: Developing effective marketing and social media strategies to expand the reach and engagement, appeal to new and younger audiences, and ensure community relevance.
- 4.3.3 Club Development: Enhancing the club capabilities, operational planning and governance to drive strategic decision-making and deliver long-term sustainability.
- 4.3.4 Inclusive Community: Creating an inclusive community that nurtures participation, embraces intergenerational connections, enriches our club culture and fosters long-term commitment to sport and health.

5. Action Plans

The three-year Action Plan serves as a roadmap, detailing the specific actions to support the goals.

Strategic Priority #1 – Governance & Risk Management

Objective: Maintain an effective management committee that diligently & responsibly manages the clubs finances, potential risks assets, sports and Facilities including, bar and clubroom, commercial kitchen and amenities.

Strengths: The club has developed a sound and compliant constitution and By-Laws and Policies that are used actively in Management and by the Management Committee.

Opportunities: Based on recent training by Clubs WA there is an opportunity to highlight potential risks to the club using a monthly report to the Management Committee for potential Safety, fraud, pilfering, exposure to scams type incidents.

Action	When	Who	Progress
Review and update the Constitution and By-laws to reflect current needs and comply with the Constitution, Associations Incorporation Act 2015 and Associations Incorporations Regulations 2016, and Not for Profit Governance Principles	2023	Management Committee	Completed
Undertake Governance training to enhance understanding all of the above.	November 2024	Management Committee	Completed
Develop a recruitment manual to support the application of new Committee Members (eg. Role descriptions, board responsibilities and duties, Club information, application form, nomination process etc	November 2024	Management Committee	On going when required
Review committee skills and recruit expertise when required	On going	Management Committee	Undertaken by committee for specific projects
Highlight potential risks to the club using a monthly report to the Management Committee – Safety, fraud, pilfering, exposure to scams	On going from Jan 2025	Management Committee	In progress
Communicate Strategic Plan to Stakeholders	March 2025 onwards	Management Committee	On Going

Strategic Priority #2 – Volunteer Contribution

Objective: Support and maintain current high level of volunteer contribution

Comment: Volunteer contribution is strong from all sports. Volunteer hours are currently estimated at a \$100,000 contribution per sport in terms of a commercial equivalent in wages for paid work. Given volunteers support seven sports this contribution is potentially in the region of \$500,000 per annum.

Opportunities: Continue to encourage volunteers through the current recognition program whilst carefully recognising potential drop off through “burn out” and issues that may be presented for an ageing volunteer group.

Action	When	Who	Progress
Develop a reward and recognition program and policy, building a positive and productive work environment that boosts morale and volunteer engagement, and enhances overall performance	Strong	Volunteer recogniser from committee	Recognition process in place using the newsletter with stories and photos to recognise volunteers throughout the year
Calculate volunteer's hours for each sport	Mid 2025	All sports	In progress with planned review mid 2025
Consider options to manage potential decline in volunteer workforce for all sports.	Mid 2025	Management Committee	Currently being monitored

Strategic Priority #3 – Marketing

Objective: Maintain current level of marketing through social media, word of mouth and reputation and consider new and more effective options if available.

Comment: The club has marketed successfully through the Weekly Newsletter, regular posts on Facebook and the Club website.

Note the club is near or at full capacity at many times during the week.

There is a need to balance attracting new business with current usage by sports sections and bookings for social and community events.

Opportunities: Improved signage and entrance statements; explore opportunities for Sundays and Mondays when the club is often closed due to staff availability and cost. It should be noted that all outdoor sports are available 7 days a week for both members and the public.

Action	When	Who	Progress
Set up a Marketing sub-committee to review marketing plans and ways to promote the club sports and facilities.	Nov 24	Committee	In progress
Refine and implement a plan to improve signage and entrance areas with “tear drop” banners	Mid 2025	Sub-committee	TBA
Review website	Mid 2025	Working group	In progress
Trial Pizza nights	Jan 2025	Manager	In Progress
Trial Sunday openings through January	Jan 2025	Manager	In progress

Strategic Priority #4 – Club Member Benefits vs Visitor & Casual Use

Objective: Maintain current level of membership for the 6 sports the club provides. Consider the need to provide an “us and them” distinction between club members using the facility and visitors using the facility.

Note a Tavern license was secured some time ago to encourage visitors to use the facility and potentially become members.

Comment: The club successfully caters for 6 sports, plus community use. In the recent survey several club members requested an investigation into offering discounted bar prices for members.

Action	When	Who	Progress
Consider improving member benefits with bar discount system	Q1 2025	Committee	In Progress
Improved/ Updated POS system to include member discount options	Q2 2025	Working group	In Progress

Strategic Priority #5 – Facility Development – Clubhouse

Comment: The original clubhouse was opened in 1976 with modifications and extensions completed in 1995. The building is in need of renovation both externally and internally. Property inspections by City of Busselton officers have raised several issues that require resolution. Based on the club’s current lease agreement with the City of Busselton the club is responsible for maintenance of the club buildings.

The Committee has reviewed options for the roof and have a plan to repair roof leaks, fascia degradation, drainage issues and deteriorating skylights in order to keep the premises structurally sound and watertight.

The Club Management Committee has agreed to rectify the issues in Q1 2025. However, while the club has over the years set aside funds for building maintenance; this outlay on the roof will limit the ability of the club to continue work inside the clubhouse. For example, to upgrade the internal decoration, kitchen maintenance to ensure compliance and upgrade the amenities which are available to the public and club members 7 days a week.

Action	Detail	Cost	When	Who	Progress
Roof	Roof repair for \$40k + including repainting roof tiles, repairing skylights and gutters	\$40K+	Feb-Mar 2025	Building Sub-Committee	Work to schedule
Interior	Ceiling, walls, carpet Interior designer engaged to recommend colours and styles	\$2,500	Feb 2025	Working group - project plan	In progress
	Obtain costings and quotes for work to be done				
	Source Funding				
Kitchen	Kitchen flooring Appliances?				

Strategic Priority #6 – Facility Development - Car Park

Comment: There are currently two areas for parking on site. Sealed parking with 55 bays next to the clubhouse and 30 (approx.) spots in the unsealed area north of the club.

The car park is used by many. Not only club members and visitors for the six sports, but also convenient parking for safe drop-off and pick-up for parents taking children to the local public primary school.

On busy sports days, Tuesday, Thursday and Saturday, the car park is full. Note that mind games attendees require up to 30 bays and 3 to 5 of them require disabled parking for access. Currently there are only two disabled parking bays.

There is also an issue with severe storm water run-off that can cause flooding issues for the clubhouse. Volunteers have come out in the early hours to clear clogged drains to mitigate this.

Action	Detail	Cost	When	Who	Progress
Car Park	Determine how much extra parking could be made available	-	Jan 2025	Outside contractor	Draft Schematic provided
Car park	Determine costs		Q1 2025	Building Sub-committee	
Car park	Source funding				

Strategic Priority #7 – Facility Development – Bowling Greens

Comment: ‘A’ Green was installed in 2017. The current surfaces have deteriorated over seven and a half years. The ‘A’ green is now considered not suitable for State competitions.

With urgency to secure contractors and with financial support not forthcoming from either the City of Busselton or the DLGSC (Sport & Recreation) due to their existing commitment of funds, the bowls section has now committed all their reserve funds to rebuild bowling Green ‘A’.

Bowls have researched and chosen an upgrade that it expects to be sustainable for 10+ years.

This is work planned for May 2025 using club funds.

Action	Detail	Cost	When	Who	Progress
Bowls Green A	Rebuild & upgrade with new technology surface that will last for 10+ years	\$300k	May 2025	Bowls Committee	In progress
Bowls Green B	Surface deteriorating No funds to fix after Green A rebuild	\$300k	2028	Bowls Committee	

Strategic Priority #8 – Facility Development – Golf

Comment: The golf course is diligently maintained by a small group of volunteers. This volunteer contribution to manage the golf course has been conservatively valued at \$100k per annum.

The course fee of \$25 for 18 holes is attractive to visitors given it is over double that to play a round at the Dunsborough Lakes Golf Club.

The course is underutilised given the small number of regular member golfers and visitors. As the fairways are not reticulated the course becomes very dry and desert-like in summer during the main holiday periods. Recent discussions, support from Golf WA and golf clinics to improve the promotion of the course have seen visitor numbers increase during 2024.

The biggest setback is the availability of water. Scheme water is used for tees and some green surrounds at a cost of \$6,000-\$8,000 per year.

Action	Details	Cost	When	Who	Progress
Tractor	Replace tractor	\$60,000	Q4 2027	Golf	
Provide Sustainable Water Supply	Renovate, enlarge and install liner to existing dam.	\$30,000	2025-26	Golf	Planning in Progress
	Install 365,000 litre water tank (to be filled from dam)	\$35,000	2025-26	Golf	Planning in Progress
Reticulate 9 Holes	To be known as 'Summer Nine'	\$50,000	2025-26	Golf	Planning in Progress
Promote 'Summer Nine' Golf	Advertising Website Online booking system	\$10,000	Q3 2026	Golf	

Strategic Priority #9 – Facility Development – Croquet Courts

Comment: Croquet has successfully grown, however is limited in the number of players at any time. Therefore, a third green would allow for further growth. There has been discussion with golf and an in principal agreement that golf will move the 18th green to make room for a third croquet court.

The cost of this development could be in excess of \$60,000 and possibly as high as \$100,000 the club will require assistance with funding.

Action	Details	Cost	When	Who	Progress
Court #3	Finalise Location and design for a third court	\$100k	2026	Croquet, Golf & MTB	
Court #3	Obtain indicative costings			Croquet	
Court #3	Investigate & source funding options			Croquet	

Strategic Priority #10 – Facility Development – Tennis Courts

Comment: The Tennis section have carefully nurtured growth of court usage by members and visitors.

The online booking system installed has been a success to assist access whilst providing data on usage. LED lighting has been installed to provide cheaper night play.

The current coach has also made a significant contribution to court usage through coaching programs for adults, juniors and young children.

Social tennis on a Saturday now attracts up to 40 players, so with only six courts, players must take turns (sit out)

Projecting further growth and interest in tennis and providing youngsters with a pathway, there is a clear need to plan for more courts.

The club will require assistance with funding for additional courts.

Note current issues with cracks (root growth) will require rectification for safety reasons that will be relying on club funding to repair.

Action	Detail	Cost	When	Who	Progress
Trees	Prune trees overhanging courts	\$3,760	Jan 2025	Tennis	Completed
Cracks	Seek quote for crack repairs – potentially tree roots	\$26,000	May 2025	Tennis	In progress
New courts	Plan location and Secure funding		2026	Tennis, Golf & MTB	

Strategic Priority #11 – Facility Development – Mountain Biking

Comment: Mountain biking has become a popular year-round activity for all. The growth in the last ten years has developed trails in many locations in the SW region.

DDCC MTB and Cape Mountain Bikers have developed and enhanced trails that are recognised and used for State, National and International events.

MTB and Triathlon events have brought a considerable revenue to the club over the last 7 years with additional and consistent fees for casual trail use. Local volunteers provide professional coaching for youngsters (Grassroots program) clinics for schools and facilitating the Vasse Fathering Project.

The “jump & pump track” is popular and regularly used by riders and primary school children every day after school.

There is a potential for expanding this facility to provide more variety and challenge.

Action	Detail	Cost	When	Who	Progress
1st & 18th Green	Consider providing more space for the pump and jump track	\$60k	2026	MTB, Golf, Tennis & Croquet	

6. Management

DDCC is an incorporated not-for-profit association led by a volunteer management committee as well as sub-committees for each sport. Many committee members have been long standing members of the Club, and have invaluable knowledge of the sports. The 10 Management Committee members are elected for a term of two years with 5 members being up for election each year at the AGM. The club President and other office holders are elected each year by the members of the incoming management committee immediately following the AGM. The President can only serve a maximum tenure of 4 consecutive years.

The club employs a full-time Club Manager, several casual permanent bar staff, and part time administration staff including a bookkeeper and a membership officer.

Like all clubs, DDCC relies on a contingent of loyal volunteers that assist with many of the day-to-day operations and sporting requirements. The Committee sincerely thanks those that have contributed to making the club the success that it is.

Name	Role	Tenure
Gary Davies	President	Sept 2024 (Sept 2020)
John Watts	Vice President	Sept 2024
Mike Howes	Treasurer / Tennis	Sept 2020
David Collins	Secretary	Sept 2020
Terry South	Bowls Representative	Sept 2023
Graeme Davies	Croquet Representative	Sept 2024
Ron Carmody	Golf Representative	Sept 2022
Stuart Herbage	MTB	Sept 2023
Eloise Jennings	Marketing	Sept 2020
Junette Case	Mind Sports	Sept 2020
Kathryn Brown	Club Manager	Employed Feb. 2022