



MOTUEKA
GOLF CLUB

*The friendliest golf club in the
Top of the South*



“2018 NZ CLUB OF THE YEAR”

STRATEGIC PLAN 2021 – 2024

OCTOBER 2021

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1.0 INTRODUCTION

This plan is intended to be the guiding document to give direction and authority to the Management Committee for the ongoing development and operation of the Motueka Golf Club. The plan period is three years.

In the past, the committee has used a number of similar documents. In 2006, it was decided to conduct a major review of the planning process, and a comprehensive three-year plan was produced and implemented. This plan has been reviewed mid-year in each successive year.

This latest review has looked critically at our achievements against the plan so that a new focus could be put on the major issues facing the club. In carrying out the plan review, the committee has made a conscious effort to focus on the needs of our customers and make decisions that are aimed at achieving the highest levels of customer satisfaction.

The other documents used in earlier plans viz the “Hobbs Report” prepared in October 2000 (a course development plan), and the “Englefield Report” presented in November 2005 (a market-oriented research project) have been omitted from this plan. This is because most of the work suggested for the course in the Hobbs Report has been completed, and because the Englefield Report needs updating.

2.0 EXECUTIVE SUMMARY OF THE 2021 STRATEGIC PLAN

The past four or more years has seen the majority of management effort and financial resources put into the development of the course with the aim of improving playing conditions for our members and visitors. This effort has been well directed, and the improvement in the playability of the course has been dramatic. Much of this is due to the ongoing efforts and skill of the greenkeepers, supported by a comprehensive programme of equipment replacement, including the introduction of several new items of equipment (e.g. Vertidrain, sander, de-thatcher).

Improvements to the Clubhouse have also been achieved, being the creation of a new Match Room through the relocation of the former Pro Shop, and the re-roofing and the exterior painting of the clubhouse. The interior of the clubhouse has also had a major upgrade

The financial position of the Club has improved through an increased membership and prudent fiscal management. Emphasis to improve the liquidity of the club has been a strong focus, with tight expenditure controls, such that only really essential projects have been carried out. This will continue in the plan period, to enable us to keep up with the machinery replacement programme and thereby maintain the course to the standard expected by our customers.

The Strategic Plan recognised five major issues to be addressed if we are to keep the Club moving forward and remaining in good heart. These are:

- a. Drainage, especially the threat to the course through encroachment of the sea along the eastern boundary of the course, and the problem of getting sufficient drainage for the course via the outflow to the sea.
- b. Maintaining the financial health of the club to continually improve facilities for our customers
- c. Membership numbers.
- d. Maintaining a forward-thinking management focus.
- e. Mitigating against extreme weather events.

CENTENNIAL YEAR 1920 – 2020

2020 marked a major milestone in the club's development, when we celebrate 100 years of golfing in Motueka. From the initial ideas of the formation of a golf course in 1914 (soon to be interrupted by the World War) through to the opening of the 18 hole course in 1959, many milestones have been achieved through the hard-work and dedication of many club members over the past 100 years. We now have a first-class facility of which all members, past and present can justifiably be proud. With the same dedication, future generations will be able to enjoy these wonderful facilities. Unfortunately, some of the celebrations had to be curtailed because of the Covid lockdown in March 2020. The latter presented new challenges in an uncertain environment. The Club responded magnificently – membership continued unabated, and the staff were able to be retained at full wages with the help of the government subsidy. Green fee take was strong with the effect of increased domestic travel being considered a major factor.

3.0 CUSTOMERS

Our customers are

- club members
- casual players (green fee players)
- business houses

The factors that give them satisfaction include:

- playability (i.e. ease of access, minimum fuss to get a game etc)
- value for money (i.e. reasonable fees vis-à-vis competitors)
- a good programme booklet
- the clubhouse facilities and associated social programme
- the highest possible standard of course presentation

4.0 MANAGEMENT STYLE AND CLUB CULTURE

Recognising that the club is a group of people whose main aim in belonging to the club is to gain enjoyment and pleasure from the company of others, and acknowledging that the management of the club is in the hands of a small group of willing volunteers, in dealing with our customers we will at all times operate in a style which is friendly, open and co-operative. This attitude has to extend beyond the management committee and into the full club membership. We promote ourselves as "The friendliest golf club in the Top of the South ". To do this, we all have to be welcoming of new players, whether they be new members or visitors, to ensure they have a memorable experience

5.0 VISION

TO BE RECOGNISED AS THE BEST GOLF COURSE IN THE TOP OF THE SOUTH ISLAND.

Our vision has always been clear and strong. This was recognised in 2018 when we were awarded "NZ Club of the Year ". This was a major achievement, and one of which we can justly be proud.

6.0 STAFF

Our staff are a very important and integral part of the success of the Club. Accordingly, we will ensure their ongoing personal and professional development is maintained, through programmes tailored to each individual's requirements.

7.0 HEALTH AND SAFETY

The Club is committed to providing a safe, healthy and secure working environment for all our staff, visitors, contractors and clients to ensure everyone goes home safely every day.

We are also committed to the continuous improvement of our health and safety practises and outcomes with the aim of preventing any injuries to our staff, visitors' contractors and clients.

We also believe it is important that any staff member who is injured while working is well supported through a return to work programme.

All employees have a duty under section 19 of The Health and Safety in Employment Act 1992. They must ensure no action or inaction causes harm to themselves or others in the place of work.

To achieve this we will:

- Systematically identify existing hazards and new hazards as they arise.
- We will take all reasonably practicable steps to control those hazards
- We will monitor those hazards to ensure the controls put in place are effective
- We will ensure there is accurate reporting and recording of all accidents incidents and near misses in the accident register and investigate to identify contributing factors.
- We will encourage employee participation and consultation in all health and safety matters
- We will ensure our staff are trained to carry out any duties they undertake
- We will have an emergency plan for any emergency that may arise while at work
- We will ensure all contractors and sub-contractors are actively managing health and safety
- We will set health and safety objectives and performance criteria for all Managers and work areas.
- We will review our Health and Safety Management System annually
- We will meet our obligations under The Health and Safety in Employment Act 1992, and the amendments 2002, The Health and Safety Regulations 1995 and any appropriate guidelines, codes of practice and relevant standards.

8.0 CLUB MANAGEMENT STRUCTURE

For the plan period, the overall management of the club will be the responsibility of the Management Committee, comprised of:

President, Vice President, Treasurer, Secretary, Membership Secretary.

Sub-Committee Chairs and Vice Chairs

Men's Club Captain and Vice-Captain

Ladies Club Captain and Vice-Captain

Supporting the management committee will be the following sub-committees:

House

Match

Ladies

Juniors

The responsibilities of each of the sub-committees are as follows:

House: management of the catering facilities; the presentation of the clubhouse; the management of the raffles and social activities.

Match: the management of the playing programme

Ladies: the management of the ladies playing programme and ladies social activities.

Juniors: the management of the junior development and playing programme.

Grounds Liaison Person, who is responsible for communicating the requirements of the committee to the grounds staff, their direction and control and for the standard of course presentation.

9.0 RESEARCH

In 2006 Jarrod Englefield, an NMIT student, wrote a research report on the Club. The report has been summarised in a SWOT (Strengths, weaknesses, opportunities and threats) analysis. This analysis enables us to identify the major issues to be worked on in the plan period.

<p>STRENGTHS (to build upon)</p> <ul style="list-style-type: none"> ➤ A clubhouse that is adequate for members aged over 50 years ➤ The condition of the course, which is expected to get even better with continuing development. ➤ Membership fees perceived as good value ➤ Good programme booklet ➤ Lowest fees when compared with competitors– a major competitive advantage ➤ Ease of getting a game when compared with competitors. ➤ Friendly members who make sure visitors have a great experience ➤ An experienced membership, with some high performance members. ➤ The course has a good reputation sustained over time. It has a good layout, has high playability, is user friendly, and is easier to walk around vis-à-vis other clubs in the region. 	<p>WEAKNESSES (to overcome)</p> <ul style="list-style-type: none"> ➤ A lack of members aged under 30 ➤ Lack of promotion of the benefits of playing at MGC ➤ A lack of marketing expertise is inhibiting the growth potential of the club
<p>OPPORTUNITIES (to progress)</p> <ul style="list-style-type: none"> ➤ Grow revenue through promotion of the high standard of course conditions ➤ Grow revenue through increasing the membership base, including juniors again by promoting all the many benefits and advantages to be had by playing at MCG as opposed to other courses ➤ Grow revenue through promotion of greater usage by casual and regular players, and in particular business houses (green fees and increased bar sales) ➤ Create strategic alliances with another/other clubs to increase membership and green-fee players, and reduce marketing costs. ➤ Create customer value by way of innovative approaches to marketing – concession cards, group discounts , discounts on public holidays etc 	<p>THREATS (to guard against)</p> <ul style="list-style-type: none"> ➤ An inability to respond to challenges means the club may not be responsive to changes, trends and opportunities that occur in the external environment ➤ Under-promotion vis-à-vis Nelson and Greenacres could result in declining market-share

10.0 KEY ISSUES

The major issues to be worked on over the plan period have been identified as:

- 1. Water. Ensuring we have a water allocation sufficient to maintain our facilities year-round.**
- 2. Maintaining the financial health of the club to continually improve facilities for our customers.**
- 3. Membership numbers**
- 4. Maintaining a forward-thinking management focus.**
- 5. Mitigating against extreme weather events.**

KEY ISSUE # 1	Water.
OBJECTIVE	Ensuring we have a water allocation sufficient to maintain our facilities year-round.
STRATEGIES	<ol style="list-style-type: none">1. Maintain correct meter readings and records in relation to our council consented allocation of 6000 cubic metres per week.2. Ensure all necessary information required by the TDC is supplied in a timely fashion, bearing in mind the consent is subject to specified conditions, with an expiry date of 31 May 2033. The details are set out in a letter from the TDC to the Club dated 11 August 2020.

KEY ISSUE # 2	Maintaining the financial health of the club to continually improve facilities for our customers.									
BACKGROUND The historical financial performance of the club is as follows:		2013	2014	2015	2016	2017	2018	2019	2020	2021
	Cash Profit (loss)	10854	34398	72737	85207	88000	44306	78580	64387	59612
	Capital expenditure	2925	0	27922	27877	36000	56000	129000	87000	87000
	Closing cash position	52305	115421	152761	248162	288284	297164	300250	349470	349933
The historical data shows how from 2014 onwards the club's financial performance improved dramatically, with sufficient cash to comfortably meet major expenditure. Strong cash balances have been maintained through to the present.										
OBJECTIVE	<p>1) Strive to achieve a cash profit each year sufficient, as a minimum, to meet the depreciation charges. This will need to be \$30,000 pa.</p> <p>2) Improve the closing cash balance by a minimum of \$20,000 per annum and maintain a minimum of \$300,000 over the plan period.</p>									
STRATEGIES	<ol style="list-style-type: none"> 1. Implement realistic subscription increases taking cognisance of the competitive position relative to Nelson and Greenacres. 2. Implement tight expense controls by ensuring management control processes are documented, implemented and report regularly. 3. Implement tight control of capital expenditure, spending only on the absolutely necessary and not on the "would like to have" items. 4. Generate additional revenue from : major tournaments similar to the Motueka Open; more casual usage of the course from "Twilights; Fisherman's tournament ;corporate days;9-hole competitions; Festival of Golf; travelling social groups etc. 5. Review the green fees annually and keep these competitive with Nelson and Greenacres. 6. Maximise sponsorship opportunities. 7. Cultivate benefactors. 									

KEY ISSUE # 3	The ageing membership and the need to keep membership numbers growing.						
BACKGROUND The historical performance of the club is as follows:	Total Members (excludes summer members)	2016	2017	2018	2019	2020	2021
		August	August	August	August	August	August
		358	374	359	370	429	436
OBJECTIVE	As a minimum, maintain the current membership numbers; increase our young members, and arrest the decline in the ladies membership numbers.						
STRATEGIES	<ol style="list-style-type: none"> 1) Continually review the suitability of the match programme ,the social programme, the communication from the committee to the membership, and all other factors which contribute to a contented membership 2) Develop a plan to continually find new members (all age groups, but especially the under -25's and the over-65's), using our competitive strengths, our network of existing members, and a promotional plan. 3) Ensure new members are quickly integrated into the club, and are active. 4) Develop a plan which will offer a wider range of options for paying the annual subscription, recognising that not all people can/will be in a position to pay the subscription in a lump sum. 5) Develop junior golf, especially at the high-school level 6) Attract new retirees to replace those who “fade away” 7) Continue to run the “She Loves Golf” programme to attract more lady members. 						

KEY ISSUE # 4	Maintain the current initiatives to keep our outward- looking focus and our willingness to embrace changes necessary to meet new challenges head- on.
OBJECTIVES	<ol style="list-style-type: none"> 1) Continue to challenge our thinking through the regular updating of this plan 2) Retain experience on the committee, but continue to introduce new blood.
STRATEGIES	<ol style="list-style-type: none"> 1) Review the plan each year by August/September, write the new budget and communicate this to the membership prior to the AGM. Make the contributions as wide as possible – committee, members, green keeper to be included. 2) Encourage feedback from the membership especially in respect of the Course Plan 3) Develop a plan which limits the tenure of the key positions on the management committee, so that new people with new ideas and energy are continually coming onto the committee. At the same time as introducing new blood, it is important to retain continuity. The development of a formal succession plan will assist this process. 4) Take advantage of publicity opportunities to promote the club.
KEY ISSUE # 5	<p>Mitigate against adverse climatic events.</p> <p>Global warming predictions warn amongst other things, a sea level rise of up to 0.5m above current levels. If this comes to pass, the golf course will be underwater. As it is nearly impossible to be certain to predict when/if this will happen, we need to keep a watching brief and be ready to act as and when necessary. As a precaution, a sum of money is to be set aside to be applied to whatever mitigation might be required. This sum is to be “ring-fenced” for this purpose. Future committees will not be authorised to use this money for any purpose except to protect the course from adverse climatic events.</p>

11.0 CLUB DEVELOPMENT PLAN

11.1 COURSE - OVERVIEW

The focus for the next three years will be to continue to build on the major improvements achieved over the past few years. . We have an excellent product. The general presentation of the course is now at a standard expected of a course with the vision of being the best in the region. Notwithstanding this, there is always scope for improvement. We are not intending to make the course more difficult to play, but rather to continue to enhance the course in small increments. Improving the quality of the product is the main thrust of the overall plan.

The ongoing programme of planned improvements relate primarily to:

- Drainage
- Trees
- Pathways and Tee Blocks
- Bunkers
- Fairways

Drainage

This has been the key issue for many years. With global warming causing rising sea levels, and considering the course lies at or below sea level, there is much to do on an ongoing basis. The installation of a new chamber with a submersible pump adjacent to the pond on #10 has alleviated most of the drainage problems..

Trees

An ongoing programme of tree maintenance is planned. Some trees (primarily gums) are still creating problems with machinery damage and drainage problems, and will need to be removed. In other places, the removal of surplus trees will enhance the appearance of the course. In some instances, more suitable trees will be used as replacements, but in others, no replacements will be planted. *Recent storms have caused considerable damage to the plantation on the left of the #9 fairway. Currently access is still somewhat limited (because of fallen trees), but it should be noted that some juvenile trees are growing amongst the plantation. If these don't prove survive/prove to be suitable, additional planting may be required to maintain the challenge of this hole.*

[Note: New comment in this plan]

Pathways, Tee Blocks and Bunkers

Re-dressing of pathways with crusher dust will be ongoing.

Renovation work on the tee blocks to enable these areas to be made level will be on-going.

Replacement of the wooden edges of paths will be carried out on an as-necessary basis.

Where necessary, construct tee blocks to shorten some holes by up to the permitted 20 yards, as a way of improving the playability of the course in winter months.

[Note: New comment in this plan].

Some bunkers suffer from water run-off into the sand, creating extra work and unfavourable playing conditions. Where this happens, work to raise the edges to channel water away from the bunker will be carried out.

[Note: New comment in this plan].

Fairways

Regular replenishment/maintenance of the fairways will be ongoing. The use of the Verti-drain machine has been extremely beneficial as a means of reducing compaction and improving drainage. Work of this nature will be continued. Further improvement in the quality of the fairways can be achieved by de-thatching. This allows better penetration of water and fertilisers to the roots of the

plants. The practice of tumble coring will cease. As well as removing old thatch, the recently purchased de-thatcher machine will provide conditions conducive to re-seeding where required.

Course enhancements

The area to both sides of the path leading from #11 tee will be “beautified” through selected plantings and upgrading of the path edges.

[Note: New comment in this plan].

Dotgolf Project

This project designed to “wrap around” all the systems currently used to run the club, to create a seamless management system. This encompasses such systems as Subscriptions, Administration, Golf and Inventory. Some of the perceived benefits include:

- Increase in Club governance, transparency and oversight
- Demonstrates a modern forward thinking member-focussed golf club
- Opportunity to compete for Club of the Year again.

Implementation of this project began in the 2021, and will continue progressively into early 2023.

[Note: New comment in this plan].

Machinery

We need to keep up with a programme which maintains the green keeping equipment in a state fit for purpose.

Year 1: 2021 - 2022

- Purchase a new surrounds /tees mower to replace two current aged machines.
- Continue to improve the fairways drainage, and the condition of the grass.
- Continue with the removal of undesirable trees (especially Blackwood’s and blue gums) as necessary, and with the replanting of more suitable trees.
- Continue to upgrade the remaining paths not already treated.
- *Upgrade the tee blocks at #'s 4 and 11. [Note: New comment in this plan].*
- *Create a new path from the front of the tee block on #18, out to the edge of the fairway. [Note: New comment in this plan].*
- *Improve the existing path from #17 green to the yellow tees on #18. This needs to be built up to avoid the current pooling of water. [Note: New comment in this plan].*
- *Replace two windows in the clubhouse [Note: New comment in this plan].*

Year 2: 2022 - 2023

- Continue to improve the fairways drainage, and the condition of the grass.
- Continue with the removal of undesirable trees (especially Blackwood’s and blue gums) as necessary, and with the replanting of more suitable trees.
- Continue to upgrade the remaining paths not already treated.
- Replace broken wooded edges on selected paths.

Year 3: 2023 – 2024

- Continue to improve the fairways drainage, and the condition of the grass.
- Continue with the removal of undesirable trees (especially Blackwood's and blue gums) as necessary, and with the replanting of more suitable trees.
- Continue to upgrade the remaining paths not already treated.
- Replace broken wooded edges on selected paths.

11.2 HUMAN RESOURCES

Grounds staff

The current staffing level is adequate to maintain the basic quality of the course, but has no capacity to carry out tasks which lift quality to the next level. An example of this is the desirability to hand water sections of some greens without over-watering the rest of the green. Another example is regular raking of the bunkers to prevent the development of hard pans. Repairing malfunctions in the irrigation system can sometimes be very time-consuming, resulting in pressure on the staff to keep up with the regular work. Sweeping fairways after high winds is another example.

With this mind, appointing one additional staff member under an apprenticeship programme is proposed. As well as the extra resource in the very near future, an apprentice is an important part of a succession plan to provide suitably qualified greens staff on an ongoing basis.

Clubhouse Supervisor *The club has a salaried staff member with responsibility for looking after the food and beverage requirements of the membership, club, trundler and cart hire .*

Honorarium positions

The Secretary, Membership Officer and Treasurer are appointed by the Board.

Volunteer resource

The club relies heavily on its volunteer base. As is normal for sports clubs many operational tasks are performed by members in their roles on the Management, House and Match committees. The cost to run the golf club is significantly reduced by the many hours of voluntary labour. Often the volunteers have a special interest or a background in a particular field that benefits the club. Should the support from members decrease and the functions performed by volunteers are no longer "free" the cost to run the club could increase by \$20,000 to \$40,000 per annum.

The work undertaken by volunteers should be measured and monitored to prevent the loss of valuable resource and intellectual property.

Succession planning

Recognising the importance and continuity of members being involved in club management activities it is desirable to have a targeted succession plans in place. This will increase the likelihood that people with the enthusiasm coupled with the right skills and experience are being identified and included in the clubs long-term HR plan.

[Note: All of the above paragraphs relating to our human resources are new comments in this plan].

11.3 BUILDINGS

CLUBHOUSE - external

For many years club members have indicated a desire to seal the carpark to give more orderly parking and to remove the dust nuisance. With the machinery replacement programme well in hand with very few demands for expenditure over the next few years, a large portion of the clubhouse maintenance completed and considering the financial strength of the Club, the plan is to chip-seal the carpark. This is to be carried out over a two year period.

[Note: New comment in this plan].

CARTSHEDS

With the expansion of our cart fleet, there is an increasing need to provide cover for them. The plan is to extend the existing sheds by two new bays. [Note: New comment in this plan].

11.4 ITEMS OF MAJOR EXPENDITURE - SUMMARY

CATEGORY	ITEM DESCRIPTION	TIMING and COST (incl GST)		
		Year 1 2021 - 2022	Year 2 2022 - 2023	Year 3 2023 - 2024
Equipment	Replace the surrounds mower	\$63000		
Carpark sealing	Stage 1 – sewerage	\$20000		
Carpark sealing	Stage 2 – electrical	\$20000		
Carpark sealing	Stage 3 – sealing		\$90,000	
Buildings	Extend the cart sheds			\$40,000
Buildings	Replace two windows In the clubhouse	\$7000		
	TOTALS >>>>	\$110,000	\$90,000	\$40000

12.0 FINANCIAL OVERVIEW

Operating budgets and cash flow forecasts for the next three years have been prepared, taking into account the normal operating costs of the club and the major items of expenditure planned for the course.

At the end of the three year plan period, the liquidity will have been maintained at the planned level. This puts the club in a strong position which augers very well for the future. The cost of establishing a new drainage outflow to the sea (if this is possible) is as yet unknown. The planned machinery replacement programme will be comfortably achieved using the cash reserves.

In addition to the listed items of expenditure on our assets, we need to recognise that unplanned expenditure may be required from time to time, such as machinery breakdowns and unplanned capital expenditure. For this reason, an allowance of \$30,000 is included in the closing cash balances below.
[Note: New comment in this plan].

	CASH PROFIT	CLOSING CASH BALANCE	MAJOR EXPENDITURE ITEMS
Year 1: 2021 - 2022	\$77400	\$320920	Surrounds mower \$ 63000 Carpark stages 1&2 \$ 40000 Clubhouse windows \$ 7000 Unplanned provision \$ 30000 Total major expenditure : \$ 140,000
Year 2: 2022 - 2023	\$68253	\$320570	Carpark stage 3 \$ 90000 Unplanned provision \$ 30000 Total major expenditure: \$120,000
Year 3 : 2023 - 2024	\$68253	\$370220	Cart sheds \$ 40000 Unplanned provision \$ 30000 Total major expenditure : \$ 70,000

Note 1: The closing cash balances are before the allocation of \$100,000 as the " Adverse Climatic Event"

Note 2: Detailed P&L and Cash flow budgets are available on request.

13.0 PLAN REVIEW TIMETABLE

The plan will be reviewed and updated to reflect the current situation, using the following planning cycle:

DESCRIPTION	MONTH
Review major issues; key objectives; principal strategies	May
Review course development plan and major expenditure items	June
Review marketing plan	June
Present draft budgets – operating; capital; cash flows	July
Finalise budgets	August
Agree the key items to be covered at the AGM	Mid-September
Prepare the written presentation for the AGM	Mid-October
Complete the Annual Accounts and the Strategic Plan	Mid-October
AGM	November

14.0 DOCUMENT CONTROL

This plan is issued with the authority of the Management Committee to the list set out below.

Hard Copy: Member's Notice Board

Electronic Copies to:

President
Vice President
Club Captain
Vice Club Captain
Secretary
Treasurer
Match Committee Chairperson
Match Committee Vice-Chairperson
House Committee Chairperson
House Committee Vice-Chairperson
Ladies Captain
Ladies Vice Captain
Head Greenkeeper

