



MOTUEKA
GOLF CLUB

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



STRATEGIC PLAN

2024 – 2027

OCTOBER 2024

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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.

In addition to this three-year plan, a new plan will be introduced, working under the umbrella of the Strategic Plan. This will consider the items to be addressed in the first year of the plan, and will be known as the "Current Financial Year Business Plan". It is to be reviewed and progress in achieving the plan considered on a monthly basis.

2.0 EXECUTIVE SUMMARY OF THE 2024 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).

The healthy financial position of the Club has been maintained 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 experience.
- d. Maintaining a forward-thinking management focus.
- e. Mitigating against extreme weather events.

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 SWOT ANALYSIS

The table below contains an analysis of the Club's Strengths, Weaknesses and Threats,

This 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 . ➤ 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. ➤ A comprehensive 3-year Strategic Plan 	<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. Continuing the enhancement of the golf course.
2. Water. Ensuring we have a water allocation sufficient to maintain our facilities year-round.
3. Maintaining the financial health of the club to continually improve facilities for our customers.
4. Membership experience.
5. Maintaining a forward-thinking management focus.
6. Mitigating against extreme weather events.
7. Making sustainability a central pillar for the club's future development.

KEY ISSUE # 1	Continuing the enhancement of the golf course
OBJECTIVE	Continue to build on the major improvements achieved over the past few years.
STRATEGIES	The strategies and the programme are outlined in some detail in Section 11; Club Development Plan

KEY ISSUE # 2	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 # 3	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:		2016	2017	2018	2019	2020	2021	2022	2023
	Cash Profit (loss)	85207	88000	44306	78580	64387	59612	54270	51000
	Capital expenditure	27877	36000	56000	129000	87000	87000	125000	148000
	Closing cash position	248162	288284	297164	300250	349470	349333	465000	380000
The historical data shows how from 2016 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	<ol style="list-style-type: none"> 1) Strive to achieve a cash profit each year sufficient, as a minimum, to meet the depreciation charges. This will need to be \$60,000 pa. 2) Maintain a closing cash balance of a minimum of \$300,000 over the plan period. 								
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 #4	The need to keep membership numbers growing in the face of an ageing membership, and strive to improve the membership experience.							
BACKGROUND The historical performance of the club is as follows:	Total Members (excludes summer members)	2018	2019	2020	2021	2022	2023	2024
		August	August	August	August	August	August	August
	359	370	429	436	450	442	489	
OBJECTIVE	As a minimum, maintain the current membership numbers; increase our young members, and arrest the decline in the ladies membership number, and embrace the growth in the number of 9-hole golfers.							

KEY ISSUE # 5	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 # 6	Mitigate against adverse climatic events.
OBJECTIVES	<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>

KEY ISSUE # 7	Making sustainability a central pillar for the club's development.
OBJECTIVES	<p>Motueka Golf Club respects and values its natural surroundings and the environment. Our Club provides a magnificent green space for its members and for Motueka. The course also natural habitats and ecosystems for birds and other animals.</p> <p>As members of the Club, we collectively have a responsibility to manage our human, natural and financial capital to satisfy our current needs while ensuring we preserve that capital for future generations. This includes the need to conserve water ,avoid pollution, keep a minimal carbon footprint, engaging with and giving back to our local community.</p>
STRATEGIES	<p>Sustainability will be one of the factors considered in future planning for the Club.</p> <p>In the current year, a more detailed set of strategies will be developed, encompassing all aspects of golf club management,</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.

Over the past number of years, an intensive programme of machinery replacement has brought us to the position of having an up to date “fleet” of equipment. In this plan, there is little requirement for expenditure on machinery. The emphasis will shift to increasing the investment into materials needed to improve the quality of the fairways and tee-blocks, being wetting agents, sprays, fertilisers and seeds. The intention is to progressively improve a number of fairways each year, such that the total course will eventually have been treated, and a superior quality of grass coverage will be achieved.

[
Note: New comment in this 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.

Pathways, Tee Blocks and Bunkers

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

Tee blocks will be progressively renovated using turf from the turf nursery

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.

Fairways

Regular replenishment/maintenance of the fairways will be a feature of the plan. Additional expenditure on materials viz wetting agents, sprays, fertilisers and seeds.

The use of the Vertidrain machine to reduce compaction and improve drainage will continue. 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.

Practice fairway. This fairway is unusable in wet periods. Because it is regarded as a valuable asset by the membership, work to improve the drainage by re-working the surface and reshaping to allow water to drain to either side drain is planned.

Machinery

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

The only planned expenditure on machinery is the purchase of a purpose-built roller for greens maintenance. This is a portable self-powered machine to enable better speed-control and more even surfaces to be achieved.

11.2 ANNUAL PLANS

Year 1: 2024 - 2025

- 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 9
- Build a turf nursery
- Construct a screen fence adjacent to the greenkeepers shed.
- Replace the chiller in the bar.
- Determine a cost effective way to improve the definition of individual parking spaces in the main carpark, and improve the entrance way.
- Provide an unattended access to cards for visitors and members at times when the match room is closed.
- Purchase a new self-powered greens roller
- Purchase a replacement greens mower

Year 2: 2025 - 2026

- Re-work the practice area, including investigating the drainage along the edges of #s 1 and 18..
- 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: 2025 – 2026

- 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

One additional staff member under an apprenticeship programme was added in 2022. This person is due to complete his apprenticeship at the end of 2024, at which time we will have two qualified greenkeepers. A second apprentice was hired in 2024 to fill a vacancy.

The succession plan started two years ago is working to provide suitably qualified greens staff on an ongoing basis.

Golf and Hospitality Supervisor The club has a salaried staff member with responsibility for looking after the food and beverage requirements of the membership, green fee collection, club hire, trundler and cart hire.

Honorary 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.

11.3 BUILDINGS - CLUBHOUSE

Bar chiller

The bar chiller needs to be replaced. After many years of “nursing it along”, it has now reached the stage where the insulation is breaking down to an extent that if this is allowed to continue, the room will lose its insulating value and it will not be possible to maintain the correct temperature. This a major deferred maintenance project.

[New Item]

Unattended Scorecard Facility

Mostly during the summer, but conceivably throughout the year, the Club potentially loses green fee payments when no staff are on site. This is particularly so early in the morning and later in the evening. Investigations have shown that an unattended scorecard facility, located externally at the front of the Match room, will provide a solution used by many other golf clubs in New Zealand.

The facility comprises a printer, touchscreen kiosk and eftpos terminal secured within the match room, but accessible from outside. No staff intervention is required.

[New Item]

11.4 ITEMS OF MAJOR EXPENDITURE - SUMMARY

CATEGORY	ITEM DESCRIPTION	TIMING and COST (incl. GST)		
		Year 1 2024 - 2025	Year 2 2025 - 2026	Year 3 2026 - 2027
Buildings	Replace the bar chiller	\$ 30,000		
Buildings	Unattended Scorecard Facility	\$ 6,000		
Equipment	New Greens mower	\$ 70,000		
Equipment	Greens roller	\$ 30,000		
	TOTALS >>>>	\$ 136,000	\$0	\$0

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.

	CASH PROFIT	CLOSING CASH BALANCE	MAJOR EXPENDITURE ITEMS
Year 1: 2024 - 2025	\$ 80,000	\$ 294,000	Unplanned provision \$ 30,000 Bar chiller \$ 30,000 Unattended card facility \$ 6000 Greens roller \$ 30,000 Greens mower \$ 70,000 Total major expenditure : \$ 166,000
Year 2: 2025 - 2026	\$ 80,000	\$ 344,000	Unplanned provision \$ 30,000 Total major expenditure: \$ 30,000
Year 3 : 2026 - 2027	\$80,000	\$424,000	Unplanned provision \$ 30,000 Total major expenditure : \$ 30,000

Note 1: The closing cash balances include the allocation of the \$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

