



2016 Strategic Plan Review

VISION

To be the preferred golf club of choice in the Bay of Plenty.

MISSION

To serve our members, guests and community in a professional and friendly manner, providing a high quality golf course and facilities, whilst being fiscally responsible.

VALUES

We want all members, visitors, and staff to feel welcome, respected and included.

We care about providing a positive and enjoyable golf, social and work experience.

We encourage fellowship, respect and camaraderie amongst members and promote community participation.

We take pride in maintaining our beautiful golf course near the beach and being good custodians of the land.

We will be progressive and forward thinking in the use of our resources to ensure long term success and sustainability.

We embrace our Club, its history and its traditions.

We promote good sportsmanship, keen competition and enjoyment for all.

5 Year Plan

To achieve a positive Financial and Operational Result (after depreciation), including the removal of debt and reliance on alternative funding.

2016 Focus:

To achieve the 2016 budget and operational plan as approved and to establish a 5-year strategic direction.

2017 Focus:

To achieve the 2017 budget and operational plan with a positive end of year financial result after depreciation and involving a reduction in debt and a reduced reliance in alternative funding.

Core Strategies				
Financial	Membership	Facilities	Course	Governance
To achieve budget (or better) and positive end of year financial results after depreciation.	To increase club membership to appropriate and sustainable levels.	Provide high quality modern facility and services that are available to all members and the wider community.	To present a consistent quality golf course that enhances enjoyment for all golfers.	To ensure an efficient and pro-active governance and management structure for the club's operations, assets, services and members.
Initiatives				
<ul style="list-style-type: none"> Develop a 5 to 10 year financial plan Focus on: <ul style="list-style-type: none"> Reduction of debt and reliance on alternative funding. Capital purchase and development plan & programme. Being financially sustainable through Club income sources. Analyse income & expenditure by cost centre and review for 2017 budget Match subscriptions with Club & Course vision, values and true operating costs. Investigate, review and develop options to erode long term debt. Create a 5-year capital expenditure plan funded from end of year surpluses. Review and explore all other revenue options. Budget to project a surplus after expenses and depreciation. Establish capital fund to cover replacement and maintenance of items on depreciation schedule over time. 	<ul style="list-style-type: none"> Establish a membership plan by category which focuses on member retention and recruitment. Review and structure simplified membership options that match member/player's interests. Research member's expectations and requirements relating to course access, competitions and other activities. Explore opportunities for compatible and complimentary alternative membership activities (not necessarily golf). Ensure all members are represented through a golf section or other means of access. 	<ul style="list-style-type: none"> Establish clear income and expenditure cost centre reporting for course, bar, golf services and catering. (OP) Establish clear and realistic rental charges for each cost centre to provide an excess of income over expenditure (OP) Ensure the Club has full control over the level, range and quality of each of the services provided to members and visitors. Evaluate the performance and effectiveness of each service and facility of the club and explore options to improve utilisation, financial return and member/customer satisfaction. Establish a comprehensive 10-year maintenance and refurbishment plan for the clubhouse, gardens, car park and outdoor areas. 	<ul style="list-style-type: none"> To ensure the presentation, design and standard of the course and practice facilities matches the Vision and Plan for each category of use. Research and explore opportunities for course utilisation without disruption to members existing club competitions and members. Review and establish a 5 to 10-year course machinery & equipment replacement programme to match financial planning. Review and plan for improvement/replacement of green keeping workshop, storage and staff facilities. 	<ul style="list-style-type: none"> Provide positive leadership, teamwork, and planning in the development of the "Mount Golf Club Brand" representing a clear mission and purpose. Develop succession plans for Board Members, Club Officials and Committees. Review and confirm Club Policies represent the values, behaviour and culture of the Club. (the 3 "F's – Firm – Fair – Friendly) Develop systems & processes for the future of the club through research, communication, networking and Team work. (OP) Provide opportunities to improve skill level development for board members, management and staff.