

OMOKOROA GOLF CLUB INC



STRATEGIC PLAN 2015-2020

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Introduction

In March 1973 a public meeting was held to gauge public support for a golf course. As there was considerable backing for the idea, a steering committee was formed with the task to look into the feasibility of creating an 18-hole golf course on the Omokoroa peninsula, to investigate the possible purchase of suitable land as well as ways to finance such a project.

In August 1975 the “Western Bay Golf Links (Omokoroa) Inc.” was registered. To facilitate the negotiations with landowners to acquire the 100 acres of farmland required for the golf course, a “land purchase and development” sub-committee was formed. After negotiations with a number of different landowners the club concluded the purchase of the land in October 1977 with money raised by private pledges and bank loans.

The land was originally zoned “rural”, but later rezoning allowed for some residential subdivision. A total of 42 sections were developed which were auctioned in January 1978 and the money raised was used to construct the golf course.

The course was gradually developed to 12, then 16 and finally 18 holes in late 1979.

In October 2007 the name of the club was changed to Omokoroa Golf Club Inc., to better reflect the geographical location of the club.

VISION

To be the preferred golf club for members and golfers living in the local area and surrounding district

MISSION

To establish, maintain and enhance the golf club as a quality organisation and friendly outlook and to promote as such

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SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • Location and accessibility of course • Standard of greens and fairways • Professional service from staff • Friendly members • Availability of playing on course • Good clubhouse catering • Aspect from Lounge • Scenic course • Practice facility & development of driving range • Regular social events • Volunteer labour on course grounds and clubhouse maintenance • Ownership of course land 	<ul style="list-style-type: none"> • Standard of lockers and changing rooms • Lack of large practice facilities • No defined cart path to cover whole course • Administration and meeting room space is limited and Pro's shop is small • Poor ambience of clubhouse • Reliance on volunteers • Committee & Management structure • Lack of Marketing focus • Lack of transparency and communication from Committee • Drainage around some fairways and greens • Age profile of membership • Lack of junior golf involvement
Opportunities	Threats
<ul style="list-style-type: none"> • Possible sale of land • Untapped revenue streams, e.g. links with schools, conference facilities, hotels • Offer family inclusive social events • Projection facilities for presentations • Multimedia screens throughout clubhouse • Use of social media • Other clubs struggling • New membership packages • Actively seek visiting parties • Actively seek clubhouse bookings • Adopt a more commercial and business orientated management ethos • Changes to food preparation regulations • Potential to increase the development of junior programmes 	<ul style="list-style-type: none"> • Complacency • Weather • Actions of other clubs • Fear of change • Age profile • Foreshore land erosion from sea • Neglect of assets (clubhouse, plant & equipment) • Influential members' lobby groups • Time & financial pressures on members • Changes to food preparation regulations

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OBJECTIVES

1. A structure where the Board of Management, staff and members are proud of their facility and professional in their duties.
2. A top quality course that is continually improving and that is well maintained, attractive and challenging for all golfers via an approved development plan.
3. Golf competitions that are varied and challenging for all membership groups.
4. A business environment that provides improved income streams and expense restraints to provide funding to proactively and prudently meet member and visitor needs.
5. A social clubhouse environment that is friendly and inviting with all of the amenities club members and visitors can hope for.
6. That we accept our responsibilities to the wider community.

VALUES

1. Integrity, honesty, respect and cooperation.
2. Being well informed, visible and open.
3. Being proactively responsive and aware.
4. Operating in a safe manner at all times.
5. Being effective advocates.
6. Leading the way.
7. Respect the club's history.

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<u>STRATEGIC PROCESSES & OUTCOMES BASED ON 6 OBJECTIVES</u>		
<u>Objective 1</u> A structure where the Board of Management, staff and members are proud of their facility and professional in their duties		
Organisational Structure	(a)	Review the club structure to ensure the best administration – playing model is being used and including the: <ul style="list-style-type: none"> • Constitution. • Strategic and Business Plans. • Course Management and Development Plans.
	(b)	Ensure Employment Contracts, Job Descriptions and Code of Conduct is in place for all positions both professional and volunteer as appropriate.
	(c)	Develop and implement a training and development program for staff to ensure that they have the skills that meet the challenging and changing requirements of their positions.
	(d)	Annual review the roles, responsibilities and relationships of all positions, both paid and volunteer.
	(e)	Ensure a manual of policies is maintained, reviewed and updated.
Financial and Asset Management	(a)	Ensure an annual budget is approved to meet the club's objectives as set out and is consistent with the Club's business, course development and capital replacement plans.
	(b)	Review long-term and short-term debt to ensure that the best financing arrangements are being used.
	(c)	Continue strong relationship with SBS bank.
	(d)	Continue strategies to reduce long term debt.
	(e)	Identify and develop alternative revenue streams.
	(f)	Develop a Capital Replacement Plan to manage physical assets including the clubhouse, buildings, structures and equipment.
	(g)	Continue strategies to enable the fairways to have a quality playing surface all year around.
	(h)	Ensure the clubhouse and its surrounds are maintained in a tidy order.
	(i)	Ensure procedures are in place for all parts of the club's administration.
	(j)	Manage annual leave.

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Hospitality and Service	(a)	Ensure that the Club liquor licence is not compromised.
	(b)	Develop strategies to achieve the Golf NZ and NZ Tourism's Qualmark golf club standard for 2 nd tier golf clubs.
	(c)	Develop strategies for the café, bar and administration to achieve the club service standard – "A Promise Fulfilled".
Club Professional	(a)	Investigate whether a Club Professional is feasible at the club.
Health & Safety	(a)	Develop a club H, S & E Manual to meet all legislative requirements whose policies cover: <ul style="list-style-type: none"> • Staff, members, contractors and visitors, • Course, clubhouse, buildings, structures and equipment, • Neighbours & other course users e.g. strollers.
	(b)	Arrange regular Staff meetings to discuss safety issues.
	(c)	Ensure communication with neighbours as required.
Environment	(a)	Develop implement strategies to protect and maintain the course foreshore from coastal erosion.
	(b)	Develop with the community, walkways along and around the course perimeters.
	(c)	Continue Club involvement with Audubon, and management of Club facilities including the designated Environmental Area, in an environmentally sustainable manner.
	(d)	Develop, operate and monitor a recycling programme to minimise waste.
Objective 2		
A top quality course that is continually improving and that is well maintained, attractive and challenging for all golfers via an approved development plan		
The Course	(a)	Develop a Course Management Plan, which relates to the Club's Business Plan and the Course Development Plan
	(b)	Develop a 10 year Course Development Plan to "future proof" the course that: <ul style="list-style-type: none"> • Encourages golfers of all abilities. • Provides quality playing surfaces all year around. • Compliments the environment. • Improves course drainage. • Provides quality fairways all year around. • Includes a Course Tree Plan.
	(c)	Maintain the existing water right
	(d)	Ensure that all staff, volunteers and contractors understand and follow the Club's H, S & E policies as set out in the Club's approved manual.

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	(e)	The employment of professionally skilled and dedicated staff that are capable of meeting the course objectives.
	(f)	Use trained volunteers who can help the staff achieve the course goals whilst minimising the expense to the club of the course staff numbers.
	(g)	Ensure all course equipment is maintained to the recommended level as set out by the manufacturer.
	(h)	Maintain up-to-date records of all course and equipment maintenance.
	(i)	Maintain a schedule of equipment replacement to integrate into the Capital Replacement Plan.
	(j)	Ensure a staff progression program that enables staff to manage their careers.
	(k)	Endeavour to develop a drain maintenance programme with the WBOPDC.
Objective 3		
Golf competitions that are varied and challenging for all membership groups		
Well run competitions	(a)	Maintain a modern competition/ results computer package.
	(b)	Ensure every competition is adequately promoted and professionally run by staff and/or volunteers.
Make golf more enjoyable	(a)	Provide a course that ensures competitions are equitable and meet the changing needs of players.
	(b)	Develop tee options that suit the skills of all levels of golfers.
	(c)	Include fun events where appropriate during the programme.
Make the playing of golf more socialable	(a)	Encourage a range of competitions and formats e.g. Twilight, Speed Golf, Junior Tiger, etc.
Major Tournaments	(a)	Promote the club and course by holding major tournaments e.g. NZ Under 18, NZ Seniors (Vets) etc, on a periodic basis.

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Objective 4		
A business environment that provides improved income streams and expense restraints to provide funding to proactively and prudently meet member and visitor needs		
Marketing and Promoting the Club	(a)	Develop Strategic and Business Plans to meet the needs of members.
	(b)	Develop marketing strategies to promote the club that; <ul style="list-style-type: none"> • Generate extra income by taking advantage of the club's assets. • Take advantage of the growing use of computers. • That develops and promotes a corporate name, logo and brand that depict the Omokoroa Golf Club strongly within the local tourism industry. • Develop relationships within the tourism industry to grow visitors to the club. • Create a green fee structure that is attractive to all potential visitors.
	(c)	Continually monitor the environment in which the club operates in to identify issues that may need to be addressed or offer opportunities.
Internet use	(a)	Maintain a regular member Newsletter via the website and email circulation.
	(b)	Maximise use of the website to provide more member and visitor information.
	(c)	Develop relationships that raise the profile of the club within the tourism and golf industry.
	(d)	Use the website as a source of feedback from course users.
The Attraction of new members	(a)	Review member categories to ensure that they relate to the needs of potential members.
	(b)	Develop programmes that make all new members feel welcome.
	(c)	To continually improve the course to meet the needs of potential new members and new golfers as they learn the game.

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Retention of existing members	(a)	Provide tee options that are attractive to members of all abilities.
	(b)	Promote the true value of membership to existing members.
	(c)	Continue to improve the facilities and the course so that members can feel proud of their course.
	(d)	Encourage members to seek higher representative honours.
Make the playing of golf more sociable	(a)	Encourage a range of competitions and formats e.g. Twilight, Speed golf, Junior Tiger.
	(b)	Develop policies that encourage golfers to use the café and bar facilities.
	(c)	Encourage social events to be attached to major playing events.
	(d)	Encourage mixed competitions.
Promote Junior golf	(a)	Provide Club support to the Junior programme where ever possible.
	(b)	Provide a course that encourages junior golfers as they learn the game and to recruit, encourage and train volunteers as Junior Coaches
	(c)	Develop strategies to attract more sponsorship to Junior Golf.
	(d)	Encourage juniors of all abilities to play golf to all levels of skill.
Member Communication	(a)	Develop strategies to get information about club activities, competitions and club changes to members.
Balance	(a)	Recognise the rights of playing members against those of the casual player.
	(b)	Encourage interaction between low and high handicappers, old and young as well as new and existing members.
Club Culture	(a)	Ensure that all staff and members adhere to the Club values.
	(b)	Promote the value of the club to members.
	(c)	Promote the history of the club amongst members.

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Objective 5		
A social clubhouse environment that is friendly and inviting with all the amenities club members and visitors would normally expect		
Social Club Environment	(a)	Provide a well maintained, developing and improving clubhouse facility.
	(b)	Provide a service standard that meets “A Promise Fulfilled”.
	(c)	Provide social events to all major events.
	(d)	Encourage Twilight and other fun events.
Club Culture	(a)	Ensure that all staff and members adhere to the Club values.
Objective 6		
That we accept our responsibilities to the wider community		
Be a Good Community Citizen	(a)	Comply with all local body, regional and national legislation.
	(b)	Work with associated groups to achieve mutual goals.
Advocacy	(a)	Represent members of the Club on issues that may arise from time to time.

Ongoing Review

This Strategic Plan will be regularly reviewed annually in February.

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