



WINGHAM GOLF CLUB

STRATEGIC PLAN 2018 – 2023

Published 28 June, 2018

Introduction

This is the first 5-year Strategic Plan for Wingham Golf Club. The plan will enable us to be in a better position to anticipate challenges and problems and decide how to handle them. The plan will also focus the attention of the Board on those issues most critical to the ongoing sustainability of Wingham Golf Club and will help to promote the club and highlight our professional standing within the community as well as effectively communicate what our club is about to prospective sponsors and funding bodies. By demonstrating a commitment to consult and communicate and by having members sharing and working towards a vision for the future, we also hope to develop a more cohesive and teamwork-oriented club.

The plan focusses on 6 key Priority Areas:

Priority Area 1:	Community Evacuation Facility
Priority Area 2:	Clubhouse Improvements
Priority Area 3:	Golf Course Improvements
Priority Area 4:	Promotion and Marketing
Priority Area 5:	Financial Management
Priority Area 6:	Governance and Membership

These were the key areas consistently identified at our member Think Tank workshops, follow-up informal discussions with members, and consultation with the Board and Manager throughout April, May and June leading up to the publication of the draft plan. On 27 June, at its Monthly Meeting, the Board endorsed the Strategic Plan for 2018-2023 and the associated Business Plan for 2018-2019.

The Strategic Plan will be the Board's roadmap for the next 5 years but the club will continue to welcome members' constructive suggestions and will react to new opportunities and situations as they arise, always bearing in mind the overall goal – to ensure the continued viability of Wingham Golf Club by being a "truly inclusive and friendly community sporting club that operates according to best practice business principles".

The Planning Sub-Committee (D. Blair, A. Elith, D. Elliott, B. Osborne, P. Tait, C. Tubby)
28 June, 2018

Our Vision

Wingham Golf Club will be a truly inclusive and friendly community sporting club that operates according to best practice business principles.

Our Goals

- **To ensure the long-term sustainability and financial strength of Wingham Golf Club.**
 - **To provide a high quality 9-hole golf course that is continually improving and is maintained to the highest possible standards.**
- **To ensure that the future development of Wingham Golf Club is planned, implemented and reviewed in a transparent and professional manner.**
- **To provide quality services and benefits to members, guests, visitors and the local community and to grow community awareness and support.**

Strategic Planning 2018-2023

PRIORITY AREA 1: COMMUNITY EVACUATION FACILITY

OUTCOMES:

- Wingham Golf Club is established as a community Evacuation Facility.
- Work Health Safety audits and Risk Assessments have been completed and appropriate policies created.
- All required grounds and building improvements have been completed.

STRATEGIES	TIMEFRAME	INDICATORS
Liaise with all Emergency Services to create a community evacuation facility	2018-2019	<ul style="list-style-type: none">• Meetings with Emergency Services providers & the local community occur• The concept of Wingham Golf Club as a designated Evacuation Centre is agreed upon• Funding avenues are sought
Organise for a Work Health Safety audit & formal Risk Assessment of the entire premises	2018-2019	<ul style="list-style-type: none">• WHS audit & Risk Assessment occur & results are published
Complete all required remediation work arising out of the Risk Assessment including signage	2022	<ul style="list-style-type: none">• Remediation work is identified, planned & prioritised• Appropriate funding is allocated
Create a WGC Work Health Safety policy	2019	<ul style="list-style-type: none">• A Work Health Safety Policy is created, published & implemented
Develop a Community Evacuation Plan in consultation with Emergency Services providers & the local community	2019	<ul style="list-style-type: none">• A Community Evacuation Plan is created & published
Seek Government & other agency grants to support the strategy	Ongoing	<ul style="list-style-type: none">• Funding avenues are identified & applications prepared
Coordinate all of the above with the motel & restaurant	Ongoing	<ul style="list-style-type: none">• The Golf Club, motel & restaurant work in a coordinated & consensual manner

PRIORITY AREA 2: CLUBHOUSE IMPROVEMENTS

OUTCOMES:

- The feasibility of either renovating the current clubhouse or building a new one has been investigated.
- The club has investigated and converted to systems of renewable energy to enhance self-sufficiency.

STRATEGIES	TIMEFRAME	INDICATORS
Provide facilities for the disabled according to standards – ramping, toilet & shower facilities	2020	<ul style="list-style-type: none"> • All improvement work is planned & costed • Funding applications are prepared
Re-seal driveways, seal car park & golf cart area; improve/widen road access to club house; remove trees from top of car park	2019	<ul style="list-style-type: none"> • All improvement work is planned & costed • Funding applications are prepared
Renovate office space & upgrade club technology & software – computers, printers, install new till system	2021	<ul style="list-style-type: none"> • All improvement work is planned & costed • Funding applications are prepared
Clean out roof cavity & install insulation; complete air conditioning of bar area & auditorium; construct verandah on southern side of clubhouse	2019	<ul style="list-style-type: none"> • All improvement work is planned & costed • Funding applications are prepared
Upgrade/replace kitchen including appliances, freezer & cool room	2021	<ul style="list-style-type: none"> • Kitchen upgrade/replacement is planned & costed • Report is published
Convert to solar power with battery backup – obtain structural engineer's report to determine suitability of roof	2018	<ul style="list-style-type: none"> • Solar power panels are installed • An Engineer's report findings are published
Investigate the feasibility of constructing a new clubhouse in stages	By 2021	<ul style="list-style-type: none"> • A Feasibility Plan is compiled & costed • The Feasibility Plan is circulated for comment
Utilise services of Enterprise & Training Company (ETC), TURSA, NORTEC where appropriate	2019	<ul style="list-style-type: none"> • Formal approaches are made to local employment agencies

PRIORITY AREA 3: GOLF COURSE IMPROVEMENTS

OUTCOMES:

- Improvements to the course have been identified and instigated according to budget priorities.
- A machinery audit has been undertaken and a prioritised replacement strategy developed.
- A Water Management Plan has been developed and implemented to improve both water supply options (abattoirs, fairway watering) and water collection and storage (drainage, dam capacity).

STRATEGIES	TIMEFRAME	INDICATORS
Complete concreting of cart paths (enhance safety & security for the elderly & disabled); identify & improve rocky areas either side of 5 th & 6 th fairways	2022	<ul style="list-style-type: none"> • All improvement work is planned & costed • Funding applications are prepared
Develop a Water Management Plan with a focus on water supply options/needs & water collection/storage Implement the Water Management Plan	2018 2019 - 2021	<ul style="list-style-type: none"> • The Water Management Plan is created & published • Current dam capacity is assessed • Drainage of car park to dams is investigated • Connection to abattoirs water excess is investigated • Installation of fairway watering (including pump upgrade) is investigated • Improved drainage to overcome wet & wash away areas is planned & implemented • Drainage of 2nd & 8th greens is installed
Continue to improve the consistency & playability of bunkers	Ongoing	<ul style="list-style-type: none"> • Necessary remedial work is planned & implemented • Member surveys indicate increased satisfaction with bunkers
Review current tee positions – consider new tees to change the course &/or preserve current tees e.g. 7 th tee	2018	<ul style="list-style-type: none"> • Current tee positions are evaluated & results published • Recommendations are implemented
Add to current shed space – shed extension with toilet & shower facilities, hot water & wash down bay with sump	2019	<ul style="list-style-type: none"> • All improvement work is planned & costed • Funding applications are prepared
Complete construction of sand/dirt/mulch storage area on eastern side of shed	2021	<ul style="list-style-type: none"> • Construction is completed • Golf Club entrance is aesthetically improved
Utilise services of Enterprise & Training Company (ETC), TURSA, NORTEC where appropriate	2019	<ul style="list-style-type: none"> • Formal approaches are made to local employment agencies

PRIORITY AREA 4: PROMOTION AND MARKETING

OUTCOMES:

- The number and range of external events with a particular focus on profitability, e.g. weddings, corporate golf, conferences and celebratory events, has been optimised.
- A wide range of cost effective sponsorship and advertising measures have been adopted.
- The golfing calendar and schedule has been reviewed to include community and charity events, 'Stay & Play' packages.
- A formal Junior recruitment and development program has been created.

STRATEGIES	TIMEFRAME	INDICATORS
Create & advertise golfing/tourist packages for weddings, conferences, visits to the Manning; evaluate the old pro shop as a 'conference centre'	2018 - 2019	<ul style="list-style-type: none"> • Packages are created & advertised • Packages generate significant income for the club • The pro shop is critically assessed as a 'conference centre'
Organise a variety of regular family-friendly functions – visiting & local artists, local talent quests, celebratory events e.g. Easter, Mother's Day, Xmas	2018 - 2019	<ul style="list-style-type: none"> • An annual Functions Program is produced & implemented • Functions generate significant income for the club
Actively seek corporate sponsors & investigate corporate membership packages	Ongoing	<ul style="list-style-type: none"> • Corporate & individual sponsor packages are created
Develop a WGC advertising brochure & distribute to club social groups, VET golfers, business communities, metropolitan markets etc; develop a new interactive website	2019	<ul style="list-style-type: none"> • A professional brochure is developed & distributed • A new interactive website is created
Promote regular & formal Golf Club/motel/restaurant liaison	Ongoing	<ul style="list-style-type: none"> • The Golf Club, motel & restaurant work in an inclusive partnership • Regular, minuted meetings occur
Review the current golfing calendar	2018 -2019	<ul style="list-style-type: none"> • A revised calendar is produced to include fun & social events, corporate days, charity events, & golf packages
Create a sub-committee to implement a formal Junior recruitment & development program	2019	<ul style="list-style-type: none"> • A Sub-committee is created • The Junior development program is in operation
Explore cost effective advertising through social media, our website, & direct contact; review entrance signage	2018	<ul style="list-style-type: none"> • Advertising options are explored • Entrance signage is installed

PRIORITY AREA 5: FINANCIAL MANAGEMENT

OUTCOMES:

- All income streams have been reviewed and potential savings identified.
- Strategic and Business Plans are supported by a planned budgeting process.
- A wide range of government and community grants have been identified, applied for, and implemented.

STRATEGIES	TIMEFRAME	INDICATORS
Review all income streams & costs (pricing, fees, electricity) & identify potential savings	2018	<ul style="list-style-type: none"> Income streams & costs are reviewed by the Board &/or sub-committee Potential savings are identified Findings are discussed with members
Develop Business Plans & budgets to support the Strategic Plan	2018 then annually	<ul style="list-style-type: none"> Business Plans & related budgets are produced & published
Develop & publish monthly income/expenditure budgets, Cash Flow budgets, & Capital Acquisitions budgets (poker machines, course machinery, clubhouse & kitchen needs, office equipment, software)	Annually	<ul style="list-style-type: none"> Budgets are created & readily available for scrutiny
Audit course machinery & equipment – create an Asset Register & a Machinery Contingency Fund for repair & replacement	2020	<ul style="list-style-type: none"> The Asset Register is created & published The Machinery Contingency Fund for repair & replacement is created New machinery needs are identified e.g. new tractor, 2 roughs mowers, corer, renovator & leaf blower
Finalise the sale of land at the entrance to the club & invest the funds to secure the financial viability of the club	2018	<ul style="list-style-type: none"> Land is sold An investment fund is created & managed
Increase income through package deals on bus trips, weddings, conferences & functions	2018 - 2019	<ul style="list-style-type: none"> Packages/Functions strategies are created & implemented (see <i>Priority Area 4</i>) Packages & functions generate significant income for the club
Seek Government & other agency grants to support the strategy	Ongoing	<ul style="list-style-type: none"> Funding avenues are identified & applications prepared

PRIORITY AREA 6: GOVERNANCE AND MEMBERSHIP

OUTCOMES:

- Wingham Golf Club provides member services at the cheapest rates and, wherever possible, returns benefits to those members.
- An environment has been built where members, visitors and staff feel welcomed, valued, respected and included.
- Regular and quality communication with, and feedback from, members is established practice and similar networks have been established with the local community.
- Implementation and annual formal review of the Strategic Plan is the main business of the Board and Manager.

STRATEGIES	TIMEFRAME	INDICATORS
Seek regular feedback from members (current & past) about the club environment & ideas for the club's development	Ongoing	<ul style="list-style-type: none"> Members acknowledge that their ideas & opinions have been actively sought
Keep members abreast of club activities & issues through an updated website, A/V displays, regular newsletters, minutes of Board meetings, monthly budget statements	2019	<ul style="list-style-type: none"> Communication strategies are implemented Member surveys show that communication has improved
Review the Wingham Golf Club Constitution & amend as necessary	2018	<ul style="list-style-type: none"> The constitution is reviewed by the Board Results are published
Review/develop staff & Board role descriptions, including areas of responsibility	2019	<ul style="list-style-type: none"> The Board completes the necessary reviews Role statements are developed & results are published
Conduct annual formal review of the Strategic Plan (Board & Manager) & communicate findings to members	Annually	<ul style="list-style-type: none"> The annual review occurs Annual Reports are created & published
Conduct membership drives & actively seek to recruit past members; investigate corporate membership packages	2019	<ul style="list-style-type: none"> Membership drives have resulted in an annual 10% increase in membership Corporate membership packages are developed & results are published
Recruitment, training & support of volunteers is planned	Annually	<ul style="list-style-type: none"> Golf Club volunteer numbers are maintained at satisfactory levels through succession planning Golf Club volunteers say they feel valued & supported