

# REDWOOD PARK GOLF CLUB INC.

## STRATEGIC PLAN TO 2021



### Introduction

Redwood Park Golf Club seeks to be recognised in its community as the preferred golfing venue, where participants feel welcome, and can receive a great golf experience. For the past ten years club membership has been declining. In July 2017, there were 516 playing members.

In the next 15 years, the population and residential development in the west and nor –west sectors of Auckland will grow significantly. The Club seeks to respond to that growth to provide golfing experiences that will assist our community to lead healthy active lifestyles . It also needs to recognise that the lifestyle and market needs of the golf and recreation consumer have changed. This will require changes in the way the club operates, the products offered and the services provided.

### Our vision

To create the best opportunities for our members and for golf to thrive in our community.

### Our values

- ✓ Fun- we encourage fun and a healthy active lifestyle.
- ✓ Fairplay- we play to win, play fair, and accept results with dignity.
- ✓ Respect- we respect other players, the game officials, other people’s opinions, culture and gender and we respect club volunteers.
- ✓ Honesty- we will act honestly and make the club proud of our participation.
- ✓ Excellence- we will strive for excellence, to achieve success in all that we do
- ✓ Safety- we will ensure our environment , on and off the course, is safe for all of our stakeholders

# SWOT

strengths, weaknesses, opportunities, threats

## STRENGTHS

- affordable
- no debt
- asset rich
- loyal membership
- positive culture

## WEAKNESSES

- tired course
- little facility development
- course/facilities underutilised
- player development
- isolated committee structure
- declining membership
- negative cash flows
- low brand awareness
- lack of sponsors
- no pro services
- lack of forward planning
- membership communication

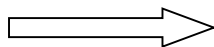
## OPPORTUNITIES

- build brand 'Redwood Park'
- create a Redwood Park golf experience
- course and facility development
- coaching
- have a long term vision and plan
- greater membership engagement
- value creation for sponsors
- improve financial performance
- leverage strong asset base
- divest surplus land
- better course and facility utilisation
- modernise the constitution and organisation structure

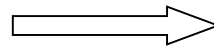
## THREATS

- casualisation of the game ( casual players vs members)
- membership apathy
- ongoing membership decline
- less volunteers
- increased cost of compliance
- lack of cash for operations and development
- capability and desire for change

To build strength here



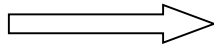
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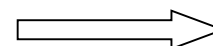
to achieve this by 2021

Strategic area	Tactic	Outcome
<b>OUR ORGANISATION</b>	a) Restructure the management of the organisation so that it reflects and links various leadership and key operational areas to ensure an integrated approach, encourages a team performance and achieves organisational goals.	The management structure has clear roles of responsibility and consistently delivers annual outcomes that fit with longer term plans.
	b) Re develop a constitution which is modern and reflects the future direction of the club	A new constitution
	c) Ensure that an annual plan and annual budget is developed that is aligned with the longer-term plan.	Sound financial management has resulted in an annual operating surplus and delivery of planned objectives
	d) Expand the diversity of club funding and increase revenue streams.	The club has increased revenue so that it can make course improvements, purchase further resources, improve its capability and deliver greater value to members and the community.
	e) Create and implement a communication and marketing plan so the quality and quantity of our communication with members is improved to build our club culture and encourage better networking amongst members.	Membership and stakeholder relationships have improved through effective communication and marketing.
	f) Ensure there is regular community and political engagement so that the club is able to effectively manage growth in response to the significant population growth in the area over the next 15 years.	Our brand is recognised in the community and understood for what it represents.
	g) Pursue collaborative opportunities and secure partnerships that will provide financial benefits, assist in membership growth, and build on the club culture	Partnerships and collaborative projects have assisted the club financially and provided a positive lift in Club culture and spirit.

To build strength here



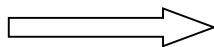
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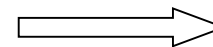
to achieve this by 2021

Strategic area	Tactic	Outcome
<b>OUR PLACE</b>	a) Improve existing course quality standards	Sound planning and resource management have been applied to ensure that course quality achieves members expectations
	b) A long-term asset maintenance plan is created and implemented with identified priorities	An asset management plan has been created and implemented based on funding available and priorities established.
	c) A long term asset development plan is created, with identified priorities	An asset development plan has been created and implemented based on funding available and priorities established.

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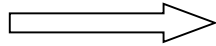
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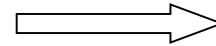
to achieve this by 2021

Strategic area	Tactic	Outcome
<b>OUR GAME OF GOLF</b>	a) Adapt and create golf participation products and services that respond to changing lifestyle and market needs of the golf and recreation consumer	Increased participation and revenue has been achieved through the diversification of golf participation products
	b) Strengthen our ability to offer quality coaching to our members and the community. Develop and implement a player development plan that builds participation and improves performance.	The club has quality golf coaching programmes that attracts, develops and retains participants.  There is an increase in the performance of our pennant teams
	c)The quality and quantity of club events for members is affordable, caters for all abilities, ages, genders and ethnicity and are managed in accordance with annual budgets	Club events respond to membership diversity and abilities
	d)Create events that build members experience and develops the profile of Redwood Park GC	Three key open events are delivered that promotes the club , reflects our brand, provides the golfer with an outstanding experience and raises funds.
	e) Build the competitive capability of the Club and recognise performance	Promotion to the highest pennants team competition

To build strength here



we will do this



to achieve this by 2021

Strategic area	Tactic	Outcome
<p><b>OUR PEOPLE</b></p>	<p>a) <u>Membership and Community</u>                      Grow membership and participation                      -develop and implement introductory experiences that attract more people.                      - provide experiences and services that retains participation                      - provide a structured development pathway for our young participants                      -improve our profile in the community</p>	<p>Every member and stakeholder knows what we are doing, the services we provide and how it will benefit them</p> <p>Achieve a high level of membership satisfaction</p> <p>There is increased age and gender diversity in the club</p> <p>There has been a net membership gain</p> <p>There is an increase in participation in a junior development programme by 30%.</p>
	<p>b) <u>Staff</u>                      Ensure that we have skilled employees who deliver strategic objectives and compliment club volunteer projects.</p>	<p>Staff skills, committee structures and management initiatives achieve strategic goals</p>
	<p>c) <u>Club volunteers</u>                      Club members recognise that volunteer projects are beneficial to the culture of the club and its operation.</p> <p>Implement volunteer management practices so that projects are achieved.</p> <p>Promote sound leadership in the Club to maintain organisational performance and a vision of what the Club can become</p> <p>Develop and implement ways of recognising volunteers.</p> <p>Create and maintain a club data base on people skills.</p>	<p>Members want to volunteer for tasks and positions, as the club has in place supportive processes and resources.</p> <p>Leaders in the club bring about positive outcomes through their own actions, personal influence , and collaboration</p>
	<p>d) <u>Sponsors</u>                      Develop and maintain commercial relationships that add value to our golf experience for members and participants</p>	<p>Commercial partnerships have provided benefits to the club</p>