

23 April 2021

Outcome Statement Number	Strategy Number	Strategy Title	Description	Ranking	Update 23 April 2021
1	1.1	Purchase a modern CRM/contact database for communication and marketing purposes	The membership database is how you identify and connect with members. It needs to be able to classify members (local/non-local, length of membership, age, birthdays etc) and carry records of attendance with the Club. This will enable members to be communicated with, marketed to, and surveyed	A	75% complete. MW undertaking further work to implement (including link to CRM and marketing) but subject to staff availability. Jan 2021 committee agreed to report back on this at May 2021 meeting
1	1.2	Install entry/purchasing scanners	These are used with an electronic card (like a supermarket loyalty card) that track entry/exit and purchasing	A	Entry kiosk is working. Members swipe in system to be completed Q2 2021 (April – June 2021). MW May 2021
1	1.6	Conduct an annual members’ survey in May/June each year	Members need to see that their views are both valued and responded to. The Committee would need to agree to conduct and action the survey annually	A	E Hughes engaged to undertake survey
1	1.7	Formalise a process enabling sub-clubs [adjuncts] voices to be heard by the Committee – with a view to growing this area of Club membership	This needs to be canvassed with sub-clubs to determine process that meets their needs. This may simply be a survey of sub-club members annually, or may involve the establishment of a formal sub-committee with clear lines of accountability	A	Adjunct rule book to be updated to ensure it is current (MW). For May committee agenda – check if there are existing terms of reference or procedure for operation of adjunct chairs forum
2	2.1	Establish a building reference group to determine options for development of site. <i>This group to include three members of the existing Committee, Club manager</i>	This group will employ a designer to review existing footprint and provide options for future use – including ‘boutique’ conference venue, proposed café, and creation of ‘community’ spaces within the existing footprint for additional recreational activities e.g. mah-jong, book clubs, ‘over 50s ladies exercise classes’ etc	A	RM Design engaged to assist committee in options for future of buildings. Site visit by RM planned May 2021. MG to write a short paper on progress to update membership including call for experts to join Building Reference Group. RM to be asked if they have

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		<i>and independent advisor to develop scope and TOR</i>			terms of reference for Building Reference Group. Note point of contact with RM is MW not the committee.
2	2.7	NEW October 2020 – Future use and operation of the three residential properties	Future development and use of the residential properties owned by the club e.g. development of additional accommodation for staff	A	RM Design to review as part of 2.1 above
2	2.8	2.8 NEW October 2020 - Electric sign and outdoor deck resource consent	Review next steps	A	MW to update with A Watson, Planning Advisor
3	3.2	Establish formal links to key organisations at governance level	Including the Whangamata Residents and Ratepayers Association and Whangamata Business Association, and TCDC	A	May 2021
4	4.2	Develop an asset management plan for the Club's portfolio of property and investments	This needs to identify a planned programme of maintenance and major renewals e.g. roof replacement, window replacement to ensure that the budget programme can manage major maintenance requirements	A	Being developed in conjunction with building project in 2.1 above
4	4.4	Create a strategy for development and growth of existing footprint of the Club (using existing asset values to underpin this development)	This is linked to strategic action 2	A	See 2.1 above
5	5.1	Committee to undertake an audit of current policies to determine gaps and to address those	This is to ensure that the current governance and management systems are robust	A	MW to provide existing policies to SM. SP and SM to continue to develop draft polices for June 2021 2021

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		that are out of date or non-existent			
5	5.2	Develop annual KPIs for governance and management to report against	<p>These need to be annual and reviewed every four months. Examples would be:</p> <ul style="list-style-type: none"> • annual turnover targets • monthly reporting on activity towards each of strategic actions • the manager's performance plan 	A	IM, SP, MG and MW to finalise KPI's for current financial year
5	5.4	Identify future risks and mitigations	Undertake a risk-management analysis which is reported to Committee and updated every six months	A	SM to produce template. SM/SP and MW undertake risk analysis June 2021
5	5.6	Publish an annual report for members	Not just a financial report, but a report against governance / management KPIs	A	May 2021 working group
6	6.1	Establish a clearer management structure and lines of accountability	A staff structure chart that shows who reports to who would remove any ambiguity	A	MG and MW May 2021
6	6.2	Share this Strategic Plan with staff and invite their feedback	A good way to ensure that staff appreciate the future for the Club and can see their place in supporting the Club's direction	A	<p>MW and MG to update staff using this report Q2 (April June 2021) recognise Beach Hop impact in Q1 originally planned.</p> <p>MG to draft progress paper for staff</p>
6	6.4	Create an induction process for new staff	Start with development of staff values or principles about the way we work together	A	MW - May 2021
6	6.5	Establish a system and process for more regular staff appraisals	To support the loyalty and development of staff, they must be regularly appraised in an open and transparent manner	A	MW/MG - May 2021

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6	6.6	Provide staff learning and training opportunities for progression	Ensure all position descriptions offer some form of development and progression for all positions	A	MW/MG - May 2021
6	6.9	Staff satisfaction survey	To be completed annually (or every six months) via confidential survey monkey. Results to be assessed by Committee with actions shared with staff. Also – formal exit interviews with departing staff to be conducted by manager as well as independent online survey tool	A	E Hughes engaged to undertake survey Complete MW