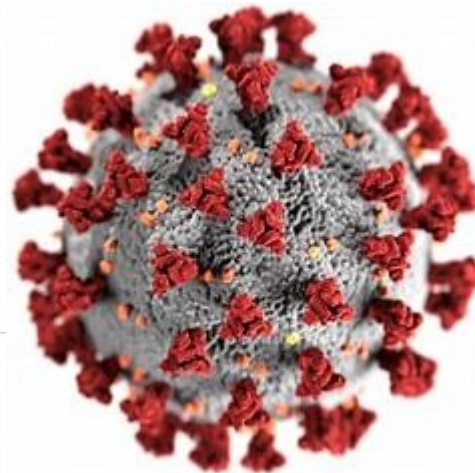


# LOCKDOWN Online Interactive Clinics

## Clinic three: Planning

Why is now the most important time to plan for the future?"





How do you stop this happening if you don't have the plans?

# Today's Agenda

- New Zealand and golf in context
- Questions for you
- What is good planning
- Building a plan that works
- Next steps



# Our Changing Landscape-

1. More members
2. More green fee players
3. More rounds
4. Different dynamics of those playing the game
5. More cash flow
6. Bigger reserves
7. Value add verse discounting
8. BUT>>>>> Possible recession



Now is the time to review, or create your plan



He who fails to plan  
is planning to fail.

Winston Churchill

 quotes & sayings

Failing to  
plan is  
planning to  
fail.

Alan Lakein

QuotesNSayings.net



He who fails to  
plan, plans to fail.

Emily Giffin

 quotes & sayings



# Embracing The Future

Why do you think you need to start or restart your planning process?

You will all be at very different stages of the process

This hands-on workshop aims to help you progress

**YOUR PLAN**



Strategy needs to be a living process

# The Strategic Plan

# Building a Plan

There are many ways to build your plan

- Keep it simple
- Keep it live

There are **two** questions you need to consider

1. Who do you take on the journey and when
2. What is your “Why”

Once you have answered these two questions it gets much easier





# The Planning Stages

- Who needs to come on the planning journey and when?
- What is our why
- What is our what
- What is our how
- How do we operationalise this



# Who should be involved?

As a membership based club, it is critical for;

- members to understand the direction the club is heading
- for the majority of members to agree with this direction
- for the members to feel they have been part of the journey to develop the plan.

# The Board/Committee needs to decide who should be involved



- Those who will be implementing the plan (e.g. board/committee, management, key influencers, and other community stakeholders)
- Those who will be affected (e.g. members, users, etc)
- Those who will monitor its implementation (e.g. Board/Committee)
- Others who can contribute to its development (e.g. community activists, funding bodies, etc).



# Stakeholder Engagement

- a steering group made up of a range of stakeholders/ key influencers
- a series of consultation meetings with members
- open sessions with a number of workshops
- a call for written submissions
- a questionnaire/survey

A combination of these approaches is likely to ensure that all groups/stakeholders have a say in developing the strategic plan.



# Our clubs WHY?

*aka: your clubs mission for the next 5 years?*

- What is the key descriptor of your club?
- Why are you there?
- Is it defensible?

## Example:

To provide the best natural riverbed course that offers affordable golfing to our members while contributing to our local community.

To provide a unique natural riverbed course closely linked to our community where local members and guests continually enjoy their experiences.



***TO PROVIDE A SANCTUARY ENVIRONMENT WHERE  
MEMBERS AND GUESTS ENJOY THEIR EXPERIENCE***





# Our clubs WHAT?

- How do you reflect your why?
- What will your club look like in your core areas of operation?
- What will the values and culture need to be to achieve your why?

## Your:

- Course - What will your course look like in 5 years- how will it play
- Club rooms and facilities - Are these fit for purpose, same-remodelled-new
- Culture - What will members and guests experience in ALL interactions
- Financial situation - how financial will the club be- Are you sustainable
- Membership - will this be at a level you need for longevity
- Other specific points of difference - do you have land or assets that will be utilised

# Our clubs HOW?

- How do you measure the things you want to achieve?
- What does success look like?

## Your:

- Course - Greens are playable all year round / are all the same base / are all consistent
- Club Rooms - Attracting external usage to generate income/ meeting building codes / new café
- Culture - Surveys of members and guests shows the club meets its culture expectations
- Financials - Reflect the plan / member income / green fees / other income / expenses
- Membership/Casuals - The numbers are at the agreed levels

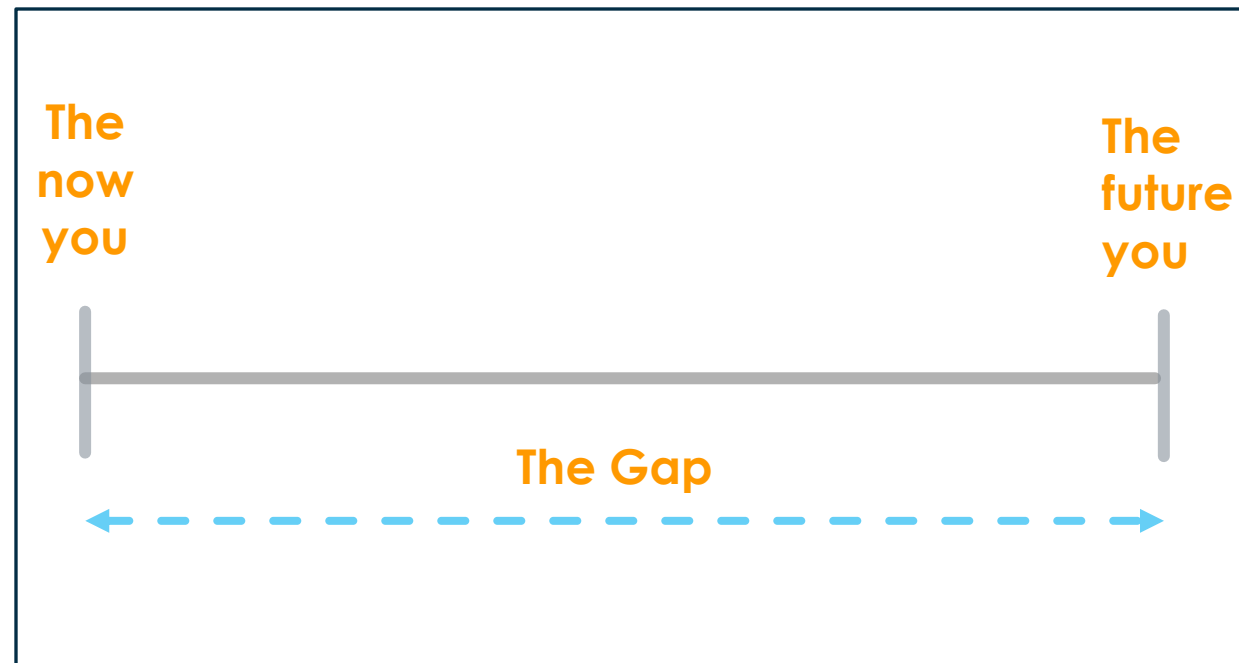




# Our clubs GAP?

*What is the difference between where you are now and where you want to be (the GAP)*

- Detail and have buy in on what the club looks like now
- This reflects the pathway you want to go on







# What does your club look like now?

What is your current position regarding -

1. Administration and Management Systems
2. Financial Sustainability
3. Golf Programmes
4. Human Resources
5. Marketing and Communication
6. Physical Infrastructure (buildings, contents, and operating equipment)
7. Course maintenance and development

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# Long Term Plan Sample

XXX Golf Club Plan 20\_\_ – 20\_\_

## Our Clubs Why – In 5 years aka Your Mission

What is the key descriptor of your club? Why are you there?

Is it defensible?

Eg: XXXX is a sustainable club, that is part of, and reflects, our local community where our members feel proud of our culture and the experiences, we offer both on and off the course.

## Your What - aka Your Vision

How do you reflect your why?

What does your club look like in your core areas of operation?

What values and culture are required to achieve your why?

- Course- What will your course look like in 5 years- how will it play
- Club rooms and facilities- Are these fit for purpose, same-remodelled-new
- Culture- What will members and guests experience in ALL interactions
- Financial situation- how financial will the club be- Are you sustainable
- Membership- will this be at a level you need for longevity
- Other specific points of difference- do you have land or assets that will be utilised

## Your How

How do you measure the things you want to achieve?

What does success look like?

- Course- Greens are playable all year round / are all the same base / are all consistent
- Club Rooms- Attracting external usage to generate income/ meeting building codes / new café
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## Your Gap

What is the difference between where you are now and where you want to be (the GAP)

Detail and have buy in on what the club looks like now

This reflects the pathway you want to go on.





# 12 Month Operational Plan

*What are the things we are going to do in the next 12 months towards our long term aims.*

Don't try to change everything in 12 months. Focus on:

- 2 to 3 “Must haves”
- 1 or 2 “Nice to haves”
- Zero “Not necessary”

## The Test:

Do you have the capacity/capability to deliver?

This is often where clubs fail

Key Priorities for the Next 12 months (may include the following)

- Course maintenance and improvements
- Club rooms and facilities maintenance and improvements
- Club Culture, improvements or changes
- Financial sustainability and planned spend
- Membership mix, diversity, numbers, and blend with green fee usage
- Marketing and Communications to members possible members and your community
- Human Resources support and protection both paid and voluntary
- Environmental Sustainability planning

# 12 Month Operational Plan Sample

Must Do's (2 or 3)	Start Date	Completion Date	Key Actions
<b>Replace greens 2 and 17</b> <ul style="list-style-type: none"> <li>Budget</li> <li>Available funds</li> <li>Funds required</li> </ul>	1 Jul 21	30 May 22	<ol style="list-style-type: none"> <li>Fundraising tournament by Aug</li> <li>Funding applications submitted by Sep</li> <li>Green 2 relay by Oct- bedding in by Jan</li> <li>Green 17 relay by Mar- bedding in by May</li> </ol>
<b>Repair Roof in Clubhouse</b> <ul style="list-style-type: none"> <li>- Budget \$30,000</li> <li>- Available fund \$30,000</li> </ul>	1 Sep 21	31 Jun 22	<ol style="list-style-type: none"> <li>Source contractors by end September</li> <li>Enter into contract by end of Oct</li> <li>Complete repairs</li> </ol>
Nice to have (1 or 2)	Start Date	Completion Date	Key Actions
<b>Instigate community engagement plan</b> <ul style="list-style-type: none"> <li>Budget \$</li> <li>Available funds \$</li> </ul>	1 Jul 21	31 Jun 22	<ol style="list-style-type: none"> <li>Develop engagement plan by Sep</li> <li>Research local community by Nov</li> <li>Undertake local community survey by Feb</li> <li>Introduce new initiated to engage community by Mar</li> <li>Review plan, revise and adapt by May</li> </ol>

GOLF NZ  
KOROWHĀ AOTEAROA