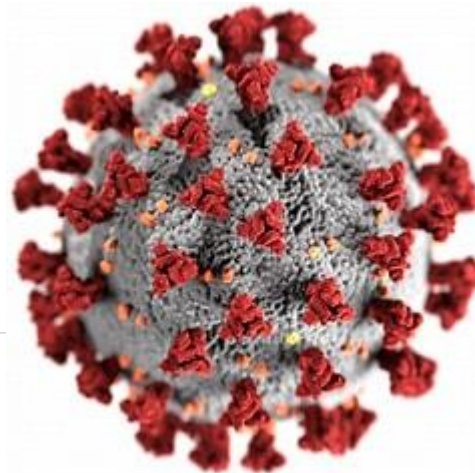


LOCKDOWN Online Interactive Clinics

Clinic eight: Advance Strategic 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

- Building a plan that works
- Next steps



The Perfect Plans

Are living documents

They have buy in from stakeholders

All plans are interlinked

They evolve

They ensure delivery





What are the Planning Steps

Step 1: Who should we take on the journey?

Step 2: A clubs WHY- WHAT- HOW- Where are we going?

Step 3: Where are we now?

Step 4: What are the gaps between where we are now to where we need to be?

Step 5: How will we get to where we want to go?

Step 6: Writing your ONE PAGE living plans

Step 7: Monitoring and reviewing your plan so it stays alive



Who should be involved?

The Board/Committee needs to decide who should be involved in the planning process.

- 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).

SWOT

Strengths, Weaknesses, Opportunities and Threats

SWOT is used by clubs as a tool for the assessment of the club's position in its local community.

SWOT looks at both those factors that are within the club (internal) control and those outside of the club (external) to find the most favourable and unfavourable options that can be considered to achieve the clubs goals.

Club's do find that SWOT can be very helpful once they understand their WHY.

It can be used in their GAP analysis and when the operational plan is being developed as it provides an opportunity to consider multiple options and impacts both external and internal.



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

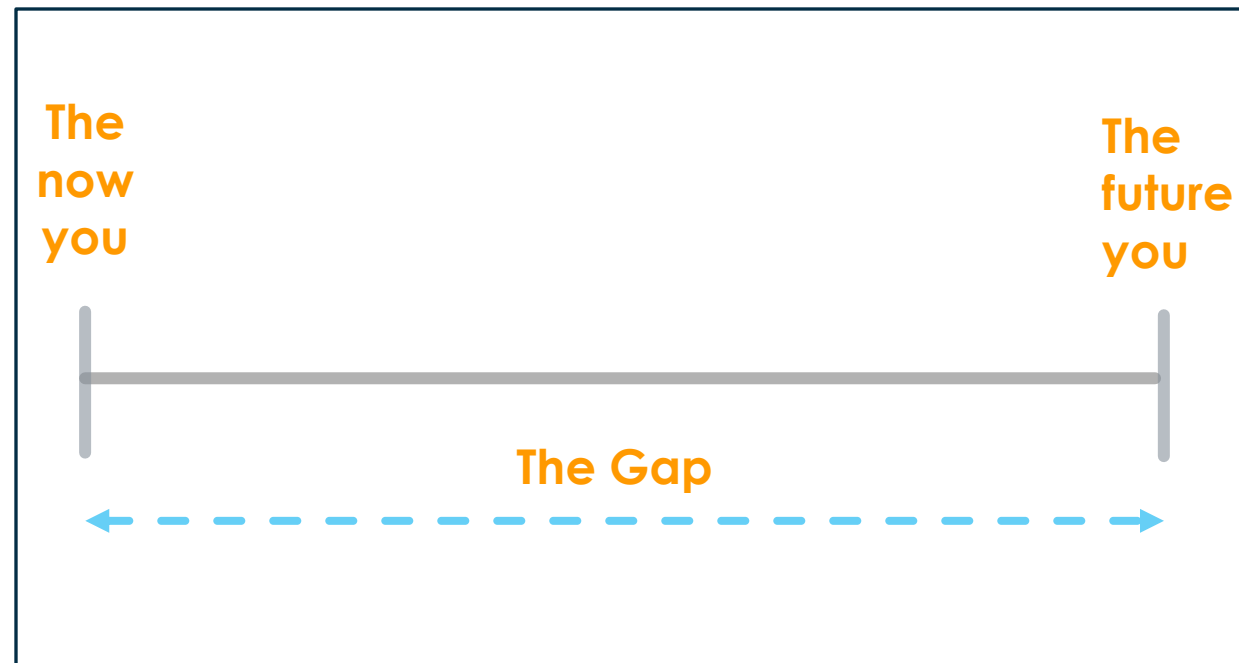




Our clubs GAP?

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

12

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
- 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

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
Replace greens 2 and 17 <ul style="list-style-type: none"> Budget Available funds Funds required 	1 Jul 21	30 May 22	<ol style="list-style-type: none"> Fundraising tournament by Aug Funding applications submitted by Sep Green 2 relay by Oct- bedding in by Jan Green 17 relay by Mar- bedding in by May
Repair Roof in Clubhouse <ul style="list-style-type: none"> - Budget \$30,000 - Available fund \$30,000 	1 Sep 21	31 Jun 22	<ol style="list-style-type: none"> Source contractors by end September Enter into contract by end of Oct Complete repairs

Nice to have (1 or 2)	Start Date	Completion Date	Key Actions
Instigate community engagement plan <ul style="list-style-type: none"> Budget \$ Available funds \$ 	1 Jul 21	31 Jun 22	<ol style="list-style-type: none"> Develop engagement plan by Sep Research local community by Nov Undertake local community survey by Feb Introduce new initiated to engage community by Mar Review plan, revise and adapt by May

GOLF NZ
KOROWHĀ AOTEAROA