



# Planning to Win

CLUB PLANNING WORKBOOK  
AND  
STRATEGIC PLAN TEMPLATE



**Golf**Queensland



# FOREWORD

## Welcome to the Golf Queensland Club Planning Workbook

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As the peak body for golf clubs and district associations in Queensland, Golf Queensland is committed to providing clubs with guidance, advice and support services that will assist them to develop and grow.

One of the key goals in Golf Queensland's Strategic Plan (2008 – 2012) is 'Club and District Health'. We recognise that developing a simple, easy to use (and read) Strategic Plan is the foundation upon which efficient and effective club management is based.

We are conscious that volunteers are the cornerstone of our clubs and that their time is valuable and precious. We are also aware that the lack of a clear plan inevitably leads to ad hoc management, uninformed decision-making and culminates in a waste of a great deal of time, dollars and effort at various Board and sub committee meetings.

Strategic Plans don't have to be large. They need to be understandable and measurable and not complicated, hard to read 'door stoppers' that are full of nice words but rarely used! The best ones are usually dog eared and covered in coffee stains. Such appearance generally suggests that the plan is regularly used by the Board (at all its meetings) and is the source document for management in moving towards the agreed targets.

As simple as it may sound, if you don't know where you are going, how will you know when you get there?

Following on from the release of Golf Queensland's first 'Membership Attraction and Retention Report' in 2009, we will continue to develop practical resources that will assist our clubs in achieving Golf Queensland's collective vision of 'more people playing more golf'. This is just another one of those resources.

I encourage you to use this workbook in developing simple, easy to use Strategic Plan that will chart the direction of your club for the next five to 10 years. It should also be used in conjunction with the Club ScoreCard – A Club Diagnostic Tool to assist club committees and managers to give their club a health check.

I would also like to thank the Woodford Golf Club for working with us on this project and allowing us to use their recently developed plan as a practical template. Best wishes in achieving your goals.

We would hope that it encourages your club to embrace innovation, evaluate strategic decisions and continuously challenge the club to sharpen its vision.

Lindsay Ellis  
CEO  
Golf Queensland

*The really nice thing about not planning is that failure comes as a complete surprise and is not preceded by a period of worry or depression*

## What is Strategic Planning?

In its simplest terms, it is the process whereby the Board (or Management Committee) and Management (if applicable) establish the club's long-term direction, set specific and measurable performance objectives and develop strategies to achieve agreed priorities.

In undertaking the planning process, the Management Committee (or Board) needs to ask the following six questions:

- Why do we exist?
- How do we operate?
- Where are we now?
- What are our long-term aspirations?
- How can we achieve them?
- How will we then measure success?

## What is the best Strategic Plan?

Experience would suggest that the best and certainly, most used plans, contain only five or six 'Drivers' and between 20 to 40 strategic priorities. It should become the club's 'road map' to the future. It would also be expected that the agreed 'Drivers' would also form the basis of all future Board/Management Committee agendas.

As an example, the initial Golf Queensland Strategic Plan (2008 – 2012) had nine Key Drivers. They were:

- Participation and Membership
- Industry Leadership
- Club and District Health
- Talented Player Development
- Governance
- Marketing and Communication
- Regional Service Delivery
- Facilities and Environment
- Revenue Streams (Resources)

The revamped and updated plan (revised in late 2010) will have only four drivers. They are:

- Driver One:** Participation and Game Development
- Driver Two:** Talented Player Development
- Driver Three:** Organisational Excellence
- Driver Four:** Business Growth

## How does a 'Strategic Plan' differ from a 'Business Plan'?

A Strategic Plan is a longer term (3-5 years), big picture document that sets a direction or desired future for the organisation. It is used to provide focus and direction in order to move the organisation from 'a' to 'b' over an agreed period of time. It is developed by the Board or Management Committee.

The **Business Plan** is a one-year plan that focuses on key operational matters such as marketing and promotion, financial management and service delivery. The main reason for producing such a plan is to improve the overall effectiveness of the organisation by setting a series of annual targets that are closely linked to priorities in the Strategic Plan. The Manager and his/her staff develop this document.

## How Do We Get Started?

The Board/Management Committee needs to fully commit to undertaking the planning process in a professional manner. Consideration should be given to engaging an independent, experienced professional facilitator ('Course Marshall' or 'Process Manager') to both guide and inform the process. The appointment of an external person may provide a degree of impartiality and also encourage stakeholders to be more open and frank in their feedback. This individual can also safely challenge some of the club's 'sacred cows' from a purely objective point of view. Look within your own club to see if there is a member that possesses the required skills and experience. While such an individual may not be quite as 'independent' as an external person, they could come at a cheaper cost and save some money.

An appropriate budget needs to be allocated and efforts then made to seek financial support from relevant government (and other) funding sources.

Once appointed, the Process Manager (or Course Marshall) should meet with the Board/Management Committee and scope the planning project. Agreement needs to be reached on the process, key milestones and the overall budget.



## What is the Role of the Board/ Management Committee?

The Board's job is to work **on** the business not in the business. With this in mind, its most fundamental and critical responsibility to the stakeholders is to work with management (if applicable) in developing and then monitoring the resulting 3-5 year Strategic Plan. It is also important that the club's President or Chair plays a key leadership role in developing (and ultimately selling) the Strategic Plan. They need to provide strong leadership and drive the planning process from start to finish. However, the development of the plan is a team effort and the most crucial role the President or Chair can play is to ensure that all committee members, staff the professional and members in general, have adequate opportunity to contribute to the resulting document.

The membership, in particular, needs to be advised of what the Board of Management is about to undertake together with a timetable for action. This demonstrates commitment!

Apart from the initial Scoping Meeting with the appointed Process Manager/Course Marshall, the next involvement by the Board/Management Committee would be their input into a simple questionnaire developed by the Process Manager/Course Marshall to extract their views in relation to the following questions:

**Vision:** What is **your** vision for the club? In other words, where do you want to be in the future as a club?

**NB:** The golf Queensland vision is 'more people playing more golf'. This vision is short, sharp and easy to remember and succinctly states where the organisation wants to be in 5 – 10 years time.

**Purpose:** Why do we exist? What is our reason for being? What is our core business?

**Assets:** What products and services do we have at our disposal to 'sell' to current and future members? What is our value proposition? In other words, what makes us unique?

**Liabilities:** What are our weaknesses? What could stop us from achieving our vision?

**Issues:** What are the five key issues that must be addressed in our Strategic Plan?

**Priorities:** What are our Top 5 priorities for the club over the next 5 – 10 years?

**Drivers:** What are the 5 or 6 Key Result Areas/Critical Success Factors that we will concentrate on in our plan? For example Membership Development, Junior Development and Club Operations/Management.

**Outcomes:** What are 2 – 3 outcomes that you could like to see emanating from the proposed 'Planning Workshop' or 'Think Tank'? In other words, what would make the day a success in your eyes?

**TIP:** Past Presidents and Captains (that are still active members of the club) should also be involved in the process by way of requesting responses to the above questions.

The Process Manager/Course Marshall would then collate all the responses and provide respondents with a brief report. This feedback would form the basis of a 3 – 4 hour professionally facilitated 'Planning Workshop' where participants would be expected to reach consensus on the following:

- A **vision** for the club
- **Guiding Principles** – 4 or 5
- A **Purpose** statement
- **Drivers** – 4 or 5
- **Priorities** – for each 'Driver' - usually 6 to 8 per Driver
- **Review** mechanisms

The initial 'Planning Workshop' should involve the Board/Management Committee, Management, the Club Professional, the Caterer and any other key stakeholders (e.g. major sponsor) deemed appropriate.

The President/Chair and Manager to then 'road test' the draft plan developed by the Process Manager/Course Marshall. A 'Consultation Plan' should be devised to ensure that all members and other key stakeholders have an opportunity to provide their feedback and suggestions. It is crucial that the key messages contained in the plan and any significant shifts in the club's direction are effectively communicated to all stakeholders. Every available opportunity should be utilised to promote the plan and its long-term benefits to the club and its members. At this stage, it is also important to consolidate any links with any other planning activities e.g. the Finance Plan.

## The Planning Process - An 18 Hole Event

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- Hole 1** Gain Board/Management Committee commitment to the planning process.
- Hole 2** Allocate an appropriate budget and seek financial support from relevant government (and other) funding sources to develop the plan.
- Hole 3** Appoint an independent, professional Process Manager/Course Marshall to guide and inform the process.
- Hole 4** Scope the planning project in conjunction with the Process Manager/Course Marshall and agree on the process, key milestones, the consultation process and the overall budget.
- Hole 5** Undertake an 'Environmental Scan' to develop a snapshot of the club and where it stands at present e.g. financial information, membership demographics, competitor analysis, service offerings, building and development in the near vicinity etc.
- Hole 6** Board/Management Committee/Staff/Club Professional/ Caterer to complete a simple questionnaire designed by the Process Manager/Course Marshall.
- Hole 7** Process Manager/Course Marshall to collate all feedback and prepare a report that summarises key findings.
- Hole 8** Organise a 3 – 4 hour 'Planning Workshop' that would utilise the questionnaire findings to reach agreement on the following:
  - Vision
  - Guiding Principles
  - Purpose Statement
  - Drivers
  - Priorities
  - Review Mechanism
  - Consultation Process to 'road test' the draft skeletal plan
- Hole 9** Process Manager/Course Marshall to write the draft plan  
For your use, a template (Woodford Golf Club) has been included as an Appendix to this document.

**'Half Way House' Review, Reflect and Refresh!**

**Hole 10** The President to distribute the draft plan to all members and invite their feedback. It is suggested that stakeholders be given up to two weeks to respond.

**Pro Tip:** It has been found that short timeframes will prevent individuals from putting the document on the 'back burner' until they get time. Stakeholders that are more likely to respond will do so immediately or not at all.

**Hole 11** Consider the conduct of several small focus groups with key stakeholders to 'road test' the plan. Candidates might include past Presidents and Captains and/or members who are also successful business people.

**Hole 12** Process Manager/Course Marshall to gather all feedback and make the required changes to the draft plan.

**Hole 13** Board/Management Committee to conduct a two-hour 'GAP Analysis' session (with the Process Manager/Course Marshall) to ensure that all feedback has been considered.

**Pro Tip:** 'Gap Analysis' simply involves checking that all feedback and suggestions have been incorporated and that 'all bases have been covered'!

**Hole 14** Process Manager/Course Marshall to finalise the plan.

**Hole 15** The club to consider engaging a local graphic designer (or similar) to develop the words in the plan into an appropriate marketing document. Don't forget that you might also have a member who has the professional skills to undertake this task.

**Pro Tip:** Here is an ideal opportunity for you to utilise your local school/college/university to assist in preparing this marketing document, as well as assisting in preparing a suitable reference within your web page.

**Hole 16** Board/Management Committee to formally appoint and adopt the plan.

**Hole 17** Board to distribute the plan and also ensure that it can be accessed on the club's website (if available).

**Hole 18** Develop appropriate review mechanisms (suggest six-monthly) and charge the Manager to provide updates in terms of performance at future Board/Committee Meetings.

**Pro Tip:** Each portfolio area within the club should conduct an end of year review against the club's 'Scorecard' and then develop their respective priorities for the following year.

## The 19th Hole

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Celebrate the completion of the planning process and reflect on the actions/outcomes expected and discuss the future!

***'Remember, if you don't keep score, then you are only practicing!'***

### What Makes a 'Winning' Board or Management Committee?

Following are some 'Pro Tips' that should guide and assist the planning process:

- **Effective Board Members** project their energies into making things happen – ineffective ones concern themselves with what's happening.
- **Effective Board Members** communicate successfully with their stakeholders via their actions and practical deeds.
- **Effective Board Members** are drawn to risk and opportunity and often make decisions based on calculated risks.
- **Effective Boards** build commitment through a vision or dream that others are eager to share.
- **Effective Boards** talk regularly about the future and the organisational values they need to get there – ineffective Boards talk about survival!
- **Effective Boards** create new business – non-effective Boards manage what is.
- **Effective Boards** concentrate most of their efforts on doing the right things – not doing things right!

It is also critical that **all** Board members share the club's vision and are able to express that vision to stakeholders in simple terms. The above **seven** tips should help your board to function more effectively.

***'Don't be afraid to take a big step if one is warranted. You can't cross a chasm in two small jumps!'***



## What are some of the benefits in developing a professional plan?

### Reduced firefighting

Clubs may spend so much time 'putting out fires' that they rarely get a chance to light any! By planning, you can anticipate problems and decide how to handle them.

### Justified plans and actions

Often we decide to do something because it sounds or feels right, or because that is the way we have always done it. Planning forces you to test the validity, or at least, justify/explain your actions.

### A focused Board

Strategic planning will focus the attention of the Board/Management Committee on those issues most critical to the ongoing sustainability of the organisation's long-term directions. It also strengthens teamwork and camaraderie within the group.

### Information filtered

Boards/Management Committees are often exposed to too much non-strategic information. A good strategic planning process should focus only on the big-ticket items and not on all the operational matters that tend to dominate discussion at meetings.

**Pro Tip:** Workers Work, Managers Manage and Directors Direct!

### Demonstrated professionalism and commitment

A well-constructed and professionally prepared plan is an impressive document. It 'sells' the Club and highlights their professional standing within its community and within the industry in general.

### Communication and coordination improved

A golf club can use the planning process to demonstrate to its members its commitment to consult and communicate. It is also an effective way of communicating what your business is about to prospective sponsors and funding bodies.

### New markets identified

By consulting and talking with stakeholders (and potential stakeholders), you will be forced to study your competitors and improve your own competitive position. You may be able to identify possible new markets, as well as any barriers that currently inhibit growth at your club.

### Timeframes established

A professional plan details activities to be completed over a specific timeframe to achieve specified objectives and incorporates performance measures that are linked to these objectives.

### Performance benchmarked

The Board/Management committee can eventually compare actual results against the various key performance indicators in the plan. This enables ongoing assessment of the Club's processes and its long-term viability. But, first you need to establish a benchmark to enable future measurement!





## Frequently Asked Questions

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### 1. QUESTION What is the recipe for successful strategic planning?

**ANSWER** The essential ingredients of success are not 'difficult to blend'. They can be summarised under **five** points:

1. Adopting a strategic approach with realistic goals and objectives.
2. Formulating policies and objectives that are capable of being implemented.
3. Ensuring effective teamwork and good communications between skilled, well-trained staff (if applicable) and the Management Committee.
4. Initiating accountability and responsibility for individual and group performance.
5. Aiming for results that are measurable and constantly evaluated against what was sought in the first place.

### 2. QUESTION What are the key elements of strategic planning?

**ANSWER** There are four key elements:

- **Long-term** impacts of important choices in relation to resource allocation and business focus.
- **Decision-making** – decisions must be made.

- **Integration** and focus of business functions.
- **Implementation** of decisions.

### 3. QUESTION Why do some clubs fail?

**ANSWER** The main problem areas regularly identified during performance reviews are:

1. Inertia, work overload, poor leadership and lack of critical review – the factors that lead things to roll along in the same old way, indefinitely!
2. Lack of clarity in program objectives and standards. Thinking about the future is also difficult, particularly when most people like immediate results.
3. Inadequate information management systems, lack of planning and a view that business principles are not as applicable in not-for-profit organisations.
4. Lack of particular management skills and failure to have empathy and engagement with the membership.
5. Inadequate written instructions, training and professional development for staff (if applicable).
6. Lack of commitment to 'The Plan'.
7. Lack of processes to 'Work The Plan'.

**4. QUESTION** Is long-term planning really possible at club level?

**ANSWER** Yes. Long-term planning is about providing a vision for the future. The meaning of 'long-term' will vary from club to club, depending on its current governance, what lead times are required to introduce changes within its particular environment and the size of the organisation.

**Short-Term Plan** may be a 3-year plan

**Medium-Term Plan** may be a 5-year plan

**Long-Term Plan** may be a 10-year plan

**Pro Tip:** 'If you fail to plan, you plan to fail!'

**5. QUESTION** How valid is it to apply a general model of strategic planning?

**ANSWER** The strategic planning principles outlined in this booklet can be adapted to any club. It will be the particular features of the club, for example, its history and culture and organisational structure, which will determine the final approach and process it adopts.

Certainly, the larger and more complex the Club, the more difficult is the task of coordinating its various functional and geographical components and the more necessary it is to identify the business segments of the organisation. With greater size and complexity, there will also be greater diversity of views about how to proceed and greater necessity to effectively manage the strategic planning process.

**6. QUESTION** What is the difference between a Strategic Plan and a Business Plan?

**ANSWER** The Board or Management Committee develops the Strategic Plan. It is a 'big picture' document that should set the broad direction for the organisation over the next 3-5 years. The Business Plan is a more detailed one-year operational plan that is closely linked to the Strategic Plan. It is usually developed by management to assist them with the implementation of key priorities and also, to measure overall performance.

**7. QUESTION** Is a golf club and its Manager locked in to a particular style of management through strategic planning?

**ANSWER** In a limited sense, yes! Strategic planning requires a disciplined and systematic approach to management, which may impose some restraint on managers.

However, each club should determine its own approach to the management of the planning process: the timing, the method and frequency of review, the process to modify priorities or to change resource emphasis and the roles of the various staff. Clubs should also consider whether Board and/or management require some training to undertake the planning process in a more professional way.

**Pro Tip:** Consider your management team and key personnel!

**8. QUESTION** What are some of the pitfalls Managers should avoid?

- ANSWER**
- Failure to involve the Board effectively and appropriately in the planning process, particularly at the start.
  - Failure to involve staff and members in the process.
  - Failure to develop outcomes as a base for planning.
  - Failure to use the plan as a reference against which to measure performance.
  - Failure to create an environment conducive and not resistant to planning.
  - Keeping planning separate from the management process.
  - Failure to put processes in place to support implementation.

**9. QUESTION** Will a change of Manager impact on the strategic plan and the processes a club has adopted?

**ANSWER** The strategic plan and its processes are the servant, not the master, of the club and its manager. The plan is a constant, whether the manager leaves or not. The manager may be able to impose their style on the process but, ultimately, the board must have ownership. Consequently, it is very likely that the particular elements and features of the planning process will change, though the principles should remain intact, if the manager is committed to a planning approach.

However, you will often see a change in the resulting business plan, reflecting the new Manager's management style. But, remember, a good plan will provide continuity of purpose.



**10. QUESTION** What degrees of consultation and participation should there be in strategic planning?

**ANSWER** There are adverse cost and time considerations to balance against the benefits to be obtained (or potential difficulties to be avoided) through following some form of consultative or participatory process.

However, interactive involvement of all key people in the planning process is so desirable that the Board and Manager should allocate sufficient time, energy and resources to work through the necessary processes.

Source expertise - every club has it!

**11. QUESTION** Is planning separate from implementation?

**ANSWER** The implementation and monitoring of the strategic plan are integral to strategic management. The planning component of strategic management may, for many clubs, be separate from the on-going management processes of action – planning and review, but there will be continuing interplay between long-term and short-term monitoring and re-adjustment processes.



**'It's easy to separate winners from losers. Winners know when opportunity knocks and losers knock every opportunity.'**  
Anon

## Acknowledgements

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Peter Phair (Director) 'PEP – Management & Health Services Pty Ltd' wrote 'Planning to Win' for Golf Queensland. Peter is a Brisbane-based management consultant who specialises in strategic planning and performance reviews.

Peter possesses a Graduate Certificate in Business (Tourism Operations), a Bachelor of Applied Science Degree (Distinction) and an Associate Diploma in Recreation Leadership. He was accepted as an Associate Fellow of the Australian Institute of Management (AFAIM) in 1991 and the Institute of Management Consultants (MIMC) in 2004.

Relevant recent consulting assignments include:

- Engaged by Golf Queensland to assist with the amalgamation of the QGU and WGQ.
- Worked with both the Golf Queensland Board and the State Council in developing the first Golf Queensland Strategic Plan (2008 – 2012) and is currently retained by the Board to assist with the review of the existing plan.
- Keynote speaker ('Strategic Planning for Clubs') at the 'Golf Queensland Club Forum' held at the Novotel, Brisbane Airport on 28/29 October 2010.
- Retained by Sport and Recreation Services (SRS) since 2003 to undertake 70+ 'Organisational and Performance Audits' of State sporting organisations in receipt of government funding under the 'State Sport and Recreation Organisation Development Program (SSRODP).
- Assisted numerous State and Local Government organisations in developing their Strategic Plans.

Peter has also undertaken major reviews for the Australian Institute of Sport (AIS), the Queensland Academy of Sport (QAS), British Swimming and Workplace Health and Safety Queensland (WHSQ).



## Strategic Plan Template

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### Woodford Golf Club Golf Course Road, Woodford

#### Background

Woodford Golf Club was established in 1947. It is located in the Sunshine Coast hinterland about 50 minutes drive north of Brisbane and 40 minutes west of Caloundra. The course is a par 72, 5,920 metre layout with Bermuda 328 greens. The Club owns approximately 40ha of freehold land, a clubhouse, machinery shed, Pro Shop and approximately \$500,000 of plant and equipment. The Club also has no debt and it allocates on average, \$25,000 per year for machinery replacement.

The Club currently has 700 members. It draws the bulk of its membership from northern Brisbane suburbs, the dormitory areas of Caboolture and North Pine and rural communities surrounding the towns of Woodford, Morayfield and Wamuran. Budgeted income is about \$1.1m annually producing an annual operating surplus of about \$100,000. The 'one-off' nomination fee is currently \$180 and full membership costs \$475 a year. Pensioner membership is \$420 per year. Students to 21 years pay an annual fee of \$130 but they are not required to pay a nomination fee.

Woodford Golf Club, like many other clubs in Queensland, is confronting a number of significant issues such as an ageing membership, increasing costs for machinery replacement, slight decreases in overall membership, reduced income from bar and gaming machines and an under representation of both female and junior members. The Management Committee recognised that to carry on 'business as usual' and ignore these signs would ultimately lead to the Club's long-term demise. It was agreed that change was required and necessary to ensure long-term sustainability and also, to capitalise on the various opportunities that are currently available to the club. These opportunities include a rapidly growing population (particularly young families), easy access to local schools and 'a debt structure that most clubs would die for'.

There was unanimous agreement that the club must focus on these opportunities and more importantly, capitalise on them!

The Management Committee determined that it needed a 'user friendly' Strategic Plan to guide its decision-making processes over the next three to five years and beyond. At the same time, Golf Queensland were considering the development of a 'Club Planning Workbook' that would also incorporate an example of a simple, easy to use plan. Agreement was reached with the Management Committee of the Woodford Golf Club to use their plan as a practical template that could hopefully assist other clubs in developing their own plan.

## Woodford Golf Club

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### STRATEGIC PLAN (2010-2015)

#### FOREWORD

This initial Strategic Plan identifies the various things that we must do over the next three to five years (and beyond) to both grow and more importantly, sustain our club for the enjoyment of future generations. As your elected Management Committee, we see our role as 'architects of the future not defenders of the decline'. This plan is about looking into the future and trying to provide a clear picture of how we can make our vision a reality. As volunteers, with a range of other commitments, we also need to work smarter rather than harder!

We look forward with enthusiasm to working with each of you in progressing the various priorities outlined in this plan. Like all good plans, it needs to be a 'living' and flexible document that will be regularly updated and reviewed to ensure that it remains both useful and relevant. Your continued involvement and feedback is important, welcome and necessary. Don't be backward in coming forward!

**Mike Dredge**  
President

**12 November 2010**

**VISION:** Where we want to be in 5-10 years time!

***“A quality country golf club with more locals, more golfers and more stayers!”***

**PURPOSE:** Why we exist!

To provide a viable and sustainable community sporting club for our members and the wider community.

**GUIDING PRINCIPLES:** How we operate!

- We possess a real commitment to the future, **not** just the present
- We will communicate regularly with our members and stakeholders
- All our activities over the next five years will be linked to our vision and the priorities set out in our Strategic Plan
- We will provide great value for money
- We will focus on providing a relaxed atmosphere for all users
- We are committed to ongoing investment that is based on real operating costs

**DRIVERS:** Our ‘Critical Success Factors’ - what we will focus on!

- Membership - Attraction and Retention
- Marketing and Promotion
- Revenue Streams - New and Alternative
- Club Operations and Course Development
- Governance and Management

## Strategic Priorities

### Membership - Attraction and Retention

- Establish the true cost of membership and revamp our membership categories and fees accordingly.
- Adopt the Golf Queensland ‘Membership Retention Strategy’ (2009) and the associated 12-point checklist.
- Introduce and promote innovative and fun ‘Come & Try’ programs targeting potential new members, particularly women (30-50 years) and girls.
- Develop ‘Starter Holes’ for juniors and new members and provide opportunities to borrow good quality equipment.
- Document a Junior Development Plan (and incor-

porate an ongoing review mechanism) in conjunction with Golf Queensland (and ‘MYGolf’), the course professional, local schools and our Manager.

- Provide a welcoming and friendly environment for juniors and easy access for schools to our course for practice and play.
- Develop a buddy program for current members involving the introduction of new members to the club, with associated incentives.
- Revamp the current website and provide opportunities for two-way interaction.

### Marketing and Promotion

- Develop a comprehensive Marketing Strategy aimed at establishing the Club as ‘the place to be’ for members located in the Woodford and Wamuran areas (24% of membership).
- Develop segmented and costed marketing campaigns aimed at member needs, community needs, women/girls, juniors and the local schools.
- Undertake a cost-benefit analysis in relation to promoting the club as a preferred country venue for training and development seminars, weddings, birthdays etc.
- In conjunction with local real estate operators and developers, establish a Club Package that will benefit all stakeholders and new residents.
- Establish strong relationships and formal linkages with Grey Nomads Australia, the Grey Nomads website, The Grey Nomad’s Guidebook, the Caravan Parks Association, the Campervan Motorhome Club Australia, the Woodford Folk Festival/Splendour in the Grass organisers and the Show Society.
- Instigate a ‘Regional Grey Nomads’ competition in conjunction with neighbouring clubs and Queensland Veteran Golfers.
- Develop an appropriate package to attract more social golfers and social clubs to our club, with a major focus on the weekend visitor market.

### Revenue Streams - New and Alternative

- Develop a five-year Financial Plan and associated Capital Asset Management Plan.
- Develop decent financial management systems that cover course/club house development and maintenance, machinery renewal and depreciation.
- Establish a funding base that incorporates mechanisms for fee increases and establishes a sound footing for the current and future needs of the club.
- Consider loan options on a case-by-case basis to bolster revenue potential and actively pursue available grants for course, garden and clubhouse development.
- Seek funding assistance for a Local Sport and Recreation Coordinator (Junior Development) under the State Government’s Local Sport and Recreation Jobs Plan.



- Appoint a Grants Officer (from the Management Committee), subscribe to Ezy Grants and tap into the strategic alliance Golf Queensland has established with the Red Tape Busters organisation.

#### Club Operations and Course Development

- Continue to improve and enhance the quality of the course and ensure that any development is in harmony with the surrounding environment.
- Engage a specialist club and hospitality consultant (with advice provided by Clubs Queensland) to revamp in-house operations, review existing catering arrangements, investigate options to establish the club as a modern tavern - providing Keno, TAB, poker machines, restaurant etc. and ultimately, 'sell' the club to the wider community
- Develop a 10-year Course Master Plan - incorporating water, environment, infrastructure, clubhouse, course, maintenance schedule etc.
- Develop an Environmental Management System.
- Investigate options to provide facilities onsite for Grey Nomads, in conjunction with the Show Society.
- Conduct a Feasibility Study in relation to establishing Day Care facilities aimed at attracting young mothers to the club.
- Support training and development opportunities for the Management Committee and staff.
- Adopt a more inclusive management style to actively involve the Manager, staff, the professional and the caterer in growing the business.

#### Governance and Management

- Undertake a comprehensive review of the current Constitution and Rules with a view to instituting a staggered rotation system for Directors with a maximum term in office to encourage renewal while retaining corporate memory; elect a Chair in preference to a President etc.
- Pro-actively seek nominations for the Management Committee from appropriately experienced and skilled women to address the current gender imbalance.
- Develop a Board Charter to clarify the respective roles and responsibilities of the Management Committee/ Board and management.
- Conduct an independent Organisational Review to ensure that the staffing structure closely aligns with the priorities identified in the new Strategic Plan.
- Develop the following governance processes and controls:
  - Policy and Procedures Manual
  - Operations Manual
  - Delegations Manual
  - Induction Guidelines
  - Risk Management Plan
  - Succession Plan for both the Management Committee and staff.

**The Management Committee (in conjunction with the Manager and Club Professional) will review the Strategic Plan on a regular six-monthly basis.**



**Golf Queensland**

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