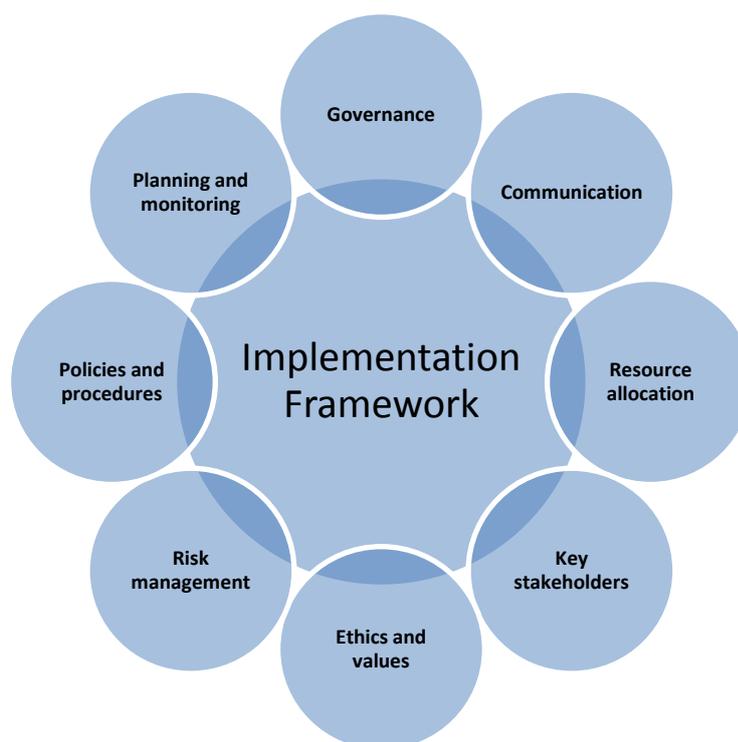


Strategic Plan Implementation

Implementation framework

The following is a perspective from the board/committee or senior management (if applicable) regarding the key elements that will need to be addressed in the implementation of your club's strategic plan.



Your club may wish to include an implementation framework as part of your planning documents to assist with implementation. This could be expressed in table form as outlined below:

Implementation framework	
Element	Example activity
Governance	Ensuring that board reporting links to the strategic direction of the club
Communication	Distribution of the various planning documents to members, staff and other key stakeholders
Resource allocation	Re-alignment of staffing structures and budgets against the plan
Key stakeholders	Ensuring that members are actively engaged
Ethics and values	Managing the conflicts of interest that may arise within the club
Risk management	Establishing a Risk Management Plan to help identify, assess and respond to the risks involved in implementing the plan
Policies and procedures	Instituting changes to the day-to-day policies and procedures of the club
Planning and monitoring	Regular monitoring and evaluation of plans

Thorough Communication

Communicating the launch and progress of the strategic plan to all aspects of the club's organisational structure is important, particularly staff (if applicable). It demonstrates that the board/committee is committed to the plan's purpose, vision, values and objectives.

The introduction of a plan to members can be made via any of a club's usual communication mediums and include the website (private or public areas), newsletter, noticeboard, competition announcements and service counters. Be sure to publish the complete plan to provide members with the detail of what is planned for their club over the next few years.

Keep members informed of the plan's progress by incorporating a strategic plan report in the club's annual report, annual general meeting, website or identified newsletter edition. Committing to a 'public announcement' of how the plan is doing will ensure it is recognised as an important component of the club's operation and will provide additional motivation to those responsible for achieving its objectives.

Integration – Board/Committee

It is essential that the plan is incorporated, in a timely manner, as permanent component in all aspects of the club's operational structure. This will ensure the plan is regular and visible reminder to those who will influence its outcomes – board/committee, sub-committees, management and staff.

Include a summary of the plan as Item 1 on a quarterly board/committee meeting which will remind the meeting of what was agreed to be done. Equally important is the inclusion of the relevant sections of the plan as Item 1 of every sub-committee meeting agenda. Each participant at each sub-committee meeting will be reminded at the start of every meeting of what is expected to be achieved by this particular group.

For example, include the section of the strategic plan relevant to the golf course as Item 1 on every greens / course sub-committee meeting agenda. This should include what is planned to be achieved in the short (< 1 year), medium (1-2 years) and long (3+years) terms.

Of course, this will require commitment and discipline from sub-committee chairpersons to ensure the sub-committee's activities are focused on achieving the plan's relevant objectives. But combining the specific focus of all sub-committees will provide a better opportunity for the club's overall strategic plan to succeed.

Also incorporate the strategic plan as the foundation of the new board / sub-committee member induction briefing, which is likely to be performed by the board / sub-committee chairperson or manager. This will allow new board/committee or sub-committee members to understand the current strategic direction of the club from the outset and hopefully align their future contributions with the plan.

Integration – Employees

For larger clubs, more than likely it will be the manager and staff that will be responsible for the implementation of a number of activities to achieve the plan's objectives. Therefore, the strategic plan must become entwined with employee performance.

The introduction of a plan to staff can be via department meetings, individual meetings, employee newsletter and employee notice-boards. Similar to the release to members, ensure publication of the complete plan to provide staff with the detail of what is planned for their club over the next few years.

Once the employee interest has worn off (5 hours, 5 days, 5 weeks or 5 months?) it is the responsibility of the manager to maintain the interest and commitment to the cause. A good starting point for this integration is the employee position description, performance reviews and what matters most, remuneration! Ensure the relevant section from the plan is included in each staff member's position description.

For example, the hospitality/clubhouse section of the plan is incorporated in the position description for House Manager, F&B Supervisor, or Head Chef or the golf section in the Director of Golf or Head Professional.

Incorporating the plan into your employee performance review templates will ensure a detailed assessment of performance against the plan (as well as other performance criteria) as part of the annual performance and remuneration review process. Objectives and activities from the strategic plan should be the detail included in this assessment. A financial bonus linked to the successful completion of all agreed strategic plan objectives and activities is a good motivator for many employees!

Review

A mid-year review of the progress of the implementation of the plan is helpful to ensure that the board, sub-committees, senior managers and staff are focusing on what was agreed to be done through the year. This includes the opportunity to immediately adjust any agreed activities as required.

An end-year review will then reflect on what was achieved, review any unfinished activities and then agree on the next year's activities (annual business plan – year 2). These can then be incorporated in all aspects of the club's operations and the annual cycle commences once again.

The end-year review will also allow the board to reconsider the current strategies and objectives and to make any adjustment. This may be necessary with the election of new board/committee members.

The implementation of a strategic plan is challenging. Some clubs choose to adopt an in-house approach, whilst others seek external specialist support. Either way, you will provide your club the best chance of its strategic plan succeeding, and ultimately achieving its chartered goals, if you build a strong relationship with your strategic plan via:

- Active and supporting communication across all facets of the club;
- Integration into the board and employee performance process; and
- Regular review of the plan to update its annual activities and progress report;

Annual Business Plan

An annual business plan is to guide the application of resources available to the club throughout the year as it works towards achieving the stated desired goals within its strategic plan.

Ensuring not to change the outcomes of the strategic plan the club should consider each of the elements equally when drafting its annual business plan.

Annual Budget

The annual budget is used to project the annual financial results over a yearly period. An accrual accounting method is recommended used to create an annual projected operating budget. This type of budget would be used to assess the financial capacity of the club to manage the short-term priorities outlined in the costed annual business plan.

The annual budget is used to measure the financial impact of both expenditure and income that is expected over the coming 12-month period. Therefore, it is important to take into consideration all legitimate income and a worst-case expenditure to ensure both unrealistic expectations are not projected and allowances are made for extra-ordinary expenses which may occur into the future. Once the budget is completed the club should also consider the 'what if' scenarios to gain an estimate of the impact that changes to income and expenditure may have.