



Strategic Plan Highlights 2020-2022



Overview & rationale

- **Austerity program** – right thing to do and has been successful, and credit to all members
- **Unintended consequences** – we've a 'silo' culture now & consequently have become 'rudderless'
- The **golf model** (how we manage) and **golf experience** (how we play) have changed – and so must we
- **Clubs reviews** – NZ Golf advisory; management & operational insights
- **Fail to plan...plan to fail.** We're putting a vision up that respects our past, whilst putting steps in place to secure the future...beyond just this audience here tonight

Vision



Who We Are: We are members and guardians of Taupo’s oldest sporting institution established in 1928, with a deep sense of responsibility to our community and respect for the assets we’ve been entrusted with.

Our Purpose: As members we are dedicated to the love of all sport but especially for the ‘game for life’ we know as Golf. Our promise is to contribute to its wellbeing for the future generations.

Our Vision: We connect through our local Taupo community to host the best quality sporting and recreational club experience for our members, their guests and visitors; providing enjoyment with unique sports and hospitality facilities with great customer service, year-round.

Positioning Statement: Taupo Golf Club - unique in NZ with 36 holes.

Our Values: As members of the TGC, we value;

- The respect for and the disciplines required to participate in Sport
- The ethics, honesty and enjoyment of having fun with the game of Golf
- Our culture of community focus, local connections & lasting partnerships
- Our Club spirit, camaraderie and wellbeing of members, staff and visitors
- The sustainability of our code through active Junior Golf development
- Guardianship (Kaitiaki) over our courses, the wildlife and our precious water resources

Mission: To serve our members, guests and community in a professional and sociable manner, delivering a high quality golf experience.

Planning timetable / objectives

Stage 1: (3 yr.) Key objectives 2020-2022

- TDC Partnership (water/debt/lease program)
- Course Plan (sustainability/upgrades)
- Facilities Plan (retail/F&B/equipment)
- People Plan (Management & Operational)
- Finance Plan (Revenue Growth)

Stage 2: (10yr) Key objectives 2022 > **Lease expires 2032**

- TDC Partnership (Co-location, Sports Hub)
- Course Dev. Plan (Golf Academy, Driving range, Corp golf)
- Facilities & Assets (Bldgs., Infrastructure, Acts)
- People Plan (Stakeholders, Investors, Outcomes)
- Finance Plan (Operating models & Investment)

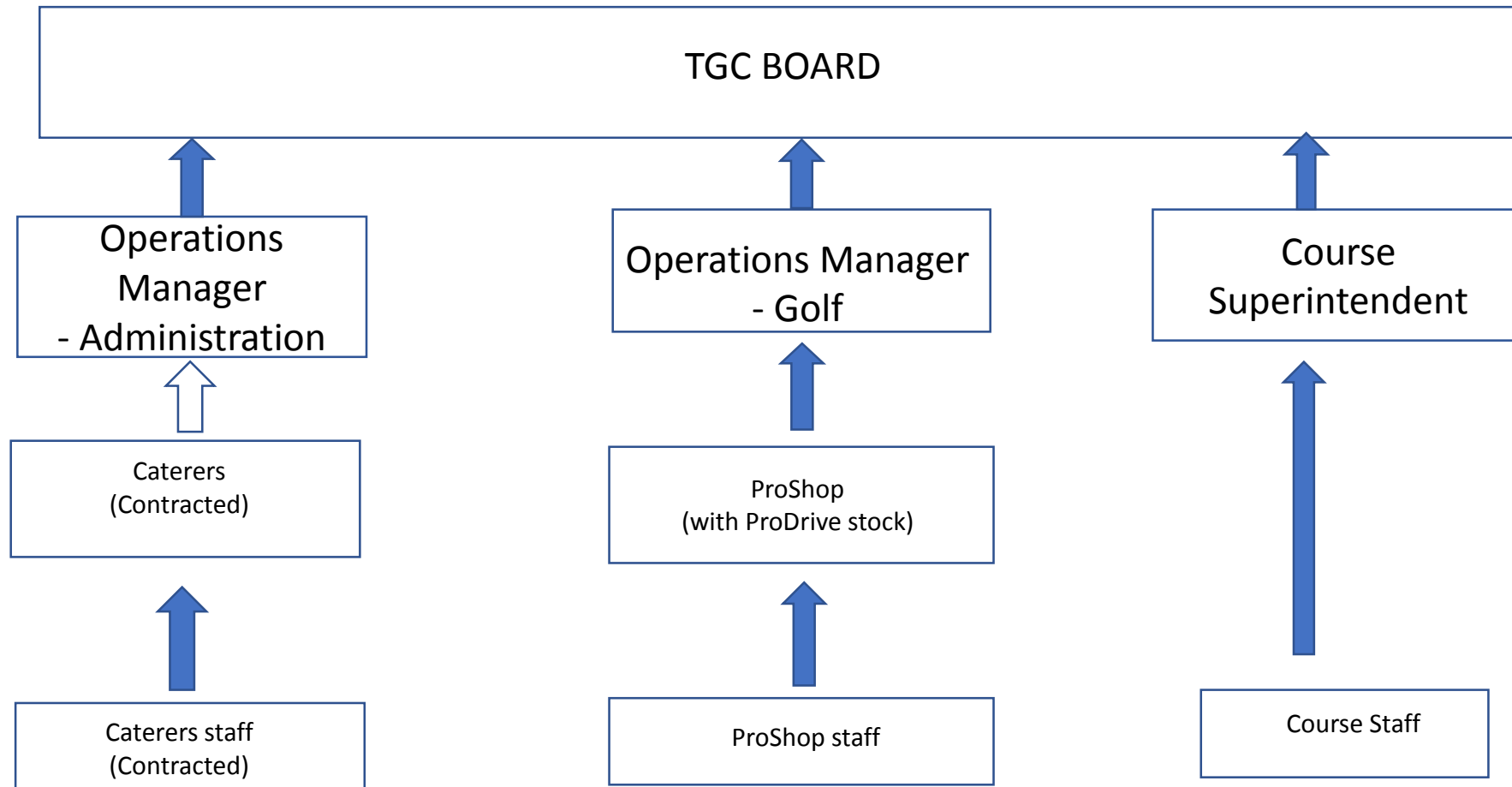
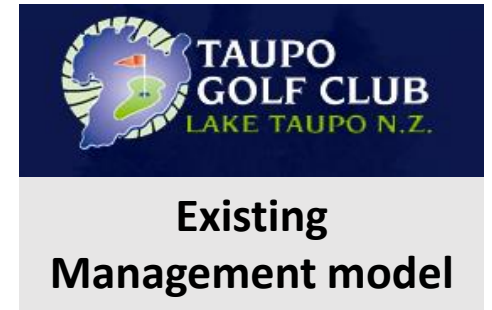


Strategic Plan Pillars (2019-2022)

Club Participation	Membership	Finance	Course	Facilities/Services
<i>People Plan</i>	<i>People Plan</i>	<i>Finance Plan</i>	<i>Course Plan</i>	<i>Facilities Plan</i>
Grow the Game		Support the Game		
Goal Improve member & non – member club utilization rates and club member sociability experience.	Goal Deliver a structure where the Board, management & committees are unified, aligned & professional in their duties, & proud to belong.	Goal Provide a sound financial base, with multiple income streams to deliver a sustainable surplus for Board reinvestment.	Goal Present two consistently well-maintained quality courses for enjoyment of all golfers.	Goal Provide a high quality modern and contemporary facility & services available to all members and the wider community
Key objective: Revitalise our golf product and competition program to encourage greater participation, club visitation	Key objective: Restructure golf management & golf operations models to deliver an efficient, collaborative membership model	Key objective: Renegotiation of TDC partnership debt/water obligations to assist capex upgrades, & protect core revenue streams	Key objective: Implement water sustainability program & install new sprinkler head program (Centennial 2020)	Key objective: Establish a comprehensive maintenance & refurbishment program for clubhouse, food & beverage, carpark & outdoor
STRATEGIC OUTCOMES <ul style="list-style-type: none"> Achieve 50% member registration for ‘marquee’ program events. A modernised & innovative players programs; 3 new per year Establish new sociability-based membership for 	STRATEGIC OUTCOMES <ul style="list-style-type: none"> Membership plan with 5% p.a. increase in recruitment and focus on retention. Annual membership survey result, including (course satisfaction) with 50%+ rating Equitable membership representation through 	STRATEGIC OUTCOMES <ul style="list-style-type: none"> A 5% annual increase in total income generated including new non-golf sources. A detailed capital finance plan for course and facilities, sources of funds. Sponsors partnership 	STRATEGIC OUTCOMES <ul style="list-style-type: none"> An updated Course development plan with priority on sustainability A capital investment program for replacement of machinery, equipment & workshop 	STRATEGIC OUTCOMES <ul style="list-style-type: none"> New social membership (non-golf) class and benefits, including liquor licensing update. Updated Front of house retail offer and related services Cart replacement program and storage development Feasibility for incremental revenue

Outcomes for next three years continued.....

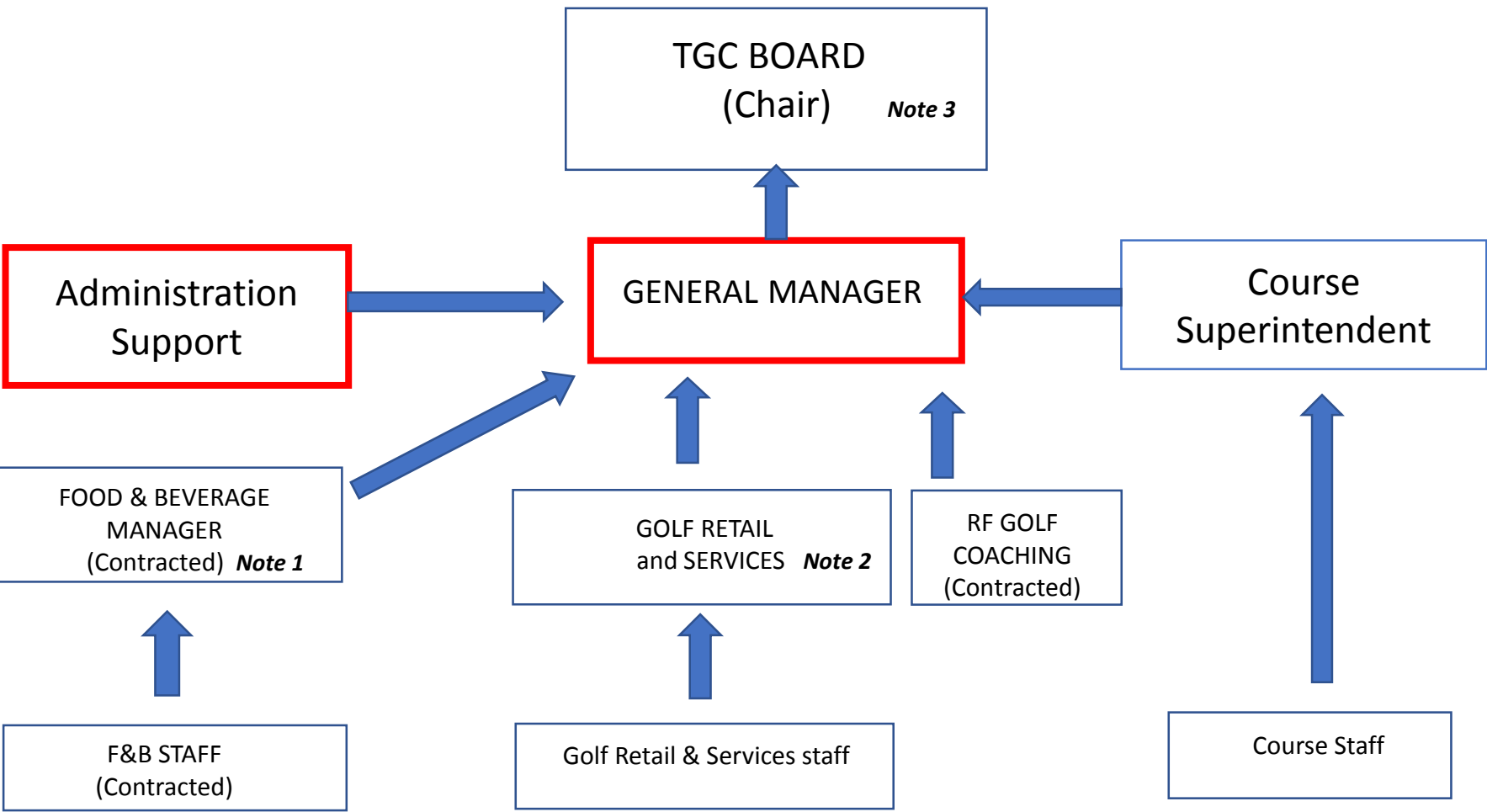
<p>other sporting codes</p> <ul style="list-style-type: none"> Establish new club adjunct and shared course design for Disc Golf, Footgolf Conduct feasibility for co-location options, with TDC 	<p>playing group sections</p> <ul style="list-style-type: none"> Taupo Junior Golf Academy with # recruits p.a; # Junior events and representations Club Volunteers Recognition program Succession Plans for Board/Committees. 	<p>program & membership commitment/loyalty.</p> <ul style="list-style-type: none"> Grants and Trusts Funding program Sustainability plan to reduce utilities and waste 	<ul style="list-style-type: none"> Conduct feasibility for Tauhara redevelopment as future Golf Academy, Driving range and Corp Golf Hub. 	<p>growth via alternate members 'sprig' bar.</p> <ul style="list-style-type: none"> Upgraded F&B service offer, experience & facility accessibility Review of Club
<p>PARTICIPATION ENABLERS</p> <ul style="list-style-type: none"> Review of golf program activities/calendar Review non golf activities. Event management Plan. Marketing/Promotion Plan Social Golf Events. Junior Programmes. Golf Schools. 	<p>MEMBERSHIP ENABLERS</p> <ul style="list-style-type: none"> Engage with other clubs for mutually beneficial membership outcomes. Marketing Plan Membership plan/review. Membership Survey. National and regional programmes. <ul style="list-style-type: none"> Love Golf. Get on the Green. Destination Lake Taupo Co-op Footgolf Discgolf Review club volunteer requirement. Develop Volunteer database. Recruit, retain, reward plan. Health & Safety Plan update. 	<p>FINANCE ENABLERS</p> <ul style="list-style-type: none"> Review of financial stewardship. <ul style="list-style-type: none"> Expenditure review. Income review. Sponsorship Plan/Review. Engage with other clubs for mutually beneficial finance outcomes Review ad hoc groups. Capital Replacement Plan. 	<p>COURSE ENABLERS</p> <ul style="list-style-type: none"> Implement Capital Replacement Plan. Course Development Plan. Arborist Programme. 	<p>FACILITY ENABLERS</p> <ul style="list-style-type: none"> Evening Events. Marketing Plan. Non-golf Group Engagement. Community Group Engagement. Hireage Packages Developed. Facility Development Priority List.
<p>“Enablers” ...are the work streams that the Board and management will be responsible for....</p>				



Board operating in executive capacities, not governance. Arbitrary share of executive duties allocated. Inefficient coordination and communication between 'silo's'

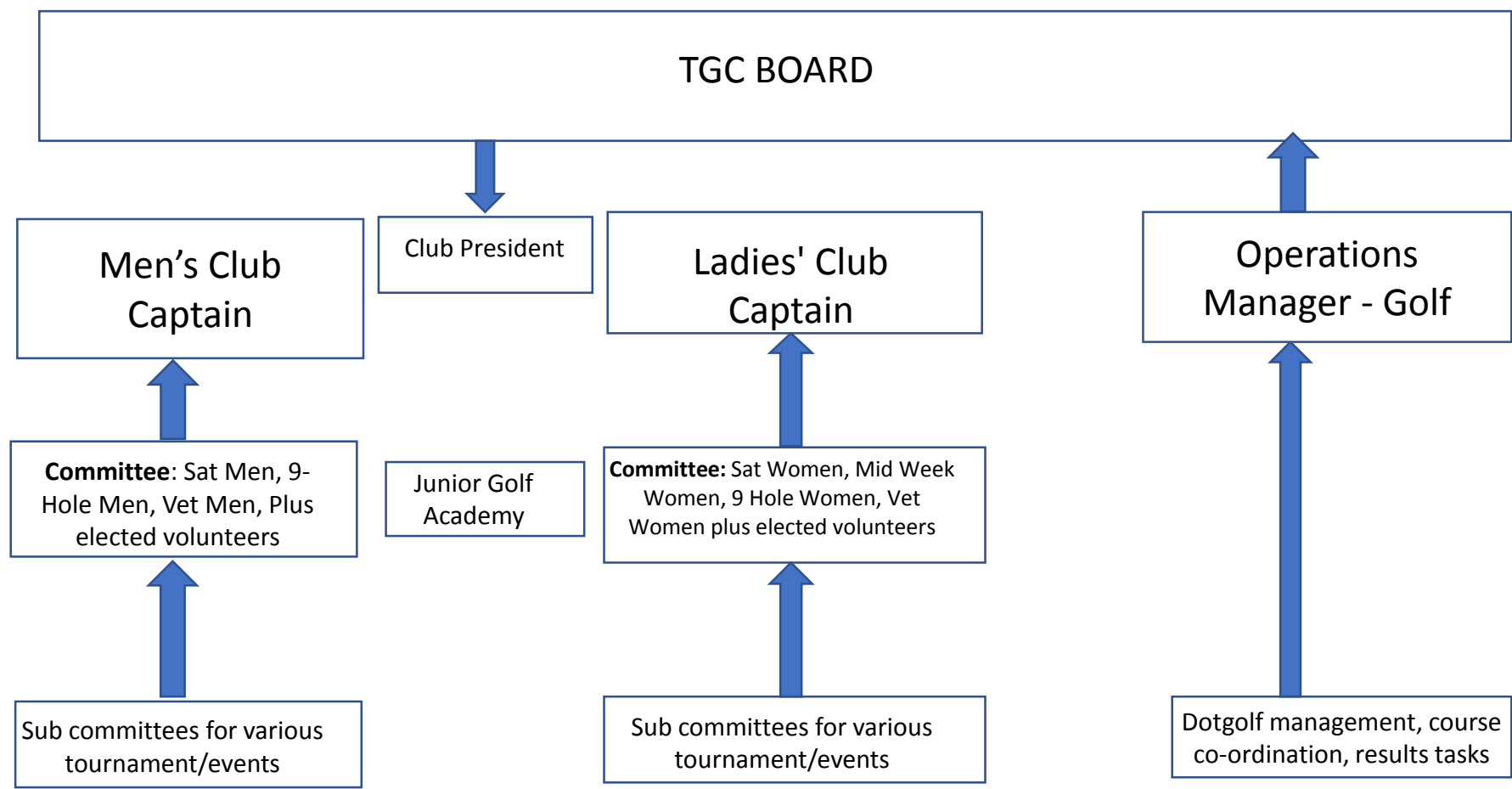
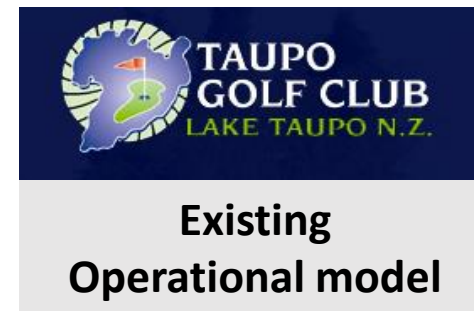


Proposed Management model 2020



New positions

1. Also considering option of bringing the Bar back TGC control, under GM responsibility
2. Continuing to develop the ProDrive relationship and options under the ProShop operation
3. Board selection will be mix of required skills set, incl. secondments.



No alignment or reporting through to management or Board – creates for poor golf program coordination
 Limited communication between Men's and Ladies Committees – silo's mentality
 Junior's 'home' not sufficiently aligned – driven by passion and persistence, not position.
 Rules and match committees either duplicated or eliminated



Proposed Operational model 2020

New Committees

Line of communication
Line of responsibility

BOARD

Course Committee

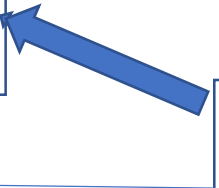
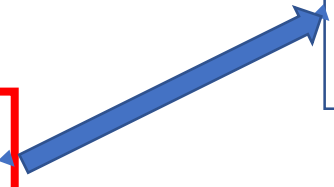
General Manager

Golf Committee

Course Superintendent

Playing Group Sections

- Men's
- Women's
- Cavalier's
- Vet. Men
- Vet. Women
- 9 Hole Men
- 9 Hole Women
- Junior Golf Academy
- Social (new)





**Proposed
Operational model
2020**

Course Committee (7)

Consists of up to 2 Board, Chair Golf Committee, Course Superintendent & GM.

Secondment of 2 'experts' also available.

Chair – Board member elect.

Meets bi-monthly

Golf Committee (10)

Playing Group Sections – own section committees, treasurers, secretary (as required)

One representative each on Golf Committee, plus GM. Should include Rules rep.

Elect 1x Club Captain and becomes Golf Committee Chair. (1x Vice Captain to be elected for back up)

Meets monthly

Board (7)

Club Captain, President and 5 Elected members. Chair is selected from Board (excluding President)

Meetings

Sections: 1st week of month

Golf Committee: 2nd week of month (AGM Nov)

Course Committee: 2nd week of *every 2nd month*

Board: 3rd week of month. (AGM Dec)

Proposed Golf Committee function

- Annual programme of golf events and competitions for the club, golf sections and members including specifying rules and conditions of play
- Promote the development of junior golf and appoint a Junior Golf Convener who will report to the Committee
- To advise the Course Committee on matters relating to Course maintenance and development.
- The committee is to ensure all handicapping requirements conform to NZ Golf policies.
- Promote the participation of Club Members in approved inter-club events and competitions
- Ensure that the Club is represented at BOP Golf Association and at other important district and/national meetings on golfing issues through the nomination/appointment of suitable representatives.
- Promoting and supporting the Social Committee with organising social events that are compatible with the objectives of the club
- Approve the local rules of golf to be applied at the Club and arbitrate and make decisions if called upon on competition disputes.
- Arranging and controlling all competitions, tournaments and matches other than those of the Sections.
- Promote membership of the Club jointly with the Board of Management and responsibility for matters concerning membership.
- To act as a communication channel between the Manager and Sections regarding activities in the Clubhouse
- Monitor the operation/activities of the Sections to ensure compliance with the rules of the Club
- Raising funds to be used for the benefit of the Club as shall be determined by the Committee after consultation with the Board of Management.
- Not involve the Club in any financial commitments unless prior approval has been obtained from the Board of Management.
- Appointing such sub committees as the Committee deems necessary to assist in the carrying out of its duties
- Permitting members of the public and visitors from other clubs to have playing privileges on the course on payment of the specified green fees.
- Promote the Club policy regarding appropriate dress standard.
- Where appropriate deal with breaches of the Code of Conduct by following the Club Policy on Disciplinary Action.

Next steps

Management

- Commence consultation process for Management model changes – now
- Finalise PD's and commence recruitment – January 2020. Appoint March.

Operational

- Convene with committees to inform and review – now through to end January
- Plan SGM to implement new model, and rules – mid February 2020

Note our 2020 playing calendar will remain as printed, albeit some adaptations might be needed.