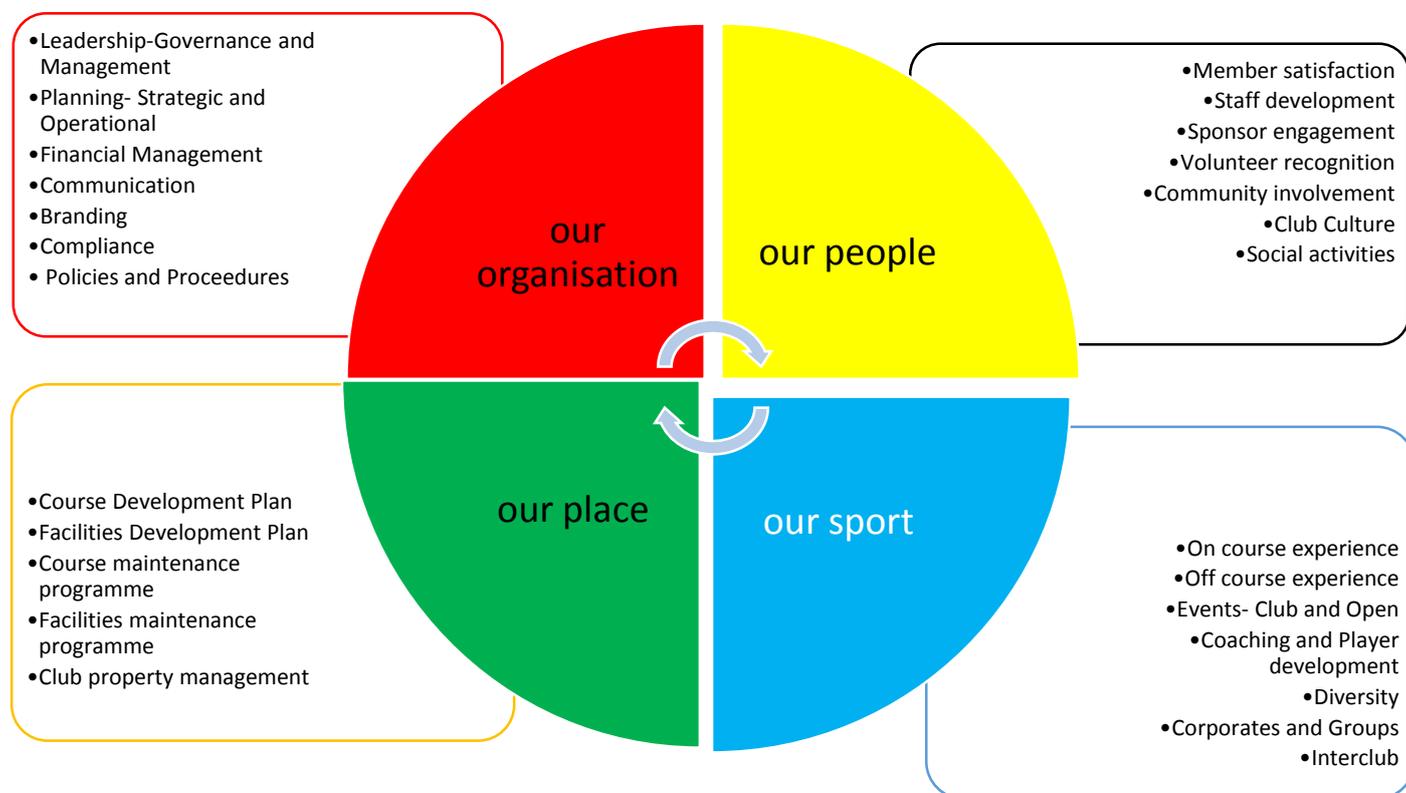


REDWOOD PARK GOLF CLUB
MEMBERS FORUM ON FUTURE STRATEGIES
7PM , 14 AUGUST 2017

DRAFT PROGRAMME

7pm	Welcome	Board Chair
7.05pm	Presentation on trends and status of our club	Board Chair and GM
7.35 – 9pm	<p>Group forum at 4 work stations ; with groups rotating every 20mins</p> <ol style="list-style-type: none"> 1. our organisation 2. our people 3. our place 4. our golf <p>At each work station there will be an open discussion on target areas and focus questions to stimulate debate. Ideas and opinions will be recorded on large paper.</p>	A Board member is to facilitate each work station
9pm – 9.10pm	Wrap it up; next steps; final words	Board Chair

The framework



Redwood Park Golf Club

Strengths

- affordable
- no debt
- asset rich
- loyal membership
- positive culture

Weaknesses

- tired course
- little facility development
- course/facilities underutilised
- player development
- isolated committee structure
- declining membership
- negative cash flows
- low brand awareness
- lack of sponsors
- no pro services
- lack of forward planning
- membership communication

Opportunities

- build brand 'Redwood Park'
- create a redwood Park golf experience
- course and facility development
- coaching
- have a long term vision and plan
- greater membership engagement
- value creation for sponsors
- improve financial performance
- leverage strong asset base
- divest surplus land
- better course and facility utilisation
- modernise the constitution and organisation structure

Threats

- casualisation of the game (casual players vs members)
- membership apathy
- ongoing membership decline
- less volunteers
- increased cost of compliance
- lack of cash for operations and development
- capability and desire for change

FOCUS QUESTIONS FOR GROUP INPUT

A. Our organisation

The world of golf has changed dramatically in recent years and we as a club have to adapt to a new order in order to keep our game relevant and our stakeholders engaged.

1. What are the some of the core strengths of this club that are worth protecting ?
2. How willing is the Club to make change in order to achieve financial viability?
3. a. What needs to happen to ensure the club maintains excellent leadership and governance , so that the future goals of the club are realized ?
b. Does the club needs to change the structure of its organisation to support its future strategy ? Are current committee structures (mens , Ladies, vets, Jnrs) still relevant
c. Are you open to the idea of modernising the club constitution that reflects the changes in the way in which golf in now played ?
d. Should the Board be made up of a mix of Club members and independent members with skill sets required?
4. What is your view on the introduction of a Card Fee as a means of raising more revenue to fund the ongoing operations of the club?
5. What improvements should be made on how we communicate with our members?
6. Should Redwood Park GC consider partnership opportunities with other organisations?
7. Is the club brand recognised in the community and understood for what it represents?
8. How can the club become more innovative to capture participants and membership to the club?

B. Our place

We are fortunate in having benefited from the tremendous work of those who have built the club to where it is today but we now live in and play golf in a different environment from the past.

1. What development priorities should occur with the course, by the end of 2018 (short term)
2. What development priorities should occur with the course, by 2020 (medium term)
3. Should assets be sold in order to create capital for facility development? E.g.: sale of surplus land
4. What other facilities need to be provided that will assist in growing membership?
5. Should we develop a business partnership in the development of facilities ?
6. What other changes or developments should occur with other club assets we have ?
7. Would members support a course development levy on top of their annual membership?

C. Our people

The club caters to a wide range people interest groups and strives to provide a mutually satisfying outcome for all.

1. Please list the 5 most important services that our golf club must deliver.
2. Are there any specific areas that you believe the club can do better at in order to provide you with a better member experience?
3. How can we encourage greater engagement by our members with our sponsors and corporate partners
4. Volunteers have played an important role in the development of the club over many years. Should we be recognising their contribution and if so how?
5. Our current challenges mean that the contribution of the volunteer will be even more important to enabling the club to deliver a quality experience to all. If you are not currently a volunteer would you consider becoming a volunteer for a specified project ?

D. Our sport

A satisfying golf experience (both on and off course) is a key element to why people play the game.

1. What does the club need to implement or improve on, to make the golf experiences for children/youth relevant/modern, enjoyable, rewarding , and responsive to the needs of the child and parent?
2. What does the club need to implement or improve on, to make the golf experiences for adults relevant/modern, enjoyable, rewarding , and responsive to their needs?
3. Should the delivery of quality coaching be a driving force in the development of the club?
4. Do our club events respond to ability, age and ethnic diversity?
5. Does the number and type of club events during the year need to change?
6. Are the members open to more Corporate and Group bookings and annual tournaments to assist with revenue generation