

Planning with Purpose

Securing your club's future — through evidence, engagement, and aligned decisions.

A structured, three-workshop pathway that moves your board from evidence, to direction, to a plan your club can confidently deliver.

OUR PLANNING PROCESS

Every strong strategic plan begins with a clear-eyed view of where a club truly stands. GBAS works with clubs to build clear, practical strategic plans through a simple three-workshop process.

We combine rigorous preparation, genuine stakeholder input and expertly facilitated discussion to help boards understand their current position, agree their future direction, and shape an achievable plan for delivery — one the whole club can stand behind.

THE RESULT: WHAT YOU GET

The process is designed to leave your club with more than a document — it delivers clarity, alignment and a credible pathway forward. Outcomes we typically deliver include:

- » A clear strategic brief and agreed project principles.
- » An agreed scope and priority list — what to do now, next, and later.
- » Concept planning that communicates intent and the member experience.
- » A staged capital program with indicative budgets and timelines.
- » Governance-ready decision points for board alignment and member communication.
- » A practical pathway to implementation — reducing risk, rework and cost escalation.

OUR APPROACH

01 WHERE ARE WE NOW?

Financial and market diagnostics — the evidence base that grounds every decision. Board, member and employee voices heard.



02 WHERE DO WE WANT TO BE?

Utilising the evidence, creating a shared and tested sense of alignment.



03 HOW WILL WE GET THERE?

Facilitated workshops, a drafted plan, and an executable delivery program.

Each step builds on the last — moving from evidence, to direction, to a practical draft plan.

01 UNDERSTANDING THE CURRENT POSITION

WHERE ARE WE NOW?

Before any decision is made about the future, we establish a clear, shared understanding of where the club stands today. This common starting point is what gives the rest of the planning conversation its focus and its credibility.

PART ONE A practical review of the club's current position

We begin by reviewing the club's financial performance, capital requirements, existing strategic material and key governance issues.

This creates a sound evidence base for the plan, builds a common understanding of the starting point, and informs the discussion that follows.

Data sourced and analysed via clubbenchmarking.com.au — the leading benchmarking platform for the Australian club sector.

PART TWO Board & senior management survey

The most important conversations in a strategic plan happen before the first workshop.

GBAS conducts a confidential online survey of board members and senior management that captures, in each director's own words, where the club stands today and where it needs to go — surfacing alignment, divergence, and the issues most worth the board's time before the planning conversation begins.

PART THREE Your voices

Real direction is built on real evidence of what members and staff value. Two structured surveys exercises bring those voices into the room:

Member survey
End-to-end member engagement, segmented satisfaction analysis and capital-priority ranking — interpreted by the GBAS Insight Engine™.

Employee survey
A confidential staff survey across eight cultural and operational areas, with a separate manager diagnostic — translated into a practical action plan.

What the Board & senior management survey explores

- » Individual director visions — where each board member sees the club in 5–10 years.
- » Suitability of the current vision — does it still reflect direction and ambition?
- » Issues to address in the plan — strategic questions, risks and opportunities.
- » Director SWOT — strengths, weaknesses, opportunities and threats from inside the governance line.

How it informs the engagement

Survey outcomes are introduced during the first board workshop. Areas of consensus are confirmed; points of divergence are surfaced for structured discussion — saving time, sharpening debate and lifting the quality of decisions taken.

Typical outputs include a clear strategic context, a tested or refreshed vision, a shared view of current position, agreed strategic priorities, the key risks the plan must mitigate, and the club's strategic imperative.

02 BUILDING THE FRAMEWORK

WHERE DO WE WANT TO BE?

With the current position understood, we turn to direction — establishing a clear view of where the club wants to be, informed by the views of your key people, your membership and your staff.

Vision, SWOT & plan structure

We bring together stakeholder input and facilitated discussion to shape the vision, test the major issues, and agree the structure of the plan — including its key pillars, priorities and areas of focus.

It includes discussion of the broader strategic issues that will shape the next phase of the Club's evolution, helping the Board build alignment on priorities, test the vision for the Club, and frame the key strategic themes, investments and actions that should guide the next strategic plan.

By the close of this workshop, the club has a framework it recognises as its own.

03 TESTING AND REFINING

HOW WILL WE GET THERE?

Draft plan review

We review the draft plan together, test alignment, and refine priorities, measures and ownership. The result is a clearer, more practical document — one the club can finalise with confidence.

After the workshops — into delivery

GBAS hands the document to the club for completion: confirmation of measures, targets aligned to available resources, and prioritisation of initiatives.

Where helpful, GBAS presents the draft plan to members alongside a summarised financial overview and member survey findings — connecting the board's plan to the realities it addresses, and building the support that carries a plan through to delivery.



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