

final

PBC Committee Survey Decision-making Session: June 20th 2021

Summary of plans and actions

Present: Matt, Gubby, Todd, Jane, Isabella, Paddy. Declined: Michael, Albie, Suzee. Maybe: Richard

Session: 3pm-5pm, at the Club

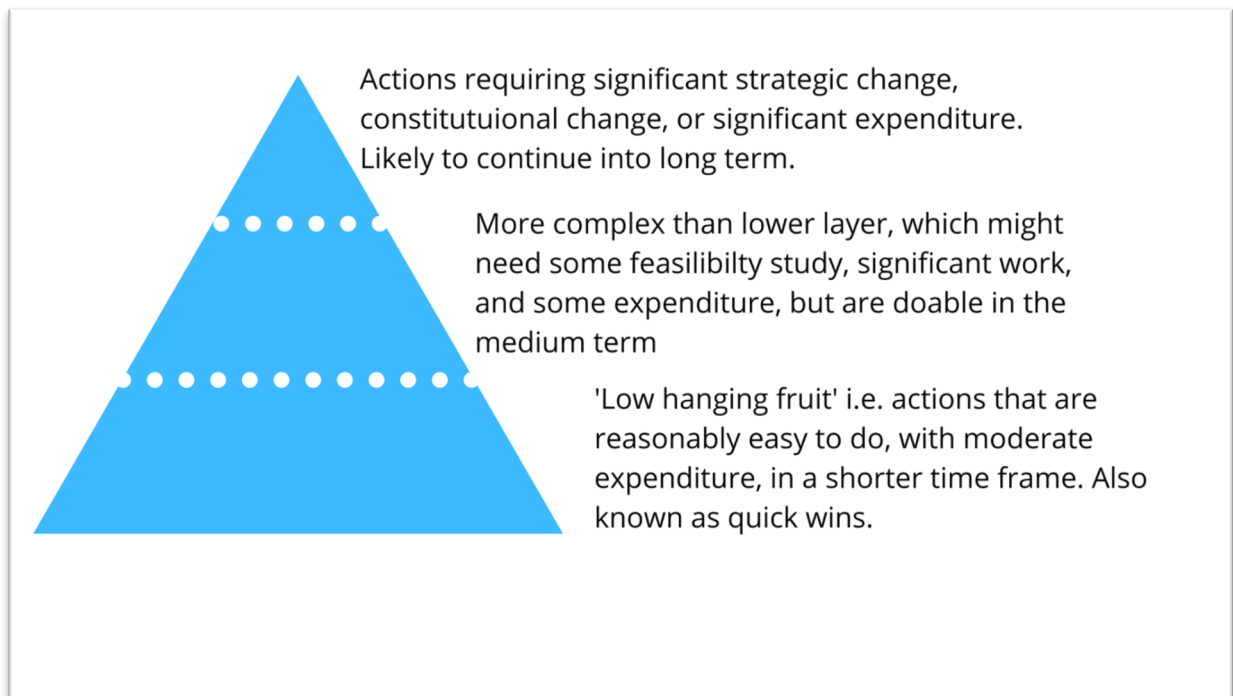
Pre-reading: Club Survey Report by Paddy



Session Agenda:




1. Facts 1: Contextual facts (SWOT + implications) – (see [Appendix 1 for info](#))
2. Facts 2: role of Committee + obligations (vis-à-vis management, and membership) – (see [Appendix 2 for info](#))
3. Mandate and process from survey results, including this session: tasks, outputs, next steps – (see [Appendix 3 for info](#))
4. Facts 3: Survey findings (mandates for change) – see [Appendix 4](#) for info
5. Decisions 1: Triage mandates into change pyramid, with reasons (below)
6. Decisions 2: Agree actions incl who to lead, by when (below)


Decisions: Triage mandates for change, agreeing actions




Committee's key task was to take each theme from the survey that articulated a mandate for change (see Appendix 4), and "triage" it on the pyramid, as involving a certain type of action to which we (Committee) agreed to commit. We would also capture our reasons for triaging it thus, for reporting to the AGM.



| Theme of Mandate for Change (see Appendix 4) | Decision: Committee response | | Noted: | Decision: Agreed Actions | | |
|--|---|--|---|--|---|--|
| | Rating | Reasons for rating | Constraints / obligations | What | Who | When |
| Vibe of gathering spaces: make more welcoming to wider range of people |  | <p>It's part low hanging fruit and part medium level because:</p> <p>Some decor and arrangement changes are doable short-term, for limited money.</p> <p>Other mandated changes are short to medium term, involving some limited expenditure and feasibility work/advice from experts.</p> | Venue hires, and ensuring the space can be readily converted from membership use to outside client use. | <p>Present a plan investigating staging and trialling new setups to optimise space for better meeting the variety of users' needs. This will include promotion and getting feedback on trials.</p> <p>Scope out what would be required to get a plan of different short term and medium term design options with pros, cons, & costs Including architectural advice.</p> | Jane, Gayle, Bella's partner's architect / other pro-bono experts | First report-back of group to July committee meeting |
| Club communications with non-members: improve quantity and quality |  | <p>It's part low hanging fruit and part medium level because:</p> <p>Need to target non-members (external / public communications) and also existing "gate & ramp only" members (estimated at 60% of member survey respondents, and currently receive Club emails).</p> | <p>Licensing rules around advertising</p> <p>Contemporary expectations of communication via social media and email.</p> | <p>Create a communication plan and protocols for improving communication to non-members, and gate & ramp members within licensing constraints, including ongoing budget.</p> <p>Relevant: behaviour change research: adjacency (target</p> | Paddy, Isabella, Gayle (plus Rose Scully if possible) | First draft by next committee meeting |

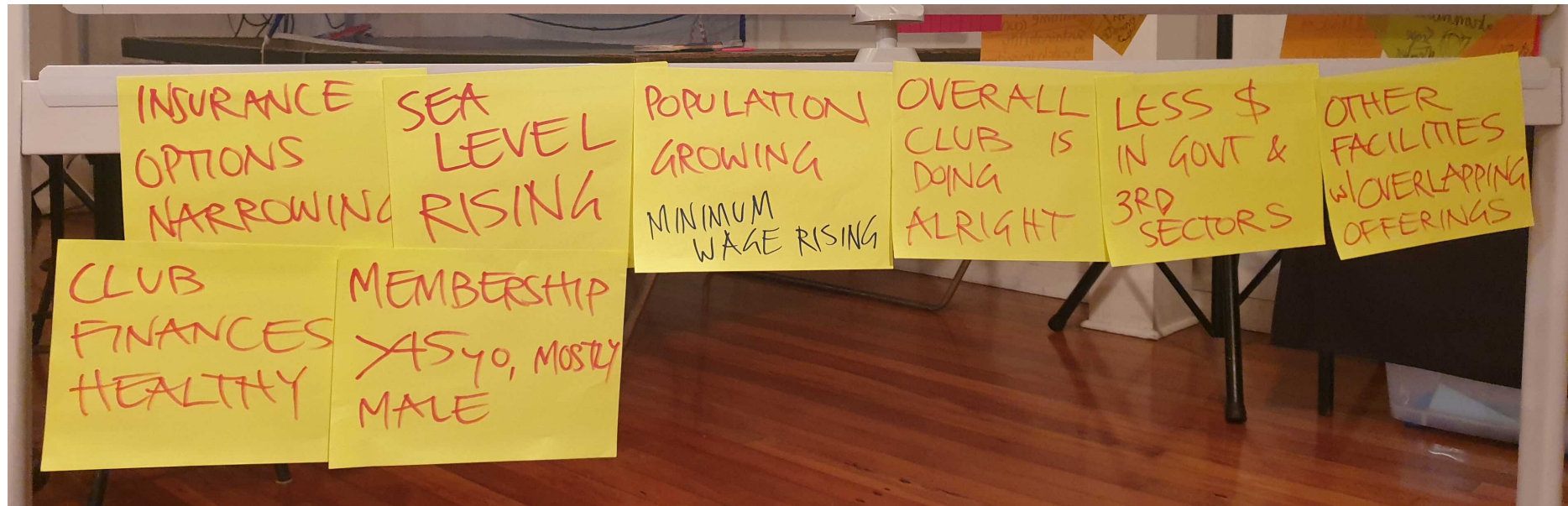
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| | | | | = those who're already a bit keen not those for whom it's a big leap) | | |
| Food and drink options Part A: Optimise existing cooking and serving infrastructure, for cooking and serving more / better. |  | It's medium-level because: Some structural / logistical change needed, potentially low cost but moderate work required. | Current configurations. Cost of conversion | Create plan for identifying optimal use of space and delivering it. Relevant: the White House, Thistle Inn, many restaurants operating very effectively out of smaller spaces. | Chef, supported by Gayle, Gubby and others TBC at next committee meeting | When new chef is onboard, Gayle and Gubby bring plans to committee. |
| Part B: Chef and menu planning – more innovation and optimising |  | It's low hanging fruit because: Chef is changing very soon. We can invite the new chef to problem solve and be creative | Recruitment constraints currently. Cost of chef salary | Agreed that we can go to \$60k in order to get a good chef. Noted: flow on effects for other staff salaries. | Gayle, HR subcommittee | ASAP |
| Events: More, different, and promote them |  | It's low hanging fruit because: We're on to it already, and it's a crucially important way to | Time and people-power to make them happen | Agenda item at next committee meeting. Committee create terms of reference for a social subcommittee/working | Committee – then recruits | Next (July) meeting |

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| | | connect more people with influencing and decision making at the club in exchange for contributing more of their time and energy. | | group, also promotion and communications of events. Needs to cover scope, members, responsibility / delegation, such that recruitment can begin immediately. | | |
| Additional boating offerings: consider and provide some |  | <p>It's low hanging fruit because:</p> <p>Some are underway already</p> <p>Support from survey respondents for becoming more involved. "I can help with this"</p> | Translating words into action | <p>Action: Paddy to send Gubby the names, email addresses and ideas of people who raised these in the survey responses.</p> <p>Action: Gubby: go back to people, praise their initiative, and ask them to give us a proposal including what they can do.</p> <p>Action Todd: provide some information about the Pelorus mooring referral scheme.</p> | <p>Paddy</p> <p>Gubby</p> <p>Todd</p> | <p>Well ahead of next meeting</p> <p>by next committee meeting</p> <p>At next committee meeting</p> |
| Facilities A: Improvement of outdoor facilities – ramp, jetty, | | <p>It's low hanging fruit because:</p> <p>All these are either already being planned for in the working bee, or are low effort and low-cost</p> | None | Regarding wash down traffic jams, first step is signage encouraging people to wash and move away, and not use | Matt | 2 nd half of year |

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|---|--|--|----------------------------------|--|--|--|
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| appearance of clubrooms |  | | | lots of soap that runs into the sea. | | |
| Facilities B: Structural changes to entranceway and interior to provide for more indoor/outdoor flow, and better food prep facilities |  | It's a long-process action because: Major engineering, potentially big money. | Costs, planning issues | Special group to investigate – working group. Follows after further strategy work (2 nd half 2021) | Matt | tbc |
| Suite of offerings for members: enhance the 'what's in it for me' elements, and ensure that people are brought in to the club through relevant activities |  | It's low hanging fruit because: Some areas covered by other mandate areas: social / event / communications. Already done some events like gin tasting. | Work within licence conditions | Organise and effectively publicise a regular something to encourage members to connect, such as a social hour (note restrictions on promoting "happy hours" with club licence) with committee / bring a guest. Instigate reciprocity deal with Clubs New Zealand. | Social working group Matt | Next Committee meeting (July) Progress report next meeting (July) |

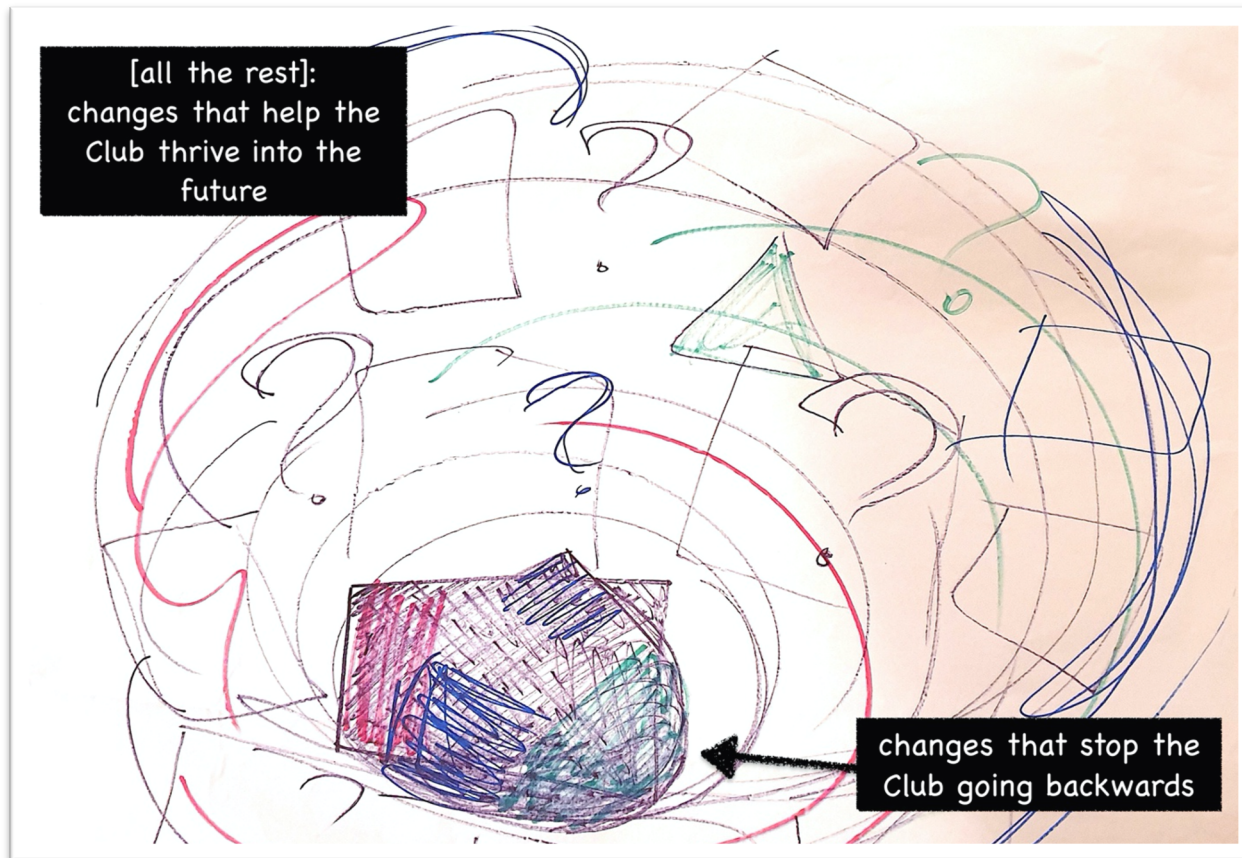
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Appendix 1: Facts 1 – contextual facts (SWOT + implications)



Appendix 2: Facts 2: Committee role & obligations

- At a minimum, make the changes that will stop the Club going backwards given the context / SWOT (see diagram below)
- Make strategic decisions in the best interests of the Club, including its continued survival and thriving, and in the interests of the membership
- Govern responsibly and with propriety



Note: peach colour is not part of the diagram

Appendix 3: Mandate and process:

- Survey is comprehensive, statistically significant, and cannot be repeated for a few years at least. It represents an opportunity: major new information. It also represents an obligation: act on it.
- Survey decision session is not writing the Club's entire strategy: it's analysing the dimensions of the mandate for change that's come from the survey
- All survey respondents, just like us, take as read that Club must continue to pay rates, to be a good employer, to exercise good governance, to trade solvently, to not pollute the ocean. These activities must continue.
- Today is about answering the questions that kept coming up when we were doing the strategy workshops in 2020: what do people want? What's most important to them?
- TODAY: Make decisions by consensus amongst Committee members, using the evidence from the survey, that help set the course of the club's journey towards improvement over the next 3-5 years

Steps:

- Decisions today to categorise and decide pathways for each theme in survey
- Kick off activity
- Report to AGM - not asking whether we can, but informing of our process, and inviting people to be involved
- Act on decisions: different kinds of action over different periods - including revisiting our strategy material in light of this, and
- Post AGM - new Committee build on this

Our job today

- Make clear-eyed decisions about all mandates for change in survey: triage, then actions
- Capture reasons for triaging and actions, to report to AGM
- Assign and take responsibility for moving things forward

Appendix 4: mandates for change from the Survey responses

Note: these are the clear mandates for *change*. All survey respondents will take as read that Club must continue to pay rates, to be a good employer, to exercise good governance, to trade solvently, to not pollute the ocean, etc. Refer to the Survey Report for more detail on survey findings.

MANDATE FOR CHANGE: CLUB COMMUNICATION WITH NON-MEMBERS

- Absence of info re offerings
- Tone and content - contributing to perception exclusive and/or unwelcoming

MANDATE FOR CHANGE: FOOD & BEVERAGE OPTIONS

- too basic / variable to attract people vs other establishments in the area incl home

MANDATE FOR CHANGE: VIBE OF GATHERING SPACES

- Currently dissuading a lot of people - workplace smoko room / RSA / old workingmen's club
- furniture/TV/décor, music, not kid-friendly, nothing acknowledging non-boaties

MANDATE FOR CHANGE: EVENTS

- More, different – different reasons to come to the Club
- Boating & the sea; food / drink e.g. tastings; educational eg. seminars; fun e.g. quiz

MANDATE FOR CHANGE: FACILITIES

- Minimum expected not being provided
- (looking shabby; upkeep of bathrooms; ramp state; entrance/frontages dissuade; washdown facilities)

MANDATE FOR CHANGE: BOATING ADDITIONAL OFFERINGS

- Can buffer shortcomings in other areas e.g. facilities
- meaningful volunteerism "I can help with"
- Legasea; club mooring/s; light watercraft; maritime courses; sustainability services e.g. catch inspection, sea care)

MEMBERSHIP SUITE

- Perceptions: exclusivity / not for people like me / us and them; benefits (community / facilities) are too limited to be worth it
- Scope for fostering welcoming / participation / contribution culture

Note: in discussing the triage of these onto the Pyramid, some mandates were split (e.g. food & beverage into A & B)