



CLUB MANAGEMENT ASSOCIATION OF NEW ZEALAND

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Please circulate to Club General Manager/Manager, Club Administrator, PGA Professional, Golf Operations Manager, Course Superintendent, Food and Beverage Supervisor, Club President, Club Chairman.

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BMI EDUCATION PROGRAMME
BMI COURSES - 2026

Photo: Mart Production/Pexels

BMI CLUB MANAGEMENT

28 APRIL – 1 MAY 2026

This four-day long, 32-hour intensive programme immerses managers in leadership simulations and case studies that reflect the dynamic realities of club operations. Collaborating with peers across experience levels, participants sharpen decision making and gain deeper insight into the human and strategic dimensions of club leadership.

BMI CLUB MANAGEMENT LEARNING OBJECTIVES

- Employment Law
- IT Solutions for Club Managers
- Management
- Club Governance
- Club Marketing Solutions
- Club Culture and Leadership
- Diversity Equality Inclusion
- Staff Communication
- Lumina Spark
- Cybersecurity & Risk Awareness
- Leadership and Delegation
- Accounting Fundamentals
- Club Legal and Legislation
- Communication
- Strategic Recruiting



Photo: Edmund Dantes/Pexels

Click [HERE](#) to view course booklet, registration form and course timetable



BMI FOOD AND BEVERAGE MANAGEMENT

22 – 26 JUNE 2026

The BMI Food and Beverage Management course provides an in-depth look at food and beverage operations from a management and control perspective.

The five-day programme offers a combination of classroom lecture and hands-on learning at various clubs throughout the Auckland area. Attendees will have the opportunity to visit the facilities at the Royal Auckland and Grange Golf Club and the Remuera Golf Club, view and experience the production and tasting facilities at Jacks Coffee and Dilmah tea, participate in a hands-on cooking experience at Main Course Cookery School hosted by Sonya Oyston and learn the art of tapping a keg and pouring a perfect pint compliments of Asahi Beverages.

BMI FOOD AND BEVERAGE MANAGEMENT LEARNING OBJECTIVES

- Food Service Marketing
- Kitchen Layout and Renovation
- Employee Diversity
- Alcohol Awareness
- Catering and Special Events
- Beverage Costing
- Sanitation and Safety
- Menu Engineering Applications
- Beverage Production: Tea & Coffee
- 'Garden To Table' Opportunities

Click [HERE](#) to view course booklet, registration form and course timetable



Photo: Vlada Karpovitch/Pexels

BMI LEADERSHIP PRINCIPLES

21 – 25 SEPTEMBER 2026

The BMI Leadership Principles course is a week long course and builds on the foundations of the BMI Club Management Course to focus on strategic and business planning, performance and service standards, and the professional and communicative skills to develop every aspect of both the individual's performance and that of their club.

BMI LEADERSHIP PRINCIPLES LEARNING OBJECTIVES

- The Nature of Leadership
- Leadership Traits
- Leadership Goals Phases & Decisions
- Managing Relationships
- Power and Influence
- Situational Leadership
- Strategic Planning
- Optimising Human Productivity
- Governance: Politics and Process
- Successful Committee Strategies
- Law
- The Manager as an Ethical Force
- Leadership Case Study
- Certification Update
- Managerial Accounting
- Lumina Leader

Click [HERE](#) to view course booklet, registration form and course timetable



THE NATIONAL GOLF AWARDS

2025 winners announced

“The National Golf Awards are a chance to recognise the people, clubs and initiatives that continue to shape and grow our game. This year’s winners reflect the depth of passion, innovation and commitment that exists right across the golfing community from grassroots through to high performance, and we’re incredibly proud to celebrate their contribution to the sport. Congratulations to all of this year’s nominees and winners.”

Jeff Latch

CEO, Golf New Zealand

LEADERSHIP IN GOLF AWARD

DES TOPP, CLUB MANAGERS ASSOCIATION OF NEW ZEALAND

Des Topp is a long-standing and respected figure in New Zealand golf and 2025 was one of his finest years. As Executive Officer of the Club Managers Association of New Zealand (CMA NZ), Chair of the New Zealand Golf Industry Council (NZGIC) and event lead of the 2025 Whole of Golf Conference in Auckland, Des has demonstrated exceptional vision, collaboration and industry leadership.

Under his stewardship, CMA NZ underwent a full rebrand, achieved a 91% increase in course attendees on the BMI educational programme, grew membership by 10%, upgraded its website, and strengthened its sponsor partnerships.

Industry-leading outputs including annual salary surveys, club benchmarking reports and a specialised executive recruitment service reflect Des’s deep commitment to lifting standards across New Zealand’s golf club management sector. A highly deserving recipient of a lifetime of distinguished service.



2026 GMA/ASTMA Conference and Trade Exhibition



Golf Management Australia (GMA) and the Australian Sports Turf Managers Association (ASTMA) are proud to again deliver Australia's largest golf industry conference and trade exhibit.

To be held at the Melbourne Convention and Exhibition Centre (MCEC) from Sunday 21st June to Thursday 25th June, the 2026 GMA & ASTMA Conference & Trade Exhibition is supported by GMA's major partner, Schweppes, and will attract over 1,000 delegates from clubs and facilities throughout Australia.

The conference will focus on the knowledge needed to meet the future needs of golf management with sessions on leadership, sustainability, new practices and innovation. Conference topics will run concurrently with streams in leadership & management, golf courses and sportsfields as well as combined workshops, panel sessions and networking events.

Showcasing the latest in golf related products, equipment and services, the trade exhibit will cover over 6,000m².

2026 GMA / ASTMA CONFERENCE AND TRADE EXHIBITION

21-25 June 2026

Melbourne Convention & Exhibition Centre

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The Learn & Play Hub

A national platform connecting more golfers to your club

Click [HERE](#) for more info

5 PRINCIPLES OF SUCCESSFUL CLUB MANAGEMENT

Why knowing the roles matters more than ever



As a new generation of highly engaged members reshape clubs, the most successful organisations follow five principles that keep governance strong, leadership aligned and operations focused.

Something interesting is happening across the club industry. For decades club leaders worried about declining membership, ageing facilities and how to attract the next generation. Today many clubs face a different challenge; an influx of highly engaged members eager to get involved.

The largest wave of Baby Boomers retiring in history is underway. Across the country successful professionals are leaving the workforce after decades of leadership, decision-making and accomplishments and bringing that energy into their clubs.

For clubs, this should be a gift.

Retired CEOs, physicians, attorneys and executives are joining committees, volunteering their time and sharing their expertise to help their clubs succeed.

They bring experience, perspective and a sincere desire to contribute to the communities they value.

But that opportunity also presents a leadership challenge that every club must handle carefully.

When engagement is poorly structured the line between governance and management can become unclear. And when that line blurs even strong clubs can start to face friction. Staff become uncertain about who makes decisions. Committees drift into operational talk. Boards become reactive instead of strategic. Members lose clarity about how the club is being led.

The clubs that succeed in this moment are the ones that operate with a clear leadership framework.

FIVE PRINCIPLES THAT CREATE A STRONG CLUB

Its core is based on leadership fundamentals that establish stability, clarity and long-term success. →



Clubs that succeed operate with a clear leadership framework

1. Governance Discipline

The most important rule in club leadership is also the most basic: **The Board governs. Management manages.**

Boards are responsible for setting the vision, strategy and policies while protecting the club's long-term sustainability. Management's role is to execute these strategies, supervise operations and ensure the daily member experience meets expectations.

When these roles are clearly defined and respected organisations function more smoothly, make better decisions and maintain greater transparency in accountability. When roles become unclear confusion arises. Staff struggle to understand direction, decisions get delayed and governance shifts to a reactive rather than a strategic approach.

Strong clubs uphold governance discipline, ensuring that board members concentrate on oversight and long-term strategy while management handles daily operations.

Clear roles create strong organisations.

2. Financial Responsibility

Clubs are unique organisations. They focus not on making profits but on offering outstanding member experiences while protecting the club's long-term financial health. That requires **discipline**,

transparency and accountability.

Great clubs operate with:

- Thoughtful budgeting
- Long-term capital planning
- Transparent financial reporting
- Responsible stewardship of member resources

Members may not see every financial decision made behind the scenes but they certainly feel the results. Clubs that manage finances responsibly build confidence. Clubs that lack discipline quickly lose it.

Strong clubs protect their financial future so the next generation of members can enjoy the same or even better experiences.

3. Leadership Stability

Clubs thrive when leadership is consistent and aligned.

High turnover, whether at the board level or within senior management, causes uncertainty, slows progress and damages organisational culture. Staff find it hard to keep up with changing priorities and members start to question the club's direction.

By contrast, **stable leadership builds confidence.**

Consistency enables strategic plans to take hold, strengthens operational teams and fosters organisational culture across departments.

Great clubs are built by **strong teams that stay**

together long enough to make meaningful progress.

Leadership stability provides the foundation for success in everything else.

4. Measure What Matters

One of the most common mistakes organisations make is assuming they understand success without clearly defining it. Great clubs take a different approach: **they measure what matters.**

That means identifying clear indicators of success, such as:

- Member satisfaction
- Employee engagement
- Financial performance
- Service consistency
- Operational efficiency

Once success is defined, leadership must track it consistently and use the information to improve.

The principle is simple but powerful: **What gets measured gets managed.**

Clubs that adopt this mindset foster cultures centred on ongoing improvement rather than assumptions.

5. Communication Builds Trust

Trust is the currency of successful clubs.

Members want to understand what is happening at their club, why decisions are being made and where the organisation is headed.

That trust is built through **frequent and transparent communication** with:

- Members
- The Board
- The Team

Strong communication eliminates speculation, reduces misinformation and builds alignment across the organisation.

When leadership communicates openly and consistently, confidence grows. Members feel connected to the club's direction and employees feel part of something larger than their individual roles.

Trust is built through **clarity and consistency.**

THE VOLUNTEER PARADOX

One of the great strengths of a club is also one of its most interesting leadership challenges. It's what many leaders call the volunteer paradox.

Clubs are filled with accomplished individuals, people who have spent their careers leading organisations and making complex decisions. When they retire, many want to remain engaged and contribute their experience.

Clubs naturally become places where that energy flows and is most evident.

Members volunteer for committees, offer ideas, share expertise and step forward to serve in governance roles. This engagement is one of the defining characteristics of clubs.

Few organisations benefit from such a deep pool of talented, passionate volunteers.

Success brings pride and pride brings participation. The stronger the club, the more members want to help steer it through suggestions and feedback.

But that strength must be structured properly. When highly accomplished professionals shift from leading companies to serving on club committees, there is often a natural tendency to move from governance into operations. Suggestions become directives. Oversight becomes involvement. Committees begin managing instead of advising—not driven by ill intent—just out of habit.

Volunteer engagement should always be encouraged. It is one of the great assets of the club model. But engagement works best when it operates within a clear leadership structure and everyone knows their role.

The Board governs. Management manages. Committees Advise.

When that structure is respected something powerful happens. Members remain engaged and invested in the club's success while professional management retains the clarity and authority needed to run a complex organisation.

The outcome is balance, a genuine partnership between volunteer leaders and professional managers, built on trust and mutual respect.

THE RULE MOVING FORWARD

Success brings its own responsibility.

When a club finds its rhythm, when governance is aligned, leadership is stable and members are confident, the goal is not to reinvent the system. The goal is to protect what works. The formula for long-term success is surprisingly simple:

Clear governance. Strong leadership. Engaged members who trust the system.

Or as many seasoned club leaders say: **The Board governs. Management manages. Members enjoy the club.**

When everyone knows their role, clubs not only operate well; **They Thrive.**

With special thanks to Ken Kosak

MEMBER RESOURCES

- Strengthening Club Governance: Insights & Actions
- 2025 Annual Salary Survey Results • Club Benchmarking 2025
- Executive Recruitment Service • CMA NZ News • Job Board

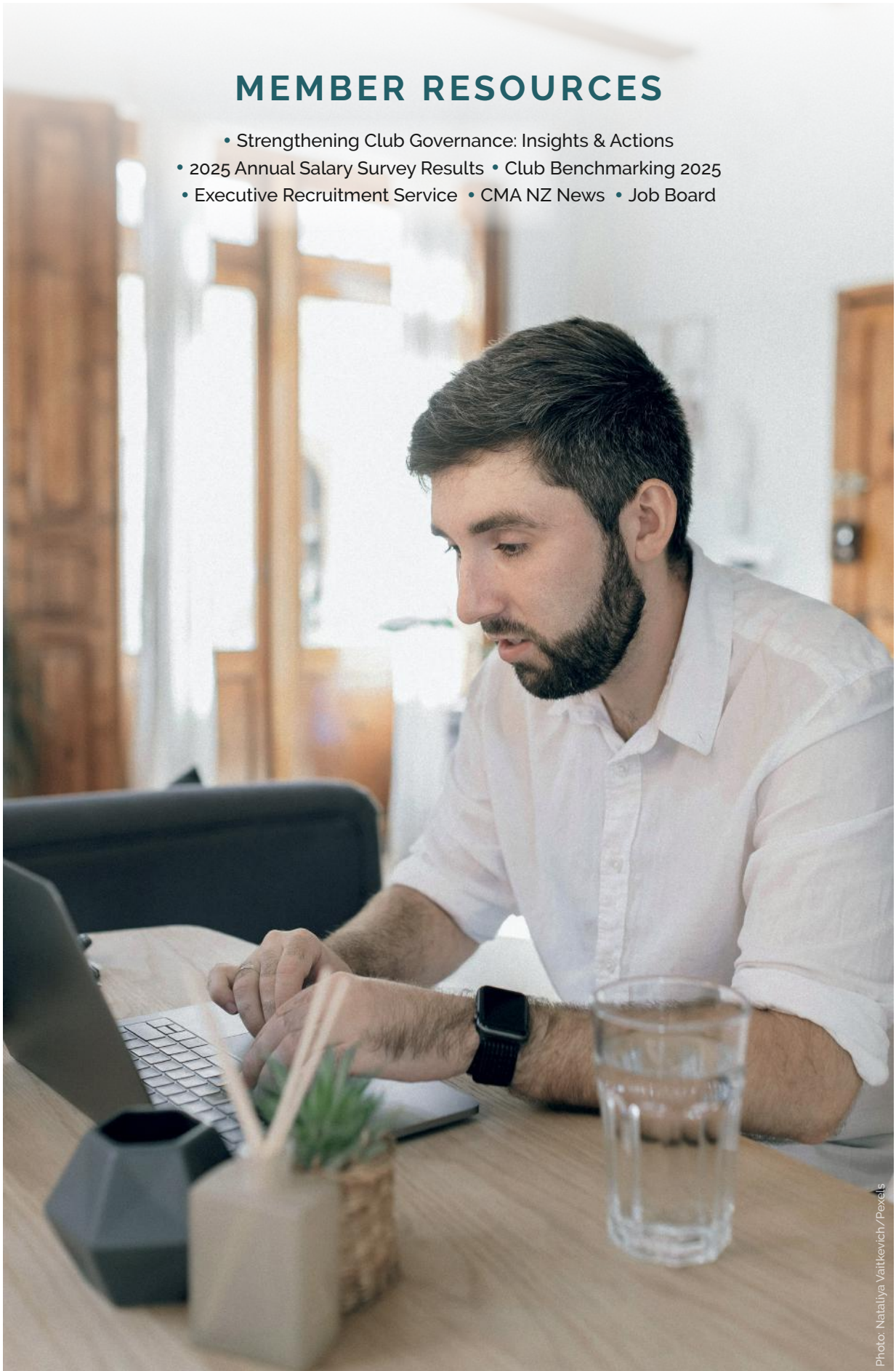


Photo: Nataliya Vaitkevich/Pexels

STRENGTHENING CLUB GOVERNANCE: INSIGHTS & ACTIONS

Clubs are steadily adopting better governance practices, yet key opportunities remain in strategic planning, risk management and member communication.



For actionable tools, templates and best practice resources, consult the Club Management Association of New Zealand website

Click [HERE](#)

2025 ANNUAL SALARY SURVEY RESULTS

An annual wage and salary survey can help golf clubs assess their competitiveness in the labour market and make necessary adjustments to attract and retain top talent.



To view summary analysis tiered by ZONE

Click [HERE](#)

CLUB BENCHMARKING 2025

Golf club benchmarking provides valuable insights into financial performance, strategic planning, cost management and competitive positioning.

By analysing industry trends and best practices, clubs can optimise revenue, enhance member satisfaction and maintain long-term sustainability.

To participate in the 2025 Club Benchmarking survey CMA NZ members can send a copy of their latest 2024/2025 audited Financial Reports to eo@cmanz.co.nz



Members can also request a peer-to-peer review of their club's 2024/2025 Club Benchmarking results with a club of similar size in terms of turnover or member numbers. Send your request to eo@gmanz.co.nz

Click [HERE](#) to view the CMA NZ 2024 Benchmarking report

CLUB MANAGEMENT ASSOCIATION OF NEW ZEALAND

EXECUTIVE RECRUITMENT SERVICE

The Club Management Association of New Zealand (CMA NZ) offers an Executive Recruitment Service to its members at attractive rates. CMA NZ will connect your Club with skilled professionals who are looking for permanent opportunities and streamline the process to ensure that your recruitment needs are met.

Finding the right person for a role is more than just a skills match. Combining many years of club management knowledge and a high-calibre level of member service driven to deliver on your hiring objective, your Club will benefit from CMA NZ personalised talent identification solutions.

The industry specific, end-to-end service,

conducted in partnership with selected club board personnel includes:

- Composing Job descriptions for management positions across the entire golf club sector
- Creating an appointment process timeline
- Managing the vacancy advertising campaign
- Interviewing candidates
- Selecting and managing short lists
- Arranging final interviews
- Providing benchmarked salary packages
- Negotiating and finalising salary packages
- Preparing employment agreements
- Attractive rates for CMA NZ members



Photo: Seb_ra/iStock

For a confidential golf club executive recruitment proposal, contact:

Des Topp, Executive Officer

Club Management Association of New Zealand

E: eo@gmanz.co.nz T: 021 392 007

CMA NZ NEWS

FROM GOLF NZ



Club Governance

In a bid to improve the standard of board management at club level Golf NZ has negotiated a deal with Golf Australia to introduce a 4-hour online course and a 1 ½ day training course to zoom in on governance best practices.

For me personally, working at the coal face of club management and seeing some horrendous cases affecting the mental health of staff these educational courses haven't come soon enough.

Incorporated Societies reminder

Have you registered your new constitution to comply with the 2022 Act? If not and you need assistance you can contact Golf NZ. **Deadline next week!**

Complying with the new Incorporated Societies 2024 Act

Have you loaded your club's 2025 Financial Performance Report onto the **Incorporated Societies** website under filings?

Club Confidence and Satisfaction Survey

Survey completed. Refer to your District for a copy.

CMA NZ Website goes live

Thanks to some tremendous work by Mat Eagleson and his team at Dot Golf, we are now the proud promoters of the new CMA NZ website. With a clean, refreshing look, user friendly access and many new features, the website will provide members with a multitude of club management information.

As an interim measure and to access the expanded Library of Resources which is in the final stages of being loaded onto the website please email a request to eo@cmanz.co.nz for a copy of the file.



You can check out the new CMA NZ website by clicking [HERE](#)

JOB BOARD



CLUB MANAGER (P/T)
Invercargill Golf Club



Click [HERE](#) to view the advert

GENERAL MANAGER



Waitikeri Golf Club

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BOARD MEMBERS 2025/2026

DIRECTORS



**NORTHERN BRANCH
REPRESENTATIVE & CHAIR**

Vacant



**BAY OF PLENTY BRANCH
REPRESENTATIVE**

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**SOUTHERN SOUTH ISLAND
BRANCH REPRESENTATIVE**

Vacant

SUPPLIERS NOTICE BOARD

CLUB CAR TEMPO LITHIUM-ION GOLF CART



Designed with automotive styling, the Tempo is backed by proven engineering and a reputation for reliability. Plus, connected technology supports course management and golfer entertainment.

[Click HERE to view more](#)

IS THIS NEW ZEALAND'S SAFEST LITHIUM GOLF CART?

Throughout the Engineering and Development process prior to the launch of the Club Car Vanguard Lithium-ion Tempo we maintained a strong focus on safety. The result is a unique and automotive grade solution.

[Click HERE to learn more](#)

Terry Sullivan, Sales Manager, PTNZ

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DNA SPORTS IS YOUR GOLF CLUB'S TRUSTED PARTNER HELPING YOU WORK SMARTER, NOT HARDER.

Our expert consultants create tailored, results-driven strategies that power long-term success at the heart of your club.

We simplify your back-office systems, from accounting & membership to golf management software - so you can focus on growing your club.

With solutions built just for you, we're proud to be New Zealand's newest golf accounting specialists.

We understand the unique challenges community focused clubs face. That's why we deliver cost-effective, reliable, and tailored support designed to simplify your financial operations and keep your club running smoothly.

Reduced administrative burden, allowing your management to focus on core activities.

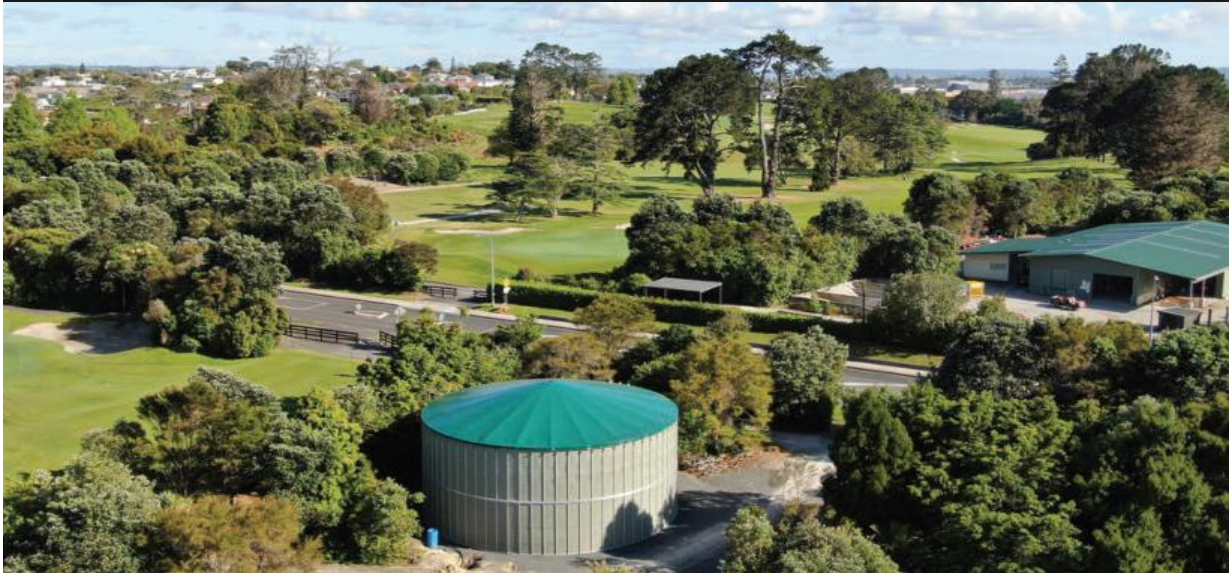


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ITS IN OUR GENES

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MORE INFORMATION



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Click [HERE](#) for more information



WWLA is a Water and Contaminated Land Consultancy currently working with multiple Golf Clubs on a range of different environmental and RMA planning services including Muriwai Links, Muriwai Downs, Huapai, Mangawhai and Thames.



Please get in touch if you need help with:

- Bore design and groundwater take consents
- Stream intake design and surface water take consents
- Pond or stream water quality issues
- Land drainage or stormwater issues
- Wastewater disposal, natural inland wetland assessment
- Management of legacy contaminated land

Click [HERE](#) to view more information

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CMA PARTNERSHIPS

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OUR PARTNERS



TURF SHAPES



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