

# GOLF NSW LIMITED

Minutes of the **Meeting of the COUNCIL**  
Held at St George Rowing Club  
On Thursday 15<sup>th</sup> December 2011 at 9:05 am

## **In Attendance:**

### **Directors:**

Chris Allen (Chairman), Sue Fabian (Deputy Chairman), John Lock (Chairman of Finance), Frank Gal, Alan Harrison, Jean Moran, Lynne Ritchie, John Waanders and Darrell Watts.

### **Council Members:**

*Attendance Register as per below.*

Colin Kay was welcomed as the stand in representative for the Central Coast DGA.

### **Others:**

Sandra Gillies (Chair – Women’s Match Committee)

### **Staff:**

Greg Mills, Graeme Phillipson, Cherie Allan and Mitsie Kent.

## **Apologies:**

*Apologies as per below.*

## **Resignations:**

Chris Allen confirmed that Stuart Cox had resigned from the Council following his recent appointment to the Board of Golf Australia. A replacement Council Member for Zone B will be sought in due course.

The casual vacancy created by John Lock’s resignation as a Zone C Council Member will similarly be filled as soon as a suitable replacement is recognised.

## **1. Introduction & Welcome:**

Chairman Chris Allen opened the meeting and welcomed all in attendance, as well as wished Director Frank Gal a “Happy Birthday”. He emphasised the packed meeting schedule for the day. The Board has introduced a new format to make the meetings more productive so that Council Members can walk away benefiting from the experience and share it with the clubs.

Every meeting will focus on a topic which is relevant to clubs across Australia. The day’s topic is to be led by Sue Fabian. The obvious priority is club level *membership*.

## **2. Confirmation of Previous Minutes:**

Yvonne Day reported that the previous minutes dated Thursday 15<sup>th</sup> December 2011 did not record Margaret Poulton’s attendance as her substitute at that meeting. The necessary change would be made to those minutes.

## **3. Business Arising:**

### **Action Items from Previous Meeting**

- **Junior Golf** - As Nicky Bethwaite has left the organisation, this matter to remain an action item.
- **Come and Try Day** – John Waanders reported on the “Come-and-Try Day” held at Newcastle on 23<sup>rd</sup> October. The club advertised in local newspapers, flyers were sent to clubs and to every school in the Newcastle District. However, when the event came around some clubs and professionals still did not know the event was

on, despite six months of promotion. This signified a lack of interest, it appeared unlikely schools passed the information on to their students and thus, the attendance was also disappointing.

Although the first attempt was not very successful, the District is planning to run the event again, but at a different time of the year.

- **HCR** – Lynne Ritchie reported that the list of courses that have been rated is still not available online, although the Zone Coordinators should have received the list from Adam Dransfield. The list should be available online by the next Council Meeting.
- **Working Group** – Stuart Cox suggested appointing a working group to investigate the roles and responsibilities of Council members with a view to providing recommendations to deal with various issues raised at the previous meeting.

An initial working group has been formed comprised of Jean Moran as Chairman, Alan Harrison and Michelle Adair to kick start the process. More information will be provided to Council Members in the coming months.

- **Discrimination issues at Clubs** – Lynne Robson from Wakehurst provided an update on the recent discrimination issue that occurred at Wakehurst Golf Club. Some members have left as a result; however others are on waiting lists to join the club. There have been no significant issues related to current members access to play on the day as a result of changes in membership categories.
- **Advise JNIG of JPO's** – *Still to be advised.*

#### 4. Chairman's Update:

There have been communication issues with Golf Australia. Golf NSW was informed as late as last week that the GA fees for 2012-2013 would be increased by \$1.25; which in real terms is a 12.5 % increase. This was not well received and is a matter that is being discussed with GA. Unfortunately, other states have all agreed with the rise and informed their constituents accordingly. This will bring the GA capitation fee to \$11.75 and a 135% increase since 2009. It is expected that GA will also look at the 2013-2014 levels in the next few weeks.

#### 5. Administration and Sub Committee Reports

##### Finance

John Lock's finance report was circulated. John reported that there was a slight decrease in affiliation fees. Based on last year's number we can expect a shortfall of approximately \$35,000 for the year. Attempts to collect further outstanding fees are now finalised.

GA has advised their capitation fee for 2011-2012 as mentioned and Golf NSW is currently assessing the situation for the same period. The Board will advise the Council and Members Clubs as soon as possible.

There has been an enormous amount of time and energy spent chasing outstanding affiliation fees. There will be a new process installed this coming cycle so clubs and DGAs will have no doubt as to when fees are due and payable. Clubs will be advised of both the new fee as well as the schedule of related notices by the end of February 2012. The schedule will include when payments fall due, what occurs when a payment is not received, culminating in steps to address outstanding payments to the suspension of affiliation should that sad circumstance occur. Council Members and Club Delegates will be asked to speak about this matter at their meetings.

Another issue which clubs will be asked to address is to ensure there is integrity in recording membership numbers that are included in their affiliation fee calculations. This is a genuine concern!

This and all business and services of Golf NSW will be reviewed in the coming months to ensure we best manage our business. It is important for clubs to know that golf NSW is very aware affiliation fee revenue is wisely expended.

Regarding the DGA Development Program. This was not to be an onerous task, but a formal process of accountability is required, supported with information about projected costs. There is also a need to monitor the process to ensure we don't duplicate JNIG programs or grants. To date, there have been few applications or grant requests. Therefore we ask Council Members to advise their districts that program grants are available and to contact Golf NSW if they would like more information.

### **Handicapping & Course Rating**

Lynne Ritchie's report was circulated.

During the long weekend, Greg Mills, John Lock and Lynne were pleased to have attended a meeting at Narromine Golf Club. They were able to listen to the concerns of sand green clubs. When clubs were notified that they could have a summer and winter rating, as well as a wet and dry rating they seemed pleased. There are calculations and processes that need to be followed.

The majority of Zones have completed their course ratings and Adam Dransfield releases the ratings as soon as they are entered online, but this process is taking longer than expected. Delays have been caused dealing with complaints from clubs that were unhappy with their ratings. Rather than address complaints immediately, the committee is now going to post the list on the website and review all complaints together which should speed up the process. This will be discussed further at the next Course Rating meeting and information will be distributed to Clubs.

A query was raised about how long your anchor will last. The answer being you cannot be on a handicap more than 4 higher than the lowest you have had for the previous 12 months. It is anticipated the anchor factor will help stabilise handicaps. It was also noted that the Course Rating Manual states clubs can have a summer and winter rating in extreme cases.

Chris Allen asked for feedback on how clubs are settling in with the latest changes to the handicap system. There have been no complaints to date; therefore it appears that things have settled down in recent months.

Chris Allen added, Golf Australia is still keen to have a daily scratch rating (DSR), a CCR by another name. This could not be an incremental adjustment as seen in the past. There would be an algorithm to judge or reflect playing conditions and scoring on the day. Further comment failed to impress the Council who all disagreed to GA's proposal.

### **Men's & Women's Match**

The Men's and Women's Match Reports were circulated.

#### **Men's Match & High Performance Report:**

Les Browne reported that the match committee have been extremely busy since the last meeting. Details of event results were provided in the Report.

**sureshotgps Men's 4BBB:** The final of the sureshotgps Men's 4BBB at Bonville Golf Resort was a big success and those that attended enjoyed the event tremendously.

**NSW Sand Greens:** The NSW Sand Greens at Portland Golf Club was popular amongst players, was well attended and resulted in good scores.

**Country Championships:** The Country Championships at Queanbeyan Golf Club will be the last one run in its current format. Regardless, good fields are expected continue.

**Eric Apperly and Junior Pennant:** The Eric Apperly Shield sees St Michaels and Castle Hill play in the finals. In the Junior Pennant, Avondale will play against St. Michaels. The Match Committee met at 6:30am prior to the Council Meeting to review the Junior Pennant and Eric Apperly Shield as there have been a sizeable drop-off in teams entering. A working document was circulated from the Review Committee.

There were concerns re younger golfers playing against low handicappers. Therefore, it is proposed to seed players in Divisions 1, 2 and 3 to enable players to play with others of similar abilities.

Another change to be introduced is to allow girls to play. There have been issues of very good young female players tied up in school and college who do not get to play in good competitions on weekends. This will allow girls in plus 2 and boys plus 3 to play against each other. All clubs can enter the Eric Apperly Shield and Junior Pennants.

**Warren and Gibson Shields:** A proposal was made to address handicap issues in the Warren and Gibson Shields. A person must be on a handicap over 13 or over 20 as the case may be. In previous years, handicaps were administered by the NSWGA. These are now self-administered by clubs. The fluctuations in handicaps will be considered with the possibility that players may be temporarily restricted to play until the handicaps level out.

**SOOM:** There were 150-200 competitors playing regularly in the Men's Senior Order of Merit throughout the year. Denis Dale from Twin Creeks won for the 5<sup>th</sup> time. Jack Parker overcame a knee operation and won the over 65 event.

**National:** NSW dominates senior golf on a national basis with a number of representatives. Stefan Albinski took out the SOOM. Lester Peterson, now 50, qualified 14<sup>th</sup> in the Senior Open and was the leading amateur.

**Open:** Jake Higginbottom from Charlestown and The Australian Golf Club is doing extremely well. In the Australian Open, the NSW PGA, New Zealand Open he was the leading amateur and in the NSW Open he was tied 2<sup>nd</sup> overall.

**Mid Amateur:** Guy Wall and Ben Lockwood shared 3<sup>rd</sup> place; and together with Sue Fairhurst placed 2<sup>nd</sup> as a NSW Team.

**Junior:** Ricky Kato took out the JNIG International and secured a trip to the Aaron Baddeley final in China. He will compete against Tian-Lang Guan, a teen sensation currently being compared to Tiger Woods.

**NSW Representative Team:** NSW won the development series played at the Peninsula Country Golf Club.

**Review:** A complete review is being conducted on events run by Golf NSW ranging from timing of events to which ones are and are not being supported.

**Boys State Championship:** It was suggested that the Country Junior Championships be run in conjunction with the State Junior Championships. Les Browne will discuss with JNJC the potential of running the boys state championship similar to what the girls.

### **Women's Match & High Performance Report**

**Seniors:** Sandra Gillies highlighted how well the seniors are doing. Sylvia Donohoe won the Australian Women's Senior Championship. NSW won the Teams event.

**Medals:** The Gold, Silver and Bronze Medal playoffs had a great response with 120-130 entries. A query was raised as to why the results were only in alphabetical order on the website and that it was difficult to see who the winners were. However, others have reported seeing both formats presented. Sandra Gillies to investigate.

**3BBB:** 3BBB Ladies Classic Final was played at Cypress Lakes. Maggie O'Donnell and Dee Deitz were thanked for their work in securing the volunteers. Kevin Martin, together with Maggie and Dee were also thanked for their volunteer management at the NSW Open as well. Each were congratulated with a round of applause.

**Southern Mixed Weekend Tournament:** In a recent Match Review it was agreed the Southern Mixed Weekend Tournament would be abandoned. The event has not been well supported.

**Match Committee Nominations:** Sandra Gillies thanked all those that nominated for a position on the Women's Match Committee. There were more nominations than could be included would hopefully accept a role on the tournament panel of officials. A more formal planning session will take place on the 6<sup>th</sup> February at the Women's Captain's Meeting at Concord Golf Club. Notifications have gone out for this meeting.

**WG Northern Rivers:** Sandra Gillies attended a workshop organised by Joy Slater and it was as always, a most productive and valuable exercise.

**Upcoming Events:** The upcoming event is the Women's Summer Foursomes. In between that and the Captain's Meeting is the Women's NSW Open at Oatlands Golf Club on 27-29<sup>th</sup> January. There has been a great response from volunteers with Adam Dransfield organised via an on-line survey.

**Event Clashes:** The Summer Foursomes clashed with The Vintage Weekend. This will be avoided in the future.

Chris Allen reported on a recent incident involving a player who was found to have lied regarding his reason for withdrawing from Sureshot Final at Bonville in favour of participating in the Holden Scramble. His District has banned him from the fixture for the next five years.

### **High Performance Review/Update**

**Srixon Sponsorship:** Chris Allen reported that Golf NSW has entered into a 3-year sponsorship agreement with Srixon. Golf NSW was the first state to enter into such an agreement with similar arrangements being discussed between Srixon other State at this time.

**New High Performance Program:** It was decided to consolidate all efforts and costs into one elite golf program. The program will be managed by Khan Pullen who has been active since the 1<sup>st</sup> December and will officially commence on 1<sup>st</sup> January 2012, working four days per week splitting his time between JNJC and Golf NSW. The fifth day of each week he will attend to National duties.

## **Rules:**

Frank Gal's Rules & Amateur Status Report was circulated.

**Rules Changes:** Frank reported on the major changes introduced by the R&A. The new rules of golf books have arrived and his report highlights key changes in the Decision's. Key changes in Rules & Amateur Status have also been included.

The main changes include:

1. Withdrawal of the restriction on hole-in-one prizes. The only requirement is that they must be achieved during a round of golf (not on a driving range or on a simulator, etc.), and there cannot be a hole-in-one competition on its own.
2. Committees can therefore offer cash prizes for hole-in-ones. There is concern however, that although clubs can allow prize vouchers to be redeemed for competition fees and member subscriptions, clubs should diligently manage these matters should they occur.
3. Players can now enter into a contract or agreement with a national or state association similar to a HECS scheme. A substantial amount of money is being invested in elite player development, with some players turning their backs on the organisation after turning professional. This will potentially allow organisations to claim back some of the expenses players incur.

**Rules Quiz:** The Rules Quiz is now available online with a link an additional link on Golf Australia's website. The quiz is proving to be very popular.

**GA Documents:** Golf Australia has issued documents on course management, course set-up and other subjects. These documents can be found under competition and course management resources, located under the Rules and Handicap tab, link following. There is much to view and the information is useful for club match committees in particular.

**Training:** The new set of rules and decisions will create a fair amount of work insofar as rules education program resources are concerned at both club and state level. It is proposed to introduce this new information at Captain's Forums during the year.

**Query – Rules Books Delivery:** The issue was raised as to the method and cost of picking up the new rules books from a central metropolitan warehouse was inequitable. However, further discussion suggested that it wasn't and there had been no change to the process in recent years.

**Query – Rules Clarification:** Discussion sought clarification on amendments to numerous rules. If any issues remain ongoing, further guidelines will be provided down the track.

Chris Allen, in introducing Sue Fabian to facilitate the workshop announced that she was to attend the R&A Referees School in St Andrews, Scotland in the new year. Sue was congratulated and received well wishes.

6. **Special Workshop**  
**Session on Club**  
**Membership**  
**Strategies**  
**(Multiple Presenters)**

**Extract from Sue Fabian's Introduction:**

The Golf NSW Board has decided to introduce for each Council Meeting a focus subject segment.

To this end, it had been decided the first focus subject was to be about club membership. Membership issues can be incredibly complex and by no means are a one-size fits all matter. A club's size, location, general background and set-up can all have an influence on membership. Therefore, the first session will seek input from those who have researched this matter. Each presenter will raise questions, thus this becomes an 'issues-raising segment'. Sue thanked Caroline O'Brien and Bob Soper for their efforts in preparing the material and participating in the presentation. Ian Elliott who was to be involved, but had to apologise was also thanked, as well as Greg Mills who will deliver his PowerPoint presentation. Alan Harrison should also be thanked for his work in developing a framework and set of guidelines for clubs.

The aim of this forum will be to identify issues facing clubs, and gain mutual understanding of these and the golf industry in general. Central to this subject is the challenge of attracting initially and retaining playing members. It is anticipated that at the end of the workshop, a basic set of best practice examples can be produced to address these challenges. This will form the basic material for Council Members to provide Clubs to enable them to utilise the material. The best outcome from the workshop would be for the Council Members have these resources and to assist their local clubs if invited.

**Summary of Carol O'Brien's comments:**

Carol provided an insight into how Ashlar Golf Club hired a consultant to increase membership in their club. Since 2001, membership of golf clubs decreased by 1% from both male and female golfers in her region. She had contacted quite a few clubs and found that male membership numbers appeared to be okay. However, it was difficult to attract female members.

One club revealed it had nil success after investing a small fortune in advertising in the local newspaper to attract players, with not a single reply. However, a letterbox drop introduced 30 new male members. In another case, a membership drive for a Daylight Savings Package for \$400, Sat/Sun visitors' fees, etc. had a mixed result.

There has been a focus on ladies as there is a lack of ladies playing golf with trial packages introduced. A deposit was paid for 9-hole golf for \$45 that included coaching from a Pro. If ladies decide to join, the deposit would go towards joining fees.

Another club introduced a 'bring-a-friend' day, at no cost to the friend to play with equipment being supplied.

At Ashlar, Associate membership was introduced with a Ladies' Day on Tuesdays and a Medley Day on Sundays. There were Family Concession rates (e.g. 2 children, mother and father package; junior package for \$400/adult \$1500 and scaled for families).

One club introduced a 9-hole ladies competition played in conjunction with an 18-hole during the week to encourage older ladies to stay.

In conclusion, most clubs have joining fees, membership fees and now they are allowing quarterly or monthly payments. Most clubs are relying on advertising as a direct way to get people into clubs.

However, it is not the male membership that is hurting at Ashlar; it is the females. Most ladies have gone back to work and need Saturday and Sunday comps to get them playing golf. Mid-week is disastrous and the club is lucky to have twelve ladies playing. Some clubs refuse to seek help or contact Golf NSW.

Sue Fabian thanked Carol for her presentation.

Sue then thanked a number of Council members who sent in material as a result of research they conducted with clubs in their districts and zones. She asked the Council members to introduce the material during the group discussions and share it with the rest of the members as part of the overall resources and development made available.

#### **Summary of Bob Soper's Comments:**

Bob stated that the watchword for today is membership. However it is more than that...it is the crux of the issue that we need to address in golf on where we're at - and where we're going.

The world is changing and we need to respond to that change. We can't expect the "she'll be right mate!" mentality. Even bowling clubs are in decline and amalgamating to survive. Do we want to be next?

We need to do some serious thinking. We need to change to keep our sport viable, with likely changes in the future. We can already see some challenges which are obvious.

Today's major topic is membership, a central issue. What is the current demographic of current membership... full-time worker, men, women. It is changing and we know it is changing.

Are we taking time to look at the top, distribution of people? Are membership numbers falling in the club?

In the Far South Coast, a questionnaire was sent out. Some answered quickly, others didn't whilst some didn't respond. However, what did happen is that the clubs went away thinking about those questions that they may not have thought about.

Perhaps what we are about today, is to get the *"thinking process going, identification process, of what processes there are, if and why membership is falling, cost of membership, playing competition, competition costs, worker's change, dependent on location."*

The traditional format is less popular as a game? Is that because the rules are pretty strict? The younger generation don't like strict rules. These things need to be considered.

Steps were taken by Murrumbidgee Golf Club in Canberra to address membership.

They had a drop in membership from 8.4% to 4.5% annually. The issue is not to tell us that their golf membership has halved. Some have migrated to where golf is not played at all. The matter of cost is likely. Murrumbidgee's initial success was to set-up the course with really short tees, provide non-handicap, social type golf to see if they could get these players into normal golf competitions at a later time.

In clubs where membership has fallen, has anyone tried to analyse why? Or have steps been taken to redress problems to be revealed? Have they been cost-based, cheaper membership, better access?

From a devils 'advocate line, some have tried cheaper and restricted membership access. The adverse impact occurred. It has not increased membership, but current members switched to the cheaper package.

We do things the wrong way by seeking membership fees and joining fees. Year one should be an introduction year, an inaugural year. Instead of charging full price, charge half price. If you get them, you get them as the game gets them...because they enjoy what happens.

What about competition structure changes, e.g. Murrumbidgee? Catalina introduced a 9-hole comp, however there were handicap issues. At Catalina, we decided to create our own and tried to make it so simple so that it doesn't require computers to keep record. The Friday Chicken Run to be Friday Nine, then Weekday Nine. This won't affect a person's GA handicap at all. This is what is being tried at the moment.

Bob noted, the very first thing he did as President as a result of this research process was to appoint one Board member as the Director of Membership to focus on driving activity.

To solve the world's problems, we need to identify them, at the club, not just at the Council. We should think about the problems before they become insurmountable hurdles. Through this medium, Golf NSW publications, etc. we should share those ideas.

As Council members, through our District meetings, with Clubs, we should share and discuss these. Maybe some good ideas, innovations will come up. This is a real cause of angst. Maybe we should address multiple affiliation fees, players who belong to more than one club? We have computer systems now that can better address that.

In the South Coast, this has been done with country membership. An option is available, which is not open to those unless they are a member of another club as well. The country club is not the home club, but they are still required to put forward the double affiliation. That is the choice of the player and not an imposition on the club; however it doesn't alter the club angst out in club-land about it.

Some problems in the city...obvious city versus country, serious differences in membership patterns. Membership numbers frighten us in the bush. Our job is to get people in place, not try to keep the lid on the number we have there.

#### **Transcript of Greg Mills Presentation:**

Golf NSW is not here to dictate what clubs should or shouldn't do, but to discuss and provide thoughts, ideas and options for your consideration. The less capable clubs can also follow the lead and experiences from the likes of Oatlands who are well versed and promotionally focussed.

The prototype of this presentation was first shared with the Illawarra District Golf Associations (men's and women's) some few months back. The information will also be provided on the website in the club log-in section for those who wish to revisit the primary points. John Waanders mentioned their "Come and Try" Day and Bob Soper spoke about numerous activities that are on the same page as some of the ideas that I will share with you today.

There are so many ideas that are only restricted to your imagination; different ideas from across the world, with some of the best ideas coming from the most unexpected places.

This discussion and thoughts are not aimed at any club, district or golfer...but to only provide a view on golf and how we run our game. What are the membership drivers and what affects and influences our decision to be a member of a golf club? It is vital these drivers are recognised before we can take any type of remedial action.

*There are a numerous of **obvious drivers** [listed in the power point presentation].*

One example, as mentioned earlier today by a council member who said her non golfer daughter-in-law had recently moved back to Sydney from a country location to live with her son. She chose return to work he chose to join a golf club (as you would). The point being that the daughter-in-law cared little about the quality of the golf course, but was more concerned about the \$4k-\$6k joining fee. This is a typical dilemma young couples/people face today with many being lost to the game, when this could be avoided in many instances if clubs were more inventive with their membership offering.

A relaxed clubhouse and other pleasant facilities will entice some. A man may like to take his wife and possibly kids to the golf club and vice versa, but it is imperative the whole family feels comfortable in that environment otherwise it will only occur once.

Good practice facilities are a driver for many, most Sydney clubs have little to offer in this regard, but even a chipping area and good practice putting green can be enticing, others simply have nothing.

How friendly is the pro-shop staff at your club? I find they set the mood for your round and day for that matter? Friendly, attentive staff in the pro-shop is a must.

Is there easy, accessible parking? Some people couldn't care less, but others really rate car park convenience highly. It's a hectic world out there!

Are the time sheets easy to access? Members of some clubs have to get in a queue, others a ballot, etc. This process each week can be a driver – generally to another club.

Pace of play is definitely a driver. Having to endure five and a half hour plus rounds every Saturday is another negative driver. Why some clubs almost refuse to, a) educate their member in this regard, and b) resist penalising players who regularly offend is amazing.

Is there a convenient and well-priced half way bar offering. Some have exceptional and appropriately priced food. Others pay high street prices and are served with a grunt of sorts. Could these circumstances make you think about your continuing membership, I suggest it may well do!

Some clubs have no, or minimal social players, but members at such clubs generally pay a premium. Other more modest clubs who rely heavily on the green fee paying players aren't so lucky, but with the shared course inconvenience come cheaper fees. You can see it now, no half your buffer between the last social group and the first members pairing. As soon as these members get to the half way bar they go looking for the club manager to vent their disapproval. Either way it is a challenge.

These are all obvious drivers one way or the other that can sway your opinion about club membership.

Going to the golf club can be a great meeting place. It makes me feel extremely comfortable playing with other members and particularly my close friends. How many times would you feel uncomfortable (male or female) to play with others people – not often I suggest? Why is it then we don't, as a rule invite more of our friends to join us?

Going to play or socialise at my golf club with my friends and acquaintances is possibly the biggest driver for me.

Are you treated well by the club staff? The pro-shop is a real key area as mentioned earlier but well trained and friendly club staff are also crucial elements that create the right atmosphere. If this is not the case, then members tend to avoid the place or stay only when it is necessary to do so, or suits them.

An example re happy staff occurred in a Melbourne hotel many years ago and the experience was certainly memorable. A junior waiter was exhibiting such an enthusiastic attitude toward his work and for no apparent reason and I couldn't help making comment to the club manager. He was acting as if he had just won the lottery. The manager stated this was normal for the junior waiter who had bought into the hotel's hospitality mentality. Staff attend regular training sessions where they are coached to reflect that image. If the staff don't buy-in to that concept and enjoy their workplace they won't fit in. And, how do we expect the customers to enjoy it, if the staff don't?

Are there a good variety of membership categories and subs payment options available? Not all people have the same wants and preferences vary? If you have a number of options, chances are you can be relevant to most.

Competition fees are not of great importance, with the majority of comp fees around the \$10-\$14 mark, but offering a wider variety of trophy options or vouchers would help. The same old club or pro-shop vouchers can get boring.

Competition suitability types – use imagination rather than the same event type week after week. I suspect many clubs literally do a cut and paste from one year to the next. Obviously satisfy the thirst of the regular troops, but add in a different or fun event once every month or so?

The ***“not so obvious drivers”*** can still sway a member to stay a member.

Cost of membership subscriptions, compulsory bar bill options, subscription payment options, half yearly or month by month or none, etc. We all have different issues and opportunities.

*“The bottom line is, what value do we get for the money we pay” ... no matter where you are!*

E.g. Does a country club with great sand greens and clubhouse facilities offer good values for money with full membership subs at \$160? I would gladly pay \$320 for my wife and I! But, I suspect there would be many members of clubs that fit that description think \$160 is outrageous? Not in my books!

We way under-rate volunteer driven clubs, because without them we would have far fewer registered players. However, not all expenses can be covered by volunteer workers.

***What we've got right and or wrong.....***

Are golf clubs selling themselves effectively? Are costs being contained and is their revenue being expended responsibly? With a few exceptions, the days where a club divided its annual expense bill up by the number of playing members to determine the annual subs has long gone.

There are millions of ideas out there. Are new members replacing those lost? That is where many of us have been for a long while. Too many members go from the car park into the pro shop, on to the golf course and directly back to the car park after play, and they don't spend a dollar in the clubhouse. In my opinion, this is generally a by-product of poor value for money in the clubs offering.

Do we adequately service our current members? As a general rule it seems we don't! Some clubs are exceptional and we wouldn't want to change their strategy in any way. However, most clubs don't get the job done and see too many members disappear at subs year end.

Clubs have been doing it tough out there. Last week we had the most unfortunate duty, we were compelled to disaffiliate fourteen clubs. It was an unwanted task and we feel for the members in those clubs. However, we have been 'too friendly' in recent years, by allowing clubs to hold off paying their affiliation fees way past the deadline to pay. But, at the end of the day, Golf NSW must manage its affairs responsibly on behalf of all our member clubs and districts and the non-compliant clubs must adopt a similar approach. This habit will not be tolerated in the future.

We have been too tolerant of this type of behaviour in the past. Yes, we were going through the complexity of the amalgamation process and the GFC at the same time. However, the last thing we wanted to hear from clubs was the amalgamation and also the change in financial year end of Golf NSW being blamed by clubs as the cause for them not paying.

Why has this situation been raised here is because quite a number of clubs said they had collected the affiliation fee component of their members, but they had otherwise spent the cash. Clubs do have difficulties and there are issues with the management of some clubs. We should be the ones to be criticised for not guiding them better, offering them services and support. Some need it desperately, but none ask for help. Can we do better? We sure can, but where should we focus our energy?

We should really look after our member clubs and DGAs. But it is two way process. If we can't sell something to each other, and we have direct contact, how are we going to sell our wares to people we don't even know?

At the end of the day, we need to do a lot more work with what we have. We have capability, knowledge and we need to share these between and amongst ourselves to start with.

Jeff Blunden from JBAS has done quite a deal of research for Golf Australia, Golf Qld as well as Golf NSW. He conducted a comprehensive membership attrition and retention survey about 2 ½ years ago for Golf NSW and he found the general premise of membership is “*satisfaction*”.

What is the value proposition? Do you know why your members leave? We really don't have any idea. Former Council Member Herbie James told us at his Liverpool Golf Club they had 60 people leave one particular year. Two to three directors and the manager got on the phones, shared the database and rang all sixty to try and find out why these guys had left. The greater majority of the sixty re-joined as a result of that exercise. Some of the reasons these people gave were they were on holidays, it was too hard to go through the process, busy at work, and the list went on. Contacting them more or less in person was crucial to achieving such a positive outcome.

It is important for clubs to keep their database up to date. We frequently send information out, and clubs inform us they haven't received the mail. Clubs in the main tend to be too blasé about notifying Golf NSW when their personnel has changed. It is ultra-important for clubs to let us know who should be receiving correspondence from us such as bulk mail-outs etc.

Then there is the dreaded survey.....most people know what “Survey Monkey” is as opposed to hard copy surveys. Golf NSW recently used the survey monkey method when we were seeking volunteers for the Women's NSW Open and received 121 responses. This is not a difficult exercise with the survey being prepared in minutes. We highly recommend survey monkey when you need to collect information and or feedback primarily because it is quick to prepare and speedy to respond.

It all comes back to retention of members being the key issue. New members should be seen as a top up of the current membership adding value to the revenue side of the equation and not just filling the gaps that old members have left behind.

To view membership opportunities at a glance, walk around the golf club and look at the facility as if you had never been there. Then ask yourself the question, does membership here give me the benefits the fees suggest it should.

Members can invite a mate to play in a social player competition. One club has been successful by allowing their members to bring a friend on the “Invitation Day” once every two months or so, to allow literally anybody to play in the competition who are not a registered player at another club. It is the responsibility of the member to make sure their guest respects the course, understand the etiquette, etc. This is just the tip of the iceberg with numerous similar options that can be tried.

Is your course being fully utilised? Many clubs don't utilise their course sensibly. It is not about overcrowding the course, but to find interesting membership category options and utilise the downtimes which don't cost anything.

Many country clubs interact with their members and interact with the businesses they own. They connect members with their business products and service... what goes around comes around. Keep the money in the marketplace; an age-old tactic but an effective one.

When at our accommodation in Newcastle during the NSW Open, the hotel stocked brochures from golf clubs on a rack. The clubs may not be a top quality course, but they had a fantastic brochure listing ten different things that could be done, who to

contact, how much it cost to play, where to play and where to get discounts, etc.

Some of this material can be downloaded off the website for more information. The Newcastle Golf Club lists “visitors welcome” on their website and states their course is “a unique course in the world”.

Talking about overseas, when visiting my son in the UK recently, I picked up a booklet at the train station listing all the clubs in the region. The booklet included a map that marked the location of every club in the county with advertising exposure and revenue shared by the clubs.

I hopped on the internet and looked for a course to play, one that looked impressive, nice headlines and made a phone call to the manager. We were immediately provided details which enabled us to play golf the next day. Too easy, particularly as it is the 16<sup>th</sup> highest ranked course in England where noted royalty have played. This was an unbelievable opportunity to play golf and for just 23 quid or about \$40. A similarly ranked course in Australia would be asking over \$80 for the privilege. Their annual membership fees were about 460 pounds (\$800). This is the 16<sup>th</sup> best course in England their members think it is too much, so their attitude to value for money proposition is the same as ours. This is an international issue!

Consider aligning business and partnering in joint ventures with other clubs. Outside Wagga the Coolamon Sporting Club includes a number of partner/sporting clubs, about 5-6 clubs in all. Once a member joins one they get benefits across all the partnered clubs. A great idea, as long as you leave your old logo at the door when the clubs amalgamate.

Look at offering club services. Make it a part of the major business strategy. Be a host for other businesses and promote a family friendly atmosphere as wide as you can.

I recently visited Bayview Golf Club and was astounded at the atmosphere. It felt like a large coffee shop. My wife was eager to return for future visits after we dropped in one day. The café style set up is diversifying their business and a huge success in my opinion.

Different reasons get different people involved in the club. Be flexible and innovative and the “local everything” if that style works for you!

Golf Australia recently announced their sponsorship with Lube Mobile. Lube Mobile is offering a new service to golf club members where you will be able to get your car serviced at the club while you play a round of golf. Further details about this sponsorship are available on the Golf Australia website.

### ***The Challenge .....***

Many older members are unwilling to change their habits, ideas and behaviour. Can we make a difference and be part of the solution? We don't have a solution to fix everyone. However, everyone has to think about what is best for their club as a whole. Give someone else a go. It may allow the club to grow and keep pace with the times.

Clubs and DGAs are Golf NSW's members. We are trying to find ways to help you, so that you can go back and help your clubs. Try and think laterally and you may surprise yourself and those around you.

Sue Fabian thanked Greg for his presentation which was met with a round of applause.

Sue stated that summary of the presentations so far will form part of a package of information which we hope to get out to the Council Members shortly. The information will also be available on the club log-in page on the Golf NSW website.

After lunch the Council Members were divided up into groups by table for the *Group Discussion* session. Each group appointed a Chairperson to facilitate the discussion. A recorder was also appointed to keep record of the discussion and decisions. At the end of the Group Discussion, the recorder provided a brief summary on two main points. The recorder was requested to make records of tasks that the group completed and to hand it in at the conclusion of the session.

A number of Council Members had conducted individual investigations about what clubs were doing in their area. These results were to be handed to the recorder with the rest of the material.

Each group could discuss as much or as little on each topic from a list provided to them. The groups were assigned a task to devise a plan or a program to attract new members or retain existing ones.

At the end of the group discussions, a general discussion took place with the group recorders giving a brief summary of their findings and suggestions

Golf NSW Directors were also asked to join a group, and were prohibited from being the chairperson or recorder. It was important that Directors hear what the council members were saying and hear the district's views on these issues.

Each speaker was asked to limit their presentation to a couple of minutes.

All council members who had gathered information and feedback from their constituent clubs were thanked for their effort.

**Group 1 Brief:**

Spokesperson, Jim Glenday commented that the main focus that everyone should consider is the player and their members have to have *fun* wherever they play. They must enjoy themselves so that they will stay on...or they will leave.

The group concentrated on two issues: junior development and women's golf.

**Juniors:** The group recommended that the club should consider providing a Junior Development Officer (JPO). The JPO would then develop a Junior Development Committee to work with JNIG.

The JPOs should undergo some training; e.g. tech course to gain the right qualifications and gain certification, be up to date on Child Protection compliance issues and legal obligations when dealing with children.

One organisation has spoken to JNIG and a new program will be introduced for Sunday afternoons. A small fee of \$35 is charged and participants play a 9-hole comp and receive tuition with the pros on the course for \$5 per week. What sport can play for four hours per week for under \$50? It is an attraction in itself.

Make it entertaining for the kids and provide them with an enjoyable experience in important.

Parents who may not be golfers may also be introduced to the game. A small introductory membership fee of \$100 can convert them to become full time members.

JNJG should acknowledge clubs more in local areas. It would be great when at the schools, the golf clubs within the 5km area to provide their address and an invitation to attend practice rounds on Sunday afternoons, etc.

**Women:** Invite women to special events, deals, prizes and times. Provide non-gender based open memberships. Allow the ladies to wine and dine and for the male members to be friendly towards them. Advertise for ladies in specific areas, e.g. "bring a friend day for ladies".

A Saturday comp can be introduced to bring ladies together. Provide an Introduction Day. Committee members can help introduce the ladies to the course. One club has a group of 60 ladies playing and they play at the end of the men's competition. A club member mentors them on rules, regulations and how to play golf on the course.

Seek every opportunity to convince them to stay. Get their contact details and make sure to close the sale!

**Group 2 Brief:**

Maggie O'Donnell was the recorder and spoke on behalf of the group. They focused on juniors and suggested introducing 3 – 9 hole comps. If these juniors belong to a relative who is a member of the club, they can join for \$25 per year as opposed to a non-relative for \$50. Maggie's club has a good junior base headed by Jake Higginbottom. The juniors work with the pros who provide lessons to them on Tuesdays to bring them into the club. Maggie stated that "we need a younger base, not just car park members, but those that participate in club and activities; especially the ladies.

We mentor our ladies; the new players come in and are looked after by assigning a senior player to the new member. The ladies are provided a "Welcome Pack" and information on what is happening in their clubs and in their districts to help make them feel welcome and to make them feel an integral part of the club.

As far as payments are concerned, the disposable dollar isn't going as far as it used to. Introduce monthly, 3-monthly payment schemes help too.

Many clubs have joining fees and this can sometimes be detrimental. It used to discourage people leaving in the past; however it doesn't appear to make a difference anymore.

What can Golf NSW do to help us?

The major thing is to get communication out to people.

Everyone is electronic...texting things, emails, etc. Kids don't read letters. If it doesn't come on an electric device, they don't read it.

Put packages together and have a database at the club and send them out to people all the time to encourage them to come and play more regularly and bring friends with them.

It is quite important to relax the dress code, especially for juniors. Between golf clubs there are many dress standard variances. It was recommended that clubs relax dress codes for juniors playing.

Golf also lady or gentlemen professional golfers to come to the Districts to hold clinics. The kids will run out to the professional footballer; they hung around for Tiger Woods at the Australian Open. If we could get some of the elite boys and girls to come out to the districts and hold clinics to meet the kids that may encourage them to come along.

**Group 3 Brief:**

Jim Jackson presented on behalf of Group 3.

The issues raised in Group 3 were the on and off joining fees. This has changed over a period of time. The best practice regarding introductory fees is to provide cheaper fees to get new members in. This has been successful in clubs. District clubs should cooperate rather than compete against each other; cooperate for a new market together to get members in one of a number of their clubs. They can be provided a voucher to play at any one of a number of clubs.

The other issue is the type of members. Clubs need them all. We don't know them. A study of the demographics is needed. Many recommend more juniors and women.

In ACT's case, a significant reduction of fees from \$1,300 to \$800 was risky; but it worked in their case.

Give significant reward to members who introduce new members. They will go out and do the work for you and should be rewarded.

Special packages for particular groups of people make it attractive for them to join. Ladies may want to be part of a group of women (a special shopping trip package can be included).

Concentrate or encourage non-traditional golf competition; e.g. special event for seniors with less strict rules.

The more information, promotion and flexibility available for members the better.

Share information between us to be supported by Districts and Golf NSW.

**Group 4 Brief:**

Ken Martin spoke on behalf of Group 4.

The top of Group 4's list was *communication*, from Golf NSW down to the Districts and Clubs. Getting clubs to reply is a problem.

Greg's presentation was fantastic. Clubs should look at it.

We need to attract younger people. Membership fees are a factor in this economic climate. In the bush there is an added travel cost.

Wet weather has had impact of numbers in places. It reduces the number of members if they are unable to get on the course with the fees they are paying.

Employ someone to monitor the monthly process of the Direct Debits.

One suggestion is to base fees on different prices of memberships with added extras. daylight savings, 9-hole comps, etc.

Cricketers have adapted their games to change and so should golf. The game can't stay the same as we are. We have to look at changes. Queanbeyan had an ad that "thongs

can be worn in the clubhouse.”

Limit a number of hosts as someone suggested; put a drop zone (mercy rule); bring a friend day; send invites to those who haven't renewed; get on the phone and find out why they haven't renewed. Griffith is offering a 14 month membership with 12 month fee. If children join, a parent can play for free. Advertise ... Murray District advertises major events.

As a group we can coordinate advertisements state-wide, e.g. during the NSW Open.

A query was raised whether GolfLink can provide a list of members based on a pre-fix of GolfLink numbers; e.g. to see if affiliation fees have been paid.

JNIG schools program, Ross Abbott hasn't contacted their districts or clubs. If he goes to the schools, let's support him and get someone out there.

**Group 5 Brief:**

Di Boulton spoke on behalf of Group 5.

Most of the points raised in the group discussion have already been covered in the briefs provided by the other groups.

Nine clubs from the northwest ladies replied to their email which had a fairly good response. Clinics that involve pros and lady committee members continue on weekdays. There are morning teas held at Beginner's Days and ladies are encouraged to pay \$50 as a beginner. This fee is deducted on their joining fee.

A short junior program was successful at Gunnedah. Other recommendations are an introductory program for men and women to be held separately; provide free membership draws; twilight golf comps are popular in the country.

Clubs must have a Club Membership Committee and devise two plans: 1) to attract new members and 2) to retain current members. If you forget about the ones you have, there is no use getting new ones when you lose your old ones. Clubs need to be welcoming.

A rewards program can be introduced to accrue points to help offset membership fees, provide discounted drinks, etc. to bring members to the club.

**Group 6 Brief:**

Tony Steele spoke on behalf of Group 6.

The group identified that in one part of Zone A, they needed more lady members.

The other is the intermediate category, between the junior rank levels and the age where they haven't reached an age independent of mortgages.

The solution is simple: make it easier for ladies with smaller comps, 9-holes. Family memberships have led to more ladies joining programs. A 'Getting Started' program is important. Encourage ladies to join.

Three things that are also important are:

- payment options for kids (on top of the mortgage and golf subscription fees);
- restricted memberships has been massively successful in one club (15 rounds per player every year...young kids love this; they are allowed only one weekend every month and it gives them twelve games). Restrict numbers that allow fees to be cheaper for those coming through the ranks and juniors not paying full price. A

number of clubs have stated how important this program is.

Oatlands reduced the average age from 59 to 49 by bringing in a 20-35 category. That is important. Pymble have so many cadets they can't get proximity to the golf course. They currently have membership issues but won't have one in years to come. Of the 150 cadets, they have been promised no joining fee as long as they stay with the club. It keeps the kids there.

- Sell the golf course. First impressions count. This is desperately important. Who do they talk to? The person on the phone? The Pro? Do they first see the garden at the Pro Shop? The First Tee? What does the club look like?

Provide staff with incentives. When someone phones, make something happen. Turn that cold call into something that is rewarded.

Advertising in newspapers have been more than successful and paid for itself. It may be different in other areas but the local paper ads have been successful.

Signage has represented the biggest influx of membership (that is the old Group 1 Clubs).

What we want from Golf NSW is the opportunity to place the Club's case on membership on the Golf NSW website.

Greg's presentation was fantastic and we need to consider the value-add membership. Don't just get the girls, the guys in there. Give them something.

Every Oatlands member gets a 15% discount from Bing Lee. It is a huge buying group to go to a local retail group. Get 10% discounts on tyres. For a luxury brand car that could pay the membership fee for the year.

Lastly, at Oatlands we do an exit interview. We used to lose 7% of membership every year. Now we only lose 3%. Some people didn't want to leave and transferred to a lower category. We found out what we were doing wrong and pulled the plug.

**Group 7 Brief:**

Jann Pearson reported on behalf of Group 7.

Jann also mentioned that everyone before her had reiterated what was discussed in her group.

Jann's group were concerned that the retention of members is one of the major problems. Why are people leaving clubs? Pace of play, length of time is a big problem, particularly with younger males. They like to leave early and go home to their wives and kids. Other sports like kayaking and cycling only take about two hours and they get their exercise.

A few clubs have made their golf courses much too difficult for older members. These members give up the game rather than go somewhere else. It is disappointing for them.

One lady suggested that the golf pro is used as a membership motivator for social membership. He hands them an application form for social golfers.

Many golf clubs look tired and aged. They need a complete makeover and renovation to attract younger members to take pride in belonging to the club.

Golf NSW can assist in advertising memberships and providing young good looking players.

The website should be used aggressively by golf clubs... how to belong to a golf club, how to play golf competitively, social golf, etc.

To attract new members, waive the joining fee, provide probationary memberships, guarantee clinics and lessons for a period of time, look after membership and reward those who introduce new players. Introduce new programs to juniors and introduce sliding scales, fee discounts for memberships, and listen to the current members' requests and act on them.

**Communications,**  
**Initiatives and Directions:**

It & Publications

Greg commented he hoped everyone was getting as much value as he was out of the meeting.

Many would be receiving the Drop Zone eNews. Greg stated that we are just scratching the surface and have yet to come to full grips with its capabilities. There is much more work to do and he asked that everyone be patient.

He also asked what information they would like to see in Drop Zone; to keep in mind that this publication is open for the general public, not just dealing with specific internal issues.

The 2012 Contacts Directory is being prepared which will hopefully be a more dynamic model compared to the previous yearbook.

The new database or customer relationship management (CRM) system is nearing completion. The staff are currently transitioning the information from the old clunky group of databases into a new streamline tool, plus training at the moment. This is an exciting move forward for the organisation's communications capability. It is much more dynamic, sophisticated integrity, less issues, much speedier and will become a powerful marketing tool. It is essentially both a communications and a marketing tool.

The new tournament registration system is also being dovetailed into the platform. It has been trialled on a number of events thus far. All event entries will be done online from now on. This is a much more efficient and predictable system. It is easy to use, and applicants can immediately see that their entry has been received. It is now an important part of the office IT machine.

The website can be used to provide promotional offers of clubs as suggested earlier. Club Open Days will be added to the website ASAP as will membership promotion opportunities. However it needs to be managed and have the human resources to develop that section.

Currently the option to have clubs update their own data in our CRM is being developed. Hopefully, by the end of next year clubs will be able to self-manage their data on a needs basis.

Players can then find a club, find a pro, find a lesson. It will be all part of that mix.

Greg asked how many have seen Facebook and Twitter on the Golf NSW site? There

was only a handful. Greg queried whether many knew what Facebook and Twitter is and its benefits. There are opportunities to promote events in Facebook.

At the recent NSW Open, an advertorial was utilised through NBN network. It cost \$100s, not \$1000s and there was great feedback received from it. It was absolutely excellent. Golf NSW in conjunction with Clubs and Districts can advertise during tournaments, e.g. the Women's NSW Open.

A number of council members commented this was a good idea, to advertise for memberships during a major event. However, Greg suggested this to be done more strategically, not randomly in a shot-gun approach.

Greg showed the council members the inaugural Women's NSW Open website at [www.womensnswopen.com.au](http://www.womensnswopen.com.au). Greg was excited to announce the site as this brings the Women's NSW Open into the same league as the Men's

Discussion took place about the Bulk Mail. Some are not receiving these and expressed their disappointment with the communications over the past six months. Many clubs have been educated to look out for these bulk mails.

It was also mentioned that the Fixtures calendar was difficult to access and difficult to print. The Fixtures is important to be received by November as clubs rely on this to do their planning for the next year. Sandra Gillies to investigate further.

The council members were informed that although the Club Connect CD had not gone out to clubs on a regular basis, the hard copy bulk mail-outs went out regularly. This notice was also placed on the website under Publications > Club Connect and in the Drop Zone eNews. Clubs also have access to the website intranet through the Club login.

Once the new CRM database management system fully functional Golf NSW will be positioned to respond quicker to all stakeholder individuals and groups. It has been a challenge to send information to specific groups lately. The new system will allow Golf NSW to better manage this process.

Another suggestion from the floor as to how to increase the database. When a club gets a new member to fill out an application form, add a tick box to allow third parties, e.g. to allow Golf NSW to add them to their database. Some clubs may prefer not to do this, but many clubs will likely do oblige.

#### **Governance and the Council:**

Club delegates are involved with their new metropolitan zones. Zone C held a meeting at Ashlar Golf Club and have another one at Cabramatta Golf Club scheduled for February 20<sup>th</sup>. Zone A is also planning another meeting. It would be good to get a date on the map as nothing has been received from Zone B.

#### **General Business & Open Session:**

##### **NSW Open:**

The Men's NSW Open was played at Newcastle Golf Club and won by Adam Crawford. Unfortunately there was poor spectator roll up. However the sentiment all around the event was good. Many were involved and Golf NSW is very proud of what was achieved. Greg thanked all volunteers and looks forward to the future. He commented on how helpful and efficient Kevin Martin, Dee Deitz and Maggie O'Donnell were managing the volunteers. Hopefully they will continue in those roles next year.

Attention is now being diverted to the Women's NSW Open. The event is straight after

Australia Day at the Oatlands Golf Club. It should be a great field.

**Council Meeting  
Schedule:**

A draft meeting schedule was circulated for the 2012. The Board will sign off on the schedule at their Board Meeting tomorrow. The Council meeting dates, albeit tentative are in listed in the second column.

The October meeting has been scheduled together with the AGM. It was noted that the NSW Sand Greens are on the 20-21<sup>st</sup> October which makes it difficult for some to attend that day.

There was a request to hold the December Council meeting in the first week of December. However, it is logistically difficult to manage with the NSW Open being held in November.

There was another request that meetings be held on the Monday or Friday. The Board advised they will look into those days.

**Wrap up of the day:**

- A request was made that the women's Gold, Silver and Bronze medals have the words "*Women's*" engraved on them. It currently has only Golf NSW Medal for Division 1, Division 2, and Division 3. The Board advised they will look into this matter.
- Jim Glenday promoted the concept of the NSW Golf Foundation Committee Golf Day. The men's event was successfully held last year. He has asked for help with the events. The last men's and women's events were held on the same day. Next year it may take place on the same or on two different dates.
- A number of Council Members indicated they had trouble logging in to the Council Login section of the website. This matter is to be investigated.
- Sue Fabian spoke on behalf of Sandra Gillies (who had to leave earlier) about the NSW Women's Bowl. This used to be called the International Bowl and was originally developed to help send Women's Golf Australia players overseas. This evolved to support Golf Australia with the Australian Women's Open. However, the Women's Match Committee, with the approval of the Board, felt the money raised (approx. \$10-12,000 per year) would be far better used to support the Women's NSW Open. Sue asked the lady council members to make sure to let their clubs know of the changes to this and the events. Event information and conditions are available on the Golf NSW website.
- At Camden Golf Club, a junior qualified to go to Queensland and came in 3<sup>rd</sup> winning prizes. He asked Ricky Barnes to run a clinic who offered to do it for \$35,000. Bubbah Watson overheard and said that he will do it for nothing. Both Bubbah and Ogilvy were commended for providing clinics free of charge.
- Darrell Watts will speak to JNJC re clinics, etc.
- Much positive feedback was received on the day's meeting venue, how the St George Rowing Club has ticked numerous boxes to host future Council Meetings.

**Meeting Ended**

- Meeting ended at 3:20 pm. The next meeting TBA.

**Date:** .....

**Chairman:** .....

**ACTION ITEMS ARISING FROM THE MINUTES – Council Meeting**

<b>Item</b>	<b>Action</b>	<b>Responsibility</b>	<b>Due Date</b>	<b>Completed</b>
Actions arising from Council Meeting 15 December 2011				
Junior Golf	Do research as to why girls do not want to take up golf.	TBA	Next Meeting	
HCR	List of Rated Courses online and to Districts	LR	December	
Working Group	Details about new group.	JM	Next Meeting	
Advise JNJG of JPO's	All Districts to advise JNJG of current JPO details	Council Members	By Next Meeting	
Council Members	<ul style="list-style-type: none"> <li>• Replacement for Zone B</li> <li>• Replacement for Zone C</li> </ul>		Next Meeting	
GA Fees	Outcome on discussions with GA re: Fees.	CA	Next Meeting	
Affiliation fee protocol	Develop protocols addressing steps for payment to non-payment of affiliation fees.	JL	By Feb. 2011	
Affiliation fee protocol	Notify Clubs about the process to be implemented.	All Council Members	By Feb. 2011	
Results Formatting on website	Entries to be placed in both alphabetical and by winners. To make it easier to see who the winners are.	SG	By Next Meeting	
Workshop feedback	Council members to send in their feedbacks to Greg Mills re: membership strategies.	All Council Members	By Next Meeting	
Membership Guidelines	A framework to support clubs to develop strategies to increase membership.	SF	TBA	
Summary of workshop	To send out with Council Minutes	SF	ASAP	
Greg's Presentation	Greg's Presentation re: membership to be placed on website.	GM	ASAP	
Update Data	Seeking Council to get everyone to update data & ask their clubs	All Council Members	ASAP	
Bulk Mail	To investigate better Bulk Mail Communications	GM	By next meeting	
Fixtures Calendar	To investigate better format to print fixtures and to provide to Councillors by November.	SG	ASAP	
Website Login	To investigate issues on website login.	GM	ASAP	
Communications Model	To investigate communications model for clubs to emulate if they choose to.	GM	TBA	
Council Meeting Dates to be changed	Council Meeting dates to be changed to either be held on Mondays or Fridays.	Board	Post Board Meeting	
Women's engraved on Medals	Board to advise whether "Women's" can be engraved on Golf NSW Gold, Silver and Bronze Medals.	Board	Post Board Meeting	
NSW Bowl	Lady Council Members to notify their members that the International Bowl is now renamed as NSW Bowl and will support the Women's NSW Open instead.	Lady Council Members	By Next Meeting	
JNJG Clinics, etc.	Darrell Watts to speak to JNJG re. clinics, etc.	DW	By Next Meeting	

**Present:**

- \* DGA = District Golf Association
- \* GA = Golf Association
- \* GC = Golf Club

1	Michele Adair (Zone B - Hurstville)	34	Colleen McNeill – (Zone C – Cabramatta)
2	Ian Armour (Northern Rivers DGA)	35	Robyn Newey (Western Districts Ladies GA)
3	Trevor Bartley (Zone C - Windsor)	36	Carol O'Brien (Zone C – Ashlar)
4	Ray Bellamy (Lower North Coast DGA)	37	Margaret O'Donnell (Newcastle Hunter DLGA)
5	Colleen Bennett (Far South Coast & Tablelands GA)	38	Jann Pearson (Zone A - Mona Vale)
6	Diane Boulton (North & North West District Ladies GA)	39	Ellen Rae (Central Coast Women's)
7	Susan Bourne (Zone B – Woollooware)	40	Jill Roach (Zone B - Woollooware)
8	Marcia Box (Western District Ladies GA)	41	Lynne Robson (Zone A - Wakehurst)
9	Janet Bracken (Central Southern GA)	42	Robert Scarr (Hunter River DGA)
10	Peter Brien (Western DGA)	43	Robert Scott (Zone B - Bankstown)
11	Les Browne (Zone A - Long Reef)	44	Alan Simons (Zone A – Avondale)
12	Tony Busch (Blue Mountains DGA)	45	Joy Slater (Women's Golf Northern Rivers)
13	Gerard Bush (Zone A – Ryde-Parramatta)	46	Robert Soper (Far South Coast DGA)
14	David Byfield (Riverina DGA)	47	Denis Spillane (Zone C - Fox Hills)
15	Maureen Cole (Blue Mountains DGA)	48	Tony Steele (Zone A – Oatlands)
16	Paul Cortaville (Newcastle DGA)	49	Paul Thomas (Lachlan Valley DGA)
17	Yvonne Day (Zone C – Camden)	50	Aileen Whiticker (Riverina Ladies GA)
18	Deanne Deitz (Newcastle Hunter District Ladies GA)	51	Marilyn Wright (Illawarra DGA)
19	Ian Fraser (Zone B – The Coast)	52	
20	Jan Frater (New England DGA)	53	
21	Lance Fredericks (Illawarra DGA)	54	
22	Jim Glenday (Zone C - Georges River)	55	
23	Grant Harding (South West DGA)	56	
24	Judy Harris (Zone C – Richmond)	57	
25	Jim Jackson (ACT Monaro)	58	
26	Julie Jenkins (South West)	59	
27	Carol Jones (Zone B – Kareela)	60	
28	Julie Jones (Zone A - Northbridge)	61	
29	Greg Kellett (Central North DGA)	62	
30	Margaret Koeninger (Zone A - Cammeray)	63	
31	Brian Lanz (New England DGA)	64	
32	Peter Mackay (Mid North Coast DGA)	65	
33	Ken Martin (Western Riverina DGA)		

**Apologies:**

John Dunkin (Zone C), Annette Baggie (Zone A), John Benn (Zone A), Tony Briers (Murray DGA), David Coulton (North West DGA), Ian Elliott (Central Coast DGA), Diane Lindsay (Zone B), Alan Harrison (Director), John Miller (Central Western DGA), Verelle Miller (Women's Golf Central North Coast), Colin Smith (Zone B), Jo-Ellen Thorpe (Zone C), Bruce Nairn (Zone B).