

# Club Health Check



## Summary of Results



Australian Government  
Australian Sports Commission



Office of  
Communities  
Sport & Recreation



Northern Territory  
Government



Government of South Australia  
Office for Recreation and Sport



Department of  
Sport and Recreation



Tasmania  
Explore the possibilities



Queensland  
Government



**Report Disclaimer**

Please note that this Club Health Check report, provided as a result of the use of the online assessment, is for information purposes only. It is intended to provide an indication of the capability of your club, on the date of the assessment. The scores achieved are based on the answers provided during the assessment.

The Australian Sports Commission (ASC) cannot guarantee the accuracy of respondent's answers, or that they are fully representative of your club. Therefore, the ASC does not warrant or guarantee any particular outcome in respect of your club's self-assessment, the Club Health Check report or scoring.

This report, and any information contained within, has been prepared based on the information provided in your club's self-assessment. It is intended as guidance only for your club and should not be relied on for any legal or financial considerations, or by any third party. Links to external web sites are inserted for convenience and do not constitute endorsement of material at those sites, or any associated organisation, product or service. This information does not constitute professional legal or financial advice, and the ASC recommends that you seek your own independent advice.

The ASC does not:

- a) Assume any legal liability for the accuracy, completeness, or usefulness of any information from this report or any links provided; or
- b) Accept responsibility for any loss associated directly or indirectly from the use of this report

Dear GM/Capt/Pres - name here

On behalf of Golf Australia, congratulations on taking the time to complete the online Club Health Checklist and investing in your golf club's future growth and development.

As you progressed through the Club Health Check, you would have answered questions that identified key drivers and critical success factors for your club.

This report is broken down into three sections;

- **Action Plan** – The six highest priority areas, as identified from your answers are identified in the action plan section along with resources to assist improving these areas.
- **Summary report** – This gives the scoring for your club against the key drivers and the critical success factors as well as a graphical view of these scores. This section will provide you with a synopsis of all of your results and provide general information on each key area and related resources to assist with improvement.
- **Summary of priority responses** – This provides a copy of all the questions answered, along with your responses and subsequent priority level. This can give further background to committee discussions and future actions.

The action plan is the key section for your board/committee to address first, and the action plan templates have been specifically designed to facilitate discussion and guide planning for your club. Details of how to complete these action plans, has been included further in this report.

In a board/committee that is dedicated to developing and improving its systems and processes as well as proactively looking to the future, this report should also form part of the on-going discussions of the board/committee.

We also strongly recommend you complete this checklist on an annual basis to review how your club is performing and as an on-going continuous improvement process.

We wish you all the best in working through this report and improving your clubs growth, development and sustainability.

To assist the golf industry, all reports are automatically copied to Golf Australia, your state golf association and the Australian Sports Commission.

Should you require support and assistance, please contact your state golf association. For more useful information to assist the successful operation of your club, please refer to [clubsupport.golf.org.au](http://clubsupport.golf.org.au) or contact your State/Territory Golf Association should you require any additional support or assistance.

[Golf Australia](#)

[Australian Sports Commission](#)

[Golf NSW](#)

[Golf NT](#)

[Golf Queensland](#)

[Golf South Australia](#)

[Golf Tasmania](#)

[Golf Victoria](#)

[Golf WA](#)

[Golf Management Australia](#)

[PGA of Australia](#)

[Australian Golf Course Superintendents' Association](#)

# The Club Action Plan

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## *Summary Report*

*For*

CLUB NAME: **EXAMPLE REPORT**  
CONTACT NAME: **GM/Capt/Pres - name here**  
POSTAL CODE: **<your post code>**  
EMAIL ADDRESS: **<your email address>**  
CLUB WORKFORCE: **Volunteer, paid administrators**  
CLUB STATUS: **Incorporated: with one organising committee**  
CLUB LOCATION: **Rural**  
CLUB SPORT: **Golf**  
CLUB STATE: **<your state>**  
ASSESSMENT DATE: **Monday, March 21, 2016**

# 1. The Action Plan

As a guide, below are the key areas of the action plan template along with steps to follow when completing these templates.

## Points to Consider

This text refers directly to the question identified as a priority for the club to address. These points highlight what the question is referring to and what the club needs to think about when developing the action plan.

## Best Practice

This section outlines best practice suggestions for the club to consider while developing actions. These statements are designed to give detail to assist in developing the plan and will give a broad overview of aspects that impact on the priority identified. If the club decides not to follow the best practice suggestions, it should as a minimum have a clear understanding of 'why not'.

## Strengths and Opportunities

As a group, fill out all the strengths and opportunities that your club has in each identified priority area. This will then assist you completing the actions to improve section.

## Actions to Improve

The board/committee (or working group if required) should identify clear actions that the board/committee, staff or club members need to do in order to have an impact on the identified priority area. Based on the complexity of the priority, the committee could list 1-4 different actions. These actions should be measurable and easily conveyed to those responsible for completing.

## Responsibility

The board/committee needs to allocate a responsible person or group to manage the action plan; this could be different people for each action or the same across all action plan items. Whatever the decision the people identified should have the correct skills and knowledge to be able to carry out the task and report to the board/committee on the outcomes.

## Time Frame

The Action Plan is designed to be a short to medium term task that fits within wider planning. The timeframe set by the board/committee will give the people identified to work on the plan a goal for completion.

## How to Measure Outcomes

Each action identified should have a measurable outcome. Below is a quick guide to good planning

<b>Specific</b>	Write actions simply and describe exactly what will be accomplished when each action is achieved.
<b>Measurable</b>	The action needs to be measurable so it can be determined when it has been achieved. If it cannot be measured, it might not be manageable.
<b>Achievable</b>	Expect to achieve the action and do not set actions too high or make them unrealistic.
<b>Related to the priority</b>	The actions must relate to the priority for your club.
<b>Time bound</b>	Each action must have an achieve-by date. A deadline is a great motivator for achieving.

## 1.1 Critical Success Factors

The radar graph below gives a graphical view of your score across the Critical Success Factors from the assessment. The action plan items that have been identified for your club come out of these Critical Success Factors.

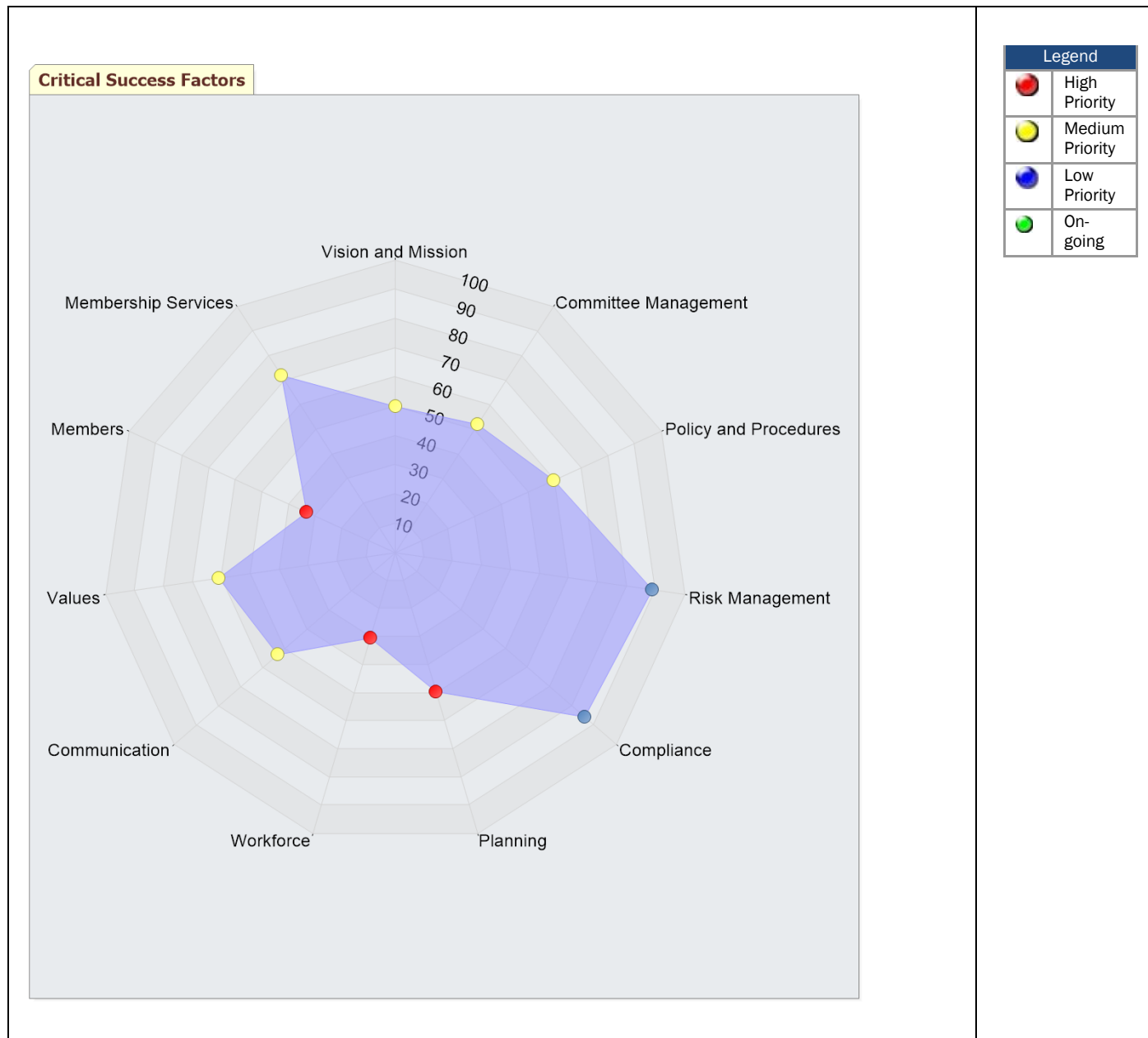





Fig 1. Critical Success Factors Summary Performance (Radar Chart)

Action Plan Item 1			
<b>Critical Success Factors:</b>	<b>Policy &amp; Procedures</b>	<b>Key Driver:</b>	<b>Governance</b>
<b>Question:</b>	2.2.1 To assist decision making does your club refer to a set of policies?		
<b>Your Response:</b>	<b>Sometimes</b>	<b>Priority Rating: :</b>	
<b>Points to Consider:</b>			
<p>These policies at a minimum should include member protection, codes of conduct, judicial and dispute resolution policies</p> <p>When dealing with decisions around these policies the club should refer to them to assist in the process and ensure that the club is operating transparently.</p> <p>Other policies could include financial delegation, selection, risk management, communications, committee procedure etc.</p>			
<b>Best Practice:</b>			
<p>Policies and procedures (written and un-written) are used in a club to guide decision making and provide transparency. Irrespective of size, all golf clubs should adopt a series of basic policies and procedures.</p> <p>Policies are only as good as the people who use them; the most common mistake made by clubs is not actively referring to their policy to guide decisions. Your club should ensure that all board/committee members, volunteers, staff (if applicable) and club members are aware of the relevant policies that impact on their participation.</p> <p>Play by the Rules is an initiative promoting and reinforcing the messages of safety, fairness and inclusion on and off the sporting field. It provides a diverse range of information, resources, tools and free online training to increase the capacity and capability of club participants, including administrators and officials. These tools can assist in preventing and dealing with discrimination, harassment and child safety issues at your club.</p>			
<b>Our strengths in this area:</b>		<b>Our opportunities in this area:</b>	
Club Enters		Club Enters	
<b>Actions to Improve</b>	<b>Resp.</b>	<b>Time Frame</b>	<b>Outcomes</b>
Club Enters			
Club Enters			
<b>Resources to Assist Planning</b>			
<a href="http://clubsupport.golf.org.au/policy-and-procedure">http://clubsupport.golf.org.au/policy-and-procedure</a>			

Action Plan Item 2			
<b>Critical Success Factors:</b>	<b>Risk Management</b>	<b>Key Driver:</b>	<b>Governance</b>
<b>Question:</b>	2.3.3 How would you rate your club's current financial health?		
<b>Your Response:</b>	<b>Coping</b>	<b>Priority Rating: :</b>	
<b>Points to Consider:</b>			
While the club might be a not-for-profit organisation, it is as equally a not-for-loss organisation and many clubs continue to under-charge for what services they provide and struggle in doing so.			
<b>Best Practice:</b>			
<p>While your golf club is likely a not-for-profit organisation, it is as equally a not-for-loss organisation. The only sustainable way to accumulate and maintain sufficient financial reserves is for the club to avoid operating at a deficit.</p> <p>To avoid this, the club's board/committee should ensure adequate controls and reporting systems are in place to understand and monitor the club's operations, risks and finances.</p> <p>To compliment operations, the board/committee should also have a good understanding and management of the club's value proposition (how much members are prepared to pay for services), membership pricing structures and other major sources of revenue including green fees and hospitality (food and beverage). Also, it should look at ways to diversify revenue to reduce its dominant dependency on membership fees.</p> <p>Golf Management Australia has launched an on-line benchmarking tool that enables clubs to assess their financial and operational performance. With this tool, clubs are able to benchmark their golf club against other golf clubs in Australia, and in their own region, according to key metrics, such as revenue, subscription revenue, fee structures, operational costs and more.</p> <p>More detailed comparisons can be made by using industry filters including golf club type, club size, rounds played and location.</p> <p>Any golf club is able to enter its information into the benchmarking tool and compare its results with all clubs across Australia.</p>			
<b>Our strengths in this area:</b>		<b>Our opportunities in this area:</b>	
Club Enters		Club Enters	
<b>Actions to Improve</b>	<b>Resp.</b>	<b>Time Frame</b>	<b>Outcomes</b>
Club Enters			
Club Enters			
<b>Resources to Assist Planning</b>			
<a href="http://clubsupport.golf.org.au/financial-management">http://clubsupport.golf.org.au/financial-management</a> <a href="http://clubsupport.golf.org.au/club-benchmarking">http://clubsupport.golf.org.au/club-benchmarking</a>			



Action Plan Item 3			
<b>Critical Success Factors:</b>	<b>Workforce</b>	<b>Key Driver:</b>	<b>Governance</b>
<b>Question:</b>	2.6.2 The club has strategies that target people with specific skills for volunteer positions		
<b>Your Response:</b>	<b>Disagree</b>	<b>Priority Rating: :</b>	
<b>Points to Consider:</b>			
<p>Providing a supportive environment for volunteers requires consideration of your club's approach to the recruitment, retention, recognition and support of volunteers.</p> <p>Whether appointing volunteers, it is important to set up a transparent appointment process to ensure a fair and equitable approach to your recruitment that doesn't result in disgruntled people. Processes should consider using a skills matrix, requesting and assessing nominations against agreed criteria and formally communicating decisions with applicants.</p> <p>Your committee should actively plan to make sure that suitable people are available to take up positions as people step down and minimise the risk of lost information (e.g. role descriptions, handover checklist).</p> <p>It is important that staff and volunteers are provided with the necessary training on the commencement of their role and ongoing support to ensure they are able to do their job. Some clubs will appoint a person (e.g. Chairperson or Volunteer Manager) who is accountable for managing volunteers to ensure they have a direct point of contact responsible for this.</p> <p>Recognise the importance of your club volunteers and assist and support them to continue in their roles. This may include supporting their professional development, offering volunteering incentives, rewarding your volunteers or offering role rotation.</p>			
<b>Best Practice:</b>			
<p>Successful golf clubs have good people doing great things. The people in your club, volunteers and staff (if applicable), are your workforce and they are the people you need for your club to function e.g. board/committee, sub-committees, employees and other volunteers.)</p> <p>If you understand your workforce, the number of people and skills required for the various roles, you are better placed to achieve your club's desired outcomes.</p> <p>Workforce planning is about ensuring you have:</p> <ul style="list-style-type: none"> <li>* the right people;</li> <li>* in the right roles;</li> <li>* for the right time;</li> <li>* with the right skills,; and</li> <li>* at the right cost.</li> </ul> <p>In addition to these factors you should seek out people who reflect the behaviours and attitudes of the club. Whether employed on the club's staff or as a contractor, the club professional is often the main person charged with the responsibility of running the day to day golf operations of the club.</p> <p>PGA Members play an integral role within the Australian golf community. And, as the golf industry changes to adapt to the modern game, so too do the skills and diversity of PGA of Australia Members.</p> <p>The PGA of Australia has developed a useful guide to better communicate both the roles and expertise that PGA of Australia Members hold, thus advancing opportunities for the entire golf community into the future.</p> <p>Golf course management is an extremely complex profession, a balance of science and art, surface preparation and compliance management. More than ever, golf clubs require highly trained professionals to</p>			

oversee and implement the management of their course.

Superintendents and course maintenance staff now have qualifications ranging from trade certificates through to degrees in turf and business management.


The Australian Golf Course Superintendents' Association (AGCSA) has recently developed an informative guide to assist Greens Committee members in the following areas:

- \* Role of the Green Committee;
- \* Planning;
- \* Managing expectations;
- \* Compliance;
- \* Water; and
- \* Meetings.

<b>Our strengths in this area:</b>		<b>Our opportunities in this area:</b>	
Club Enters		Club Enters	
<b>Actions to Improve</b>	<b>Resp.</b>	<b>Time Frame</b>	<b>Outcomes</b>
Club Enters			
Club Enters			

**Resources to Assist Planning**

- <http://clubsupport.golf.org.au/workforce-management>
- <http://clubsupport.golf.org.au/golf-operations>
- <http://clubsupport.golf.org.au/golf-course>

Action Plan Item 4			
<b>Critical Success Factors:</b>	Communication	<b>Key Driver:</b>	Culture & Leadership
<b>Question:</b>	3.1.2 Our club uses a targeted communication plan when promoting itself		
<b>Your Response:</b>	Rarely	<b>Priority Rating: :</b>	
<b>Points to Consider:</b>			
<p>When developing a communication plan do you understand who you are trying to talk with and do you have a plan to contact both members and potential members.</p> <p>A club is required to provide information to a wide range of people in an equally wide range of formats. Without analysing and developing a plan, this information often does not reach the intended audience.</p> <p>Points to consider include;</p> <ul style="list-style-type: none"> <li>* Club information and promotion</li> <li>* Open days, events, activities</li> <li>* Signage, website, media, community relationships</li> <li>* Web content up to date</li> <li>* Sharing our stories, highlights and successes</li> <li>* Regular &amp; relevant communications</li> <li>* Use of technology and social media</li> </ul>			
<b>Best Practice:</b>			
<p>The most important ingredient of any club is its members. With more choice than ever in the way that people spend their leisure time, a club's ability to recruit and retain members is critical to its long term viability. Clubs can't rely on prospective members to simply arrive at their club anymore. Clubs need to use marketing techniques to attract new members and to engage in ongoing communication with them to ensure they are receiving the services they expect.</p> <p>Whilst historically golf clubs have been traditionally private in nature, marketing has become far more necessary in recent times as the steady demand for membership has eroded. Golfers are now offered more choice in terms of golfing and other sport, recreation and leisure experiences.</p> <p>In addition, society has changed at a faster pace than ever before and people have become more focused on time and the use of their valuable leisure periods. With entertainment and un-structured sports gaining popularity at the expense of traditional participation in sports, clubs have had to adapt and become far more proactive in promoting to the next group of members.</p> <p>Whilst historically golf clubs have been traditionally private in nature, marketing has become far more necessary in recent times as the steady demand for membership has eroded. Golfers are now offered more choice in terms of golfing and other sport, recreation and leisure experiences.</p> <p>In addition, society has changed at a faster pace than ever before and people have become more focused on time and the use of their valuable leisure periods. With entertainment and un-structured sports gaining popularity at the expense of traditional participation in sports, clubs have had to adapt and become far more proactive in promoting to the next group of members.</p> <p>Effective marketing and communication means both doing more with less, but also ensuring your messages are being seen and heard by the appropriate audiences.</p> <p>There are a number of ways to deliver these messages, including the club website, event presentations, meetings, noticeboards, newsletters, emails, SMS, media releases, local and community newspapers and radio, YouTube, Facebook, Twitter and other community forums.</p>			

The key is for communication to be regular, and not just interacting with your members. Also ensure you engage with prospective members by ensuring your local community is aware of your club and its activities. Another important consideration is for the club to meet the needs of all their customers (WHO = members, guests and visitors) by understanding WHAT people want to know about, and the WHEN and HOW they want to receive that information. This is particularly important when needing to deliver messages to customers about events, competitions, facilities or club announcements.

<b>Our strengths in this area:</b>	<b>Our opportunities in this area:</b>
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Club Enters	Club Enters
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Actions to Improve	Resp.	Time Frame	Outcomes
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Club Enters			
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Club Enters			
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<b>Resources to Assist Planning</b>
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- <http://clubsupport.golf.org.au/membership>
- <http://clubsupport.golf.org.au/marketing>
- <http://clubsupport.golf.org.au/communications>
- <http://clubsupport.golf.org.au/social-media>

Action Plan Item 5			
<b>Critical Success Factors:</b>	<b>Members</b>	<b>Key Driver:</b>	<b>Decision Making</b>
<b>Question:</b>	4.1.3 Do you collect information from members to understand why they are not rejoining?		
<b>Your Response:</b>	<b>Never</b>	<b>Priority Rating: :</b>	
<b>Points to Consider:</b>			
<p>To guide decision about how the club attracts and retains members the committee should conduct research even on a basic level to understand why members choose not to continue with the club. This could be through asking two or three questions about 'why not' when doing membership drives or by conducting surveys of your local community. In addition if the club has the resources it should also try to understand why people who have never been members have not considered the club.</p>			
<b>Best Practice:</b>			
<p>Membership is the most important element of any golf club.</p> <p>Without enough members, the club can soon be under financial pressure which can lead to an uncertain future. As part of the club's risk management, communication, marketing and strategic planning the board/committee should understand the rate at which the club's membership is growing or declining.</p> <p>Membership is the most important element of any golf club.</p> <p>Without enough members, the club can soon be under financial pressure which can lead to an uncertain future. As part of the club's risk management, communication, marketing and strategic planning the board/committee should understand the rate at which the club's membership is growing or declining.</p> <p>This information also feeds back to short, medium and long-term financial planning, facilities planning, volunteer planning, communications and marketing as it impacts on the club's capacity to service its members.</p> <p>Key activities that should be considered by your club include:</p> <ul style="list-style-type: none"> <li>* Is your board/committee monitoring membership movements on a regular basis?</li> <li>* Is your board/committee and staff (if applicable) actively listening to your current members?</li> <li>* Are you doing enough to actively retain members?</li> <li>* Are you constantly exploring ways you can add more value to your existing members?</li> <li>* Are you actively promoting your club?</li> <li>* Are you making the most of opportunities to recruit new members?</li> <li>* Is your club offering the right facilities, services and membership packages?</li> <li>* Are you aware of the competition from other the clubs and sports?</li> <li>* What are the benefits and advantages that your club has to offer?</li> </ul> <p>Engaging your members and local community in golf participation programs is a great way to sow the seeds of new members and to retain the enthusiasm of existing members.</p>			
<b>Our strengths in this area:</b>		<b>Our opportunities in this area:</b>	
Club Enters		Club Enters	
<b>Actions to Improve</b>	<b>Resp.</b>	<b>Time Frame</b>	<b>Outcomes</b>
Club Enters			
Club Enters			

## Resources to Assist Planning

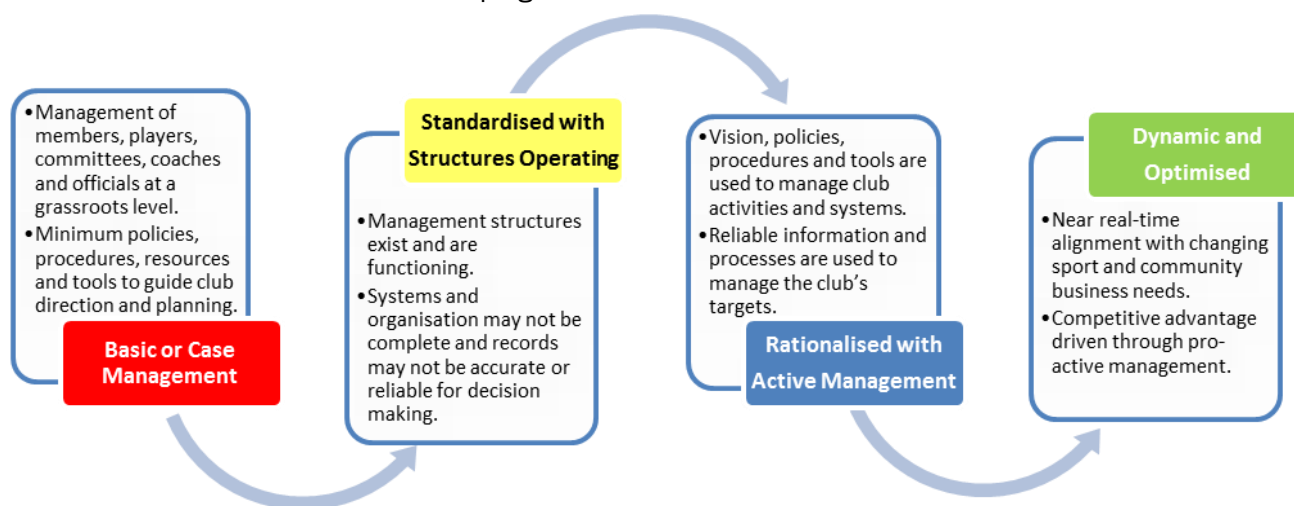
<http://clubsupport.golf.org.au/membership>

Action Plan Item 6			
<b>Critical Success Factors:</b>	Vision and Mission	<b>Key Driver:</b>	Vision & Mission
<b>Question:</b>	1.2 Our club is guided by a stated vision		
<b>Your Response:</b>	No	<b>Priority Rating: :</b>	
<b>Points to Consider:</b>			
A strategic vision describes the route your club intends to take in developing and strengthening its business. It lays out the clubs strategic course in preparing for the future. Such as (Drummoyne Sailing Club) "To be recognised as a vibrant and respected sailing club encouraging participation in sailing through all age groups"			
<b>Best Practice:</b>			
A vision statement should illustrate what the club wants to become in the future. For example, a vision statement may be "In 4 years' time our vision is to be the leading golf and community club". A vision statement is the first step in the strategic planning process followed closely by the development of a mission statement.			
A mission statement is a brief description of a club's purpose and identifies the scope of what the organisation does. For example, a mission statement may be 'Our mission is to provide our members and guests with a quality golf and social experience every day'. It is important that whatever vision and mission is developed, it reflects the aspirations of the club's board/committee and members.			
Sound Strategic Planning & Governance is the basis for a club's long term viability. A strategic plan gives a focus to the more important long term direction of the club and effective governance ensures that the board and management understand how to work together under a set of rules and agreed behaviours to achieve the strategic plan. It is critical that all clubs give time and attention to these areas and put structures in place to stay the course.			
<b>Our strengths in this area:</b>		<b>Our opportunities in this area:</b>	
Club Enters		Club Enters	
<b>Actions to Improve</b>	<b>Resp.</b>	<b>Time Frame</b>	<b>Outcomes</b>
Club Enters			
Club Enters			
<b>Resources to Assist Planning</b>			
<a href="http://clubsupport.golf.org.au/strategic-planning-and-governance">http://clubsupport.golf.org.au/strategic-planning-and-governance</a>			

# The Club Health Check – Summary report

## 2 Best Practice Model – Club Rating

In addition to the summary reports and action plan, this report takes the responses and calculates a balanced score which will place your club within a rating made up of four levels. Each of these levels has a basic and generic description that lays out the progression of any sporting organisations from a novice club to a mature club that is operating at its peak capacity. These levels do not correspond to size or wealth but directly to the level at which the committee is developing the club.



The purpose of the Club Rating is to provide an incentive for progression. The action plan in this report will provide guidance for improving your overall performance and subsequent rating each time you return to conduct the Health Check.

## 3 Your overall Club rating

### Standardised with Structures Operating

- \* Management structures exist and are functioning.
- \* Systems and organisation may not be complete and records may not be accurate or reliable for decision making.



## 4 Key Drivers Summary Performance

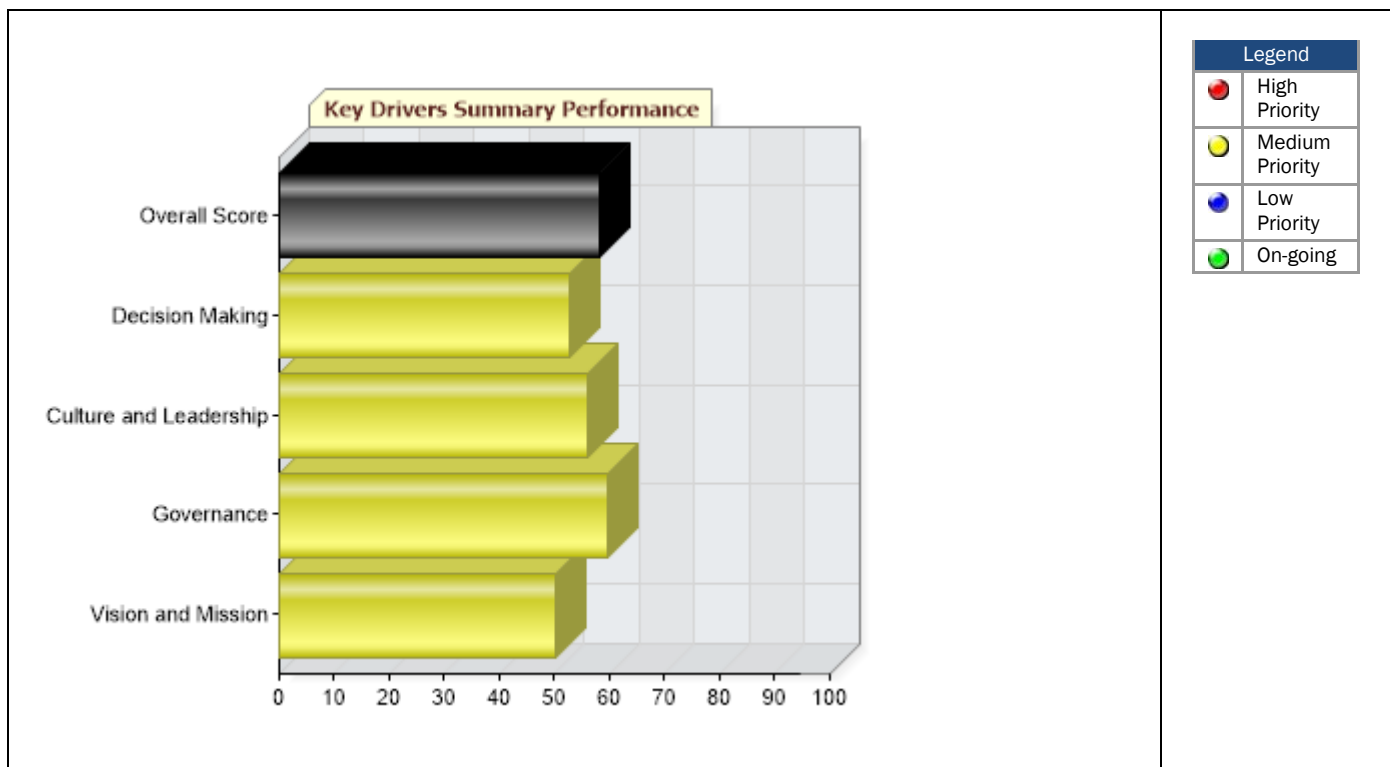


Fig 2. Key Drivers Summary Performance

## 5 Feedback on Key Driver Priorities

- High Priority
- Medium Priority

### Vision and Mission

A vision statement should illustrate what the club wants to become in the future. For example, a vision statement may be “In 4 years’ time our vision is to be the leading golf and community club”. A vision statement is the first step in the strategic planning process followed closely by the development of a mission statement.

A mission statement is a brief description of a club’s purpose and identifies the scope of what the organisation does. For example, a mission statement may be ‘Our mission is to provide our members and guests with a quality golf and social experience every day’. It is important that whatever vision and mission is developed, it reflects the aspirations of the club’s board/committee and members.

Sound Strategic Planning & Governance is the basis for a club’s long term viability. A strategic plan gives a focus to the more important long term direction of the club and effective governance ensures that the board and management understand how to work together under a set of rules and agreed behaviours to achieve the strategic plan. It is critical that all clubs give time and attention to these areas and put structures in place to stay the course.

### Governance

Governance is the system by which a club is directed and managed. It influences how the objectives of the club are set and achieved, spells out the rules and procedures for making club decisions and determines the means of optimising and monitoring performance, including how risk is monitored and assessed.

Effective club governance requires leadership, integrity and good judgment. Additionally, effective governance will ensure more effective decision making, with the club demonstrating transparency, accountability and responsibility in the activities undertaken and member resources expended.

It is commonly accepted that governance structures have a significant impact on the performance of clubs. Poor governance has a variety of causes, including director/committee inexperience, conflicts of interest, failure to manage risk, inadequate or inappropriate financial controls, and generally poor internal business systems and reporting.

Generally, governance is focussed on three key issues:

- \* how an organisation develops strategic goals and direction
- \* how the board of an organisation monitors the performance of the organisation to ensure it achieves these strategic goals, has effective systems in place and complies with its legal and regulatory obligations
- \* ensuring that the board acts in the best interests of the members.

The Sports Governance Principles of Best Practice, as developed by the Australian Sports Commission, advocate strengthening structures that support good leadership and decision-making, and ensure sound and effective governance.

### **Culture and Leadership**

Culture in the context of your club refers to the character of its operating 'climate' and collective 'personality'. This is shaped by its core values, beliefs, principles, traditions, ingrained behaviours, communication, practices, and style of operation. The culture is driven by the leaders of the club who set the core values and then the standards and behaviours or what is acceptable and what is not, this defines for the club 'how we do things'.

### **Decision Making**

The most important ingredient of any club is its members. With more choice than ever in the way that people spend their leisure time, a club's ability to recruit and retain members is critical to its long term viability. Clubs can't rely on prospective members to simply arrive at their club anymore. Clubs need to use marketing techniques to attract new members and to engage in ongoing communication with them to ensure they are receiving the services they expect.

 Low Priority

 On-going Priority

## 6 Critical Success Factors Summary Performance

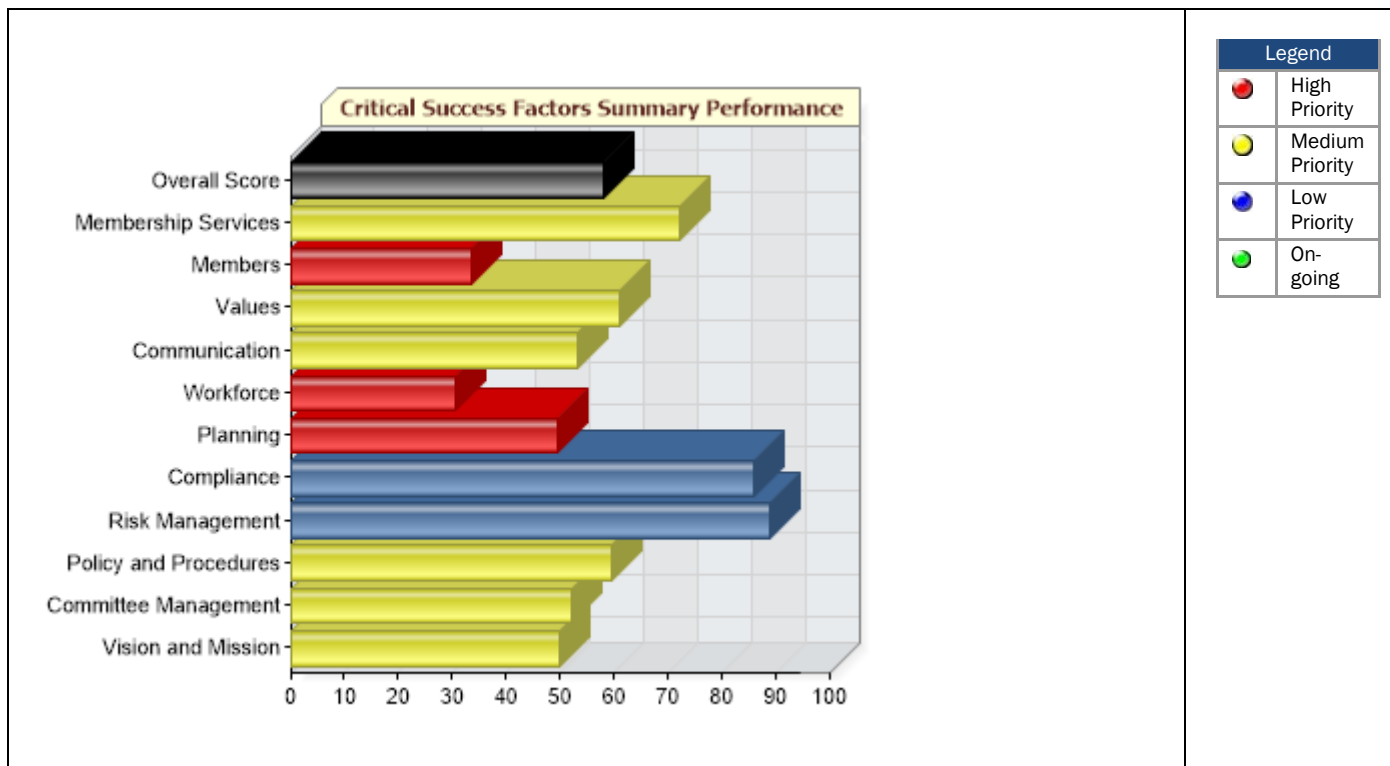






Fig 3. Critical Success Factors Summary Performance (Bar Graph)

## 7 Feedback on Critical Success Factor Priorities


Below is a list of areas which have been identified as requiring attention including relevant resources to assist development. Use this information to guide committee discussion and planning to achieve higher scores across these areas and progress through the Club Rating model:

Priority	Best Practice
	Vision and Mission
Medium Priority	<p>A vision statement should illustrate what the club wants to become in the future. For example, a vision statement may be "In 4 years' time our vision is to be the leading golf and community club". A vision statement is the first step in the strategic planning process followed closely by the development of a mission statement.</p> <p>A mission statement is a brief description of a club's purpose and identifies the scope of what the organisation does. For example, a mission statement may be 'Our mission is to provide our members and guests with a quality golf and social experience every day'. It is important that whatever vision and mission is developed, it reflects the aspirations of the club's board/committee and members.</p> <p>Sound Strategic Planning &amp; Governance is the basis for a club's long term viability. A strategic plan gives a focus to the more important long term direction of the club and effective governance ensures that the board and management understand how to work together under a set of rules and agreed behaviours to achieve the strategic plan. It is critical that all clubs give time and attention to these areas and put structures in place to stay the course.</p>
	Resource(s)
	<a href="http://clubsupport.golf.org.au/strategic-planning-and-governance">http://clubsupport.golf.org.au/strategic-planning-and-governance</a>

Committee Management	
	<p>To operate most effectively, the role of the board/committee should be to lead, develop and oversee the club's strategic direction and:</p> <ul style="list-style-type: none"> <li>* Understand its roles and responsibilities, as individuals, board/committee members and as a board/committee..</li> <li>* Meet regularly enough to perform its roles and responsibilities.</li> <li>* Retain quality people by providing development opportunities.</li> <li>* Attract quality people, and have a plan for how it will do this.</li> <li>* Operate under a regularly reviewed constitution that is up-to-date and does not impede the club from operating effectively and the board/committee from fulfilling its roles and responsibilities.</li> <li>* Ensure that only the most important matters and powers are contained in the constitution, with the remainder to be set out in regularly reviewed by-laws, regulations or policies.</li> </ul>
Resource(s)	
<p><a href="http://clubsupport.golf.org.au/board-committee-management">http://clubsupport.golf.org.au/board-committee-management</a>  <a href="http://clubsupport.golf.org.au/club-incorporation">http://clubsupport.golf.org.au/club-incorporation</a></p>	
Policy and Procedures	
	<p>Policies and procedures (written and un-written) are used in a club to guide decision making and provide transparency. Irrespective of size, all golf clubs should adopt a series of basic policies and procedures.</p> <p>Policies are only as good as the people who use them; the most common mistake made by clubs is not actively referring to their policy to guide decisions. Your club should ensure that all board/committee members, volunteers, staff (if applicable) and club members are aware of the relevant policies that impact on their participation.</p> <p>Play by the Rules is an initiative promoting and reinforcing the messages of safety, fairness and inclusion on and off the sporting field. It provides a diverse range of information, resources, tools and free online training to increase the capacity and capability of club participants, including administrators and officials. These tools can assist in preventing and dealing with discrimination, harassment and child safety issues at your club.</p>
Resource(s)	
<p><a href="http://clubsupport.golf.org.au/policy-and-procedure">http://clubsupport.golf.org.au/policy-and-procedure</a></p>	
Risk Management	
	<p>While your golf club is likely a not-for-profit organisation, it is as equally a not-for-loss organisation. The only sustainable way to accumulate and maintain sufficient financial reserves is for the club to avoid operating at a deficit.</p> <p>To avoid this, the club's board/committee should ensure adequate controls and reporting systems are in place to understand and monitor the club's operations, risks and finances.</p> <p>To compliment operations, the board/committee should also have a good understanding and management of the club's value proposition (how much members are prepared to pay for services), membership pricing structures and other major sources of revenue including green fees and hospitality (food and beverage). Also, it should look at ways to diversify revenue to reduce its dominant dependency on membership fees.</p> <p>Golf Management Australia has launched an on-line benchmarking tool that enables clubs to</p>

	<p>assess their financial and operational performance. With this tool, clubs are able to benchmark their golf club against other golf clubs in Australia, and in their own region, according to key metrics, such as revenue, subscription revenue, fee structures, operational costs and more.</p> <p>More detailed comparisons can be made by using industry filters including golf club type, club size, rounds played and location.</p> <p>Any golf club is able to enter its information into the benchmarking tool and compare its results with all clubs across Australia.</p>
Resource(s)	
<p><a href="http://clubsupport.golf.org.au/financial-management">http://clubsupport.golf.org.au/financial-management</a>  <a href="http://clubsupport.golf.org.au/club-benchmarking">http://clubsupport.golf.org.au/club-benchmarking</a></p>	
Compliance	
	<p>Risk Management is the identification, assessment, and prioritisation of risks, followed by actions to minimise, monitor, and control the probability and/or impact of unfortunate events. In other words, what do you need to do to stop things from going wrong?</p> <p>At a golf club, there are many issues to consider when undertaking a Risk Management Assessment. As part of a club's risk management process, it should:</p> <p>Be aware of the environment it is operating in. This would include the:</p> <ul style="list-style-type: none"> <li>* Rules</li> <li>* Regulations</li> <li>* Legislation</li> <li>* Identify the risks: <ul style="list-style-type: none"> <li>* Sources of risk;</li> <li>* When and where the risk could happen;</li> <li>* The effect of the risk on the club's objectives; and</li> <li>* Who might be impacted?</li> </ul> </li> <li>* Analyse the risks</li> <li>* Consider the likelihood and consequences of the risk happening.</li> <li>* Evaluate the risks <ul style="list-style-type: none"> <li>* What is the club's risk tolerance, high or low?</li> <li>* Can the risk be dealt with?</li> <li>* Is it tolerable or intolerable? • Deal with the risks</li> </ul> </li> <li>* Select how to deal with the risk <ul style="list-style-type: none"> <li>* avoid the risk</li> <li>* take the risk</li> <li>* minimise the risk</li> <li>* Remove the source of the risk</li> <li>* Change the consequence of the risk</li> </ul> </li> <li>* assess the cost and benefits of dealing with the risk</li> <li>* deal with the risk</li> </ul>
Resource(s)	
<p><a href="http://clubsupport.golf.org.au/risk-management">http://clubsupport.golf.org.au/risk-management</a></p>	


## Planning

	<p>Planning is beneficial to golf clubs in many ways and enables a club to:</p> <ul style="list-style-type: none"><li>* Exert more control over its destiny - deciding where it wants to be in the future;</li><li>* Become proactive rather than reactive - to clarify club purposes and direction;</li><li>* Initiate and influence outcomes in favour of the club;</li><li>* Adopt a more systematic approach to change and reduce resistance to change;</li><li>* Improve financial performance and use resources effectively;</li><li>* Increase awareness of its operating environment</li><li>* e.g. industry trends, benchmark performance and competitors</li><li>* Improve organisational control and coordination of activities; and</li><li>* Improve governance performance and employee performance.</li></ul> <p>* Without adequate planning, a club can frequently deal only with immediate problems and fail to consider future needs. Consequently the club:</p> <ul style="list-style-type: none"><li>* Tends to function on a random ad hoc basis;</li><li>* Will never seem to have time to anticipate challenges;</li><li>* Does not create conditions to deal effectively with the future.</li></ul> <p>Therefore, to overcome these limitations, a plan is necessary.</p> <p>Based on current data from Golf Management Australia's benchmark tool, the proportion of Australian not-for-profit golf clubs having, or not having, a long-term strategic plan is approximately 50/50.</p> <p>There are many Case Studies from Australian golf clubs and Industry Research regarding trends and initiatives to consider incorporating in your plan to improve your club's sustainable performance.</p>
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## Resource(s)

<http://clubsupport.golf.org.au/strategic-planning>  
<http://clubsupport.golf.org.au/case-studies-and-research>

## Workforce

	<p>Successful golf clubs have good people doing great things. The people in your club, volunteers and staff (if applicable), are your workforce and they are the people you need for your club to function e.g. board/committee, sub-committees, employees and other volunteers.)</p> <p>If you understand your workforce, the number of people and skills required for the various roles, you are better placed to achieve your club's desired outcomes.</p> <p>Workforce planning is about ensuring you have:</p> <ul style="list-style-type: none"><li>* the right people;</li><li>* in the right roles;</li><li>* for the right time;</li><li>* with the right skills,; and</li><li>* at the right cost.</li></ul> <p>In addition to these factors you should seek out people who reflect the behaviours and attitudes of</p>
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	<p>the club.</p> <p>Whether employed on the club’s staff or as a contractor, the club professional is often the main person charged with the responsibility of running the day to day golf operations of the club.</p> <p>PGA Members play an integral role within the Australian golf community. And, as the golf industry changes to adapt to the modern game, so too do the skills and diversity of PGA of Australia Members.</p> <p>The PGA of Australia has developed a useful guide to better communicate both the roles and expertise that PGA of Australia Members hold, thus advancing opportunities for the entire golf community into the future.</p> <p>Golf course management is an extremely complex profession, a balance of science and art, surface preparation and compliance management. More than ever, golf clubs require highly trained professionals to oversee and implement the management of their course.</p> <p>Superintendents and course maintenance staff now have qualifications ranging from trade certificates through to degrees in turf and business management.</p> <p>The Australian Golf Course Superintendents’ Association (AGCSA) has recently developed an informative guide to assist Greens Committee members in the following areas:</p> <ul style="list-style-type: none"> <li>* Role of the Green Committee;</li> <li>* Planning;</li> <li>* Managing expectations;</li> <li>* Compliance;</li> <li>* Water; and</li> <li>* Meetings.</li> </ul>
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Resource(s)	
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<p><a href="http://clubsupport.golf.org.au/workforce-management">http://clubsupport.golf.org.au/workforce-management</a></p> <p><a href="http://clubsupport.golf.org.au/golf-operations">http://clubsupport.golf.org.au/golf-operations</a></p> <p><a href="http://clubsupport.golf.org.au/golf-course">http://clubsupport.golf.org.au/golf-course</a></p>	
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Communication	
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	<p>The most important ingredient of any club is its members. With more choice than ever in the way that people spend their leisure time, a club’s ability to recruit and retain members is critical to its long term viability. Clubs can’t rely on prospective members to simply arrive at their club anymore. Clubs need to use marketing techniques to attract new members and to engage in ongoing communication with them to ensure they are receiving the services they expect.</p> <p>Whilst historically golf clubs have been traditionally private in nature, marketing has become far more necessary in recent times as the steady demand for membership has eroded. Golfers are now offered more choice in terms of golfing and other sport, recreation and leisure experiences.</p> <p>In addition, society has changed at a faster pace than ever before and people have become more focused on time and the use of their valuable leisure periods. With entertainment and un-structured sports gaining popularity at the expense of traditional participation in sports, clubs have had to adapt and become far more proactive in promoting to the next group of members.</p> <p>Whilst historically golf clubs have been traditionally private in nature, marketing has become far more necessary in recent times as the steady demand for membership has eroded. Golfers are now offered more choice in terms of golfing and other sport, recreation and leisure experiences.</p> <p>In addition, society has changed at a faster pace than ever before and people have become more focused on time and the use of their valuable leisure periods. With entertainment and un-</p>
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structured sports gaining popularity at the expense of traditional participation in sports, clubs have had to adapt and become far more proactive in promoting to the next group of members.

Effective marketing and communication means both doing more with less, but also ensuring your messages are being seen and heard by the appropriate audiences.

There are a number of ways to deliver these messages, including the club website, event presentations, meetings, noticeboards, newsletters, emails, SMS, media releases, local and community newspapers and radio, YouTube, Facebook, Twitter and other community forums.


The key is for communication to be regular, and not just interacting with your members. Also ensure you engage with prospective members by ensuring your local community is aware of your club and its activities.

Another important consideration is for the club to meet the needs of all their customers (WHO = members, guests and visitors) by understanding WHAT people want to know about, and the WHEN and HOW they want to receive that information. This is particularly important when needing to deliver messages to customers about events, competitions, facilities or club announcements.

Resource(s)

<http://clubsupport.golf.org.au/membership>  
<http://clubsupport.golf.org.au/marketing>  
<http://clubsupport.golf.org.au/communications>  
<http://clubsupport.golf.org.au/social-media>

Values

 Clubs can increase their memberships and their social standing in the community by creating inclusive and safe environments through the following strategies:

- \* finding out which people in their community needs them – targeting women, juniors, people with disabilities and people of varying cultures and ethnicities;
- \* developing specific programs which encourage participation;
- \* utilising their clubrooms and facilities as a place for people to meet socially after games or on specific days; many people meet members of the local community by participating in the social events put on by their sporting club;
- \* scheduling games/events so the whole family can attend on the same day and then enjoy refreshments together at the end;
- \* involving more juniors in the club – more juniors means more parents, which results in a vibrant community atmosphere and increases the pool of potential volunteers for the club;
- \* getting involved with local schools to recruit new junior members;
- \* welcoming new mums back to the sport by providing informal child care, and scheduling events at family-friendly times, e.g. on Sundays;

Your club should facilitate this behaviour through the application of various policies and procedures including;

- \* Training in the service of alcohol
- \* Establishing and promoting Codes of Conduct and conflict resolution policies
- \* Communicating the clubs values to its members and community
- \* Ensuring transparency and fairness when dealing with conflict resolution.

Resource(s)



<http://clubsupport.golf.org.au/membership>

## Members



Membership is the most important element of any golf club.

Without enough members, the club can soon be under financial pressure which can lead to an uncertain future. As part of the club's risk management, communication, marketing and strategic planning the board/committee should understand the rate at which the club's membership is growing or declining.

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This information also feeds back to short, medium and long-term financial planning, facilities planning, volunteer planning, communications and marketing as it impacts on the club's capacity to service its members.

Key activities that should be considered by your club include:

- \* Is your board/committee monitoring membership movements on a regular basis?
- \* Is your board/committee and staff (if applicable) actively listening to your current members?
- \* Are you doing enough to actively retain members?
- \* Are you constantly exploring ways you can add more value to your existing members?
- \* Are you actively promoting your club?
- \* Are you making the most of opportunities to recruit new members?
- \* Is your club offering the right facilities, services and membership packages?
- \* Are you aware of the competition from other the clubs and sports?
- \* What are the benefits and advantages that your club has to offer?

Engaging your members and local community in golf participation programs is a great way to sow the seeds of new members and to retain the enthusiasm of existing members.

## Resource(s)

<http://clubsupport.golf.org.au/membership>  
<http://clubsupport.golf.org.au/participation-programs>

## Membership Services



Irrespective of the clubs size it should operate a simple but secure database of its member's details. This information should be regularly tested to ensure it is secure and that the member's private information is not at risk.

By collecting member information the club can base decisions on demographics, participation rates and many other criteria dependant on what is being collected. Attaching online, automated payments and updating of member details will increase the value and integrity of this information. When collecting information from members either online or via methods that are more traditional like registration forms the club should ensure that it is providing enough information to the members for them to understand what the club intends to do with the data and how it is stored.
















## Resource(s)























<http://clubsupport.golf.org.au/membership>
















## 8 Summary of Priority Areas

Following is a table of all responses for your club. Outside of the Action Plan any area identified as a high priority should be considered by the committee as it may have an impact on the outcomes in the Action Plan.

Note: Questions highlighted in yellow correspond to your clubs Action Plan. Questions highlighted in bold text have been identified as the most critical questions for a club to score high in.

Question		Response	Score
<b>Vision and Mission</b>			
Vision and Mission			
1.1	<b>Our club understands why it exists and what it's trying to achieve</b>	Yes	
1.2	Our club is guided by a stated vision	No	
<b>Governance</b>			
Committee Management			
2.1.1	Does your club regularly refer to the constitution to guide meetings, structures & processes?	No	
2.1.2	Does your club regularly review the constitution?	Yes	
2.1.3	Are your by-laws, policies and constitution separate?	Yes	
2.1.4	Do you believe the committee meets regularly enough to make decisions that achieve your desired outcomes?	Agree	
2.1.5	The club has a strategy to attract people on to the committee	Disagree	
2.1.6	<b>Committee members understand their roles and responsibilities</b>	<b>Agree</b>	
2.1.7	How often does your club provide professional development opportunities in governance?	Never	
Policy and Procedures			
2.2.1	<b>To assist decision making does your club refer to a set of policies?</b>	<b>Sometimes</b>	
2.2.2	To what degree is your Member Protection policy aligned with either your state or national sporting organisations policy?	Fully Aligned	
2.2.2a	To what degree is your Codes of Conduct aligned with either your state or national sporting organisations policy?	Partially Aligned	
2.2.2b	To what degree is your Judicial and Dispute Resolution policy aligned with either your state or national sporting organisations policy?	Partially Aligned	
2.2.3	<b>How often does your club committee review its policies to ensure they are current?</b>	<b>Every 3 Years</b>	
Risk Management			
2.3.1	The club compiles an annual budget when developing the plan for the year.	Always	

2.3.2	The club monitors progress against the budgets	Always	
2.3.2a	The club uses an accounting package to record financial transactions	Always	
<b>2.3.3</b>	<b>How would you rate your club's current financial health?</b>	<b>Coping</b>	
2.3.4	Other than membership does your club receive more than 40% of its revenue from a single source? If so, which	No	
2.3.5	Does your club provide an annual report with a complete set of financial statements to members at an AGM?	Yes	
Compliance			
<b>2.4.1</b>	<b>Our Club complies with all rules regulations and legislation</b>	<b>Definitely</b>	
2.4.2	Our club manages and maintains facilities to a high standard	Somewhat	
2.4.2a	Does your club have public liability insurance?	Yes	
2.4.2b	Does your club have professional indemnity insurance for committee members?	Yes	
2.4.3	Does your club have personal injury insurance for members?	Yes	
2.4.4	If you serve alcohol is your club fully aware of the compliance regulations in accordance with the appropriate authority?	Definitely	
2.4.5	When you provide food and drink is your club fully aware of the compliance regulations in accordance with the appropriate authority?	Somewhat	
Planning			
2.5.1	How would you describe your club's planning?	Short Term (Annual)	
<b>2.5.2</b>	<b>Key stakeholders are actively consulted and involved in developing the goals we are trying to achieve</b>	<b>Mostly</b>	
2.5.3	The facility you use has the capacity to support your club's growth?	Disagree	
<b>2.5.4</b>	<b>The club committee regularly reviews the club's performance against a plan.</b>	<b>Agree</b>	
Workforce			
2.6.1	We often have to find new volunteers for key roles in the club	Frequently	
2.6.1a	We often have to find new employees for the club	Occasionally	
2.6.1.b	Our club manages and retains high performing staff	Agree	
<b>2.6.2</b>	<b>The club has strategies that target people with specific skills for volunteer positions</b>	<b>Disagree</b>	
2.6.3	Does your club appoint a Volunteer Coordinator to manage and allocate volunteers across the club?	Not at all	
2.6.4	Does your club allocate responsibilities for volunteers in a flexible way that caters to the needs of the volunteer workforce?	Somewhat	
2.6.5	Does your club provide regular feedback on performance to	Rarely	

	volunteers with the purpose of identifying professional development opportunities?		
2.6.6	How often does your club provide professional development opportunities for volunteers?	Never	
2.6.7	How often does your club provide professional development opportunities for people who run the club?	Rarely	
<b>Culture and Leadership</b>			
Communication			
3.1.1	Our club provides opportunities for members to give regular feedback	Occasionally	
<b>3.1.2</b>	<b>Our club uses a targeted communication plan when promoting itself</b>	<b>Rarely</b>	
3.1.3	Our club is engaged within our sport and the community	Frequently	
3.1.4	Does your club have a website that is integrated with your state and/or national website?	Not Aligned	
3.1.5	How effective is your club at using social media tools to communicate to the community?	Somewhat	
Values			
3.2.1	Our club is actively engaged in strategies to attract diversity in its membership.	Disagree	
3.2.2	Our club provides a safe environment for members and the community	Strongly Agree	
<b>3.2.3</b>	<b>Our club positively manages behaviour and promotes fair play</b>	<b>Agree</b>	
<b>Decision Making</b>			
Members			
4.1.1	What percentage of your members have not re-joined from last season?	11-29	
4.1.2	What percentage of your members have joined as new members?	29-20	
<b>4.1.3</b>	<b>Do you collect information from members to understand why they are not rejoining?</b>	<b>Never</b>	
Membership Services			
4.2.1	Our club records membership information in a secure format	Agree	
4.2.2	Your club has access to allow membership to manage their own registration and details securely online	Yes	
4.2.3	Club members can pay fees online	Partially	