

# Case Study

New Year, New Club



February 2019



## Introduction

As we roll towards the end of February, many of our New Years resolutions may have already gone out the door. The gym membership worked for a couple of weeks but a sleep in seems far more inviting than a bootcamp, the diet failed the first hot weekend when an ice cream started calling your name and trying to be nice to

everyone failed with the first person who cut you off as you drove back to work. However, now is the perfect time to have a look at your golf club and plan the year ahead and any changes that may need to occur to move the club forward.

## New Year, New Club

The years preparation can start with the constitution. When was the last time the constitution of the golf club was looked at? If it has been a while, then it is the perfect time to look at future proofing the wording and intention of the constitution. For example, if the constitution still breaks membership and voting rights down to male and female, maybe its time to drag it into the 21st century. While looking over the constitution it would be useful to look at the current legal situation and see if the constitution abides by the law.

Does your golf club have long term goals in place? If you don't put some in place. If you do have goals in place, are they relevant? Has the club's situation changed, meaning that the goals are not relevant to the club anymore? If the situation has changed, change your goals otherwise you are setting the club up for failure. Are your goals measurable? Make your goals measurable as you can then see how you are stacking up against them and how far you have moved forward. By setting goals you will also need to look at what assets the club has in place to achieve these goals. You are likely to find that there are some gaps in what you have and what you need to achieve. It is up to the club to find out ways of filling these gaps to move towards achieving these goals. Filling in these gaps does not necessarily mean having to buy assets in. It could mean looking at the skills that are on the club's boards and committees and making a skills matrix of what skills you have on these boards or committees and getting people that fill in the gaps that are found. By doing this is likely to force the club to think outside the box and come up with some novel ways to fill in the gaps and move towards the club's goals. Finally, are your club's goals aspirational? If the goals are aspirational it is likely people will be become enthused about them and become engaged at the club. You may find that more people will put their hands up to be on Boards and Committees because they are excited about the future.

If you do have long term goals in place the next step will be to look at your clubs' yearly goals and if you have them. The yearly goals should relate directly to your long-term goals. The yearly goals should be the stepping stones that take the club to the long-term goal. Having the long-term goal helps set the yearly goals as if they yearly goals do not make the club get closer to the long-term goal then this yearly goal should not be followed. Just like the long-term goals the yearly goals need to be measurable, so the club knows it is moving to where it wants to be. If your club has staff do they have goals set for them (otherwise known as Key Performance Indicators or KPI's). Without these the staff have no idea of how they are going or knowing what the club sees as the important, so they can focus their limited time on doing the things that are most important to the club. Once the goals are in place does the club have a plan in place to communicate these to your members and to the greater community. Many clubs would see their communication plan based around a monthly newsletter or the AGM to get its goals and achievements out. However, how many emails do we skim over

because we are inundated with them in our inbox every day, and to be honest how many people turn up to AGM's? Are these the best ways to get the clubs story out and if not, what are more effective ways?

There are also other parts of the club that can be looked over at the beginning of the year. Does the club have an asset replacement plan in place? With a plan in place the club can make decisions based on major assets and does not have to keep repairing something to keep it going well past its useful time. Something else to look at are the roles and positions of a board or committee. Those coming onto a board or committee, do they know what is expected of them? Does the club have a handout or booklet to give to those looking at coming onto the board detailing these expectations?

## Conclusion

As you can see the beginning of the year at a club can give you a good opportunity to look over the current goals and procedures. It is a great opportunity to look over what

is working and what can be tidied up. The best thing about this, you can have a slice of chocolate cake as you do it!

