

# BUSINESS PLANNING PROCESS

## GOLF CLUB GOVERNANCE

### SELF-ASSESSMENT TOOL



Scottish  
Golf

#### Section 1: Your Club - What & Why

1. If we asked your Captain, Committee & Senior Club Employees (including your PGA Professional) to quickly define what makes your club special and why anyone would want to join, this would be answered easily and consistently.
2. In testing your understanding of what makes the club special, you have engaged the widest possible number of club members and your club's staff.
3. You have analysed the club's current position, by carrying out a standard business analysis exercise - such as SWOT - to identify the clubs Strengths and Weaknesses.
4. The club's purpose and vision are committed to print, highly visible to all and you can provide recent examples of decisions taken by the management team to support this chosen direction.
5. You have written down where the Committee would like the club to be in 5 years.
6. Within that plan, you have created and shared numerical goals which are realistic, measurable, and jointly agreed on by the Committee and Staff as a means of achieving the club's ambitions.
7. Your budget is created to support the achievement of those ambitions, with resources allocated according to the importance placed on each objective of the club.

#### Section 2: Your Club - Who?

8. Each Sub-Committee has a Convenor and/or member of staff who can quickly and consistently define what their department must deliver for the club to achieve its overall aims.
9. Club staffing levels reflect the importance attached to each objective of the club, and paid staff as well as committee volunteers have written job/role descriptors that define their accountability for meeting the needs of each area of the club.
10. Committee vacancies are advertised to highlight the skills required to serve the club's aims, and the club pro-actively seeks suitable candidates rather than rely on a popularity contest.

11. Committee Members are requested to undertake an induction process with the Club Manager/Secretary and/or Captain to ensure that they are able to contribute fully to the functions and requirements of the Club and Committee.
12. The Committee supports their Club Manager/Secretary and/or staff to manage, resists the temptation to micromanage, and has a good record of identifying and committing to the training needs of the club during regular staff performance appraisals.
13. The Club Manager (or Secretary's) role meets the needs of the Club Committee and is able to operate independently from the committee.

### **Section 3: Your Club - How?**

14. Meeting agendas and relevant papers are always well prepared and circulated in advance and our Committee Members demonstrate their commitment to efficient and effective meetings by adhering to a set of meeting rules or approved code of conduct.
15. Our club is so focused on achieving its aims that our Committee Meetings rarely take longer than 90 - 120 minutes.
16. The Committee always base their decisions on information and evidence received from those best placed/equipped inside your golf club and also take guidance from reliable industry sources such as Scottish Golf, PGA, SGCMA and BIGGA.
17. Our club's policies are based primarily on customer (member and visitor) satisfaction, which is tested formally once a year, and focus is given to reviewing feedback from new members on whether the club has provided the warm embrace they deserve.

### **Section 4: Your Club - When?**

18. Should your club score poorly in this honest assessment, do you have the vision, appetite, determination and commitment to ensure that you make some progress towards effective club management for the benefit of this and successive committees at your club?

# GOLF CLUB GOVERNANCE SELF-ASSESSMENT TOOL SCORECARD



Scottish  
Golf

Scores can be collated and reviewed to create your governance action plan.

<b>Section 1: What kind of club are we?</b>				
Question	Unsatisfactory	Weak	Strong	Excellent
1				
2				
3				
4				
5				
6				
7				
<b>Section 2: Who is Responsible for your Club?</b>				
	Unsatisfactory	Weak	Strong	Excellent
8				
9				
10				
11				
12				
13				
<b>Section 3: How are you going to make the changes?</b>				
	Unsatisfactory	Weak	Strong	Excellent
14				
15				
16				
17				
<b>Section 4: When is the right time to move to effective club governance?</b>				
	Unsatisfactory	Weak	Strong	Excellent
18				