



ANNUAL CLUB REVIEW

Ray Burniston suggests a regular review of progress of the club and the working of the committees.

Secretary At Work: December 2001 *(reviewed October 2011)*

Much talk is about regular staff appraisals, which are undoubtedly an important management tool. But it is important that you complete an annual review of the progress of the club and working of the committee(s) if you are a private members club. This is best done by a small sub-committee or by the officers of the club.

The following are some of the points and areas within the club to be covered, not necessarily every year but certainly at regular intervals.

1. Look carefully at the committee structure and see whether it is working in the best interests of the club.
2. If you have sub-committees, are they working within their terms of reference or do these need revising?
3. You should carefully review the club office and administration to see whether staffing is adequate and if there are any weak areas.
4. Are communications with the membership adequate or do they need improving?
5. If the club relies for a substantial part of their revenue from guests and visiting societies, then you should review this area against previous income and rounds played.
6. There should be a general review of the state of the golf course, which could influence item 5.
7. The bar and catering services should be carefully reviewed although it could be argued that this should be an ongoing item for the House Committee. A general review from another source is a good idea from time to time.
8. The financial planning of the club needs to be looked at to see that you are obtaining the best terms and conditions on various items. Possible weak areas may need a more in depth investigation. You need to be able to show that the club is making sufficient provisions for future capital projects.
9. The professional along with their staff and shop needs to be looked at to see that the club is getting the best service available. Many clubs have set up a sub-committee, which is looking at this area on a regular basis. In many cases, this has resulted in a rapid improvement both for the professional and the club.

10. Staff training programmes need to be identified to rectify any weak areas. In addition regular assessment of the training is required to check that the club is getting value for money.
11. It is also good to review any extraordinary items the club may have like renting property or land. It may rent its course and preparation may be needed for the next rent review or perhaps in the long term, the purchase of the course.
12. You might review other areas of the club such as car parking, woods or land adjacent to the course but owned or rented by the club.

There are probably many more items that you might include within the annual review. Some would only be assessed every three or four years, others more often. Many clubs have done away with sub committees such as House and Green so there is a danger that things could easily get overlooked. Even as the Secretary you can carry out your own review and report your findings to the committee or the board.

This highlights areas that can be studied in greater depth at a later stage. Good management is about anticipating events and making sure that the super structure of the club is in a good state. In this way you can advise your committee or board of future items that will need attention and the necessary finance involved.