

# Introducing our **STRATEGIC PLAN 2023 – 2025**

Making a positive difference to the golf industry by supporting the professional and personal wellbeing of our members

## OUR SIX STRATEGIC PILLARS

- 1 LEADERSHIP AND PEOPLE
- 2 MEMBERSHIP
- 3 EDUCATION AND PROFESSIONAL DEVELOPMENT
- 4 REGIONAL DEVELOPMENT
- 5 PARTNERSHIPS AND COLLABORATIONS
- 6 FINANCE

## Our Vision

'To be recognised as leaders in the industry.  
To have our members acknowledged as valuable  
and highly-skilled professionals and to be the  
must join association in Golf Club Management'



# 1. LEADERSHIP & PEOPLE

## BOARD OF DIRECTORS

Develop a modern, professional and sustainable governance structure in order to provide leadership and representation for the membership of the Association. Develop a greater sense of togetherness for the members as a whole with a genuine sense of community and team culture.

We will achieve this through:

- Implementing a Directors Skills Matrix – annual review of strategic priorities and implement relevant skills-based matrix with specific assignment of roles and areas of responsibility.
- Succession planning – identifying and encouraging suitable candidates for future roles within the Board, with particular reference to the new skills-based matrix. Providing governance and other suitable training opportunities for all Board Directors.
- Developing National Representation – National Board representation to be UK-wide and connect with regional structure. Work with Regional Managers, Regional Committees, the National Committee and our members as a whole to ensure that these platforms are used as an effective voice for our members.

## HQ TEAM

Develop and maintain a positive, energetic and cohesive working environment. Provide exceptional career opportunities and experiences and be recognised as a top quality employer by sourcing, developing and retaining a motivated, talented and well supported team of employees.

We will achieve this through:

- Introducing training and development plans for all employees, with an annual allowance for costs built into the Association budget.
- Reviewing options for the best solution for the GCMA HQ office with considerations for relocation. Adopt a 'Hub and Spoke' model, with a central HQ base as well as regional golf club locations that can be used for meetings and networking events when required and enable more of a national presence for the Association.
- Introducing an annual employee survey to capture and monitor employee satisfaction levels.



# 1. LEADERSHIP & PEOPLE

## REGIONAL MANAGEMENT

Work with our Regional Managers and Committees to develop a consistent and sustainable structure for Regional Management and Member Representation.

We will achieve this through:

- Working together with Regional Managers and Committees to introduce Role Descriptions for all regional roles within the Association.
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- Working with Regional Managers and Committees to identify and introduce appropriate training requirements for Regional Managers and other representative roles.



## 2. MEMBERSHIP

To grow the membership population of the GCMA and to become a supportive and welcoming community for anyone involved in the profession of golf club management. Improve focus on member retention as well as attracting new members via a number of service focussed initiatives.

We will achieve this through:

- Conducting an annual member survey to identify member needs and requirements and action accordingly.
- Improving awareness and brand profile within the wider industry and target markets with effective marketing and communications initiatives.
- Growing membership within the Proprietary and Group Golf Club sector, with consideration given to creating a new category of membership to better suit these sectors.
- Growing membership population of our 'Affiliate' category – Deputy Managers, Department Heads and those looking to progress their careers in Golf Club management.

### MEMBER SERVICES AND SUPPORT

- Improving the overall quality and provision of the Member Helpdesk and Member Information Library.
- Working with CGCS to improve the current Golf Club Salary Calculator and ensure that this is a fit for purpose reference tool.
- Exploring options for developing the current recruitment advertising service with the potential to include recruitment consultation for golf clubs and career guidance for members.
- Exploring options for potential links with a suitable legal service provider to provide representation and support for members in the instance of personal employment challenges.
- Working with trustees to identify and agree on solutions for the best use of the GCMA Benevolent Fund to ensure a sustainable and relevant service for our members moving forward.



By providing relevant, quality and accessible services to members with a focus on professional development and personal wellbeing



## 2. MEMBERSHIP

### COMMUNITY & EVENTS

- Working with Regional Management to improve overall experience of membership at regional level.
- Continuing to deliver the Bi-Annual GCMA Conference providing a balance of professional development, social and networking.
- Developing the GCMA Awards as an annual fixture and expand the number of award categories to capture a wider range of achievements and contributions. Introduce this alongside a new bi-annual Celebration and Gala Dinner event, to take place in between Conference years.
- Working with our members to progress the national offering of social and golf events, including the National Golf Day and International Match experiences.

### MEMBER COMMUNICATIONS

- Continuing to develop all forms of member communications based on member feedback, including the weekly e-newsletter, members' magazine and social media channels. Ensure that all content is relevant, high quality, informative and inspiring.





## 3. EDUCATION AND PROFESSIONAL DEVELOPMENT

Provide our members with a relevant, progressive, high quality and flexible portfolio of education and professional development opportunities that are relevant to our members needs based on their quantitative feedback.

We will achieve this through:

### GCMA ACCREDITATION PROGRAMME

- Working with our members to continue developing and delivering the new GCMA Accreditation Programme centred around a value system that captures members learning, skills and experiences.
- Promoting the Accreditation programme to wider industry in order to build recognition and value of the role of the GC Manager and members' individual achievements.

### PROFESSIONAL & PERSONAL DEVELOPMENT/CPD

- GCMA Principles of GC Management – continuing to develop the existing Principles of GC Management Course in a variety of in-person and online formats to suit varying needs and requirements.
- GCMA SkillGate – continuing to offer the SkillGate E-Learning platform to all Full and Affiliate members of the Association. Identify and promote specific courses and modules that meet the needs of our members based on their feedback.

- Webinars and Podcasts – working with business partners, education partners and members to produce regular, relevant and high quality content via webinar and podcast formats.
- National Education Days – as a supplement to Conference and an addition to Regional Meetings, continuing to deliver a series of National Education Days.
- Leadership and Wellbeing – providing our members with modern and progressive personal development opportunities including Leadership Development, the new GCMA Mentor Programme and a variety of mental health and wellbeing initiatives.

### EDUCATION & QUALIFICATIONS

- Working in partnership with key industry stakeholders and education providers in order to provide our members with a high quality, industry leading education and qualification pathway, with the intention of supporting your career development and progression.



## 4. REGIONAL DEVELOPMENT

To consistently deliver high quality regional activity which promotes the value of the GCMA community through networking, education and professional development activities.

We will achieve this through:

- Working with Regional Managers and Committees to look at how we can provide all members with access to all Regional Meetings, without restriction to membership of one specific region.
- Improving educational and professional development content at Regional Meetings, to be consistently of a high standard nationwide and based on up to date and relevant industry issues.
- Reviewing regional boundaries to best suit the needs of our members and provide a more even balance of regional membership populations.

**SUPPORT**

By providing relevant, quality and accessible services to members with a focus on professional development and personal wellbeing





## 5. PARTNERSHIPS AND COLLABORATIONS

Collaborate with main golfing stakeholders with a focus on how the relationship can benefit the GCMA and our members whilst maintaining and enhancing our own identity and brand profile.

### COLLABORATIONS

We will achieve this through:

- Governing Bodies – building closer working relationships with all UK-based governing bodies to represent and promote the role of the GC Manager and to provide two-way communication channels for the benefit of GCMA members and wider industry. Utilise these relationships to enhance the voice of the Association and our members in communicating with golf club owners, boards and committees.
- Industry Associations – continuing to develop positive and productive working relationships with BIGGA and PGA for sharing of information on key industry issues and workforce support and to provide members with educational content on greenkeeping, agronomy, retail and golf operational content.
- Industry Bodies – seeking to identify and develop relationships with any other industry body (internal or external) that may be of benefit to the Association and our members through personal and professional services, support or education.

Develop and retain a professionally strong network of business partners that provide commercial value to the Association and represent our members needs and best interests. Develop relationships to enable and progress information sharing and provision of expertise and knowledge across all areas of golf club management, as well as looking to provide opportunities for personal member benefit and wellbeing.

### BUSINESS PARTNERSHIPS

We will achieve this through:

- Reviewing the current network of business partners and associated member benefits to ensure all are fit for purpose and of mutual benefit to the Association, our members and our business partners.
- Identifying current gaps in portfolio and internal knowledge base and seek to fill with the recruitment of new business partners.
- Working with business partners to provide high quality, informative and relevant content and professional development opportunities via Regional Meetings, Education Days, Conference, written content, webinars and podcasts.

**REPRESENT**



To ensure the voice of our members is heard and to influence the direction of golf in the UK





## 6. FINANCE

To grow revenues and manage costs effectively and responsibly, in order to operate at a surplus in a manner in which is sustainable and in the best interests of our members.

We will achieve this through:

- Growing revenues in all key areas of the Association – Membership, Professional Development and Business Partnerships.
- Regularly reviewing all cost lines to ensure best value and effective use of member funds to align with strategic objectives.
- Introducing a cash reserves policy that protects the long-term survival of the Association.
- Introducing an investment policy that permits and encourages reinvestment of funds into initiatives and developments that will provide benefit and opportunity for our members and enhance their membership experience.

### ***WHAT DO YOU THINK?***

We are a members' organisation and are here to help and represent you. Let us know how we can best do that by emailing our CEO Tom Brooke:  
[tom@gcma.org.uk](mailto:tom@gcma.org.uk)