

# BUILDING A SUSTAINABLE GOLF CLUB BUSINESS MODEL



Scottish  
Golf

## WELCOME TO SCOTTISH GOLF'S CLUB BUSINESS PLANNING SUPPORT

The traditional golf club model is changing but Scottish Golf are committed to supporting clubs with make the required changes as smooth as possible. The process can be a daunting prospect, with committees facing a number of challenges both internally and externally. However, by adapting our experiences and insights from working with many clubs in recent years and bringing in expertise from other industries, our Business Planning Process provides the key tools you need to make positive change happen.

“After a period of decline, we took the decision to engage Scottish Golf with their Business Planning Process to help us rebuild. We set up a working group and committed to it, but the hard work was worth it, and the result was membership growth for the next four years, a more cohesive committee and a club with a vision for where it wanted to go. I'd recommend it to any club in a similar situation.”

**Alan Boocock, former captain, Peebles GC.**

## SELF-REFLECTION

It is important for those involved in running golf clubs to 'face the brutal truth' and ask yourself some of the questions you may have been wanting to ask, but have been reluctant to do so. We're aware of many clubs who have struggled by not adopting a more modern approach to running the club, so it's vital that you hold up a mirror at the start of the process.

### Problems with your Club Committee – Questions

- Do your committee meetings drag on for hours?
- Do you spend too much time covering the same old ground during meetings?
- Does it feel like the same one or two people always end up doing the bulk of the work?
- Do new committee members struggle to get up to speed with the workings of the club?
- Do you struggle to get members to attend the AGM, or always have the same people there?
- Do you struggle to attract committee members...or the right people for the required roles?

### Are you thinking about your club's long-term future – Questions

- Does your club have a Business Plan...that is more than just a budget?
- Does your club financially 'muddle' along from one year to the next?
- Do you struggle to attract funding?
- Do you know what your club's purpose is?
- Could you tell a potential member what makes your club special?
- Do your club members feel like they're not being listened to?
- Does your club communicate its vision to your members?
- Are your members fully aware of the external factors affecting golf clubs?

*If your answers are mainly 'Yes', don't worry as you're not alone. By investing time now in making changes to your governance structure and a longer-term approach to running your golf club you can make a positive difference.*

# BUSINESS PLANNING PROCESS

## STEP-BY-STEP GUIDE



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### 1. Complete the Self-Assessment Governance Questionnaire

Share this with your committee/board members and senior club employees to be anonymously completed. The collated answer grid will show areas of satisfaction and area for improvement.



### 2. Create your Bullet Point Governance Action Plan

Based on the answers from the questionnaire, create an action plan with the full focus on required steps towards more effective club governance.



### 3. Survey your Club Members – Ask Them for Their Views

Take advantage of Scottish Golf's partnership with [Players 1st](#) and create a survey to gather true insights into the club experience from the full membership



### 5. Hold a Committee Forum

Get your committee together to establish your club's purpose and vision based on the insights from your survey and other planning work



### 6. Hold a Members Forum

Get your members together in an open forum environment to gather further insights and establish buy-in and ownership of the Club's plan



### 7. Finish your Plan – Share It, Live and Breathe It, Review It

You are now ready to complete your Business Plan document. Once its ready, share it with your members and key stakeholders – print and online. Don't let it gather dust on the shelf. Use it at committee meetings, review regularly and monitor your progress against targets and objectives.



For further guidance and support contact [clubsupport@scottishgolf.org](mailto:clubsupport@scottishgolf.org)