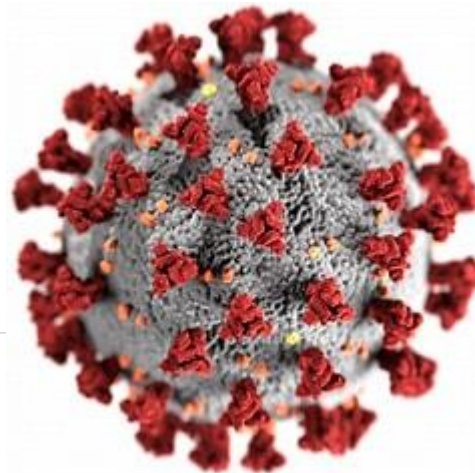


LOCKDOWN Online Interactive Clinics:

Clinic two: Good Governance "A Refresher"



Today's Agenda

- New Zealand and golf in context
- Questions for you
- What is good governance
- Code of Ethics
- Resources



The Latest Economic News

Reserve Banks
delays interest
rate hikes

New Zealand Q2 GDP shrinks the
most on record, 12.4 percent
year-on-year

It was the second successive contraction and the
steepest on record, as the COVID-19 outbreak hit the
economy.

Unemployment
up to 4.3%

Inflation, supply constraints could be worse post-lockdown

Recreation and other services down by 25.9%

Economy rebounds strongly in Q1 amid booming housing market and low
interest rates

New Zealand Enters Recession



Membership Report – End of August 2021

Month End	Total	Men	Women	Boys	Girls	On Previous Month	On Same Month Last Year
Jan-20	106,483	77,841	22,490	4,903	1,249	0.48%	3.03%
Feb-20	106,199	77,577	22,367	5,010	1,245	-0.27%	2.74%
Mar-20	105,259	76,944	22,122	4,962	1,231	-0.89%	3.51%
Apr-20	104,552	76,331	22,099	4,905	1,217	-0.67%	3.10%
May-20	105,192	76,989	22,055	4,950	1,198	0.61%	3.65%
Jun-20	105,779	77,474	22,085	5,033	1,187	0.56%	4.10%
Jul-20	106,456	78,029	22,142	5,090	1,195	0.64%	4.86%
Aug-20	107,427	78,855	22,254	5,124	1,194	0.91%	5.56%
Sep-20	109,432	80,393	22,494	5,323	1,222	1.87%	6.44%
Oct-20	111,663	82,061	22,792	5,555	1,255	2.04%	8.12%
Nov-20	113,040	83,083	22,950	5,709	1,298	1.23%	8.14%
Dec-20	114,574	84,296	23,049	5,907	1,322	1.36%	8.11%
Jan-21	116,564	85,739	23,272	6,201	1,352	1.74%	9.47%
Feb-21	117,253	86,272	23,333	6,291	1,357	0.59%	10.41%
Mar-21	117,571	86,459	23,369	6,374	1,369	0.27%	11.70%
Apr-21	118,062	86,827	23,415	6,448	1,372	0.42%	12.92%
May-21	118,507	87,136	23,529	6,471	1,371	0.38%	12.66%
Jun-21	118,061	86,829	23,399	6,467	1,366	-0.38%	11.61%
Jul-21	118,617	87,290	23,476	6,483	1,368	0.47%	11.42%
Aug-21	118,905	87,639	23,415	6,486	1,365	0.24%	10.68%

12% 74% 20% 5% 1%



Rounds Played Increases – July 2021.

Rounds Played Increase	%
July 2020 vs July 2019	29.4
August 2020 vs August 2019	24.8
Sep 2020 vs Sept 2019	38.9
Oct 2020 vs Oct 2019	35.7
Nov 2020 vs Nov 2019	8.6
Dec 2020 vs Dec 2019	20.6
Jan 2021 vs Jan 2020	15.7
Feb 2021 vs Feb 2020	8.6
March 2021 vs March 2020	38.7
April 2021 vs April 2019	24.0
May 2021 vs May 2019	26.6
June 2021 vs June 2020	-0.5
June 2021 vs June 2019	11%
July 2021 vs July 2020	5.2%

35%

Our Changing Landscape- Impacts on Fiscal Decision Making

1. More members
2. More green fee players
3. More rounds
4. Different dynamics of those playing the game
5. More cash flow
6. Bigger reserves
7. Value add verse discounting
8. BUT>>>>> Possible recession



How to optimise the opportunities?



1. The right leadership doing the right things
2. Planning / planning / planning
3. Helping your people be the best they can be
4. Making smart financial decisions
5. Knowing ALL the different people using your facilities
6. Communicating
 - the right messages
 - the right way
 - to the right people

The board does its work first

It is essential that a board does its job first. This paper reflects that reality and the necessary sequence of work.

On behalf of the owners the board must be clear about organisational purpose, outcomes to be achieved and the major challenges that need to be addressed. The board's role is to establish the 'why' and the 'what' before engaging with management on the 'how'.

Only then can strategic thinking begin about the most cost-effective options to fulfil the stated purpose. Planned cycles of monitoring, learning, review and strategic refinement follow. This linear thread sits at the heart of the Governance Mark process. A board fully understanding this role is well prepared to engage with and hold management and itself to account.



GOLF MANAGER'S
ASSOCIATION
OF NEW ZEALAND (NZGMA)



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Governance Workshops

<https://nzgolf.sharepoint.com/:v:/g/EaDqEBoGLWBIn3y5BZWtduwBES1ucsMgk9enY5kv0r-kEw?e=fiQBqS>

- Why have you decided to invest your time onto your board?
- What is different between a commercial board or a business and a golf board?
- What are the biggest mistakes board members make?



WHAT IS GOOD GOVERNANCE?

UNDERSTANDING GOVERNANCE SERIES



// ... if the board's struggling with the 30-second elevator pitch, maybe there's something going on inside the company that's got to be fixed.² **//**

- CHRIS BRODY, PRESIDENT VANTAGE PARTNERS, NEW YORK



Governance

What is your role in your club today?

Working **ON** the business



Working **IN** the business



Getting the balance of your board or
committee commitments

Two Roles of a Board/Management Committee



Performance

- Primarily tackles Value Creation and Resource Utilization
- Looking forward

Conformance

- Deals with Accountability and Assurance
- Looking in the mirror

NEED TO FIND
THE BALANCE

Focus MUST be on the big picture not the minutiae



How effective am I?

OR

How effective do I want to be?



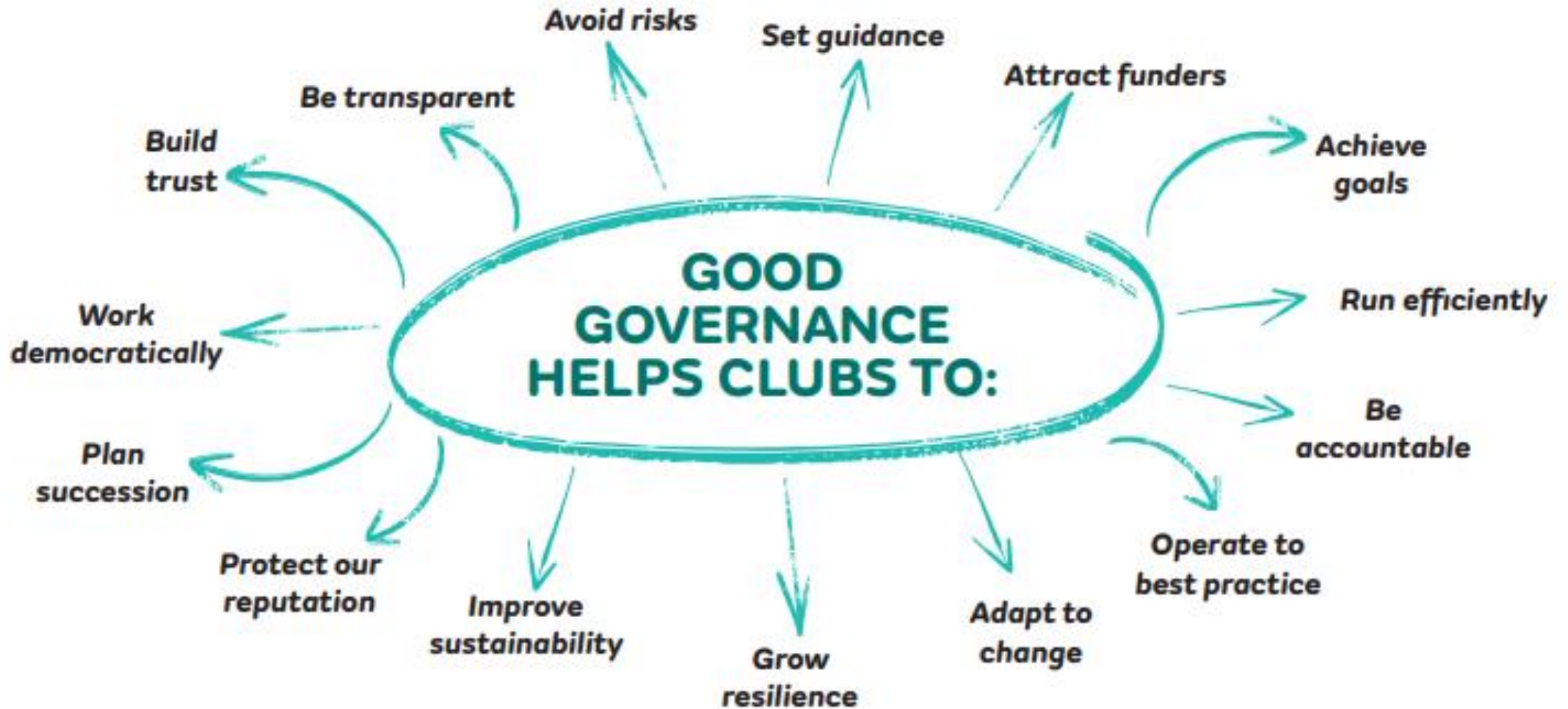
Can I discuss the Purpose of the club, its Kaupapa?
The WHY of the club

Do I understand the clubs Culture, its Tikanga?

Do I understand the Measures and Milestones,
its Kawenga to ensure I focus on governance?

The 12 month plan





To Achieve Value Creation and Resource Utilization

You must have a plan



How do I become a GREAT Board Member?

- **By creating a prosperous future** for my club.
- **Knowing my legal obligations**
- **Ensuring board decisions are documented** and clear to all stakeholders
- **Remember it's a thinking job, not a doing job**
- **Give staff the confidence** to do their job well.
- **Do not** get caught up in the day-to-day running of the club
- **Have Fun**



As an effective Board/Committee Member...

- I am honest yet constructive
- I am ready to ask questions and willing to challenge
- I actively seek out other Board Members' views and contributions
- I spend appropriate time on important issues
- I come to meetings prepared and willing to actively participate
- I agree to serve the club as a whole, not strive for personal profit
- I respect other Board members and their opinions, even when I may not agree with them
- I listen to the thoughts and ideas of staff and the members
- I care for and support staff
- I outside of Board meetings, be seen to agree with all Board decisions, even if they differ from my personal view
- I do not come with a personal agenda
- I am on the look out for, and mentor future board members



Code of Ethics/ Conduct

- All members should agree to adhere to standards of behaviour expected of leaders in the club
- All members should agree and sign a "Code of Conduct"
- The chair should hold ALL to account on the code.
- The code should be shared with the club members so they too can hold the board accountable





<http://www.golftutor.co.nz/club-governance>



LOVE

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NZ

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Profile

Home

WHS

Golf Club Governance

Safegu

Golf Club Governance - Committee Structure

Golf Club Governance - Board Structure

Golf Club Governance - Board Structure

Golf Club Governance - An Introduction (Board)

Points: 46

Learn about what it means to be a Board Member of your golf club and make a difference.

Review

Reset

Start

Introduction

Induction

Constitution

Finance

Strategy

<https://nzgolf.sharepoint.com/:v:/g/EaDqEBoGLWBIn3y5BZWtduwBES1ucsMgk9enY5kv0r-kEw?e=fiQBqS>

The logo for the North Golf Association, featuring a circular emblem with a golf ball and the text "NORTH GOLF ASSOCIATION" and "NEW ZEALAND".

The logo for the Golf Manager's Association, featuring a golf ball and the text "GOLF MANAGER'S ASSOCIATION" and "OF NEW ZEALAND".

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Contacts

Your district or regional team

stephen.gee@golfnz.org

<http://www.golftutor.co.nz/club-governance>

**Feel free to join in on one or all of these sessions.
Put them in your diary now:**

There will be two sessions running each day at 3 pm and 7 pm.

7 September - Club Sustainability

9 September - Governance

14 September - Planning

16 September - Financial Leadership

21 September - Funding

<https://us02web.zoom.us/j/2168729830>



Two Roles of a Board

As a board member and therefore part of the governance team of a golf club with a General Manager which of the following is your role and which is not.

1. To set the strategy for the club for the future and embrace its mission and values
2. To consider a request from a group of members to build a garden out by the front gate
3. To manage the staff and help setting their KPI's
4. To readjust the price of annual memberships for all categories
5. To discuss societal changes in your community and how this may influence your club
6. To help set the KPI's for your General Manager
7. To respond directly to individual or group members about the quality of the 15 hole bunker
8. To refer any issues raised about the course with the General Manager
9. To obtain member feedback on an annual basis
10. To hold the General Manager accountable
11. All board members to lead your General Manager
12. To have monthly one on ones with head superintendent
13. To regularly check monthly spend of General Manager, and to question individual items
14. To agree and sign off on a code of conduct for all board members
15. To discuss the financial performance of the pro shop with the Head Professional



Two Roles of a Board

As a board member and therefore part of the governance team of a golf club with a General Manager which of the following is your role and which is not.

- 16. To work with other clubs in the area to develop joint participation initiatives
- 17. To annually review annual accounts
- 18. To consider diversity and inclusion in all planning
- 19. To set spending and budget limits for all staff
- 20. To discuss board issues within their own personal groups
- 21. Agitating other members if you don't get a board outcome you want
- 22. To revise current strategy and plans based on major issue eg; like covid
- 23. To negotiate salaries for all staff
- 24. To decide and drive tee box changes
- 25. To drive a change to the tee booking protocols to improve clubs diversity and inclusion
- 26. To decide on the diversity and gender mix for board
- 27. To make changes to the constitution as this does not need member input
- 28. To develop a set of values and culture for the club
- 29. To look at what the club should look like in 5 years
- 30. To work with the General Manager to develop a one year plan from the strategic plan
- 31. To delegate health and safety responsibility to the General Manager
- 32. To actively encourage member support of clubhouse events and social participation

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