



EVEN PAR CLUB CHECKLIST

‘Even Par’ is Golf Australia’s club support program that builds your club’s ability to fully engage women and girls in our sport.

This program is being delivered as part of Golf Australia’s ‘Vision 2025: the Future of Women and Girls in Golf’ national gender equality strategy. It provides guidance for your club on how to deliver governance that facilitates gender equality to ensure the game is accessible for everyone in your community.

A New Club Support Program

The Even Par program includes four workshops to support your club to further understand:

- The needs of women and girls in engaging in sport and with golf clubs;
- What your club can do to become even more respectful, safe, supportive, inclusive and welcoming for women and girls;
- The relationship between gender inequality and its impact on health and wellbeing on men and women; and,
- The opportunity your club has to help create greater gender equality in the broader community and positively impact the lives of your members and their families and communities.

The program also provides your club with ongoing support to:

- Review your current policies and practices;
- Identify opportunities and develop an action plan for your club to increase membership and the engagement of women and girls across your club; and,
- Share learning amongst clubs in your region and collaborate in overcoming challenges.



The Even Par Club Checklist

To support your club to reflect on your policies, practices and operations, and how you can facilitate a safe, fair and welcoming space for women and girls, Golf Australia has developed the Even Par Club Checklist.

The Even Par Club Checklist is comprised of two parts:

- **Checklist Questionnaire:** a checklist asking your club to consider policies and practices currently embedded into club operations; and, consider where there are opportunities to create policies and practices that support women's and girls' participation, and gender equality.
- **Case Studies:** An activity exploring scenarios based on real experiences for your Board/Working Party members to support discussions on what gender equality looks like in action and behaviour, and learning about the influence of your club's culture on recruitment and retention of women and girls in golf and in clubs.

Who Completes the Even Par Club Checklist?

The Even Par Club Checklist should be completed & endorsed by your club Board &/or your Vision 2025 Working Party.

What is the Outcome of the Even Par Club Checklist?

The outcome of the Even Par Club Checklist is a Vision 2025 Action Plan endorsed by your club's Board.

The Even Par workshops will guide your club on developing an Action Plan comprised of four key actions that your club decides it can deliver over the next year. Actions will be aligned with the four Vision 2025 key pillars of:

1. Culture & Leadership
2. Grassroots
3. High Performance & Coaching
4. Marketing & Positioning



PART 1: EVEN PAR CLUB CHECKLIST: QUESTIONNAIRE

Step 1: CREATE A SUPPORTIVE, SAFE & CONSTRUCTIVE SPACE

- Acknowledge how important it is to create a safe, respectful, non judgmental and constructive space as a team.
- This process is all about improving your club for everyone both now and for the future, and not about targeting individuals.
- Ask for conversations in this process to be confidential.

Step 2:

- Divide your Board or Working Party into 4 gender balanced (if possible) groups/pairs.
- If you have less than 8 in your group, group your members into pairs and divide the Club Checklist evenly amongst your members.

Step 3:

- Assign each group/pair of one the 4 Vision 2025 key pillars in the Club Checklist Questionnaire to work through.
- Consider allocating people with a particular experience/skill to a relevant Vision 2025 pillar to review.

Step 4: Complete the Club Checklist Questionnaire by:

- Reading through each question;
- Answering Yes/No based on what your club policies/practices are;
- Adding any comments for discussion;
- Where you've answered 'NO', identify how easy, medium or hard to this item is to address;
- For those items you've identified as 'EASY' to address, suggest something your club can do over the next year to address this.
- At the end of your section, complete the Summary table by listing 3 things/themes your club does well and 3 things/themes you've identified as areas for improvement for your club to have a greater women's and girls' participation and gender balance.

Step 5: Come back together as a Board/Working Party, with each group sharing the following:

- STRENGTHS: 3 things/themes they identified that your club does really well
- AREAS FOR IMPROVEMENT: 3 things/themes they identified as opportunities for your club to work on to create greater women's and girls' participation and gender balance

Step 6: Move on to the Even Par Case Studies.



VISION 2025 PILLAR: CULTURE & LEADERSHIP	YES ✓	NO ✓	FOLLOW UP COMMENTS	EASY/MEDIUM/HARD TO ADDRESS IN YOUR CLUB?	IF EASY, WHAT IS SOMETHING YOUR CLUB CAN DO OVER THE NEXT 12 MONTHS TO ADDRESS THIS?
1. Has your club Board officially committed to Vision 2025?					
2. Has your Vision 2025 commitment been recorded in the minutes of a Board meeting?					
3. Has this official commitment been communicated to: - All club members? - Club sponsors? - Golf Australia? - PGA? - ALPG? - The broader golf community? - The general public?					



4. Does your club have a Vision 2025 Working Party committed to creating greater gender equality at your club?					
5. Is there a balance of both women and men on your club's Vision 2025 Working Party?					
6. Is there at least one Club Board member on the Vision 2025 Working Party?					
7. Is there a club Board member who oversees the club's commitment to creating a safe, fair and welcoming environment?					



<p>8. Is Vision 2025 a compulsory agenda item on your club's monthly Board meeting agenda to ensure that the board is staying up to date with the progress of the working party and to continually address gender equality in your club?</p>					
<p>9. Does your club have policies that commit your club to providing safe, welcoming and fair environments for the following:</p> <ul style="list-style-type: none">- Women and girls?					



<ul style="list-style-type: none">- People from culturally and linguistically diverse backgrounds?- People living with a disability?- LGBTQI people?- None of the above					
<p>10. What percentage of the following do women and girls make up at your club:</p> <ul style="list-style-type: none">- Active/playing membership?- Club Board with voting rights?- Club match committee?- Vision 2025 Working Party?- Other club sub committees?					



11. Does your club have a dedicated plan to recruit more women to the club's Board and sub-committees?					
12. How many of your club leaders/members attended/completed training in any of the following: <ul style="list-style-type: none">- Vision 2025 Roadshow?- Responsible Serving of Alcohol Course?- Even Par -Gender Equality in Golf Program?					
13. Does your constitution require a minimum number/percentage of Board members to be of either gender?					



14. Has your club identified a list of potential club Board and sub committee members? What percentage of those identified are female?					
15. Does your club have a formal leadership succession planning process?					
16. Are women being supported as potential leadership successors?					
17. Is there a mentoring process in place for new Board members?					
18. Are women engaged as leadership mentors?					
19. Are women engaged as leadership mentees?					



20. Has your club Board reviewed Golf Australia's Member Protection Policy and integrated it into your club's processes?					
21. Has your club Board reviewed the Australian Human Rights Commission's Guidelines for the Promotion of Equality Opportunity for Women and Girls in Golf (AHRC EO Guidelines) by working through the checklist in section 6 of the Guidelines?					



22. Has your club established a process to address areas of concern identified in the review of the AHRC EO Guidelines?					
23. Has your club contacted Golf Australia for support with areas of concern raised in your review of the AHRC EO Guidelines?					
24. Has your club taken action to address potential litigation risks identified in your review of the AHRC EO Guidelines?					
25. Is there gender balance in the club awards and events?					



SUMMARY

PILLAR: Culture & Leadership

3 Things/Themes our club does well	3 Things/Themes we have identified as areas for improvement
1.	1.
2.	2.
3.	3.



VISION 2025 PILLAR: GRASSROOTS	YES ✓	NO ✓	FOLLOW UP COMMENTS	EASY/MEDIUM/HARD TO ADDRESS IN YOUR CLUB?	IF EASY, WHAT IS SOMETHING YOUR CLUB CAN DO OVER THE NEXT 12 MONTHS TO ADDRESS THIS?
1. Are your club's membership categories gender neutral?					
2. Does your club have full and associate members?					
3. Do women/girls and men/boys have access to the following: - Course access on all days - Competition access on weekends? - Social/recreational access on all days?					



4. Does your course provide public access to the following: - Competition play? - Social/recreational play? - Driving range access? - Practice area access? - Club house access?					
5. Is women's access to the course restricted due to men's only play/competition?					
6. Does your club open tee times at the same time for both female and male members?					
7. Do you have extra timeslots in the booking system allocated to women and girls?					



8. Does your club offer the following entry programs: - My Golf? - My Golf Girls? - Entry programs targeting women in general? - Entry programs targeting working women?					
9. Are your entry programs offered on weekends or outside of regular business hours?					
10. Does your club provide: - Free club hire for beginning golfers? - Discounted lessons for beginning golfers?					
11. Does your club have a recruitment strategy or sub committee in place?					



<p>12. Does your recruitment strategy/sub committee specifically target the following:</p> <ul style="list-style-type: none">- Children aged 5-12?- Young people aged 13-18?- Women aged 18-40?					
<p>13. Does your club offer a 'transition to playing on course' program for women who've completed an entry level program/clinic?</p>					
<p>14. Does your club offer a women's buddy/mentor for new women learning golf at your club?</p>					
<p>15. Does your club provide a social induction for new female members?</p>					



16.Can children play or follow their parents/grandparents on course?					
17.Does your club offer: - Childcare? - Facilities targeting children?					
18.Have you set up your course to have par 3 options on every hole so that people can play a par 3 round if they wish to, ie: forward tees on par 4/5 holes?					



SUMMARY

PILLAR: Grassroots

3 Things/Themes our club does well	3 Things/Themes we have identified as areas for improvement
1.	1.
2.	2.
3.	3.



VISION 2025 PILLAR: HIGH PERFORMANCE & COACHING	YES ✓	NO ✓	FOLLOW UP COMMENTS	EASY/MEDIUM/HARD TO ADDRESS IN YOUR CLUB?	IF EASY, WHAT IS SOMETHING YOUR CLUB CAN DO OVER THE NEXT 12 MONTHS TO ADDRESS THIS?
1. Does your club have: - A female golf professional? - Female community instructors? - Lessons for women/girls only?					
2. Does your club offer women's/girls lessons for no more than the cost of a casual gym/yoga class (approx. \$20)?					



<p>3. Does your club regularly offer women's/girls' lessons outside of business hours such as on the weekends and in the evenings after work?</p>					
<p>4. Does your club incentivise women to continue learning and playing golf by providing:</p> <ul style="list-style-type: none">- A free lesson after a certain number, ie: every 5th lesson is free?- A free round of golf after a certain number, ie: every 5th round is free?- Free balls at the driving range after a certain number of visits, ie: every 5th session is free?					



- Other retention strategies					
5. Do you offer clinics targeting specific ages, ie: under 30s clinics?					
6. Does your golf professional mentor your female community instructors and engage them in program delivery?					
7. If your club offers junior pennant teams, do you have equal numbers of boys and girls in pennant teams?					
8. Do you engage your female junior pennant players in your My Golf or My Golf Girls programs as role models?					



9. Do you engage female role models for your junior pennant players?					
10. Has your golf professional: - Completed the PGA's 'coaching women and girls' module? - Participated in any professional development focussed on understanding the needs of women and girls? - Attended a Golf Australia Vision 2025 Roadshow presentation?					
11. Does your golf professional offer incentives for women/girls to stay in their learning journey in golf?					



12. Does your club offer the same prize money for women and men in competitions?					
13. Are all of your honour board events such as Club Championships offered to women outside of business hours as they are for men?				-	
14. If your honour board events are held mid week, do you offer women who work during the week the opportunity to participate in them on the weekends?					



SUMMARY

PILLAR: High Performance & Coaching

3 Things/Themes our club does well	3 Things/Themes we have identified as areas for improvement
1.	1.
2.	2.
3.	3.



VISION 2025 PILLIAR: MARKETING & POSITIONING	YES ✓	NO ✓	FOLLOW UP COMMENTS	EASY/MEDIUM/HARD TO ADDRESS IN YOUR CLUB?	IF EASY, WHAT IS SOMETHING YOUR CLUB CAN DO OVER THE NEXT 12 MONTHS TO ADDRESS THIS?
1. Does your club, your golf professional or community instructors have active relationships with: <ul style="list-style-type: none"> - Your local schools? - Your local girls schools? 					
2. Does your club help to deliver golf in the Sporting Schools Program in your nearby schools?					
3. In the Sporting Schools Program, does your club have a strategy to incentivise/encourage transition to the club/course for participants?					



<p>4. Does your club have a strategic relationship with other nearby sporting clubs that run sport for women and girls?</p>					
<p>5. Is the language used on your signage at the course welcoming, positive and inclusive, ie: focusing on what you'd like participants to do rather than on what you don't want them doing?</p>					
<p>6. Does your club actively encourage and promote:</p> <ul style="list-style-type: none">- Social rounds of golf?- Shorter rounds of golf such as 4 hole, 6 hole and 9 holes?					



- Whole of family/family friendly experiences on the course?					
7. Does your club offer different financial models that encourage women to stay in the game for longer?					
8. Do you actively target women aged 18-40 in your recruitment activities?					
9. Is your club active on social media?					
10. Which of the following social media platforms is your club active on? - Twitter - Facebook - Instagram					



- Snapchat					
11. Does your social media content showcase: - Gender balance? - Age diversity? - Cultural diversity? - Religious diversity? - Disability inclusion?					
12. Do your clubs promotional materials clearly target the following ages: - 5-12yo - 12-18yo - 18-40yo - 40-55yo - 55yo +					



<p>13. Does your club actively promote and showcase the following:</p> <ul style="list-style-type: none">- ISPS Handa Australian Open?- Vic Open?- Other ALPG events?					
<p>14. Does your club actively celebrate and promote the following:</p> <ul style="list-style-type: none">- International Women's Day (March 8)?- International Day of the Girl (October 11)?- International Day Against Homophobia, Biphobia, Intersexism, and Transphobia (May 17)?- Harmony Week (March 17-23)?					



<ul style="list-style-type: none">- International Day of People with a Disability (December 3)?- Naidoc Week (generally second week of July)					
15. Are there regular stories/images of women/girls in golf in every club newsletter?					
16. Do you share your stories of women/girls in golf with the Golf Australia media team?					
17. Do you actively encourage a variety of women/girls to come to your club by promoting/running non-golf activities that appeal to women/girls?					



SUMMARY

PILLAR: Marketing & Positioning

3 Things/Themes our club does well	3 Things/Themes we have identified as areas for improvement
1.	1.
2.	2.
3.	3.



PART 2

EVEN PAR CLUB CHECKLIST: CASE STUDIES

PURPOSE: The purpose of this task is for Board/Working Party members to talk about what gender equality looks like through actions/behaviours and the influence of club culture on such actions/behaviours.

Step 1: In pairs (10min)

- Read each case study
- Discuss what you think might happen at your club.

Step 2: As a Board/ Working Party (spend no more than 10min per case study)

- Share your responses with each other and discuss:
 - o Where there your individual answers are the same and different; and,
 - o Whether you think your likely club practices promote gender inclusion and respect for women and girls.

Step 3: Action Planning

- Consider these cultural influences when drafting your Vision 2025 Action Plan.

PLEASE NOTE

Please don't share what you would do, but rather what you think would happen in your club. The intention of this exercise is to reflect on your club's culture and practices, and not that of any particular individuals or those completing this activity.

For this activity to be effective, it is important that everyone commits to a creating a non-judgmental and safe environment so that group members feel that they can be honest in their reflections.

The focus of this activity is to identify opportunities to create gender equality and increase women's and girls' participation in your club.



CASE STUDY 1: Club Championships

Your Women's Committee has decided to move the club's Women's Club Championship to a Wednesday morning, whilst the Men's Club Championship will still be played on Saturdays. The club has four regular female weekend competition golfers who are seven day members and work during the week. This change to the Women's Club Championship schedule means those working women will no longer be able to play in the event. What do you think your Club Board would do in this situation?

LIKELY OUTCOME	✓	FOLLOW UP COMMENTS
1. Encourage these four women to change their working schedules to be able to play their Women's Club Championship rounds during the week.		
2. Provide these four women with the opportunity to play their Club Championship rounds on the weekend and ensure they are included in the Women's Club Championship results.		
3. Change the Men's Club Championships to a Mixed Sex Weekend Club Championship to be able to cater for anyone who can only play on weekends.		
4. Work with the Women's Committee to help them to understand how important it is to create an inclusive and fully accessible club that encourages membership growth and caters for the retention for all different types of women, and as such make a club commitment that all Honour Board events are played on the weekends so that everyone can access them.		



CASE STUDY 2: Saturday Golf

Anna is a seven day member of her golf club. Saturday has traditionally been men’s competition day at Anna’s golf club. Recently the golf club has allowed female members to play on the course from 3pm. Anna and her friends can rarely complete a full 18 holes before it gets too dark to play. When Anna raises this with the manager of the golf club, he indicates that this limitation is in place to ensure that the male members are able to complete their competition. Men who are seven day members of the club have the opportunity to play 18 holes of golf on all days of the week. What is likely to happen at your club?

LIKELY OUTCOME	✓	FOLLOW UP COMMENTS
1. Your manager would not raise Anna’s concerns with the Committee and the situation would remain the same.		
2. The manager would raise with the Club’s President/Captain, who would tell the manager that nothing could be done as the men need to get access to the course to get through their competition.		
3. The manager would raise with the Club’s President/Captain who would then raise the issue with the Club Committee. The Committee would agree that the men need to get access to the course to get through their competition.		
4. The manager would raise with the Club’s President/Captain who would then raise the issue with the Club Committee. The Committee would think that such limiting of tee times on a Saturday would unfairly limit access for female seven day members. The Committee would commit to opening up tee times for women throughout the Saturday men’s competition so that they could play a full round of golf like their male counterparts, and/or change the competition to a mixed event so that female weekend players could be fully included in the club’s Saturday golf schedule.		



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CASE STUDY 3: Saturday Celebrations

There are long celebrations at the end of day's mixed sex competition on a Saturday afternoon with the partners and families of members joining in. A popular and highly influential male member is intoxicated after a number of drinks. He makes offensive comments to his male friends that could be heard by others in the room about the Women's Captain. Which of these things are likely to occur at your club (choose all that you think might happen)?

LIKELY OUTCOME	✓	FOLLOW UP COMMENTS
1. His friends would laugh and would join in his commentary.		
2. His friends would be too uncomfortable to challenge him but might just go silent or change the topic of conversation.		
3. One or more of his friends would say something to encourage him to be more respectful and that such comments towards women and girls were not okay.		
4. Other members would say nothing as they'd be too scared to challenge the Club Captain.		
5. Other members would say something to encourage him to be more respectful and remind him that such comments towards women and girls were not okay.		
6. The club manager would approach the bar staff and ask them to stop serving the member.		
7. The bar staff would notice that the member was intoxicated, that his behaviour was not respectful, and would feel comfortable refusing him any more drinks.		
8. The issue would be raised by other Committee members afterwards with the member's behaviour reviewed in accordance with the Club's Code of Conduct, with a subsequent penalty implemented for such a breach of the Code.		
9. The Committee would check in with the Women's Captain to see if she was okay, offer her some support and ask what she might need from the Committee or this member.		
10. The member would apologise to the Women's Captain.		
11. The member would send an apology out to the members for his conduct.		
12. The Club Committee would contact Golf Australia to seek out gender equality training with an external service provider for their members in a leadership position at the club to help create a gender inclusive culture at the club.		



CASE STUDY 4: Committee Conduct

The only woman on the Club Committee repeatedly raises at club meeting possible legal issues at the club that have been highlighted by the release of the AHRC Guidelines for the Promotion of Equal Opportunity for Women and Girls in Golf. After deferring the matter a number of times, a Committee member tells her that she is a 'ball breaker' and an 'old battle axe'. The woman is upset and tenders her resignation the next day in an open letter to other Committee members. What is likely to happen next in your club?

LIKELY OUTCOME	✓	FOLLOW UP COMMENTS
1. Her resignation would be warmly accepted and an opportunity to get rid of her from the Committee.		
2. She would be contacted by other Committee members who would ask her to stay on the Committee but would encourage her to stop being so sensitive and tell her that it's really unlikely that any of the members would ever take legal action against the club so they don't need to worry about reviewing the Guidelines.		
3. The Board member would apologise and the Club President would acknowledge her concerns. A sub-committee would be set up to work through the ARHC Guidelines to ensure that the club meets its legal responsibilities with the Federal Sex Discrimination Act.		