Club Safety & Compliance Report

2025



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NATIONAL CLUB ASSOCIATION
Advocacy | Insight | Governance

in collaboration with

TORO

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PULSAR SECURITY

The Baldwin Group

Club Safety Solutions

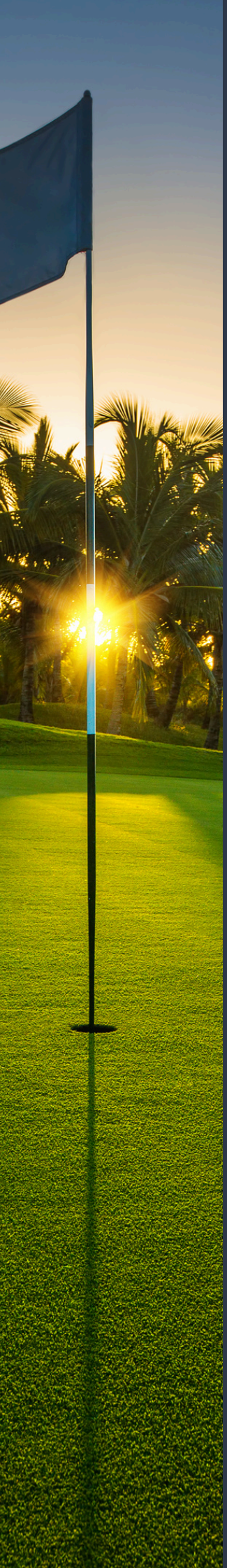


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Foreward



Joe Trauger, President and CEO, NCA

At the National Club Association (NCA), we are committed to empowering our members with the tools and insights needed to maintain excellence in every facet of their operations. As part of this commitment, we conducted the Safety and Compliance Survey to gain a clearer understanding of the challenges and successes clubs face in creating safe environments for their staff, members, and guests.

This report underscores the collective dedication of NCA members to maintaining high standards of safety and compliance. It also reveals the openness of many clubs to adapt and evolve, with over half of respondents expressing a willingness to enhance their safety and compliance culture. These findings remind us that safety is not a static achievement but an ongoing process of improvement and innovation.

I want to thank all of you who participated in this survey. Your input not only informs this report but also drives the strategies and initiatives that the NCA will champion moving forward. Together, we can continue to elevate safety and compliance practices across our industry, ensuring that our clubs remain leaders in operational excellence and member satisfaction.



Shelley Golinsky, Sales and Membership Manager, NCA

It is encouraging to see strong engagement in training, certification checks, and the development of safety protocols, alongside a willingness to embrace new opportunities for improvement.

At the NCA, we are here to support your journey toward even greater excellence in safety practices. This report provides valuable insights to help clubs benchmark their efforts, identify gaps, and implement meaningful changes that protect staff, members, and guests alike.
Thank you to all who contributed to this important survey. Your commitment inspires us to continue providing the resources and guidance you need to succeed.



Gareth Macklin, Founder and CEO, Obbi

At Obbi, we've made it our mission to transform how clubs approach Compliance, Operations, Safety and Training (C.O.S.T) - not as chores to be managed, but as the foundation of a resilient, high-performing operation.
Too often, critical processes like incident reporting, staff onboarding, risk assessments, certification, audits and operational checks are disconnected, manual or paperwork exercises which lack oversight and operationally are hard to do. We're revolutionizing that through our award winning digital platform.

After years of helping clubs across the UK and Ireland uncover hidden risks and raise their standards, we're delighted to bring that same rigor and insight to the NCA members.

This isn't just another data collection. It's a powerful benchmark: a mirror reflecting where U.S. clubs stand, where the hidden risks lie, and where the opportunity for leadership and innovation awaits. We found that:

- Clubs across America are committed to safety, from staff training to certification audits.
- Yet, as regulations evolve, think of emerging federal standards like heat stress rules, many are still adapting systems that aren't quite fit for purpose.
- Most importantly, more than half of your peers are open to change, signalling a readiness to elevate safety culture from compliance to competitive advantage.

Why should this matter to you? Because safety shouldn't be a checkbox. It's a foundation for member trust, operational effectiveness, and your club's legacy. Clubs that lead on safety are not only better protected - they are better positioned to welcome members, host events, and build reputations. Bottom line – it makes better business sense.

As we continue to support the private club industry through tools, insights, and innovation, this survey provides not just a snapshot but a starting point for smarter conversations, bolder action, and a shared commitment to making our clubs safer, stronger, and future-ready.

Thank you to everyone who participated, and to the National Club Association for championing this effort. Together, we're not just measuring safety - we're shaping the culture that defines world-class clubs.

A message from our collaborators..



Alan E. Achatz, CCM, CHE

Club Safety Solutions, LLC

I want to thank Obbi Team for sharing the results of the Summary of the NCA & Obbi Club Safety and Compliance Survey. It is a pleasure to see a Club industry survey on safety. My reason for saying this - since 1997, I have been helping private clubs address Federal Occupational Safety and Health Administration (OSHA) regulations and training requirements and Clubs have come along way!



Duane Laflotte

CEO, Pulsar Security

We are pleased to see Obbi advancing regulatory and compliance efforts by collaborating with top leaders. Thanks to Obbi, NCA, and the participating clubs in the safety and compliance survey, we now have better metrics on the importance of education in this area. Now more than ever, clubs must focus on regulatory criteria to meet the highest standards and avoid falling behind. By working together, we can enhance compliance and security measures for private clubs in all categories, ensuring a safer future for all members. As a leader in offensive cybersecurity, we are committed to supporting these efforts.



Josh Tubbs

Senior Marketing Manager, The Toro Company

Toro is committed to helping golf course managers maintain safe and compliant operations through dedicated adherence to equipment maintenance schedules. By prioritizing proactive service and upkeep, Toro ensures that its industry-leading machines perform reliably, enhancing both safety and efficiency on the course.



David Ballew

Partner, Baldwin Insurance

At Baldwin Insurance, we're proud to support the work of Obbi, the NCA, and participating clubs on the Safety & Compliance Survey. This initiative brings much-needed clarity to the evolving risks and regulatory challenges facing private clubs today. We're committed to supporting efforts that drive smarter risk management and a safer future for all members.



Keith Carroll

Co-Chair Sports Industry Team, Holland & Knight LLP

Understanding where clubs currently stand on safety and compliance is essential if we want to drive meaningful improvements across the industry. By surveying clubs, we can identify common gaps, share best practices, and help everyone raise the bar.

Solutions

We understand that many clubs experience the burden of managing various tasks related to Safety, Compliance, and Training. It is crucial to acknowledge the availability of numerous resources that can provide assistance.

In collaboration with our expert partners, we are pleased to share their valuable top tips with you.



OSHA Training Requirements for Private Clubs

Club Safety Solutions

Alan E. Achatz, CCM, CHE
Club Safety Solutions, LLC

Awareness of what has to be done constantly evolves as one's knowledge expands.

An excellent reference booklet published by OSHA titled Training Requirements in OSHA Standards shares guidance on what is required.

Training in the safe way for workers to do their jobs well is an investment which pays back over and over again in fewer injuries and illnesses, better morale, lower insurance premiums and more. It is a good idea to keep a record of all safety and health training. Documentation can also supply an answer to one of the first questions an incident investigator will ask: "Did the employee receive adequate training to do the job?"

Most of the items below need written programs:

Common training requirements for private clubs (Athletic, Beach, City, Country, Golf, Tennis, University and Yacht) follow. The numbers below in the left column correspond to the Federal Code of Regulations for General Industry operations.

910.38	Emergency action plans
1910.39	Fire prevention plans
1910.95	Occupational noise exposure
1910.132	PPE general requirements
1910.134	Respiratory protection
1910.147	The control of hazardous energy
1910.151	Medical services & first aid
1910.157	Portable fire extinguishers
1910.252 - 255	Welding, cutting, & brazing
1910.264	Laundry machinery & operating
1910.1030	Bloodborne pathogens
1910.1200	Hazard Communication

The training requirements listed are the most common Club training concerns I have observed. Recognize there may be specific training concerns for your operation which may include: asbestos, ladder safety, lead, machine guarding, power industrial trucks, slips/trips/falls and even logging.

Construction projects can introduce additional training requirements.

Training requirements for Clubs in State-run OSHA programs may require additional knowledge.

An example is heat stress. Some Western states already have applicable standards while there is not a mandatory Federal standard.

To those of you who are training, kudos!

Hopefully, you are including Hazard Communication, Bloodborne Pathogens and Emergency evacuation including the roll call areas at a minimum.

Another idea I would like to share is to put 2 safety lines in every department's budget: one for employee education and another for Personal Protective Equipment (After all, How much have you spent on face masks and gloves over the past 5 years?)





PULSAR SECURITY

Duane Laflotte, CEO, Pulsar Security

Cybersecurity for Private Clubs: Best Practices and Insurance Implications

A safety risk that many clubs don't immediately consider is cybersecurity. Although the survey focused on physical safety, compliance, and operational practices, the reality is that today's private clubs are increasingly reliant on digital systems to manage member data, financial transactions, and internal operations. **This makes them attractive targets for cyberattacks.**

Private clubs, including golf, leisure, or yacht clubs, manage sensitive member data, process financial transactions, and rely on digital systems for daily operations. These factors make them prime targets for cyber threats. According to IBM's 2024 Cost of a Data Breach Report, the average data breach cost reached $4.48 million, highlighting the critical need for robust cybersecurity measures. Implementing cyber awareness training, complying with operational cybersecurity standards, and understanding how these efforts influence cyber insurance are essential for mitigating risks.

Cyber Awareness Training: *A Necessity, Not an Option*

Employees and members are often the weakest link in cybersecurity. Verizon's 2024 Data Breach Investigations Report found that almost 70% of breaches involve the human element, including phishing attacks, social engineering, and weak passwords. To counteract this, private clubs should:

- **Conduct Regular Training:** Employees and members learn to recognize phishing emails, social engineering scams, and fraudulent requests.
- **Simulated Attacks:** Simulated phishing campaigns help gauge employee readiness and improve response tactics.
- **Enforce Strong Password Policies:** Multi-factor authentication (MFA) and password managers can prevent unauthorized access.

For example, a yacht club in the US suffered a breach when a staff member clicked on a phishing link, allowing hackers access to the club's financial systems. The incident resulted in fraudulent wire transfers exceeding $500,000. A stronger training program could have prevented the attack.

Compliance with Cybersecurity Standards

Operational security frameworks, such as the National Institute of Standards and Technology (NIST) Cybersecurity Framework or ISO 27001, help private clubs strengthen their defenses. For Example:

- General Security Best Practices: Firewalls, intrusion detection systems, and regular system updates reduce vulnerabilities.
- Data Encryption & Access Controls: Sensitive member and financial data should be encrypted both at rest and in transit.
- Regular Security Audits & Incident Response Plans: Clubs must proactively conduct penetration tests and have a clear response plan for cyber incidents.

Failing to meet security standards can lead to costly repercussions.

A golf club in California recently faced a ransomware attack, shutting down its reservation system and exposing member credit card details. The breach could have been avoided with regular software patching and data backups.

Cyber Insurance: How Preparedness Impacts Coverage

As cyber threats increase, insurers are tightening requirements for coverage. Cyber insurance providers now assess:

- **Existing Security Measures:** Clubs without MFA, employee training, or incident response plans may face higher premiums or denial of coverage.
- **Regulatory Compliance:** Failure to adhere to cybersecurity standards may result in reduced payouts after an attack.
- **Claim History:** Repeated security breaches can lead to policy cancellations or surging costs.

A well-secured club benefits from lower premiums and broader coverage. For instance, a private club in New York reduced its cyber insurance costs by 20% after implementing an MFA system and conducting quarterly security audits.

Conclusion

Cybersecurity is no longer optional for private clubs. By prioritizing awareness training, compliance with cybersecurity standards, and proactive security measures, clubs can reduce cyber risks, avoid financial losses, and maintain favorable cyber insurance coverage. Staying ahead of evolving cyber threats with a strong security posture is essential to protecting members, operations, and reputations.



Josh Tubbs.
Senior Marketing Manager,
The Toro Company

Smart maintenance: Simple tips to drive success.

For golf course operations, routine maintenance is critical to the long-lasting performance of equipment and so much more. It directly impacts your bottom line, employee safety, ensures compliance with regulations and maintains the premium playing experience your members expect.

The first step to improved maintenance routines? The operator's manual. The recommended maintenance schedules are based on extensive testing and give your team the power to stay on top of issues before they turn into costly repairs or safety concerns.

Here are some additional tips to help your team maximise equipment performance and minimise disruption to course operations.

1. Daily operation checks.

Recommendations vary by model, but the operator's manual will likely recommend checking the engine oil level, hydraulic system, cooling system, etc., based on hours of operation. These daily checks reduce the chance of untimely breakdowns that may lead to poor playing conditions and costly repairs.

2. Pre-maintenance safety checks.

All safety features should be observed before performing maintenance tasks to identify failing parts that may become emergencies. This proactive measure also protects staff, reduces downtime related to accidents and helps maintain compliance with workplace safety directives.

3. Service intervals.

Your team can always perform regular maintenance sooner than required, but skipping or delaying tasks may shorten the life of the equipment. A consistent maintenance schedule makes budgeting more efficient and predictable while providing the consistently high-quality results members expect. Additionally, scheduled maintenance tasks during off-peak seasons minimise disruptions to members.

4. Proper engine oil classification.

Sufficiently and properly lubricated engines help equipment operate at peak efficiency. However, the wrong viscosity grade or weight of engine oil can lead to increased fuel consumption and may even void some warranties.

5. Documentation.

Detailed records of maintenance performed or parts ordered help track schedules and provide answers to any questions about the equipment's history. It also demonstrates consistent adherence to health and safety regulations during inspections and protects your operation from potential liability issues.

6. Original equipment manufacturer (OEM) parts.

Off-the-shelf products may not have the exact specifications as the OEM part. Those minor differences can result in equipment damage, additional repair costs and diminished performance that members are sure to notice during a round.

Proper maintenance directly impacts your club's profitability, compliance, member satisfaction and employee well-being. Prioritising these tips will have benefits that extend to every aspect of your course.



David Ballew, Partner,
The Baldwin Group

Why Workplace Safety is a Hole-in-One at Golf and Country Clubs

Workplace safety is a must in any job, but at golf and country clubs, it's especially important. Why? Because these places are a unique mix of relaxation, luxury, and hard work, where staff members juggle everything from mowing lawns to serving drinks. Keeping things safe isn't just a legal must - it's a moral duty that benefits both the employees and the business in the long run. A safe workplace means fewer accidents, happier staff, and a club that can keep swinging for success!

A Course Full of Tasks (And Potential Hazards)

One of the coolest things about working at a golf or country club is the variety of tasks on offer. Whether you're a groundskeeper, a maintenance worker, or a golf instructor, you're going to face some unique challenges. Groundskeepers, for example, handle all kinds of heavy machinery - think lawnmowers, tractors, and aerators - that can pose risks like cuts or even crushing injuries. And let's not forget about chemicals - pesticides and fertilizers can be dangerous if you're not careful. Maintenance workers, on the other hand, might have to deal with electrical hazards around the clubhouse, kitchen, or pool. That's why it's vital for clubs to provide proper training and gear to keep everyone safe and sound.

Weathering the Storm (Literally)

Working outdoors on a golf course means you get to enjoy the beauty of nature... but sometimes nature doesn't play nice. Whether it's the blistering heat, sudden rain showers, or gusty winds, the elements can turn a typical workday into a quadruple bogey. The longer you're out there, the more at risk you are for dehydration, heat stroke, or even just slipping on wet ground. That's why it's essential to have clear safety protocols in place and teach staff how to handle tricky weather situations. Stay hydrated, stay cool, and most importantly - stay safe!

Guests and Safety Go Hand-in-Hand

Golf and country clubs are all about top-notch service, and that means the staff interacts with guests all day long. From waitstaff to golf pros, every employee is a key part of creating a great experience. But safety doesn't stop at the staff - it's also about ensuring the safety of the guests! Servers need to lift and carry heavy trays without straining their backs, and golf pros need to make sure everyone is safe when swinging clubs and driving carts. After all, a guest who feels safe and cared for is a happy guest! So, a little safety training goes a long way in ensuring that both staff and guests stay in the game.

Dollars and Cents: Safety Pays Off

No one wants to talk about accidents, but the truth is they happen—and they can be costly. Injuries at the club can lead to workers' compensation claims, medical bills, or even lawsuits that could damage the club's reputation and hurt its bottom line. Investing in enhanced safety training and regular checkups on equipment not only keeps everyone safe but also saves the club money in the long run. Fewer accidents mean fewer insurance claims, which means more money for things like better service, cooler amenities, and, of course, more golf!

In the End, Safety is Par for the Course

At the end of the day, workplace safety at golf and country clubs isn't just a checklist item—it's a long-term investment in employee well-being, guest satisfaction, and the club's financial health. By creating a culture of safety, clubs can ensure their workers stay healthy, their services stay top-notch, and their reputation stays as strong as a hole-in-one! So, let's keep things safe, keep the ball rolling, and make sure everyone has a fun - and safe - time on the greens!

Demographics

This year, we bring you data from a diverse range of clubs that are members of the National Club Association (NCA) and other professional organizations. Survey respondents primarily consist of General Managers, CEOs, and COOs, with additional input from Club Presidents, Board/Committee Members, and staff, offering a comprehensive perspective on safety and compliance across various club types, including country, golf, yacht, and city clubs.

Who took part in the survey?

Where is your club based?



Northeast	Southeast	Northwest	Southwest	Midwest
26%	38%	2%	14%	20%

How many staff does your Club employ?

1 - 10	11 - 20	21 - 30	31 - 50	51+
5%	2%	0%	7%	86%

What is your Club?

Golf	Country	Yacht	Tennis	City	Other
17%	60%	5%	2%	7%	9%

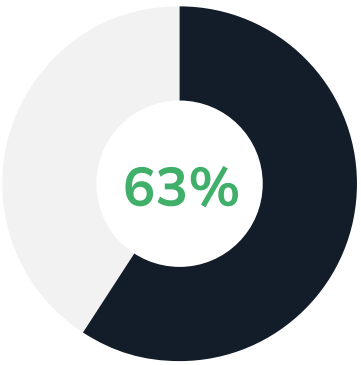
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Demographics

What is your Role at the Club?

GM/CEO/COO	Club President	Board/Committee Member	Staff/Other
63%	2%	10%	25%



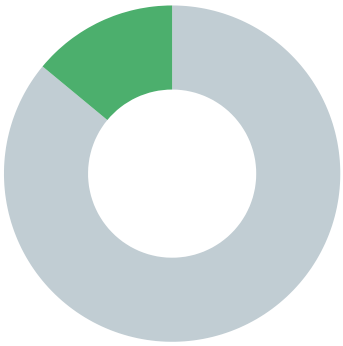


63%

of participants are GMs, CEO or COO

Which professional bodies are you a member of?

NCA	CMAA	Other
100%	38%	39%



14%

Of participants never review incident logs and near-misses





Safety vs Operations?

"Safe operations aren't separate from good operations - *they're part of the same system*"

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Survey Results



43% of clubs train staff on safe operating procedures and risk assessments at least quarterly

How often are Staff trained on safe operating procedures and risk assessments carried out at your club?

Never	Yearly	Quarterly	Monthly	Weekly	Daily
5%	52%	14%	19%	5%	5%

How often are Certificates (e.g. COSHH, electrical etc.) checked to ensure they are up to date at your club?

Never	Yearly	Quarterly	Monthly	Weekly	Daily
5%	71%	14%	10%	0%	0%

How often are reviews of incident logs and near-misses by management team carried out at your club?

Never	Yearly	Quarterly	Monthly	Weekly	Daily
14%	14%	29%	29%	5%	9%

How often is a Health & Safety inspection by a qualified professional carried out at your club?

Never	Yearly	Quarterly	Monthly	Weekly	Daily
0%	57%	19%	24%	0%	0%

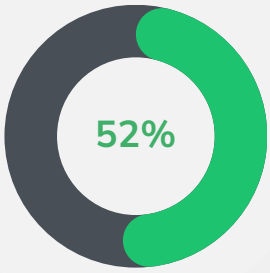


57% of clubs have a Health & Safety inspection by a qualified professional once a year

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Survey Results



52%

of participants believe that at least some of their checks, audits, mandatory certificates and training are not always fully up to date

Where are your Health & Safety policies, risk assessments, training materials etc. stored for access (either by staff or auditors)? (select all that apply)

Filing Cabinet (paper based)	Computer / USB Drive	Online Storage (e.g Dropbox)	Specialised Software System	Don't Know	Other
31%	41%	22%	0%	0%	6%

How confident are you that your club has all its checks, audits, mandatory certifications, and training fully up-to-date today?

Up-to-date at all times, always renewed before expiring	Well managed, but only update after expiring	Difficult to manage, several may have expired	Unsure
48%	24%	4%	24%

How accessible is evidence of these checks, audits, mandatory certifications and training (to staff, auditors etc.)?

Extremely easily / instantly	Accessible, but a bit of work	A lot of work, with gaps in what can be provided	Very difficult / impossible
24%	67%	4%	5%

How confident are you that any outsourced services (e.g. Catering, Pro Shop, etc.) have all their checks, audits, mandatory certifications, and training fully up-to-date today?

Up-to-date at all times, always renewed before expiring	Well managed, but only update after expiring	Difficult to manage, several may have expired	Unsure	N/A
29%	19%	14%	14%	24%

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Survey Results



1 in 3 clubs are potentially lacking critical understanding or communication around safety responsibilities.

How accessible is evidence of the checks, audits, mandatory certifications and training (to staff, auditors etc.) carried out by outsourced services (e.g. Catering, Pro Shop, etc.) at your club?

Extremely easily / instantly	Accessible, but a bit of work	A lot of work, with gaps in what can be provided	Very difficult / impossible
20%	55%	15%	10%

If your club has a committee or board, how confident are you that they are fully aware of their legal duty of care for the Health and Safety of staff, members and visitors?

Everyone is completely aware	Most people are aware	Very few people are aware	Health & Safety is rarely discussed	N/A
14%	58%	14%	14%	0%

How is your staff training currently provided? (select all that apply)

External Consultant / Trainer	By Managers in the Club	Shadowing Colleagues	Employee's Own Devices e.g. phones	Online / eLearning Platform	There is no staff training
23%	30%	16%	4%	27%	0%

How many training sessions have you run for your staff over the last 12 months (including new start induction)?

Zero - two	Three - five	Five - eight	Nine +
29%	38%	9%	24%

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28% of clubs **aren’t confident** that their committee or boards are aware of their legal duty of care for the Health and Safety of staff, members and visitors

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Survey Results



71% have run more than 3 training sessions for staff in the last 12 months

Can you estimate how much your club spends annually on health & safety training for staff (including management time, administration, external agencies, staff wages etc.)?

$0-9999	$10,000 - $19,999	$20,000-$29,999	More than $30,000
52%	23%	15%	10%



25% spend over $20,000 annually on health & safety training for staff

Did your insurance broker discuss Health & Safety with you during your last renewal?

Yes	No	N/A
62%	28%	10%

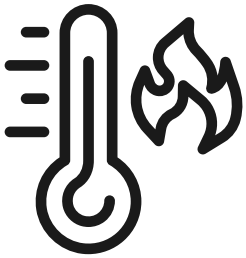


28% have not discussed Health & Safety with their insurance broker during their last renewal

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Survey Results



81%

have existing workplace safety standards in place for outdoor and indoor employees/contractors when temperatures reach certain levels

How you rate general awareness of Health & Safety issues in your club?

Excellent	Satisfactory	Could be improved	Poor
19%	52%	29%	0%



90%

of participants believe that everyone should have their part to play in safety and compliance of clubs

Would you be open to streamlining your clubs safety and compliance?

Yes	No	N/A
99%	1%	0%



99%

of participants are open to improving and streamlining their safety and compliance

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75%

of clubs have had incidents or accidents in the last two years that could potentially lead to a claim

How many accidents or incidents have you had in the last 2 years that could potentially lead to a claim?

0	1 - 5	5 - 10	10+
25%	38%	12%	25%



23%

are fully satisfied with the culture of safety and compliance at their club

How satisfied are you of the culture of safety and compliance at your club?

Excellent	Satisfactory	Could be improved	Not Satisfied
23%	48%	29%	0%



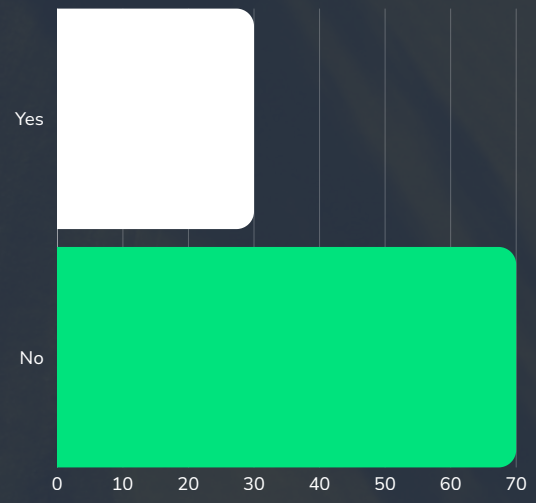
55%

feel that their current safety consultant adequately covers their clubs safety needs

Heat Injury and Illness Prevention Plan

OSHA is proposing that workplaces implement a worksite heat injury and illness prevention plan (HIIPP) when workers are or can be expected to be exposed to a heat index of 80 degrees Fahrenheit – referred to as the "initial heat trigger" – or higher.

Do you think 80 degrees is reasonable? If not, please share what is a reasonable temperature?



70%

Think 80 degrees isn't reasonable temperature.

Respondents who answered no were asked to expand further on what they think is reasonable and why...

We train on and practice preventing and identifying heat injury, but think that 80 degrees is too low

95° Reasonable for most, but not the Kitchen staff with the heat source, it might need to be a bit of a higher trigger point

We are located in South Texas. 80 degrees is every day from May/June, through the summer and into the fall

100 heat index is needed

90 degrees and a high humidity trigger is more reasonable

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Gareth Macklin, CEO, Obbi

Why Club Safety Deserves a Seat at the Table (Before It's Too Late)

Let's be honest: compliance and safety rarely top the list of "exciting" topics in club management. But they should because when they're overlooked, the consequences are real.

When I first spoke in Washington to leading managers about streamlining Compliance, Operations, Safety and Training (C.O.S.T.), I assumed most clubs already had digital systems in place. I was wrong.

Clubs have gone digital in almost every area - membership, tee bookings, F&B, finances. But when it comes to safety and compliance, many still rely on paper forms, spreadsheets, and siloed systems. According to a recent industry survey, only 9% of clubs use digital tools to manage safety.

So what's the holdup?

Part of it is what we call The Ostrich Effect - if nothing's gone wrong, clubs assume they're covered. But we've seen cases where clubs thought they were compliant, only to uncover major gaps after a serious incident. When OSHA gets involved, the cost - financially and reputationally - is significant.

The bigger issue?

Safety is often the responsibility of just one person - an HR manager, a safety officer, a GM - which creates blind spots, inconsistent reporting, and reactive decision-making.

Digital solutions like Obbi (and tools like EMRGCY, recently named Best New Product at CMAA) change that. They give clubs real-time oversight, automate record-keeping, and distribute accountability across the whole organisation - from staff to board level.

Here's what a modern digital safety system should do:

- Give a single source of truth for audits, incidents, and training.
- Automate manual workflows.
- Engage all team members - not just one person - with shared accountability.
- Highlight risks early, not after the fact.
- Provide real-time feedback on compliance gaps.

Studies show digital systems improve safety efficiency by up to 33%. That's a statistic no club should ignore.

Club safety doesn't need to be reactive, expensive, or complicated. It just needs to be modern.

The conversation is changing - forward-thinking clubs are already taking action.

The question is: will yours?

Solutions

What You Can't See Will Cost You: The Price of Operational Inconsistency in Clubs

In the day-to-day rhythm of a club, operational consistency often gets overlooked. But for club owners and managers, the quiet cost of inconsistency can be far greater than it first appears. Many clubs run across multiple departments and even multiple sites. Each team tends to develop their own way of doing things: maintenance logs on paper, safety checks done from memory, training handled via email or word of mouth. While this may feel manageable, it creates a patchwork of processes that are hard to monitor and even harder to defend if something goes wrong.

This lack of standardization means that critical tasks, safety checks, equipment maintenance, and staff training can be missed or completed inconsistently. And when those lapses eventually surface, it's often during an accident, an insurance claim, or a regulatory inspection. That's when the real costs hit: financial penalties, rising insurance premiums, damaged reputations, and a shaken sense of trust.

In the US, the average cost of a workplace injury is estimated at over $40,000. In hospitality and leisure venues, including clubs, that number climbs quickly when guest or staff safety is involved. With casual and seasonal employees making up a large portion of the workforce, training gaps and underreported incidents are common. According to national labor data, injuries in the leisure and hospitality sector remain among the most frequent and underreported across all industries.

Inconsistent operations also create unnecessary stress for general managers and department heads. Without a clear, unified view of what's been done and what hasn't, leadership is left making assumptions rather than informed decisions. And when the board, an insurer, or a lawyer starts asking questions, that lack of visibility becomes a liability.
The solution isn't more bureaucracy. It's creating systems and routines that support consistency without adding friction. Whether that's digital checklists, unified training protocols, or real-time oversight tools, the goal is the same: to make safety, compliance, and daily operations part of how the club runs, not a scramble when something goes wrong.

Ultimately, operational consistency isn't about red tape. It's about reducing risk, protecting your people, and making sure your club runs the way it should - every day, in every department, without unpleasant surprises.



Keith Carroll
Co-Chair Sports Industry Team, Holland & Knight LLP

Holland & Knight

Based on the findings in this report, it's clear that many clubs are still struggling with fragmented systems when it comes to compliance, operations, safety and training. This lack of consistency often only becomes visible during an incident, when clubs are forced to piece together incomplete or inaccessible records, sometimes under legal scrutiny.

The data shows that only a small percentage of clubs use digital tools to manage safety, and many rely on paper-based or siloed methods.

This not only slows response times during crises but also increases the risk of non-compliance and missed opportunities for prevention. The survey revealed that 75% of clubs experienced incidents in the last two years that could potentially lead to claims, highlighting how real and frequent these risks are.

What the report underscores is that operational visibility and consistency are no longer optional, they're essential. The real takeaway here is about building a culture where safety and compliance are part of the daily rhythm, not an afterthought. The clubs that lead in safety will also lead in operational excellence.

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Closing Message

This survey confirms what many in the industry already feel: the demands on club operations, safety, and compliance are growing - and traditional methods are no longer enough.

Clubs that continue relying on spreadsheets, paper trails, and siloed systems are leaving themselves exposed to unnecessary risk, inefficiencies, and rising costs. But those who embrace digital transformation are not only protecting their people and reputation - they're gaining a competitive edge.

Now is the time to take control.

Whether you're looking to reduce liability, streamline operations, or strengthen your club's safety culture, the solution starts with visibility.

Thank you to all the clubs who participated in the survey and to the NCA and our collaborators for their continued support. Your insights are helping shape the future of safer, smarter, and more compliant club management.

