

# **THE WHITECRAIGS GOLF CLUB**

## **STRATEGIC PLAN 2023-2028**

### **FOREWORD**

Like any Golf Club, The Whitecraigs Golf Club draws on a wide cross section of people. There are many who, understandably, simply wish to play golf and socialise and there are some, who commit, a period of their own time, to assist with the running and management of the golf club. At The Whitecraigs Golf Club we are fortunate to have a good number of members who, in addition to enjoying their golf, are also willing to give both some or a significant amount of their time in supporting the running the club and in its activities. Many others give their time and expertise to advise the Club on projects and initiatives or to provide services for the benefit of the club.

Over the last year, in particular, a number of members have assisted in the running of the club, its management, and finances, with the aim of developing shared, medium to long term plan for the club. From these a more detailed strategic and business plan can be developed by the club.

Whilst those representing the club as above will inevitably come and go, it is hoped that a shared, high level plan for the club covering the next five years, will ensure continuity of direction and consistency in the way that the club moves forward. We do not for a minute suggest that these plans will be cast in stone or that they are guaranteed to deliver in all of the areas that are to be addressed. However, what we do believe is that with an element of planning and consistency we are more likely to be successful.

The first part of this planning process is:

### **THE STRATEGIC PLAN**

This plan will be available on the Club's website and hard copies will be available throughout the clubhouse on request. We hope you find it of interest and useful in understanding the proposed direction of The Whitecraigs Golf Club.

### **OUR VISION**

Going forward The Whitecraigs Golf Club will build on its proud history of being a friendly club and to be recognised as the best overall golfing experience in the area striving to meet and maintain the high expectations of our members, our guests and our visitors.

### **OUR MISSION**

To provide our members, their families, guests and visitors with a golfing experience of high quality within a friendly and welcoming environment.

- Our course will be maintained in an excellent condition and provide for a rewarding, enjoyable and challenging test for golfers of all standards.
- We will strive to provide the highest level of golf coaching, teaching and player development.

- Our governance, administration and golfing operations will be of the highest standard.
- The Clubhouse will be a hub of activity, before and after golf, and a destination in its own right.
- Our staff will enjoy a supportive and engaging work environment and be committed to providing outstanding customer service.
- Our club will be recognised in the wider community as good neighbours and corporate citizens and for the quality of facilities, service, friendly atmosphere and for its contribution to local golf and the community.

## **OUR VALUES & GUIDING PRINCIPLES**

- We are proud of our club, it's history and traditions
- We promote good sportsmanship and keen competition.
- We are committed to making our club family friendly, and a place where members, visitors and staff feel welcomed, respected and included.
- As we plan we will set challenging and ambitious targets, we will not be afraid of change, but the case for change must be justified and stand scrutiny.
- The CoM will be responsible for leading change and will be open, transparent and communicate with members regarding future plans.
- We will continue to manage the clubs affairs according to prudent financial operating principles.

## **GOVERNANCE**

### **2028 GOAL**

An effective governance structure providing the Club with policies, procedures and processes administered under the guidance of an elected Committee of Management.

Day to day control of the club and staff delegated to and delivered through a management team led by a Club Manager responsible for all areas of the Club's business and operations.

### **2023-2028 INITIATIVES**

- Develop the Club's governance structure, providing leadership and management, delegated to and delivered through a management team led by a Club Manager responsible for all areas of the Club's business and operations.
- Develop, implement, and maintain effective performance review processes leading to training and development of all staff to build competence and capability.

- Benchmark the golf club organisation, roles and performance against similar organisations.
- Implement ongoing dialogue and communications between club members and the individuals and groups managing or working in the Club.
- Develop, maintain and improve the fabric of the Club and its facilities
- Maintain the Business Plan that sets the direction for the development of the Club over the defined period of a year to ensure a consistency in decision making and planning.
- Promote and encourage a broad participation in the administration of golf at The Whitecraigs Golf Club through the membership of committees, volunteering to support club events and teams wherever possible.

## **FINANCE AND RISK MANAGEMENT**

### **2028 GOAL**

Ensure the long termed continued financial stability and success of the Club via a robust and effective budgetary control, the financial management and stewardship of the Club's resources.

Target reasonable operational surpluses to fund developments across the full range of the club's activities, driven by the business planning process.

### **2023 – 2028 INITIATIVES**

- Draft a financial plan covering the duration of the Club's Business Plan & Strategic Plan.
- Benchmark the staffing, clubhouse and course expenditure against other similar clubs.
- Develop a financial model of the Club's operations that enables that differing assumptions can be tested and evaluated, e.g. membership numbers, categories, subscription levels, income and operational costs.
- Draft a capital replacement plan and reserve fund strategy over five years.
- Ensure appropriate Financial Risk Management processes are in place and in use across all aspects of the Club's operations.
- Ensure transparency and competitive pricing of quoting and purchasing
- Provide members with regular financial updates as part of the Club's ongoing membership engagement and communication strategy.

## **MEMBERSHIP**

### **2028 GOAL**

Have a full complement of members in each category of membership, based on sensible limits and the Club's financial needs.

## **2022 – 2027 INITIATIVES**

- Carry out a review the Club's Membership Category Structure. Determine the optimum number of members by category and establish manageable limits for the number of playing members.
- Benchmark our membership categories and fees for specific membership groups against other clubs in the area.
- Increase membership levels in the underrepresented groups of the club e.g. Ladies – Juniors – Students.
- Provide mentoring and specific support for new members particularly in their first year at the Club.
- Conduct exit interviews with members who choose to leave the Club in order that we understand their reasons for doing so.

## **GOLF**

### **2028 GOAL**

Build on the Club's existing strengths to deliver open and inclusive golf to meet the needs of all categories of Club Membership and visitors.

## **2023 – 2028 INITIATIVES**

- Undertake regular surveys, or other consultation methods, of all members to assess their golfing aspirations and expectations. Review the results of surveys and information gleaned and implement any changes in a timely manner.
- Promote the right balance between social and competitive golf throughout the golfing season.
- Encourage junior golf, undertaking coaching of golfing skills and good sporting ethics towards junior and youth membership and encourage participation in competitive and representative golf.
- Encourage members and visitors to adhere to good golfing etiquette including attention and awareness to the pace of play, observance of the club rules and any that may be temporarily in force at any given time
- Development of our First Division/Representative teams to be at a high standard at a competitive level and engender a high team spirit and ethic

# THE COURSE

## 2028 GOAL

Ensure that the golf course and surrounding areas are set up and maintained to a high standard in line with the expectations of members and visitors, within defined budgets.

Maintain a detailed Course Policy that is available on the Club's Website and used to develop annual plans, the Course Managers priorities, and overall resource requirements.

## 2023 – 2028 INITIATIVES

Ongoing management of the course to include

- Treat Stray Ball Protection as a priority within the Club and take all reasonable and cost effective steps to reduce, as far as possible, any stray balls leaving the boundaries of the course.
- Review the Course Drainage Programme over the coming year, and appraise the requirement to complete the remaining 5 greens before deciding if further works are required.
- Explore the development of the Par 3 Course by examining, for example, the introduction of additional tees to offer a wider variety of holes whilst maintaining the nine greens.
- To continue the review, on an ongoing basis, the recommendations of the Course Architect (Kimber Report) and any other recognised contributors and implement works, when approved over a rolling programme through our annual business planning process.
- Continually examine, identify and implement measures to speed up play, for example, the elimination of areas of the course that are unsighted, the proximity of playing areas requiring play to be interrupted for reasons of safety.
- Develop safe walking and buggy paths throughout the course to cater for increased use of buggies, both club and personal, by members and visitors in the coming years.
- Examine, identify and implement improvements to greens compound machine cleaning areas to comply with H & S and also environmental legislation
- Continue the development of an ongoing tree/shrubbery planting plan that will improve the overall aesthetic look of the course.
- Manage the capital equipment provision, revenue account control, training, complaints, communication with members, competitions and staffing levels.
- Review the machinery requirements within the five-year plan for replacement incorporated within the Club's Strategic Plan.
- Ensure the complete property remains safe for use and that we have adequate procedures and facilities in place to deal with any emergencies or incidents.

- Provide security fencing to discourage unauthorised access to the course

## **ENVIRONMENTAL MANAGEMENT**

### **2028 GOAL**

Balance the demands of golf with responsibilities to the natural environment. Care for the land, water, wildlife, and natural resources on which the course is sustained.

### **2023-2028 INITIATIVES**

In zones out with the normal course playing areas:

- Planting programmes as recommended in environmental consultant's (STMI) annual surveys
- Provide pollinator friendly plants
- The installations of bird boxes, owl boxes, bug hotels, etc.
- Leave these zones untended and natural to provide habitat and cover for wildlife (leave fallen trees and branches to decompose, do not clear leaf litter in these areas and add that cleared from the course, create shallow ponds)
- Ensure all waste is environmentally dealt with
- Consider area for honey bee apiary

## **PRACTICE AND TEACHING FACILITIES**

### **2028 GOAL**

Install a modern state of the art indoor teaching and practice facility to allow significantly more coaching to take place and support player development and member retention and recruitment.

Continue to develop and improve the existing outdoor practice ground areas.

### **2023 – 2028 INITIATIVES**

- Explore the opportunities for improved storage for member's trolleys and ride on buggies.
- Enhancement of the practice ground facilities adjacent to the clubhouse providing covered bays on the teeing areas. This is linked to the course objectives on practice areas.
- Install signage to ensure that the practice facilities available are easily identifiable to members and visitors.

## **CATERING, BEVERAGE AND HOSPITALITY**

### **2028 GOAL**

Deliver a high quality, well used, financially self-sustaining service for members and visitors.

### **2023 – 2028 INITIATIVES**

- Progress the continued development of the food and beverage services with emphasis on quality, consistency, presentation, variety and value.
- Maintain the development of high standards of service to members and visitors. In association with Marketing, continue to promote and improve the use of the clubhouse for corporate events and non-golfing activities, e.g. community groups, families and external organisations.
- Review the roles and responsibilities within food, beverage, and hospitality.
- Through individual performance reviews, identify training needs leading to improved use of expertise and staff hours.

## **CLUBHOUSE AND FACILITIES**

### **2028 GOAL**

Provide a welcoming clubhouse atmosphere, set in comfortable and pleasant surroundings.

### **2023 – 2028 INITIATIVES**

- To consolidate all Clubhouse Development projects under a Clubhouse Development Plan.
- Progress the development of and funding for a ground floor patio area extension from the exterior of the ground floor lounge area as part of the Clubhouse Development Plan.
- Examine the feasibility of the restructuring of the configuration of the existing locker room provision within the clubhouse. The aim is to re-site the Ladies Locker facility provision, as a priority, on the ground floor, as part of a structured and phased reorganisation within the Clubhouse Development Plan.
- Increase locker provision within the Gents Locker room by double stacking the single level lockers. This will alleviate the current demand for lockers.
- Examine the feasibility of providing additional trolley storage by erecting a prefabricated shed on the area where an external indoor golf facility was proposed and to incorporate covered practice bays into the structure.
- To include a plan for the maintenance of and/or refurbishment of the kitchen areas and cooking/food storage facilities within the Clubhouse Development Plan.

- Conduct a thorough investigation of both the internal and the external fabric of the clubhouse and develop a time bound plan of action for any remedial/renewal/maintenance works required and provide estimated costs of same as an integral part of the Clubhouse Development Plan.
- Consider the best use of the redundant former juniors room
- The installation of a permanent Gazebo structure, sited adjacent to the 11<sup>th</sup> teeing area.
- Investigate the provision of a personnel lift to provide disabled access and improved access to the upper floor as part of the Clubhouse Development Plan.
- Relining of the car park spaces to be carried out in conjunction with consideration of the resurfacing of the car park and on course roads to ensure safe driving routes for buggies and greens machinery

## **MARKETING AND INFORMATION TECHNOLOGY (IT)**

### **2028 GOAL**

Maximise the potential The Whitecraigs Golf Club can offer its members and non-members, in terms of golf, social events and outside functions.

Endorse our position as a progressive and friendly club, focussing on more opportunities for family involvement.

Ensure that all our IT systems, reliant systems, software and hardware are maintained in an up to date state and are both secure and compliant.

Develop and maintain a website and social media profile that engages our members and attracts future members

### **2023 – 2028 INITIATIVES**

- Welcome meetings for new members and their families.
- Develop the junior section by promoting junior coaching through our professional.
- Increase the use of social media and encourage member's interaction.
- Keep the website updated and improve the visitor section.
- Explore the possibilities of hosting prestigious events.
- Maintain a good website.
- Maintain security and compliance in respect of all club IT systems
- Develop a social media profile and groups for use and too attract new members.
- Develop engagement with younger members through technology (eg IGF)



- Develop a share point where documents can be stored/backed up and accessed as necessary e.g. by CoM and members.
- Keep software up to date and standardised to norms
- Develop electronic records of old paperwork

## BUSINESS PLAN 2023-2024

The following initiatives from the Strategic Plan will be progressed over the coming year and updated with their ongoing progress.

INITIATIVE	PROGRESS
Treat Stray Ball Protection as a priority within the Club to take all reasonable and cost effective steps to reduce, as far as possible, any stray balls leaving the boundaries of the course.	
Carry out a review the Club's Membership Category Structure, determine the optimum number of members by category, and establish manageable limits for the number of playing members.	
Develop effective day-to-day governance for the Club, providing leadership and management, delegated to and delivered through a management team led by a Club Manager responsible for all areas of the Club's business and operations.	
Install walking and buggy paths to the designated route from the Clubhouse to the Wee Course and Short Game Area. The 'Wee Course' - 8 <sup>th</sup> tee path. Safer access from the 16 <sup>th</sup> tee to 16 <sup>th</sup> green. The buggy path from the 16 <sup>th</sup> tee to 16 <sup>th</sup> green. The path and buggy path from 17 <sup>th</sup> green to 18 <sup>th</sup> tee.	
Look to provide an additional provision of trolley spaces and gents lockers in order satisfy the demand of both respective waiting lists.	