

THE WHITECRAIGS GOLF CLUB

STRATEGIC PLAN 2022-2027



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

2027 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.

2022-2027 INITIATIVES

- Develop an effective governance structure for the Club, providing leadership and management in all areas and all levels of the Club's operations.
- Establish 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 and improve the fabric of the Club and its facilities
- Have in place a Business Plan to set the direction for the development of the Club over the defined period of a year to enable consistency of decision making and planning.
- Encourage broader 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.
- Review the Constitution, Bye Laws and Policies of the Club and update as necessary in particular with regard to the appointment of Club Manager in lieu of the Managing Secretary, Grievance and Disciplinary processes, Committee Structure and Operation.

FINANCE AND RISK MANAGEMENT

2027 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.

2022 – 2027 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 those 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

2027 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

- Determine the optimum sizes of membership 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

2027 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.

2022 – 2027 INITIATIVES

- Continue to oversee the introduction of the World Handicapping System.
- Undertake regular surveys, or other consultation methods, of all members to assess their golfing aspirations and expectations. Review results of the surveys and information gained and introduce 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

2027 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.

2022 – 2027 INITIATIVES

Ongoing management of the course to include

- To progress the development of the Short Game Area adjacent to the Par 3 Course that will include chipping, pitching, bunker, and putting areas. Re configure the Par 3 Course to accommodate the Short Game Area
- Carry out the Course Drainage Programme over a 3-year rolling period which will combine fairway and green drainage and be carried out as per the related schedule
- Upgrade our course irrigation system and examine any further development opportunities and potential extensions of the system. Put in place maintenance and inspection reporting schedule for the system.
- 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 9 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.
- Develop 'Relief' greens that can be maintained to a high standard, provide a good putting surface throughout the year and be used as winter greens when necessary and as temporary greens when green work is being carried on any given hole
- 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.

- Examine the development of safe 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 and incorporate the 5 year plan for replacement 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

2027 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.

2022-2027 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

2027 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.

2022 – 2027 INITIATIVES

- Fund the construction of a leading-edge golf studio that can be implemented in the immediate/short term within the clubhouse, and dependant on its success, be further developed and expanded within the clubhouse over the coming years using the planning permission that has been granted and held by the club.
- 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

2027 GOAL

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

2022 – 2027 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

2027 GOAL

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

2022 – 2027 INITIATIVES

- Seek ways of promoting an increased use of the clubhouse by members and visitors alike.
- Progress the development of and funding for a ground floor patio area extension from the exterior of the ground floor lounge area.
- 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 room provision on the ground floor. For example, examine the feasibility of locating a portion of the gents' locker room to the upper floor current ladies' locker room achieving a redistribution of locker provision and offer the potential increase of locker provision and still maintaining access to the existing gents' toilet and shower facilities.
- To put into place a plan for the maintenance of and/or refurbishment of the kitchen areas and cooking/food storage facilities.
- 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
- Progress the provision of a Barista style Coffee Bar within a reconfigured bar area involving the redundant former juniors' room to add floor area within the lounge thereby off setting some of the loss to the Golf Studio development
- Evaluate the feasibility and options for an on course halfway house facility.
- Investigate the provision of a personnel lift to provide disabled access and improved access to the upper floor
- Maintain up to date and efficient communications on course conditions, emergencies, weather extremes and threats

MARKETING AND INFORMATION TECHNOLOGY (IT)

2027 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

2022 – 2027 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 to attract new members.
- Develop engagement with younger members through technology (e.g., 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 2022-2023

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

INITIATIVE	PROGRESS
Develop an effective governance structure for the Club, providing leadership and management in all areas and all levels of the Club's operations.	
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