



West Cornwall GOLF CLUB

The oldest club in Cornwall with many new reasons to become a member

"West Cornwall Golf Club will be a club of excellence and the number one golfing destination of choice in Cornwall."

"West Cornwall Golf Club is dedicated to providing its members and visitors an exceptional golfing experience in a stunning natural landscape all year round."

STRATEGIC PLAN 2018 - 2021

The pleasures of Golf at West Cornwall are inexhaustible no matter how often you play it

A STRIKING 1889 Links GOLF COURSE OF DISTINCTION

Jim Barnes Open Champion 1925, USPGA Champion 1916 & 1919, US Open Champion 1921



West Cornwall
GOLF CLUB
The oldest club in Cornwall



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INTRODUCTION

The strategic plan that follows is the result of a series of planning workshops, analysis of environmental factors and SWOT reviews conducted by the Board of Directors supported by the West Cornwall management team. The strategic plan was endorsed by the Board of Directors in December 2018 for adoption and execution in 2018 - 2021. The plan will be reviewed quarterly to monitor progress and the achievement of specific goals and key performance indicators. This Strategic Plan spans three years.

The Board considers strategic planning as a central function, providing a framework to align the club with key issues and challenges, allowing the club to respond to change while remaining loyal to its mission and vision. The process itself has as much value to the club as the final plan, since so much has been learned from the process.

The strategic direction and goals included within this plan are West Cornwall Golf Club's response to its understanding of what its members and Board value most about the organisation, including current opportunities and challenges for offering an exceptional quality golf club and course to members and visitors.

The three year period of this strategic plan will focus on establishing a stronger financial base on which to develop key assets and make sustainable improvements to existing facilities. The Plan has a central theme which is to enhance and maintain the highest quality Golf Course for its members.

West Cornwall Golf Club will focus upon developing its membership base in line with the challenge facing the golf industry whilst at the same time developing its vision to become the number one golfing destination in Cornwall.

The goals identified within this plan are the Board's response to the important issues identified through its SWOT analysis. These goals provide a road map for fulfilling the strategic direction.



Strategic plans are always a work in progress and should be flexible enough to respond to changing circumstances, challenges and opportunities.

With a fresh perspective on its mission, understanding what it does well and the environment in which it operates West Cornwall Golf Club will pursue the strategic direction identified.

The Board commend this plan to you and hope that you will all buy into it for our future prosperity.

THE CLASSIC CORNISH LINKS

Story by: Mike May

When you talk about playing golf in Great Britain, the conversation always seems to focus on those historic layouts in Scotland such as St. Andrews (both the Old and the New Course), Turnberry, Carnoustie, Muirfield, Royal Dornoch, and Royal Troon. While those courses deserve to be on everybody's 'must play' list, there are a number of great golf courses in the southwest of England that will satisfy your craving for the classic, British golf experience!

THE LOCATION

My personal favorite is located in the western part of England's most westerly county, Cornwall. The name of the course matches its geographic locale – the West Cornwall Golf Club (WCGC), www.wcgolf.co.uk.

This course is located in the village of Lelant, equidistant from the more well known communities of Penzance and St. Ives, both of which are fishing ports and vacation destinations for people from Britain and Europe. As the WCGC's website states, the West Cornwall Golf Club "has been moulded around the natural contours of the sand dunes that form part of the Hayle Estuary and Porth Kidney Sands. There are panoramic views from almost every hole with St. Ives Bay and Godrevy Lighthouse forming a memorable backdrop to this gem of a links."

According to West Cornwall Golf Club assistant pro Ian Harris, when this course was built back in the 1880s, it was one of two courses in Cornwall – the other being Perranporth Golf Club -- where the least amount of soil needed to be moved



A view of the second green from the fairway at the West Cornwall Golf Club.

to build the course. In other words, what Mother Nature provided was the foundation for a brilliant links course. It remains a brilliant course to this day.

The West Cornwall Golf Club is the oldest golf course in Cornwall. It was built in 1889. The course's website lists the WCGC as "one of the finest links courses in the county." It's true! It's a classic links course where wind is always a factor, the greens are true and consistent, and you have many options on every approach to every green.

"West Cornwall has been my English golfing home ever since I started playing golf as a pre-teen," said Neil Hodding, 56, who has been a member of the club for roughly 40 years and lives in nearby Carbis Bay. "I have lived and played golf around the world, but my golfing roots are firmly entrenched in that Cornish sand that's the foundation for the links at West Cornwall. There's something magical about those links. Every day, the conditions change which means you never play the same course twice! The views change daily, too, due to changes in sea conditions and the light. The views are stunning, particularly from the 12th tee, which has the best view I have ever experienced from a golf course. Simply said, the West Cornwall Golf Club is a beautiful place to be and a tough golfing challenge that never gets old. If you can break 70 around here on a calm day, you are a player."

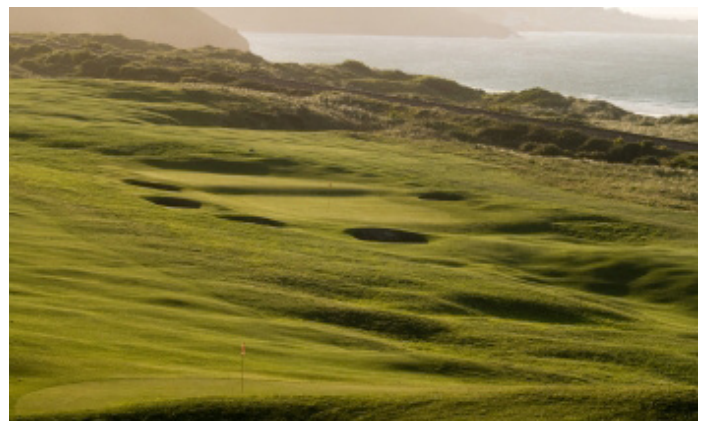
A TOUR OF THE LINKS

At the second hole, the green is a raised putting surface, flanked by sand dunes to the left and right of the green. There are no bunkers around the second green either, but when you consider those sand dunes, the ever-present wind, and the trouble that exists beyond the green, there's no need for another hazard. This par four is 378 yards long, but it always plays longer than it appears on paper. Off the tee, make sure your tee shot does not drift to the right, otherwise, it might find a home in the sand dunes that border this fairway on the right. If you do finish in the

dunes, you must simply take a baseball-like swing and hit your ball back down to the fairway. It's called 'taking your medicine.'

When standing on the fourth tee, make sure that you avoid hitting the ball right as you might finish in the graveyard of the St. Uny Church that borders this fairway. The graveyard is OB! The putting surface on the fourth is wide and deep. And there are no hazards or obstacles at the front of the green. When you play the 354-yard fourth, you will share the same fairway with golfers who are playing the eighth, who will be coming in the opposite direction.

West Cornwall's equivalent of 'Amen Corner' is known as 'The Triangle' – holes five, six, and seven. Of those three holes, two of them are par threes. The sixth is a dogleg, par four that is just 355 yards long from the tips. The key to the sixth is to find the fairway off the tee. The tee



Taking a look at the heavily bunkered, two-tiered 10th green from the vantage point of the 13th tee.

THE CLASSIC CORNISH LINKS cont.

shot doesn't have to be long, but it must be accurate as there's trouble on this hole on either side of the fairway. When you play the sixth, it can play differently depending on the direction of the wind and the pin placement. When the wind is in your face and the pin is located at the back of the green, it will require a more aggressive club selection. The seventh is an uphill, Taking a look at the heavily bunkered, two-tiered 10th par three which is always impacted by a prevailing breeze. green from the vantage point of the 13th tee. Bogeys are more common than pars on this hole. If you can emerge from 'The Triangle' in par, count your blessings.

The par four ninth is uphill from beginning to end – 405 yards in length, but usually into the teeth of the wind which makes it play longer. It's rated as the toughest hole on the course. Give yourself a pat on the back if you par the ninth.

The tee shot at the 10th is blind. A solid tee shot won't move too much in the breeze, but if your tee ball veers right off your clubface, it will continue to drift right if the prevailing wind comes from your left. A strong breeze may push your ball out of bounds onto the nearby railway tracks. As the crow flies, the hole measures a mere 328 yards. Its degree of difficulty is enhanced by its two-tiered green and the five sand traps that surround the front portion of the green, making it one of the few holes at WCGC where there's trouble at the front of the green. By the way, there are no flat lies on the 10th fairway. Don't be surprised if



*Viewing the Hayle estuary from the 3rd tee.
Championships in 1916 and 1919 at the Siwanoy*

you have a downhill stance with an uphill lie on the 10th fairway.

The 13th hole is a 268-yard, par four. The fairway slants from left to right and is filled with many undulations. On paper, the hole appears rather simple and straight forward. Because of the fairway's slanted nature and its uneven texture, a well-struck tee shot will be followed by a short iron off a downhill lie to a two-tiered green. At the 13th, the tee box is well above the fairway so the ideal tee shot will soar through the sky, but won't roll far once it hits the ground. Even though it's the shortest par four, a par is earned with two solid shots and two putts.

What's interesting about the 14th hole is what you can see from the teebox. From there, look due north where you'll see the St. Ives Bay with the Godrevy Lighthouse in the distance. You will also see the

entrance to the Hayle Estuary. On sunny days, the breathtaking view is a 'Kodak Moment.'

If you don't pick the right club on the par three 15th, your shot will find one of the dozen sand traps surrounding the green. While a birdie is always a possibility at this short par three, many players have walked off the 15th with either a bogey or worse. The 15th can either be benign or a brute.

THROUGH THE GREEN

The WCGC is a par 69 layout for the men and a par 72 for the ladies. There are three sets of tee that play to the par 69. On paper, the course appears to be relatively short, but the conditions add a degree of difficulty that you can't comprehend until you play the course.

The West Cornwall Golf Club is a perfect course to walk as the distances between greens and tees are minimal.

As you walk down the 18th fairway, you will see a classic Cornish 'portrait' in the distance -- the WCGC clubhouse, the Hayle Estuary, the town of Hayle, and the Cornish countryside, complete with many hedge rows. The setting is serene.

For historians, you will be delighted to know that the West Cornwall Golf Club is the home of the World Golf Hall of Famer Jim Barnes – sometimes referred to as 'Gentleman' Jim Barnes or 'Long' Jim Barnes. In his professional career, he won the first two PGA Championships in 1916

and 1919 at the Siwanoy Country Club in Eastchester, NY and the Engineers County Club in Roslyn Harbor, NY, respectively; the U.S. Open in 1921 at the Columbia Country Club in Bethesda, MD; and the 1925 (British) Open Championship at Prestwick in Scotland. He is one of 15 men to have won at least three of golf's four professional majors. Rumor has it that Barnes, on at least one occasion, played West Cornwall in par while using just one club, a three iron.

The late, great Open golf champion Henry Cotton once wrote this about the West Cornwall Golf Club: "Golfer will not easily tire of playing this course."

When you play West Cornwall, bring all 14 clubs, a bag small enough for a pull cart, plenty of golf balls, a lightweight sweater, comfortable golf shoes...and an adventuresome spirit! It will create a golfing memory that will last a lifetime.

The author of this story is Mike May, who lived in nearby St. Ives from June 1977 to July 1981. While living in England with his family, he was a junior member of the West Cornwall Golf Club where he played many, many, many rounds of golf. In his final official club competition in July of 1981, he won the J.S. (Jack) Stephens Charity Cup. He has yet to return to defend his title, but that item remains on his 'bucket list' of things to do. Mike can be reached at: mmaymarketing@gmail.com.

CHAIRMAN'S FOREWORD

"Background to Board Strategy and Research."

Member Satisfaction Survey 2015

To further develop West Cornwall Golf Club, the Committee were keen to get members views on the existing facilities and potential future club developments to better understand their customers needs. A total of 302 members responded to the survey from all membership categories within the club.

What did some of the members say and how can we take the club forward?
Member quotes from the survey.

"I believe we are very lucky with the quality and condition of our course. The ongoing course management by the Course Manager and his team is to be commended."

"Keep everything focused on members as much as possible. The subs are very reasonable and folk will always pay for quality... I would rather see subs go up than dilute quality and member focus. The club is excellent at this."

"West Cornwall Golf Club seems to be an excellently run organisation in very good health, blessed with the wonderful heritage of a spectacularly beautiful, testing and enjoyable course."

The survey focused upon a wide range of issues which could impact on the club.

- Age demographics
- Membership type/Membership categories
- Member retention and recruitment
- Member expectations
- Frequency of play/preferred times
- What would encourage members to play in more competitions
- How members rate the course
- The work of the club professionals
- Use of the practice facilities
- Shower and changing facilities
- The clubhouse
- Catering and Bar
- Quality of service
- Communication
- Club website

Members were asked also:

- If the club were to invest in its infrastructure what priority would members feel would benefit them most?

Independently and without knowledge of member feedback from the survey, the new Board conducted a SWOT analysis as identified in the early part of this strategic plan.

This identified the perceived Strengths, Weaknesses, Opportunities and Threats. You will see if you get around to reading this document that members who contributed to the survey would prioritise:

- The Course
- The Clubhouse/Bar/Restaurant
- Changing facilities
- Practice facilities
- Staff / management

The member spending priorities in descending order reflect closely the Board's identified Core Development areas. Priority in our view should also be given to:

- Junior development
- Health and safety
- Member retention and recruitment
- Website development

If we consider that our business model is driven by three major revenue streams namely:

1. Membership numbers
2. Visitors / societies
3. Bar income

These are then supported by income from competition entries and sponsorship.

An analysis of membership numbers spanning the last ten years suggests that with a lot of hard work numbers have remained fairly static, which is an achievement in it self as numbers generally playing golf nationally have dropped dramatically. There is always a fine line to walk each year when a large number of members do not rejoin. Member retention and recruitment is a key initiative and therefore our website, marketing activities and visitors play

a major part in our management team being able to balance the books year upon year.

When you read the budget strategy for 2019 within the plan please be aware that certain assumptions are made in this respect. Please also read carefully the proposed inclusion of a Flexible membership category intended to go live in June of 2019.

As a club we have over the past ten years or so relied on the above initiatives to enable us to balance our books. There has been little investment in club infrastructure and therefore it needs a major shot in the arm. The basics have been neglected for many years and this will inevitably put pressure on resources and any cash reserves.

The Board recognise that the club will need to realise some assets or raise additional funds to deliver any major change. A number of initiatives are in the planning stage which will need member support.

This is a working and flexible plan which can and will I am certain be influenced greatly by our membership input.

John DeSeta
Chairman

BOARD COLLECTIVE AND INDIVIDUAL RESPONSIBILITIES / MANAGEMENT SUPPORT AND GUIDANCE

Member Retention, Recruitment, Marketing and Website Development

Tom Ruhmund / John DeSeta

Course Improvement, H&S, Practice Facilities

Ian Coutts / Keith Kemp (Course Manager)

Club Management, Human Resources, Staff Training and Appraisal

Gary Wignall / Nick Morris / Gareth Evans

Junior Development, Liaison with Junior Organiser, Professional and Volunteers

David Inch / Tom Ruhmund / Andrew Kevern / Professional Golfing Staff

Board Governance

Whole Team / Club Management Team - Gareth Evans
Cara Smith, Keith Kemp and Jason Broadway

Clubhouse, Catering, Bar and Customer Service

Martin Austin / John DeSeta / Andy Smith / Cara Smith / Captain's Committee

Estate Management and Development

Nick Morris / Ian Coutts / David Inch

Financial Planning and Analysis

Martin Austin / Gareth Evans / Tracey Woodhams / Phil Cooke

BOARD OF DIRECTORS CORE VALUES

Integrity

Always act in the best interests of our members

Empowerment

We will empower our employees to act in the best interests of our members

Respect

Conscious of the impact our actions have on our members and employees and our community

Transparency

We will openly collaborate and communicate with our members and employees

Service

We will strive to provide the absolute best service possible

Excellence

We will continuously improve upon the West Cornwall experience

Governance

We will manage all our resources responsibly with respect for the highest environmental and safety standards

Memorable

We will cultivate an environment which creates lasting memories for our members and guests

WHERE ARE WE NOW

Understanding our club's situation is an important part to help plan its future. Understanding where the club is, and where we want to be in 3 years is an essential exercise. Our SWOT analysis is designed to identify what we are good at, what we can do better, as well as understanding the issues and trends which may have a positive or negative impact on our club. It is our attempt to identify our strengths, weaknesses, opportunities and threats as of May 2018.

We believe that West Cornwall Golf Course is one of the finest links courses in Cornwall. Established in 1889. There is no doubt that our course sits well within the Premier League of courses in Cornwall. Although the course is constricted, it works sufficiently well provided members abide by the recommended safety rules signposted on the 4th and 9th tees. However, it remains a challenge in terms of Health and Safety. The course is at present ranked 6th best in Cornwall by the Top 100 courses in England executive. This does not tell the whole picture as the criteria for this ranking are a little vague. As we are all aware there is a possible threat to our Triangle by any planned development, increase in traffic to and from the quay and the development of water sports activity from the quay.

Our Club House as a building is old and has served us well. Unless the membership can identify new investment opportunities we must repair and develop our present facilities. This is not out of the question however, this will need some major investment and a planned approach. We have bucked the trend for many years by maintaining stable membership numbers. We have adapted well to changing trends, lifestyle and expectations when neighbouring clubs have struggled.

Financially, we have a balanced situation. Our income from member subscriptions, bar income, green fees, competitions and sponsorship allow the Club to set in the main a positive budget each year to balance the books of the Business Model we have in place. The Board has carefully reviewed the current position in order to develop an informed plan of action for the next three years.

VISION STATEMENT

Our vision statement focus is on tomorrow.
What our club wants ultimately to become.

*"West Cornwall Golf Club will be a club
of excellence and the number one golfing
destination of choice in Cornwall."*

MISSION STATEMENT

Our mission statement focus is on today
and what our club does to achieve it.

*"West Cornwall Golf Club is dedicated
to providing its members and visitors an
exceptional golfing experience in a
stunning natural landscape all year round."*

FOOD FOR THOUGHT

"Life isn't what it was yesterday!"

The challenge of change is something that we have to be continually aware of. The high street was once the destination for families for that gift that one could not do without. Then the internet came and out of town shopping and suddenly our shopping experience changed. Our club must not think that we are immune to the outside world as sadly many do. Periodically, all clubs need to be thoroughly examined. Clubs have abandoned entrance fees, green fee rates change, changing attitudes in the market place, changing demographics. In order to balance these significant issues, the Board has prepared its plan based upon rigorous evaluation of the club's situation.

SHORT TERM ACTION PLANNING

Actions

- Review and propose optimisation of secretarial services
- Review and report on software used to manage competition entry, score card and result preparation
- Bench mark our website, review its functionality/use and implement any proposed upgrade
- Establish Bar / Restaurant improvement plan
- Review H&S actions
- Review internal financial processes and commence compliance reviews
- Review and report on bar pricing and member discount strategy
- Review storage generally and report on any potential optimisation
- Determine Estate Management strategy, pick up Gonwin and propose a way forward.
- Optimise contracts with key suppliers and stakeholders

MID TERM ACTION PLANNING

- Develop a Strategy for Catering options
- Review Pro services
- Establish maintenance plan
- Establish internal audit
- Plan improvements to Gents toilets and showers
- Plan improvements to clubhouse and external areas

CONSOLIDATED SWOT ANALYSIS

Strengths

The Course - although condensed
Quality of Pro shop & professional staff
Quality of catering
Location - unique views
Positive new management structure
Staff and management experience
Our Club history
Stable and loyal membership
Long game practice facilities
The Pavilion

Weaknesses

Old buildings, costly to maintain
Previous Business model
Gents toilets and showers
Ageing membership
Pro shop and catering - business model
Club destination - travel distance
Modest financial reserves
Short game practice facilities
Website
Inadequate staff training

Opportunities

Land purchase
Building plots identified
New revenue streams
Enhance marketing
Course improvements
Optimise contracts - catering, Pro

Threats

Loss of triangle
HSE challenges
Ageing membership
Increasing costs
Golf generally in decline

See Appendix A for a full Board and Staff SWOT contribution and Analysis





CLUB CULTURE / PURPOSE

Strategy Statement

"An inclusive family friendly club at the heart of the whole community, combining an exceptional Links Course, modern facilities that exceed the expectation of members and visitors. A welcoming Clubhouse that members and visitors can enjoy and reflect on a golfing and social experience."



- Family friendly
- A course in exceptional condition
- A welcoming clubhouse for all
- A positive customer experience
- Competitive and social golf which is all inclusive
- Good communication between club and customers at all levels
- Positive atmosphere in all aspects of club life

CORE AREAS OF FOCUS

- Member retention, recruitment, marketing and website development
- Club Management, human resources, training and appraisal
- Course improvements, H&S, practice facilities
- Junior development
- Clubhouse, catering, bar and customer service
- Estate management, development
- Financial planning, analysis

The core areas are in very simple terms, there will be a great deal of overlap impacting on all areas of the business.

CORE AREA

Member Retention and Recruitment

For some years the Club has had an aspirational goal to achieve 550 full playing members. Unfortunately the Club has fallen short of this target over the past 10 years. The board feel that to ensure membership numbers and subscription income are sufficient to deliver financial goals more achievable in todays market conditions. Should the club realise this goal the additional income will go some way to enhance Club cash reserves. This in turn will take the pressure off our ability to invest adequately in our Course and infrastructure.

Strategy Statement

“West Cornwall Golf Club will work tirelessly to achieve this goal within the next 3 years. Its targets will be to recruit 25 New Full Playing Members each year. Member retention is an integral part of this strategy. The club must look to retain 95% of its existing membership during this period to achieve this goal.”

OBJECTIVES AND INITIATIVES - MEMBER RETENTION

- Produce and communicate a list of enhanced membership benefits
- Improve the membership renewal communication (welcome to the new season letter) in ample time before the invoice is generated.



New Members Strategy

- Have a strategy for the induction of new members, new member competitions particularly in the summer months.
- More interaction with new members by the club management team, Captain's Committee, Directors and Professionals
- Define the first 3 months as a member policy (new member evening)
- New member Newsletter (Captain's Committee)
- Personal invitations to social and golfing events
- Set up an improved exit survey
- Website enhancements
- Annual satisfaction survey
- Appoint member retention liaison director

OBJECTIVES AND INITIATIVES - RECRUITMENT

“Position West Cornwall Golf Club Membership as a must-have membership in Cornwall playing and social. The club to join for you and your family - new members are made to feel as welcome as those who have been there for 40 years.”

Membership Recruitment Strategy

- Attract 25 new full playing members each year.
- Encourage social members to become playing members - beginners classes, short game sessions, 6 and 9 hole competitions.
- Focus again on the recruitment of Junior members / outreach initiatives.
- Continue with the member introduction initiative.
- Widen our categories of membership for younger golfers once they are no longer students and into work placements.
- Introduce enhanced member discounts.
- Revisit Open Day initiative.
- Enhance flexible membership options.
- Target the Second Home owners market.
- Enhance our website in marketing terms to include a wide range of media.
- Forge links with local businesses - holiday complex such as Una, Hayle driving range, hotels and guest houses, AirB&B.
- Focus further on our marketing initiatives - e-commerce, golf publications
- Update club brochure and literature.
- Look again at club sponsorship and corporate clients.

VISITORS, SOCIETIES, CORPORATE DAYS

Strategy Statement

"West Cornwall Golf Club will be the golfing destination of choice in Cornwall."

Goals

- Increase visitor income by 10% each year
- Increase visitor numbers through an updated website and e-commerce
- Increase average visitor spend
- Produce visitor satisfaction survey
- Achieve 100% visitor satisfaction
- Establish a visitor marketing plan
- Ensure that visitors receive quality communication before and after their visit
- West Cornwall to be featured in one of the key golfing magazines
- Ensure West Cornwall is listed in the England Top 100 courses
- Re - introduce the prestigious AM AM competition
- Improve the visitor section of our website with an enhanced range of packages
- Showcase the course and facilities through website and social media
- Encourage visitor reviews



CLUBHOUSE

Strategy Statement

"To have a course, clubhouse and practice facilities that surpass the expectations of members and visitors."

- Maintain high standards of clubhouse facilities - bar, restaurant, locker room and reception area supported by an annual clubhouse improvement and finance plan
- Enhance the clubhouse experience for all audiences
- Attract new clients because of our open license - market the club restaurant locally, on our website and through social media
- Establish a rolling maintenance plan
- Employ professionals to redesign the bar and restaurant
- Mens shower and toilet review and possible refurbishment
- Review storage requirements for restaurant furniture



CUSTOMER SERVICE

Strategy Statement

"To deliver exceptional customer service to members, visitors and guests."

- Promote a culture of first class customer service
- Provide training for all members of staff to empower them to deliver an exceptional customer experience for members and visitors alike
- Operate an annual member customer service questionnaire
- Introduce agreed customer service standards for staff
- Use a secret shopper type system for independent appraisal on customer service
- See also Management and HR Strategy



CATERING

What are the benefits to the club of having a franchise agreement to delivery its catering facility?

Present Position

At present the club's business plan for its catering is a franchise agreement. The agreement makes provision for the club to cover the costs of all essential equipment to manage the needs of both members and visitors. Maintenance, replacements and utilities together with accommodation.



Strategy Statement

"To deliver an exceptional catering experience with a wide-ranging menu which also delivers value for money for members and visitors."



The franchisee does not also pay business rates. All the above are an element of the agreement. This is the most common model used by Golf clubs in general, with some variations. The expectation is that the catering is a service for members which achieves no financial reward for the Club. It must be acknowledged that the Club benefits substantially from revenue from bar sales which would not be the case otherwise.

This business model has been in place many years and has worked very successfully. It has served the members and visitors to the club extremely well and gained an enviable reputation within our community.

We have an experienced chef, who has become well known with a reputation for good honest food.

The Up - Side

- The restaurant is currently open 7 days a week, 364 days a year which equates to approximately 3000 hours per year.
- Our caterer employs 5 local staff in the kitchen and front of house.
- Other than the costs that the Club incur [see first paragraph] our caterer does not receive a retainer, therefore all staffing costs are paid for from profits created by the restaurant together with the daily food purchases over the bar and from visitors.
- Our catering facility contributes substantially to bar revenue.
- The caterers provide an essential input into the Captain's committee with regard to day to day club house activities and social events.
- Our members currently benefit from 10% discount on food purchased over the bar other than items on the specials board or menu.

The Down - Side

- The Club does not receive any income from the present catering arrangements
- As stated previously the club covers all utilities, provision of essential equipment, maintenance accommodation and business rates
- Bar income is insufficient to cover the above costs and therefore makes a loss each year.

Conclusion

There is no doubt that if the Club is to achieve its goals identified within its Strategic Plan then having an excellent catering facility is essential.

Our Catering Business model has had to adapt over the past 10 years. Drink drive laws, fewer members attending club functions, a decline of members attending those main stay club activities that once upon a time made a Golf Club buzz have been in decline for some years. Therefore, diversification has become necessary and a need to open our doors to the general public essential. Our open license has allowed the Club to take advantage of the many new opportunities that present themselves. Weddings, wakes, birthday parties, anniversary parties, to name but a few, are necessary to shore up the decline in footfall at the Club.

Feedback has shown that our members and visitors like what has been achieved over the years. New business opportunities have presented themselves that the Board feel could replace that shortfall in member spend and help strengthen our financial base.

With this in mind the Board have identified catering as a potential new revenue stream. For this reason they have created a small review group of directors that has a defined terms of reference to establish the shape of any catering agreement going forward. The review group has engaged with and commenced meaningful discussions with our current caterers, to identify and develop new opportunities to increase revenues generally, from which we can all benefit.

This is a work in progress and the Board will feed back to members in due course.

WHAT ARE THE BENEFITS OF HAVING A PGA PROFESSIONAL

"Making a judgement with the available data."

A valuable service or a cost our club can not afford

The Up-Side

- The PGA professional is usually the only golf expert at the club (as well as his Professional staff).
- The Pro shop acting as the club's reception is open 7 days per week, 364 days per year.
- Shop Open approximately 3500 hours per year, at 1.5 staff per hour at minimum wage that would equate to over a £45K per year wage bill with holiday pay.
- The current professional's retainer and profits from the Pro shop service the incomes of 4 Professional staff. This is the business model chosen by our professional.
- The PGA professional can and should have a role other than his general duties of sitting on most committees - greens, marketing, handicap and Captain's committee, in fact any meeting where important decisions are being made.

The professional staff are probably the first and only faces many members and visitors will see when visiting the club.

The pro shop is the first area one visits, for directions, advice, etiquette, dress code, rules, equipment, start times, tee reservations, weather forecast and any other questions golfers have.

- The first port of call for many is the pro shop as they look to register for competitions, register as visitors and pay green fees or simply ask advice.
- A good pro will encourage members to enhance their game.
- A good pro is essential for the support and development of a Junior section.
- A good pro will bring in golfers who are not attached to the club. If they build a good relationship, then this does increase membership.
- A good pro will have the latest technology to assist their teaching - launch monitor, ball flight simulator - all this will help the membership improve their game and increase their enjoyment.
- An indoor swing studio is of great benefit to club and members - lessons in the warm and dry.
- The right technology is now essential for members as is a professional fitting service. (Huge costs, a TrackMan starts at approx. £15000).
- The quality of the pro shop, equipment, clothing and service will benefit the club and will bring in trade from neighbouring clubs and possible new members.
- Course marshalling is an added benefit.
- Benefits of trolley and buggy hire preferential rates for members. (The professional often works late or returns late evening to lock and charge buggies).
- A well-lit and stocked shop with all forms of golf equipment, an office, repair workshop, hire capability, green fee collection and teaching qualifications, will all have a value.

The Down-Side

"The pro's retainer is a fixed cost the club needs to find from limited resources."

- Value for money is always a club and member consideration.
- Members perception could be that the pro sits behind the counter and gives a few lessons occasionally.
- Purchase of equipment and clothing can be cheaper with larger retailers and online. (Is this a perception and not necessarily fact? Is service and added value, that the larger retailers and online do not provide, of value to members for a price match guarantee).
- Equipment trade in can at times can be a problem as the value of second hand clubs is depressed. (This could be seen as a positive as it's relatively inexpensive to buy starter sets for beginners).
- Consider the feel of our golf club if we did not have a Professional – would this attract new members and keep existing ones?
- Where is the focal point on arrival, where does one go for forgotten items?
- Who would collect the green fees, hire buggies, hire trolleys, collect competition entries or provide the service which defines the best golf clubs?
- The costs are prohibitive should we take this facility inhouse.

Conclusion

If West Cornwall Golf Club is to become a club of excellence then the services of a PGA professional team is essential. Our professional has and continues to adapt to market trends. He has increased his teaching capability by the employment of other teaching professionals thereby increasing his market.

Our professional has been recognised as a leader in the retail trade and his partnership with Foremost Golf has enabled him to purchase a refined selection of golfing apparel for all genders. He is confident that by his price match initiative he is able to offer our membership value for money

Our professional has invested long term in the design of the shop and more significantly in the teaching aids which benefit a wider audience of golfers.

- If the club were to try and rid their club of an 'expense' and run without a Pro Shop and Pro, the club may well be considered very much the 'poor relation' in the golf market?

That is not to say that the management should not continue to review the Professional's contract and retainer annually. Discuss with him the financial implications to the club of his contract and to continue to refine his contract should market trends warrant it. This facility is continually under review to ensure value for money.

BOARD EFFECTIVENESS

Background

The present Board Structure was adopted by the Membership after a series of meetings. There was a formal positive vote and the New Structure became a reality at West Cornwall Golf Club AGM which took place on 23/3/2018.

The New Governance structure has two very distinct elements.

1. A Board of Directors with seven elected members of which one is elected as Chairman. The make up of the Board of Directors consists of a dedicated team of professionals with multiple skills sets from Finance, Project Management, Human Resources, IT and a large measure of commitment and common sense.
2. A Captain's Committee consisting of the Captain, Vice Captain and President and four further members elected by members at the Annual General Meeting to serve for three years. The purpose of the Captain's committee is to organise and manage the Club's golfing activities and entertainment on behalf of the Board. See Terms of Reference for the Captain's Committee attached.

Challenges

The new structure has thrown up some huge benefits but also some challenges:

- Variety and quality of communication are improving
- Pro Newsletter
- Chairman's Newsletter
- Secretary's information and updates on website initiatives
- Surveys all improve the quality of communication we receive



WEST CORNWALL GOLF CLUB STRATEGY 2018-2021

ESTATE MANAGEMENT AND DEVELOPMENT

The principal strategic objectives in respect of Estate Management are:

- i) To ensure that WCGC maintains 18 hole golf notwithstanding the risks derived from the potential development of Dynamite Quay
- ii) To provide the members and visitors of WCGC with one of the foremost golfing facilities in Cornwall, commensurate with the outstanding quality of the course itself.

In order to achieve the above objectives, the following underlying strategies are likely to be implemented:

- 1) We will build strong relationships with key stakeholders associated either indirectly or directly with the WCGC land, with a view to effectively managing potential risks and to take full advantage of any potential opportunities to collaborate on mutually beneficial commercial ventures.

It is likely that these stakeholders will include for example:

- Sunningdale House Development, who are the owners of the Gonwin Development land that was initially offered to the club as part of the unsuccessful development proposal presented to WCGC members by FPS in 2012.
 - The landowner who recently purchased the farmland opposite to WCGC on Church Lane.
 - Arke Developments Ltd, the company who have recently purchased the rights to developing Dynamite Quay, along with other development plots previously owned by Corinthian in Hayle.
 - The family who own the field immediately behind the 18th tee.
 - Hayle Harbour Company
 - Cornwall County Council
 - St Ives Town Council
- 2) We will seek to fully utilise where we deem it appropriate, the extensive work carried out by and on behalf of WCGC within the Gonwin Development proposal.
 - 3) To fund the corresponding development work in upgrading the Clubhouse, relocating the Pro Shop and providing new Practice/Training areas, we will seek to make full use of the development opportunities detailed within the Gonwin proposal, along with any other opportunities that may arise through collaboration with any of the above stakeholders or independently. The four plots within the GGL proposal included:

- The overflow car park
 - The 18th tee
 - An area of land that we own above the 17th tee
 - An area incorporating the 5th tee within the Triangle
- 4) Having completed the necessary development work to uplift the above facilities to the appropriate standard, we will establish a full Planned Preventative Maintenance Programme (PPM) to ensure that those standards will be maintained for years to come.

Strategic Outcomes

The Asset Register has the following strategic outcomes:

1. Deliver a quality service to our members and staff.
2. Inform asset replacement, purchasing and investment strategies, including FMR.
3. Justify the investment budgets to the "Board" and members.
4. Manage "risk" more effectively via demonstrable compliance.
5. Create informed MI to enhance reporting and performance management.

The strategic outcomes will be achieved by focusing on the following objectives:

- Objective 1: Create an accurate baseline of "asset" data and status
- Single Asset Register (model and format to be determined)
 - Asset categorisation (ie. business and/or life critical)
- Objective 2: Design and implement a robust and sustainable process for the maintenance of the asset database
- "Documented" data management process and protocols
- Objective 3: Allocate ownership and accountability for asset management measurement, compliance and associated risks
- Dedicated Board and staff member
 - Productionised MI and reporting
- Objective 4: Correlation between financial management and the asset status and health
- Proactive determination of investment, based on need.
 - Decision making model and prioritisation mechanism

Delivery

The delivery approach will include the creation of an asset register, from which an execution plan with potential timeline, costs and prioritisation for replacements etc, can be created including the purchasing of an FM maintenance arrangement, with reduced risk and "price" premiums based on known data.

OPPORTUNITIES AND ENABLERS FOR WCGC

Club Management, Human Resources, Staff Training and Appraisal

Aspiration: A club that embraces change, strives for success and has an inclusive culture, with a united and engaged team, ensuring that members and visitors enjoy a great golfing experience.

Challenge: How do we ensure that we focus our attentions and scarce resources of people and cash on delivering the desired outcome.

- 1. Review organisation: Consider alternative and optimal organisation 'shapes' and people skills**
 - a. Undertake 'best in class' bench marking to inform options to deliver the vision
 - b. How do we become more customer focussed to deliver a great experience, drive footfall and revenues
 - c. Fully capture the barriers and enablers to ensure smooth transition to 'preferred' new shape
 - d. Absolute clarity of roles and responsibilities, reporting lines and objectives from top to bottom
- 2. Review remuneration of all staff: to ensure we encourage engagement, retention, morale and job satisfaction**
 - a. Review current structure, total staff numbers, contracts, costs and hours worked including profiles – create baseline of costs and outputs
 - b. Review current salaries and hourly rates for all staff and total costs
 - c. Link to 7 below
- 3. Secretariat review: Improve efficiency and effectiveness, job satisfaction, improve perception and reduce costs**
 - a. Time and motion study of all 3 staff, focussing on:
 - i. Work type
 - ii. Daily/weekly/monthly profiles
 - iii. Repetitive activities
 - iv. Work type source, ie, golf, admin, CGU etc
 - v. Systems and automation
 - b. Review operating platforms, infrastructure, interfaces and contracts, inc:
 - i. Payroll
 - ii. Timesheet and work time management
 - iii. Email and internet contract
 - iv. Banking and Payment management contract, inc, Till interface/card machines
 - v. Automation options

- c. Review staff as 'valuable' assets:
 - i. Current contracts
 - ii. Standard and exceptional working hours (inc, route causes and profiling)
 - iii. Complete satisfaction survey and collate results and consider options for improvements
- d. Review office working conditions:
 - i. Refurb/move office and enhance working conditions
 - ii. Include HVAC improvements
- 4. Green staff – maximise skills, potential and outputs, inc, course quality**
 - a. Collate information on pay rates and bench mark other clubs
 - b. Collate working hours – peaks and profiles
 - c. Review 'course manager' role inc, job specification and qualifications
 - d. Review 'green keeper' job specs and qualifications
 - e. Undertake employee satisfaction' survey and collate data and consider options for actions
 - f. Review HSE and normalised annual work plans
 - g. Publish plans and timelines to the members
- 5. Consider employee engagement scheme – to drive efficiency, increase revenues, reduce costs and improve staff engagement**
 - a. Review existing arrangements 'incentive' arrangements and understand challenges and shortfalls
 - b. Consider 'best in class' options, ie, other sports clubs
 - c. Ensure it's a personal 'incentive' scheme that works for all – doesn't have to be financial but needs consistent management and ownership
 - d. Set up objectives/targets, measurement and appraisals as the norm
 - e. Engage staff in development and delivery of club objectives, inc, training, uniforms, messages and skills awareness
- 6. Formalise training and improvement plans**
 - a. Review current training programmes, courses and costs
 - b. Ensure budget is available (within reason) and benefit justified and quantified
 - c. Ensure training enhances the individual and the club
 - d. Provide individual plans and development commitment (both ways)
- 7. Review HR support and external arrangements - Peninsula**
 - a. Current contract – inclusions and exclusions
 - b. Establish costs and benefits
 - c. Consider options for change (if appropriate)

MARKETING STRATEGY

Our stated aims within our strategic plan are:

- To grow our membership by 25 full member equivalent each year in the next 3 years.
- To increase visitor income by 10% each year.
- To increase visitor spend considerably by providing an exceptional customer service across our business model.
- To achieve 100% visitor satisfaction.
- To grow our income through our presence as the golfing destination of choice in Cornwall.
- To ensure we retain 95% of our membership each year through the development of strategies that will facilitate this such as nine hole competitions, social golf initiatives and fun events for all ages and genders. This element of our marketing plan is crucial.

A tall order but one which I believe is achievable.

Marketing our club not only locally but nationally will enable our club to achieve these goals through:

- Website development which would see a sizeable increase in our presence on the internet.
- Optimisation of available platforms to ensure the true potential of the modules available to the management team.
- Maximising our ability to communicate with our target audience through :
 - A. Digital marketing platforms such as Facebook, Instagram and mobile phone apps.
 - B. The use of radio to promote our brand, social media content generation.
 - C. Local and National press releases.
 - D. Member and visitor recommendations.
 - E. Partnerships with local business such as hotels, letting agencies, second home owners, health and sports clubs.

Promotions which will be the focus of our drive to achieve the above goals.

1. The introduction of a flexible membership category.
2. An increase in the number of society events.
3. A corporate membership drive.
4. A new member drive to boost 7 day membership numbers.
5. Once we invest in our clubhouse and facilities to market these to attract new non- golfer, golfers and our immediate community.
6. Increase our ability to attract a greater casual footfall from walkers and visitors to our area.
7. Promote a revamp in a get into golf scheme.
8. Promotion of events and weddings.
9. Promotion for social membership and repricing of this element of our business.
10. Encourage more sponsorship of our most prestigious events such as our Open Competitions.

Conclusion

Our intention is to work closely with Club Systems our preferred partner. They will provide our club with the necessary hardware and software to enable the smooth running of our management of golfing and financial matters.

Work also closely with their partners Albatross Digital Golf to explore social media platforms to grow our business.

To work closely with other design agencies who have expertise in digital and design media.

FLEXIBLE MEMBERSHIP PROPOSAL BASED UPON THE PURCHASE OF CREDITS

Background Information

Our Lifestyle category was introduced in 2014 as both a retention and recruitment initiative.

Retention

This category has proven very successful as an alternative for those members who play between 10-20 rounds of golf per year. It makes remaining a member of the club more affordable for those struggling to justify the cost of full membership. The numbers fluctuate but currently we have 91 members on this category of membership. This category was intended as an interim position with members returning to full membership when time and finances allowed.

Recruitment

This category also serves as a recruitment tool because of its affordability initially, together with the availability of further credits which are priced at £150 for a further ten rounds of golf. There was a cut off point when becoming a full member was better value being thirty rounds of golf.

Flexible Membership - its benefits

A flexible membership would not replace the lifestyle category but rather compliment it. The terms and conditions would be in the main the same with a few minor additions.

[See terms and conditions attached.] We have proved over the last four years that there is a demand for more flexible golf membership as our introduction in 2014 of the Lifestyle membership has grown more popular. It has become a very strong category of membership. There is now a demand to extend this style of membership to safeguard our club from a decline. The full member category has been in decline for many years. Golf clubs in my view are now market driven. We must recognise that one package no longer fits all. The objective is to connect with more players and to cater for their needs. A flexible style of membership will attract those golfers looking for an increase in opportunities to play when work and family allow whilst at the same time retaining the benefits that full membership would bring them. There is always a fine balance however, research suggests that whilst some full members may be attracted to this category, in general membership and income for clubs will grow provided that it is priced correctly.

Rationale

Our Tee booking software captures course usage by time, day and date. Please see attachment. In basic data terms the course other than on a Wednesday and Saturday when usage is Wednesday 82% and Saturday 69% is not fully used. On other days the course is only 10-50% of the time in use. Millionaires golf for those who venture out after about 1.30 pm. That is to say that there are peak times and dormant times. These times can also be divided into categories according to Peak, Popular, Peaceful and Twilight. Below are examples as to how a week could be divided in segments as I have described. Wednesday generally Saturdays and Sunday mornings qualify as Peak times for the Flexible member-ship category both winter and summer. Those members who play generally in the morning and play in the majority of competitions would not benefit from this category of membership. This would include the majority of senior members who like to play early to late mornings.



FLEXIBLE MEMBERSHIP PROPOSAL BASED UPON THE PURCHASE OF CREDITS cont. 29.10.2018

Who would benefit from its introduction?

Those golfers looking to fit in a game of golf when the course is less busy. They are generally not interested in playing in club competitions and look upon this as a means to get into golf young and old alike.

April - October

Peak	0800 - 11.59
Popular	12.00 - 1.59
Peaceful	2.00 - 3.59
Twilight	4.00 > onwards

November - March

Peak	0800 - 11.59
Popular	12.00 - 1.59
Peaceful	2.00 > onwards

Cost in credits when each credit has a value of £5.00

April - October

Time	Holes	Credits	Holes	Credits
Peak	18	7	9	5
Popular	18	6	9	4
Peaceful	18	5	9	3
Twilight	18	3		

November - March

Time	Holes	Credits	Holes	Credits
Peak	18	7	9	5
Popular	18	6	9	5
Peaceful	18	5	9	3
Twilight				

Suggested cost for this category of membership

£450 which would equate to 90 credits. The value of each credit would be £5.00. These could then be managed by a member and further credits bought at a cost of say £250 for a further 50 credits.

Managing the Flexible system

A range of software now allow golf clubs the ability to create and manage a range of member packages and models. The introduction of club management software have made customer and member management more automated and painless a task allowing club managers and staff time to focus on other key areas of a club's business.

One such provider is Intelligent Golf who have developed modules but also offer a complete website design which includes email marketing. The price includes website design, and content transfer from our existing website and handicap data transfer. Competition sign up for members and open competitions. The annual fee includes 7 day a week support, software license, upgrades, website and email hosting.

Cost

£2500 plus an annual fee of £1800

Flexible membership module £250 set up and £250 per annum

Install and train on the till system including product and screen set up.

£2200 and a one off software fee of £600 with an annual software support fee of £1200

Till hardware £1900

Cornwall Golf Union is one such subscriber.

Others include.

Saunton

Ferndown

Royal St. Georges

Royal Blackheath

Walton Heath

Total Hardware and set up cost

£6750

Annual fees

£3250

Other options and costs could be available from Club Systems our present provider.

Chairman

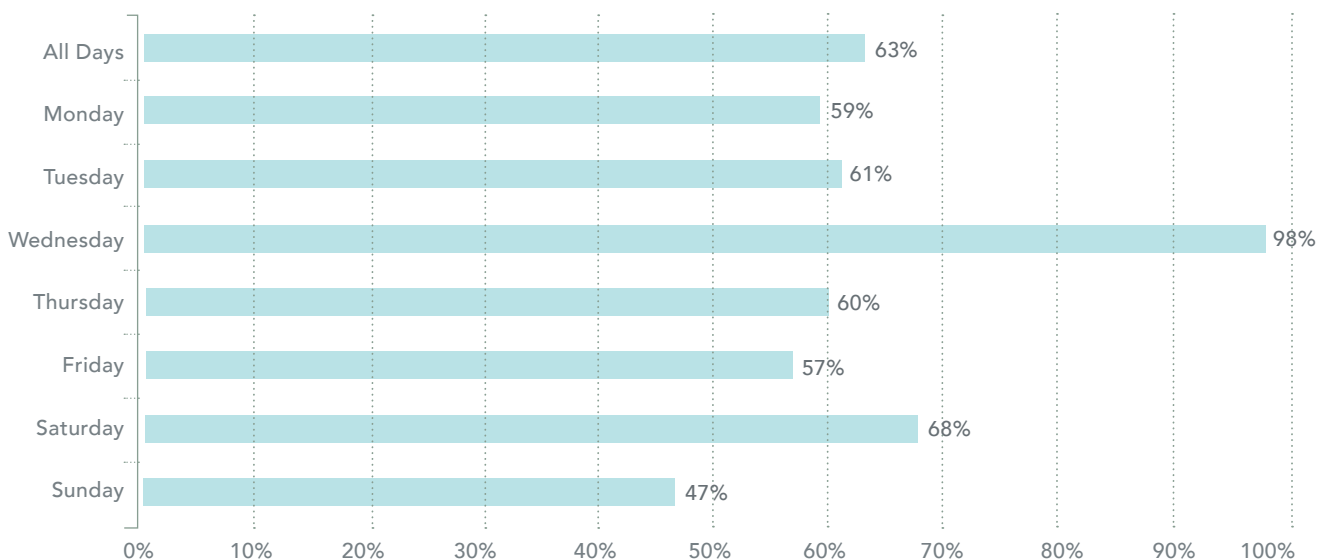
WCGC TEE TIME USAGE BY TIME AND DATE 01.06.2018 – 31.08.2018

Reservation Types: All

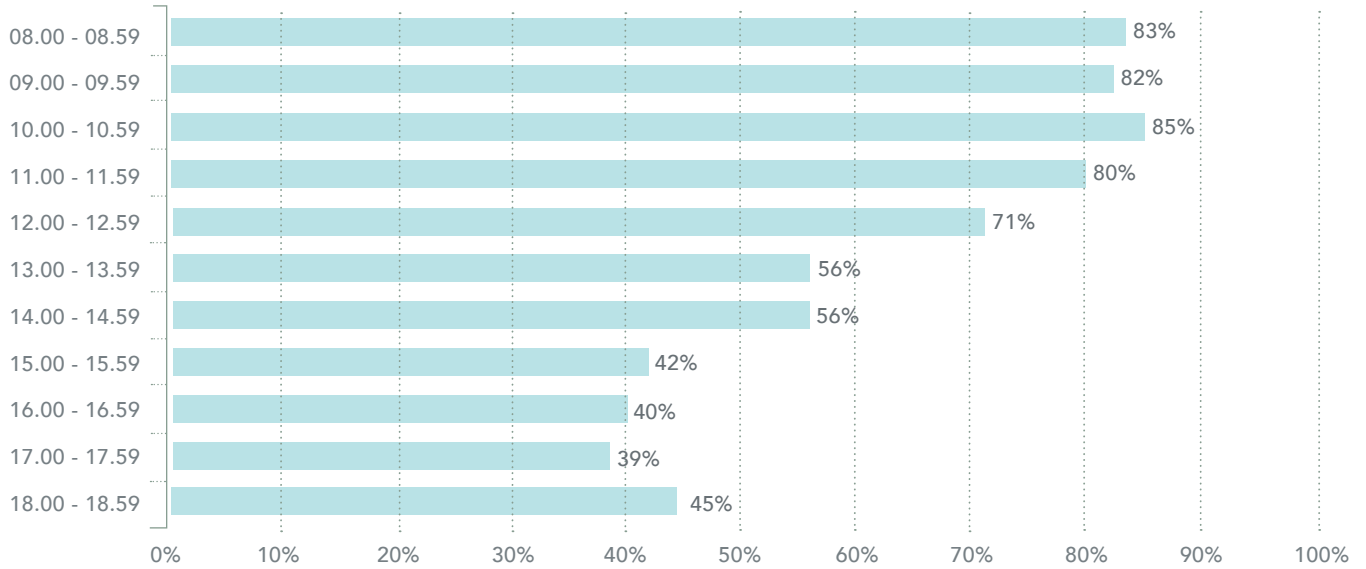
6826 tee times found, 4326 booked, 2500 free - All values are expressed as percentages

Time	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
08.00 - 08.59	93	74	100	81	66	93	75	83
09.00 - 09.59	75	98	100	86	49	100	66	82
10.00 - 10.59	84	99	100	93	68	97	57	85
11.00 - 11.59	65	90	100	88	77	93	48	80
12.00 - 12.59	66	68	99	65	77	81	45	71
13.00 - 13.59	43	46	85	45	56	71	49	56
14.00 - 14.59	46	39	96	36	61	63	57	56
15.00 - 15.59	33	27	100	29	35	44	37	42
16.00 - 16.59	44	34	100	38	31	25	26	40
17.00 - 17.59	34	35	100	42	47	12	8	39
18.00 - 18.59	38	38	100	31	50	8	46	45
TOTAL	59	61	98	60	57	68	47	63

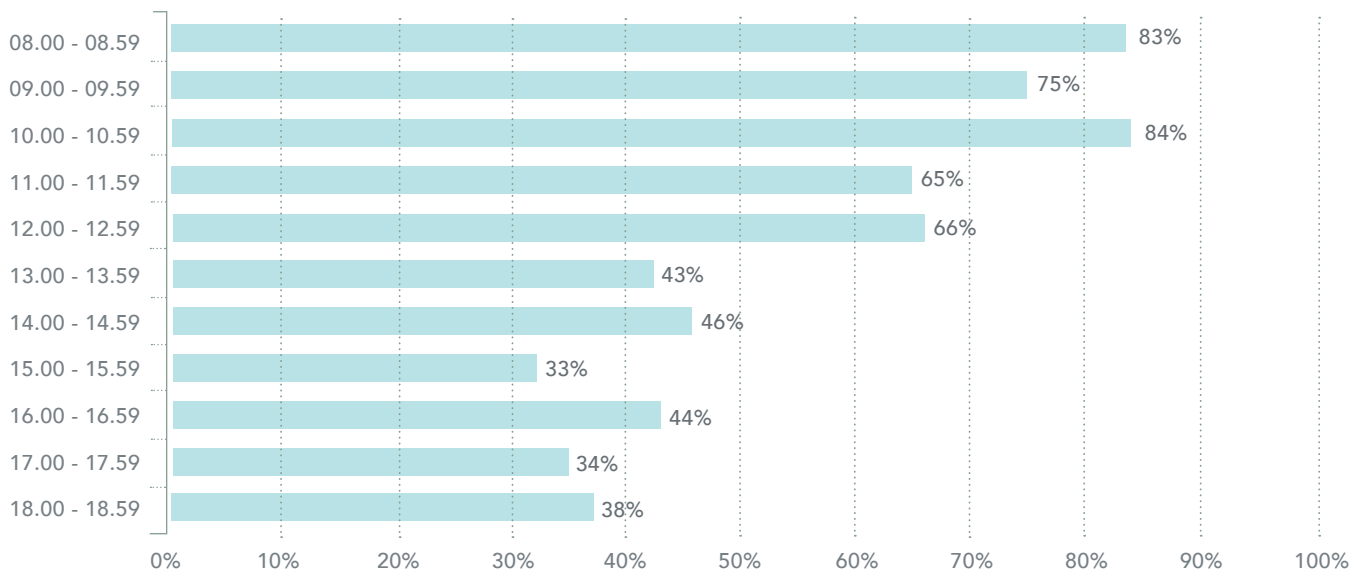
Tee Time Usage by Day of Week



Tee Time Usage by Time of Day



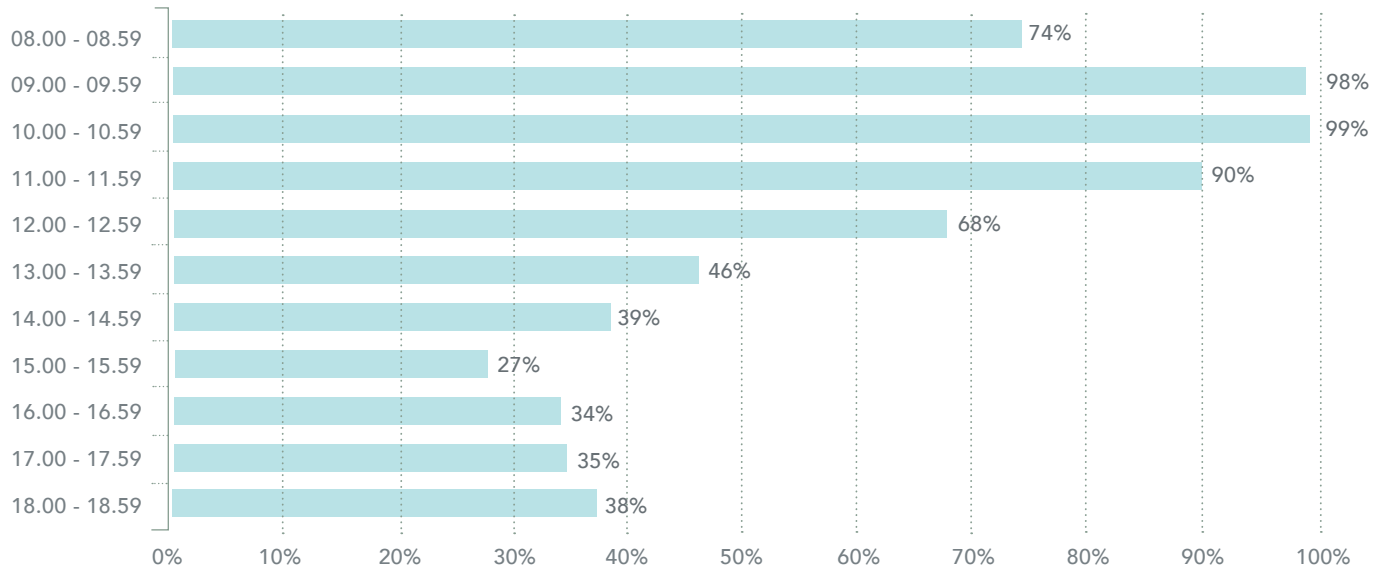
Tee Time Usage for Monday



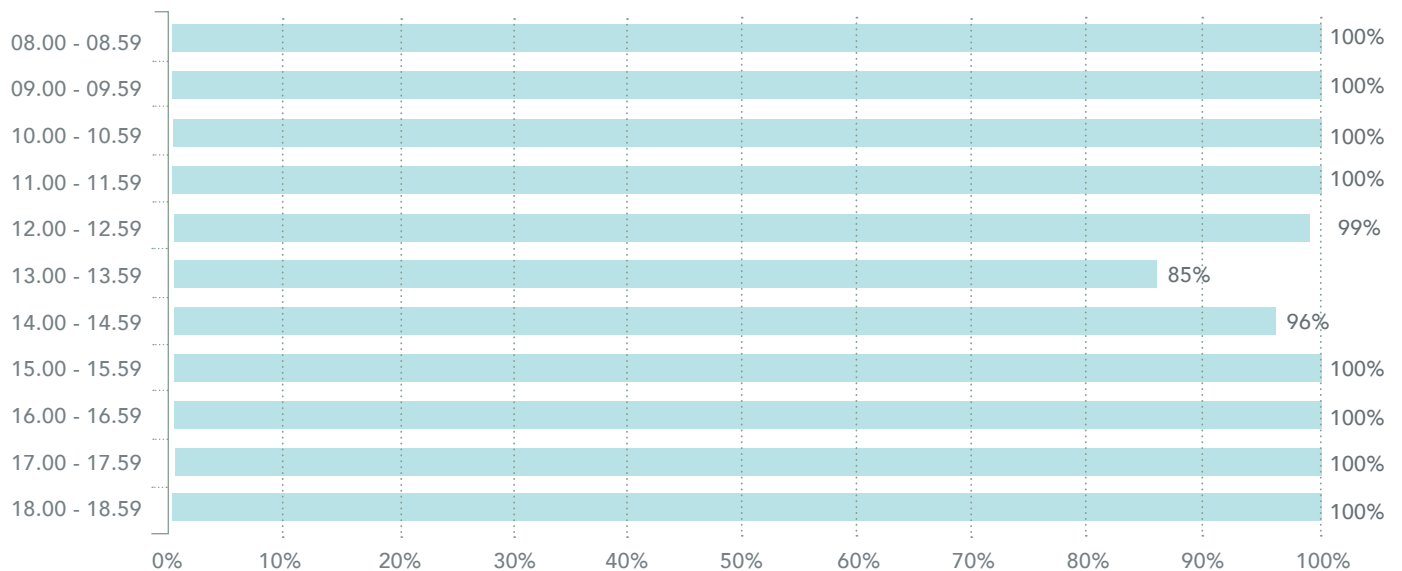
WCGC TEE TIME USAGE BY TIME AND DATE

01.06.2018 – 31.08.2018

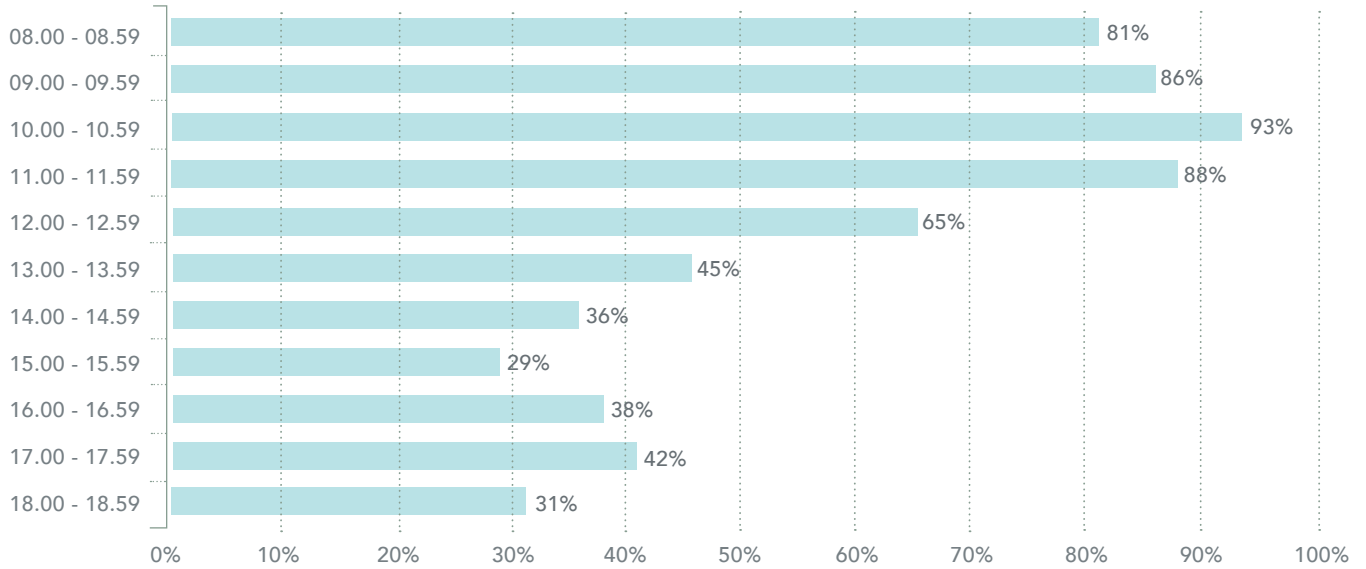
Tee Time Usage by Tuesday



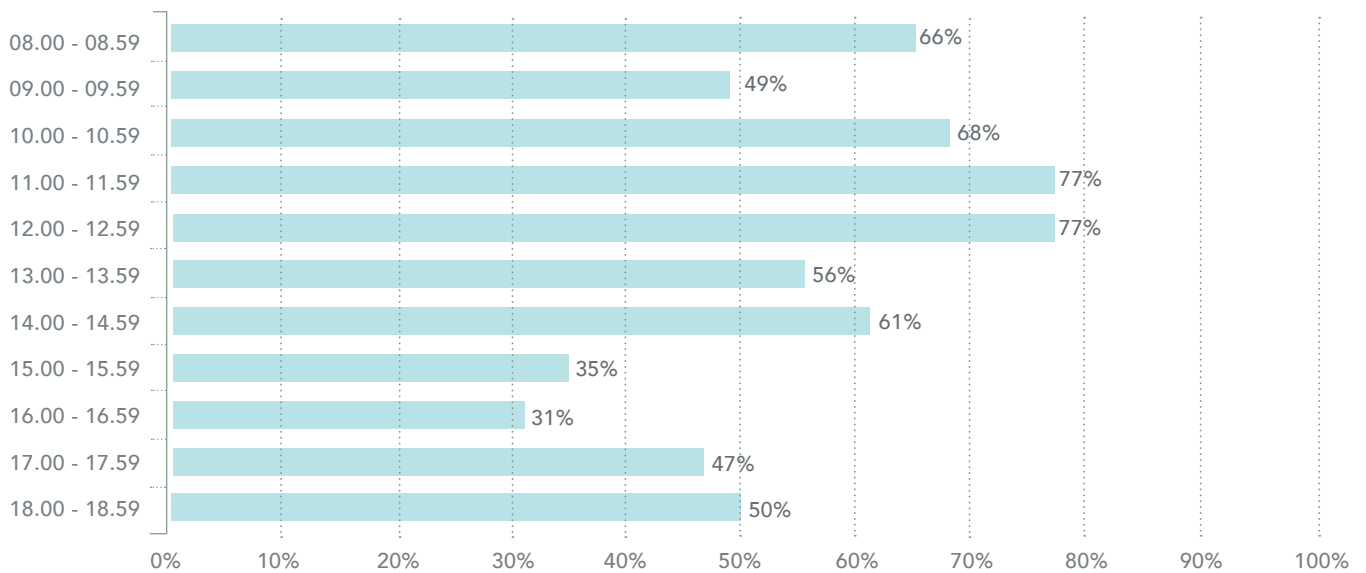
Tee Time Usage for Wednesday



Tee Time Usage by Thursday



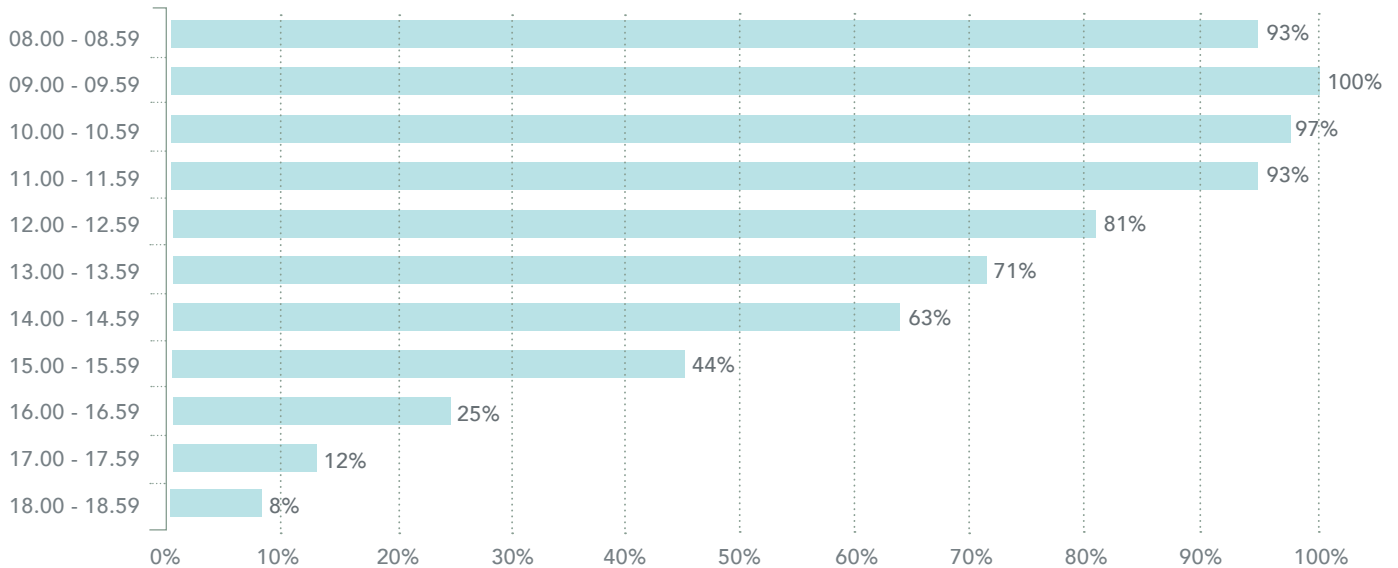
Tee Time Usage for Friday



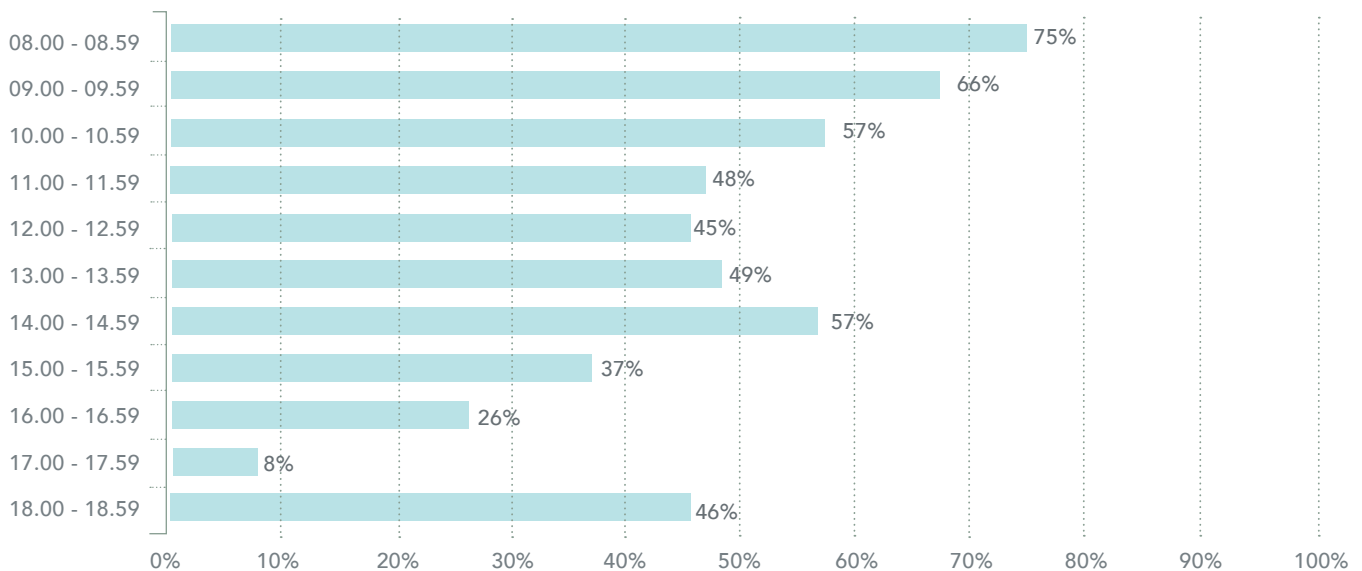
WCGC TEE TIME USAGE BY TIME AND DATE

01.06.2018 – 31.08.2018

Tee Time Usage by Saturday



Tee Time Usage for Sunday





DRIVING RANGE PROPOSAL

25.10.2018

Attached a few images and design configurations with approximate costs.

We have about 21m of usable width on the practice ground which would allow a 3 Building Bay design, configured as 6 individual stations or 4 stations plus a double teaching bay.

I have spoken with the company to ask for ball park figures which are £39,740 for the unit ex-works and apparently a similar amount for ground works and erection of the building. I would have thought that we could at least sub-contract the ground works at a considerable cost saving. Build time would be between 2 and 3 weeks. I have queried the strength of the structure and have been advised that the exposed site should present no problems. Lifespan of the building is anticipated to exceed 30 years and annual maintenance would be minimal comprising of power washing and re-sealing the decking.

Considerations would include:

- Do we open the facility to the public?
- Do we charge both members and the public to use the facility?
- How do we operate collection of balls on the range?
- Are we comfortable with H&S aspects regarding the public footpath
- Would we be troubled by stray balls on the adjacent 16th and 18th fairways?
- Do certain members prefer to practice off the turf rather than a mat (It may be possible to combine both options)
- Analysis required of need together with income projections

P Cooke



PROFESSIONAL GOLF DRIVING RANGE STRUCTURES

[PRO GOLF RANGE HOME](#)

[SPECIFICATION](#)

[GALLERY](#)

[FAQ's](#)

[CASE STUDIES](#)

[CONTACT TEAM H-B](#)

Our distinctive golf driving range buildings are suitable for golf clubs and sports grounds of every calibre and are the perfect all weather provision to encourage player development, add benefit for club members and provide an introductory game space for newcomers.

A great driving range facility also offers the golf pro many opportunities to promote the game and associated services, generating additional income for the club.

Our golf ranges have evolved from our successful cycle hub and sports stadia structures into an attractive and easy to maintain, modular building system that is designed to cover areas at an affordable price for many generations.

Larger bespoke driving range complexes are also within our remit using the same design principals to create plug & play opportunities for a broader audience.

Our Golf Range Gallery





CURL golf driving range

Advanced Practice Facilities

specification rev:009

Infrastructure for cycling sports and recreation

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Overview

CURL golf driving range the advanced next generation facility for all players of the game, a modular building system focused on the needs of the operator, golfer and prospective golfer.

Product Description

The modular CURL golf driving range system and ancillary modules can be tailored to suit existing or new golf practice facilities. Featuring spacious driving positions on a 'sprung' timber deck, the ergonomically designed modules provide an inviting and comfortable environment. Standout features beneath the contemporary curved roof are a galvanneal steel frame, integrated rainwater system, broad walkway and integral seating. CURL golf driving range greatly improves the playing environment for golfers whilst needing minimal management and maintenance from the operator. Highly configurable and cost effective CURL golf driving range is designed and manufactured in the United Kingdom for long life, low maintenance and 4r compliance.

Benefits

- Low maintenance
- Good lines of sight and play
- Injury preventative, appealing playing surface
- Welcoming environment, encouraging social play
- Heavy duty, long life, robust frame
- Low cost, efficient and less environmental impact
- Free draining deck prevents standing water
- Opportunity to expand in future/demount for resale

Features

- Generous driving positions
- Free draining integral 'sprung' deck
- Integral bench seating¹
- Integral bay dividers¹
- Fully engineered steel frame construction¹
- Units course ready, suitable for inland & coastal use¹
- Integrated rainwater system
- Low Impact Foundations
- Power² 'leg' enabling available

Technical Specification

- Frame: Steel (CE BS EN 2000-1, 2 & MSS 5th Ed)
- Finish: Galvanneal (BS EN 1461:1999)
- Roof: Steel trapezoidal (Colorcoat HPS200 Ultra)
- Deck: Siberian Larch¹
- Cladding: Siberian Larch¹
- Bay Dividers: Wisa Multiball¹
- Wind Break: Wisa Multiball¹

Product Life

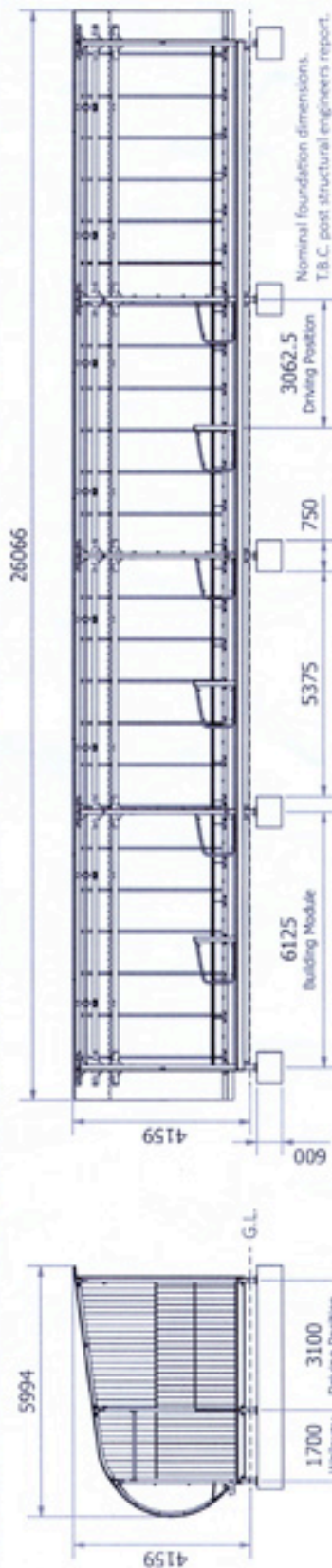
- 35 Year design life¹
- 4r compliant (Relocate Renovate Reuse Recycle)
- Designed & Manufactured in the UK

Guarantees & Warranty

- 48 month Warranty (Terms and conditions apply)

Designer Support

- 2D, 3D CAD & BIM model and design support as required



Available Modules

- Standard driving module (2 positions)
- Standard teaching module
- Pro-teaching module

Dimensions

- Building module: W 6125 x D 5994 x H 4159mm
- Driving position: W 3062.5 x D 3100 x H 4159(min) mm
- Internal Walkway: 1700mm

Build dispensing module

- W 6275 x D 1633 x H 3625mm

Talk to our Experts

Maximise the potential of your space with our master/macro planning

¹ Option to remove/downgrade for Life version ² Structural calculations, wind loading, trial pits etc. required and necessary per location. ³ 35 year design life on galvanneal steel frame. For design life of all other parts refer to manufacturers' guarantees & warranties.

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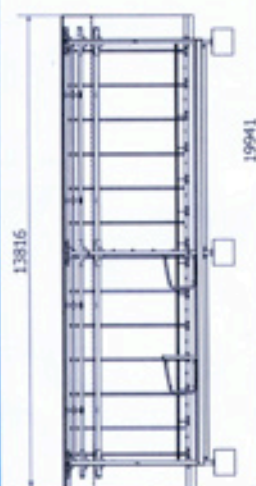


Infrastructure for cycling sports and recreation

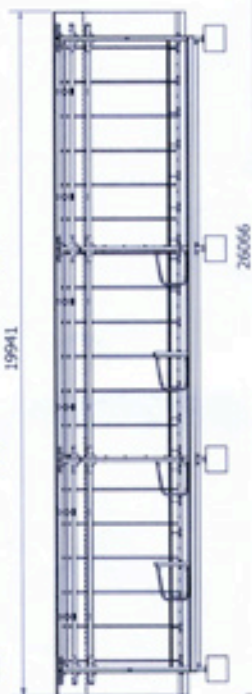
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2 Building Bays



3 Building Bays

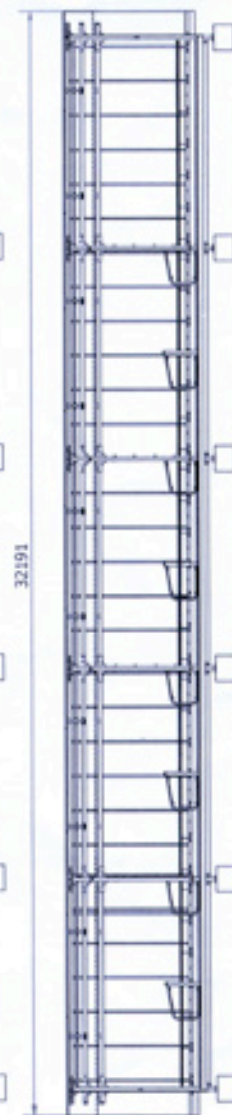


Please ask about larger options

4 Building Bays



5 Building Bays



WEST CORNWALL GOLF CLUB LTD

WEBSITE REVIEW

Introduction

This paper has been put together following email exchanges with Intelligentgolf and a planned online demonstration of their software modules which would allow the introduction of a Flexible membership category. Intelligentgolf is one such provider as a comparison with our current website and management software provider.

Intelligentgolf

Should the Board membership opt to change the existing website, which could do with being updated, upgraded and revised, a company called intelligentgolf have provided us with indicative costs for a newly designed and laid out website.

The costs involved are outlined below – currently we have a website supplied and supported by club systems with integration of howdidido, player input screen, handicapping, the club diary and competitions.

The following proposal from intelligent golf will include a number of modules, of which we will have to pay a one off fee plus annual licensing.

Intelligentgolf provides systems to Golf Clubs and can include a bespoke website for visitors and members, competitions and handicapping system, tee time booking and society event/function room management, membership and subscriptions, email marketing and till systems.

The systems are modular to allow clubs to utilise either the whole intelligentgolf system or to cherry pick the module/s that we require.

To give an idea of costs for the website for members which includes an email marketing package and competitions and handicapping is a one off £2500 plus an annual fee of £1800. The website is mobile responsive, a mobile "App" website to allow our members to easily view the website from their mobile devices. The price includes the website design, and content transfer from our existing website and handicap data transfer. Competition sign up for members and open competitions. The annual fee includes 7 days a week support, software license, upgrades, website and email hosting. Alternatively the flexible membership module can be integrated with our present system however, tills would have to be purchased to allow the management of a pre loaded card payment system.

The Tee time booking and society and event management system is a one off £500 setup and an annual fee of £500

Should we wish to add the membership and subscriptions system then there is a one off setup fee of £500 and an annual fee of £500

To install and train on the till system including product and screen setup will be £2200 and a one off software fee of £600 with an annual software and support fee of £1200. Where possible the supplier will re-use existing hardware. Till hardware, if required, which includes a touch screen till with integrated PC, operating system, card reader, cash drawer and receipt printer is £1900 each. Prices based on a 2 x till system and will vary according to the amount of tills required.

We would not necessarily need the following at the costs detailed however, I have included costing for the total package price. Obviously we would need to look carefully at the integration of modules with our present system.

Optional

- Ipad order facility £150 one off and £150 per annum
- Stock control is a one off £500 and £350 per annum.
- Halfway House Ipad till £300 one off and £200 per annum
- Pro Lessons facility is £250 to have it linked to your website and then £250 per annum per pro.
- igMember App £600 per annum to pre purchase unlimited member licences
- Door access integration £250 per annum
- Flexible membership module £250 setup and £250 per annum. This cannot be used without the membership system as quoted above.

I understand that we would need only the Flexible membership module together with one till operating system located in the Pro shop.

Intelligentgolf website would have potential costs of:

Marketing package and competitions and handicapping is a one off £2500 plus an annual fee of £1800

The Tee time booking and society and event management system is a one off £500 setup and an annual fee of £500 [not required]

Should we wish to add the membership and subscriptions system then there is a one off setup fee of £500 and an annual fee of £500 [not required]

WEST CORNWALL GOLF CLUB LTD

WEBSITE REVIEW cont.

To install and train on the till system including product and screen setup will be £2200 and a one off software fee of £600 with an annual software and support fee of £1200.

Till hardware, if required, which includes a touch screen till with integrated PC, operating system, card reader, cash drawer and receipt printer is £1900 each

Initial outlay: £6,300. This is a one off investment

Yearly cost: £2,500

Club Systems Website

The Current Website has integration with our other systems, the current cost per year is outlined below. The current site does require a general tidy up, review and reorganisation which would need to be ready to go live by January 2019. It would also be worth having a conversation with club systems as to what further detail we could put on the front page of the site and what other media (videos, photos etc.) could be shown on the site. The integration with howdidido is an extremely good feature and the mobile app and notifications are used by a number of members. The system is also integrated with the tee booking system, we effectively pay nothing for the system, instead offering a free four ball each day to have the booking system.

Current Cost:

- V1 Hosting & Support £1,295 + VAT
- This is the main system we use for database, competitions, handicapping etc.
This includes the website
- PSI Screen £220 + VAT
- This is the Player Score Input screen and facility
- Till Software £530 + VAT
- Till Hardware £250 + VAT
- Kitchen Printer £75 + VAT

This is a total of £2,370 + VAT annually

Options

- 1) A new website built by intelligentgolf at a cost of £6,300, this would be without any of the additional options nor the purchase of two new tills, with an annual cost of £2,500. Two new tills & additional printers would be an extra £3,800
- 2) To review the current website and have a conversation with club systems as to what further features we could have on the website, this would continue our current contract of £2,370 + VAT a year.

Recommendations

It is recommended that the Board look at both of the options above; either the procurement of a new website, integration and till system or review the current website, the integrations and discuss with club systems what further features could be possible within the current site. We don't know for example whether they have developed a flexible membership module.

Having reviewed some of the other club's websites from club systems and intelligent golf, our site is not too dissimilar to any other club site.

In view of the current club situation and the requirement to enhance the clubhouse interior with the costs associated, my recommendation is for the Board to go with option 2 and remain with the current website and to review the potential extra features that could enhance the current site with Club Systems provided, the costs were not too prohibitive.

Tom Ruhrmund

Marketing and social media support

WEST CORNWALL GOLF CLUB LIMITED

BUDGET FOR 12 MONTHS TO 30.11.2019

Board Meeting 29.10.2018

1 Introduction

This paper sets out the proposed budget for the twelve months ending 30 November 2019 for consideration, and adoption, by the Board.

2 Overview

2.1 The following table provides an overview of the proposed budget for the year ending 30 November 2019, which is compared with the projected financial results for the year ending 30 November 2018 and the approved budget for that year:

	Budget to 30.11.19	Projected Accounts to 30.11.18	Budget Year Ended 30.11.18
		£	£
Revenue	<u>398,152</u>	399,193	385,092
Entertainments	<u>1,871</u>	814	2,060
Administration	<u>233,290</u>	224,165	228,185
Bar & Catering	<u>7,631</u>	776	2,878
Greens	<u>153,977</u>	<u>144,348</u>	<u>150,798</u>
Total expenses	<u>396,768</u>	<u>370,103</u>	<u>383,921</u>
Net Profit / (Loss)	<u>1,383</u>	<u>29,090</u>	<u>1,171</u>

2.2 Paragraph 3 provides the highlights on the projected results for the year ending 30 November 2018, whilst in paragraph 4 are detailed comments on the basis on which the operating budget for the year ending 30 November 2019 has been prepared. Paragraph 5 covers the Capital Budget whilst paragraph 6 deals with the Cash Funds Statement.

2.3 The Board approved the strategy for this budget as set out in Paper 14/18 tabled at the meeting on 23 August 2018. It is important to reiterate the strategic objectives which it was agreed the Club should follow in the budget strategy and in the preparation of the annual financial budget. They are:

- Maintain the golf course in an excellent condition and, within the prevailing physical and financial constraints, gradually enhance the course.
- Maintain the golf club and other physical infrastructure in good condition.
- Enhance the benefits and experience which all our Members and visitors enjoy in respect of golf and social activities.
- Ensure Membership numbers and subscription income are sufficient to deliver financial goals
- Maintain required standards and compliance in respect of health, safety and environmental matters.
- Increase the Club's cash reserves.

2.4 In looking forward there are considerations and concerns in the short term which are referred to separately in paragraph 7.

3 Accounts for the Year ending 30 November 2018 – Projected Results.

3.1 The projected results for the year have been calculated by adding the actual results for the nine months to 31 August 2018 to the budget for the three months ended November 2018. This produces a projected profit in excess of £29,000 for the current financial year ended 30 November 2018. This projected net profit for the year of £29,090 as shown in the financial figures attached to this Paper does not take into account the normal year end accounting adjustments (e.g. stock figures, accruals, prepayments and the final VAT return for the year). There will also undoubtedly be variances over the next quarter. **It will therefore be appreciated that the projected profit figure of £29,090 will alter in the process of finalising the annual accounts.** Best estimates at this stage are in the region of £22,000.

3.2 In terms of comments on the projected results to 30 November this year, The Board has been provided with detailed reviews of the operating results for each of the three quarters ending with 31 August 2018.

3.3 Total revenue for the year is expected to be £14,000 more than the budgeted figure. This is slightly misleading as £7,000 is an accounting entry for the levy brought across from last year. We also received £2,600 from County week and are projecting an additional £3,000 above budget from competitions.

3.4 Entertainments are showing a projected loss of £814 which does not take into account the final settlement for the dinner dance. We had very low numbers (41) attend the Valentines Dinner and Dance which did not cover the costs this year.

WEST CORNWALL GOLF CLUB LIMITED

BUDGET FOR 12 MONTHS TO 30.11.2019 cont.

- 3.5 Administration costs are expected to total £224,165, which is £4,020 under the budget of £228,185. This is mainly due to monies not being spent on marketing £2,500, Irrecoverable VAT £5,200 which was based on last year's figure which included the VAT on green fees, 'memarts' £1,500, insurance £1,700, yearend adjustments of £3000. We overspent on clubhouse repairs/sundries by £5,000 due to the redecorating of the clubhouse, shower room and repairs to the boiler. Electricity is showing an increase of £3,700 more than budget, this is due to new contract rates from October 2017 and higher usage than last year but does not take into account the kitchen allocation for the third quarter, for which an adjustment will be made of £2,152.
- 3.6 At the present time Bar and Catering is showing a loss of £776 but this does not include the third quarter's allocation of kitchen electricity (£2,152) and gas (£1,013) costs being transferred from the administration budget. The projected loss of £776 is against a budgeted loss of £2,878 although the above adjustments of £3,165 have yet to be posted. It is important to point out that the bar gross profit ratio is again expected to be 55%.
- 3.7 The projected total expenditure for greens is £144,348 which is £6,450 better than budget. This is mainly due to timing of supplier payments and also pay increases have not yet been applied.

4 Budget for the year ending 30 November 2019

- 4.1 The detailed financial budget is attached as the Appendix to this paper. The budget papers comprise the following schedules:
- (a) Operating budget
 - Profit and Loss and Cash Funds Statements
 - Revenue
 - Entertainments
 - Bar & Catering
 - Administration
 - Greens
 - Membership Numbers
 - (b) Capital budget
 - (c) Lease and Hire Purchase payment schedule
- 4.2 In summary, the proposed budget for the year ending 30 November 2019 is projecting a small profit of £1,383. This should be compared with a projected profit, based on the normal activities of the Club, for the year ended 30 November 2018 which is currently forecast to be £29,090 but with adjustments to me made is expected to be closer to £22,000.

- 4.3 This budget is based on membership numbers being the same as this year's experience with an increase of £20 (3%) in subscriptions. Total budgeted expenditure for the year to 30 November 2019 would initially be based on the projected figures for 2018 with additions being made where unavoidable or justifiable. Whilst that is achievable, the Board will appreciate that such a limitation does impose a very considerable constraint on Management in terms of allowing for reasonable unforeseen expenditure and future requests to the Board may be necessary.
- 4.4 The following are comments on the 2018-2019 budget and assumptions which have been made in preparing this budget.

Revenue

4.5. Membership numbers

- 4.5.1 Membership numbers are vital to the financial success of the Club. In Board Paper 14/18 (Budget Strategy) there was an extensive commentary on membership numbers. In summary, in 2018 we lost a total of 93 Members of whom 37 were Full Members, compared with the prior year figures of 126 and 54 respectively. The following table highlights the comparable data for the past 9 years:

Year	Resignations	Termination	Total	Full Members
2018	93	0	93	37
2017	126	0	126	54
2016	113	0	113	42
2015	110	0	110	46
2014	117	0	117	61
2013	70	29	99	49
2012	108	-	108	56
2011	66	15	81	50
2010	55	16	71	43

- 4.5.2 Membership numbers continue to require focus as by far they represent the main source of income. The year started with 469 Full Member Equivalents (FMEs) and the number of FMEs at 30 November 2019 is budgeted to be 477, which is positive. (It should be noted that Member Introductions are counted as FME's so the Board needs to be aware that this figure may not equate to the amount of income that is received. However this number compares on a like for like basis to last year.)

WEST CORNWALL GOLF CLUB LIMITED

BUDGET FOR 12 MONTHS TO 30.11.2019 cont.

4.5.3 It was agreed that an open day was not held last year and similarly no revenue is included within the budget (albeit we have included a cost of £1,000 should we decide the event to be loss-making). The Lifestyle membership category remains popular and aids the retention of Members. Opportunities still exist regarding Corporate Membership.

4.5.4 The main improvement has come from the Member Introduction scheme, which to date has brought in some 116 new Full Members since its inception in February 2016, of which 92 remain Members and this continues to drip feed new members to the Club. It should be noted however that in the initial years this does not bring in a full fee and it will be interesting to see the renewal levels of these members going forward.

4.5.5 From the schedule detailing membership numbers it will be seen that for purposes of the budget for the year ending 30 November 2019 figures are based upon membership numbers as at 24.09.18 with 10 new full members joining in the first quarter. **It should be noted that this budget is based on a positive assumption that we will retain the membership numbers that were achieved in 2018.** This is mentioned further in paragraph 7.4.

4.5.5 It is very important that the Captain's Committee addresses the golfing and social aspects of the Club's operations that will assist the Board in being closer and more responsive to the needs of the Members in terms of improving the experience and overall satisfaction of its existing Members and in attracting new members, as well as providing a better social programme.

4.6 Subscription income

4.6.1 An increase of £20 (3%) has been allowed in the budget for subscriptions as mentioned in 4.3. The 2019 affiliation fees are increasing with England Golf going to £9 from £8.25. This cost is separated out on the members bills.

4.7 Green fees

4.7.1 Green fee income for the year to 30 November 2018 is expected to be £75,405. This is in line with budget and we have assumed a 2% increase in revenue.

4.8 Other income

4.8.1 There is no change proposed to the current **competitions** policy.

- 4.8.2 The Club has four **buggies** which are budgeted to generate a profit of £2,438 (projected 2018 profit £1,678). The current hire rates are £12.50 for Members and £25 for visitors of which the Club receives £7.29 and £14.58 respectively, after deduction of commission and VAT. No increase is proposed in hire rates for this budget.
- 4.8.3 The two year **tee sponsor** arrangement only had 12 takers so there is scope to increase the number of sponsors in that area and that would require an active campaign.
- 4.8.4 Other sources of income are based upon 2018 figures but have not included all of the extra income we received from County Week (£2,600), SW Seniors (£1,600), Western Power cable on the Triangle (£1,440).

4.9 Revenue summary

- 4.9.1 Based on the assumptions noted above, budgeted revenue of £398,152 is £1,000 less than the expected revenue for the current financial year. However, it should be noted that the levy, which is no longer charged following the repayment of the loan nearly 4 years early, accounted for £7,000 of this and we received £2,600 of income from County week and £1,600 from the SW Seniors. Against that we are showing a profit of £7,140 on the part exchange of machinery against the new tractor and loader.

4.10 Entertainments

- 4.10.1 Entertainments has a budgeted loss of £1,871. It should be noted that this is based on only 5 Member entertainment evenings being held at the Club being:
 Draw & Carol Evening
 New Year's Eve
 Captain's Charity Day
 Summer BBQ
 Captain's Day
 It is not yet clear whether there will be other events as organised by the Captain's Committee.
- 4.10.2 The snowball was relatively popular but does need more promotion.
- 4.10.3 The Valentines dinner and dance was poorly attended with only 41 attending. Next year there is a possibility to hold a different event which will hopefully attract more members.

WEST CORNWALL GOLF CLUB LIMITED

BUDGET FOR 12 MONTHS TO 30.11.2019 cont.

4.10.4 The Club again subsidises the Dinner Dance and the Captain's Day disco.

4.11 Operating Costs

4.11.1 It is important to stress that in developing the budget for operating costs Management has capped total budgeted costs for 2019 using the projected figures for year end 30 November 2018 and then only adding on justifiable increases. As noted in paragraph 4.3, whilst that cap is achievable it does place on Management a significant challenge in terms of meeting unforeseen expenditure.

4.12 Salaries and wages

4.12.1 Provision has been made in the budget for a 2% across-the-board increase with effect from 1 April 2019 for staff following the increase in the living wage and to try and keep other staff in line. No rise has been allowed for in respect of the Professional. The cost of wages is approximately £9,000 more than the projections for this year (excluding National Insurance contributions) during the financial year ending 30th November 2019. The Board will consider in mid 2019 what payments should be made to staff.

4.12.2 There is of course the increase in living wage (yet to be announced) and we also have pension contributions which will increase to 3% in April 2019.

4.12.3 A Performance Related Pay 'pot' of £2,000 has been allocated for outstanding staff performance.

4.13 Administration

4.13.1 Total budgeted costs are £233,290 which is £9,000 more than the projected figures for 2018 of £224,165.

4.13.2 **Insurance** for 2018 was £1,500 less than budgeted for but we have retained this figure to allow for an increase following potential claims this year.

4.13.3 £250 has been set aside in the budget for the **Junior Support Policy** but no claim was made to the Club in the current financial year so this could potentially be removed.

4.13.4 **Legal Fees** A budget of £2,500, the value of our liability cap from our insurers.

- 4.13.5 **Telephone, Clubhouse** now includes the cost of broadband, justifying the increase in budget to £1,800.
- 4.13.6 **Staff Sundry Costs** - An amount of £500 has been budgeted for across the year for possible recognition of the work undertaken by the staff and any achievements or milestones.
- 4.13.7 **Marketing** remains an important area and a more complete strategy needs to be formulated for this year. An allowance of £300 per month has been budgeted for. More details of the marketing activities will come to the Board for consideration as they are developed and before any major funds are invested.
- 4.14 **Bar & Catering**
- 4.14.1 It will be noted that the figure for **Bar Sales** for the budget year has decreased by £3,368 against the projected figure for 2018. These figures are based upon 2018 income which included additional income from county week and SW seniors which we have not included in our budget for 2019.
- 4.14.2 The **gross profit margin** on bar sales is 55%, which is in line with the actual GP of 55% achieved over the past two years.
- 4.14.3 Bar & Catering is budgeted to make a loss of £7,631 compared with a loss of £2,878 in the last budget. The projected figures for this year show a loss of £776 but this figure doesn't include the utility allocations noted in 3.6.
- 4.14.4 Total budgeted costs of £79,929 are £8,963 higher than current year projected costs of £70,966. This is mainly due to an increase in the Gas and electricity of £2,000, wages of £3,000, pensions of £1,000 and depreciation of £1,400.
- 4.15 **Greens**
- 4.15.1 In line with the Management cap, costs are budgeted to be £153,977, an increase of £9,629 over projected costs in the current financial year of £144,348. Budgeted increases are for: -
- i. **Depreciation** – is £3,500 more than the projected figure of £16,419.
 - ii. **Wages** – The budget is £3,270 more than projected figure for 2018 due to a pay increases awarded last year. This is also reflected in the NI and pensions which is £1,000 more.

WEST CORNWALL GOLF CLUB LIMITED

BUDGET FOR 12 MONTHS TO 30.11.2019 cont.

5 Capital budget

- 5.1.1 Budgeted capital expenditure is £32,500 comprising:
The new tractor and loader.
- 5.1.2 There are no major capital items expected for the kitchen or bar.
- 5.1.3 Pending capex projects for boilers/heating, IT hardware and clubhouse refurbishment are not included and will be assessed separately

6 Cash Funds Statement

- 6.1 As the Board is aware, it is extremely important to recognise the impact the operating and capital budgets will have on the cash resources of the Club. Further, the Board has an agreed objective that the Club should increase its cash reserves.
- 6.2 On the first schedule of the Budget papers is a Cash Funds Statement which shows the cash which is generated from the operational and capital budget between the beginning and the end of the budget year ending 30 November 2019, which is showing an outflow of cash of £5,495. **This is a negative figure and the Board must be aware that this could reduce if member numbers fall and/or there is no increase in subscriptions.**

7 Considerations and Concerns

- 7.1 The proposed budget for the year ending 30 November 2019 assumes that the Club will maintain a similar number of Members in the year as it did in the preceding year to 30 November 2018. Further, as noted above, expenditure in this budget year has been determined by, in the first instance, taking projected expenditure for 2017/18 and increasing that for expenditure which is considered essential or unavoidable. The membership numbers remain an important aspect of the Club and require a clear focus and scrutiny.
- 7.2 If membership numbers do drop considerably, then the Board will not be able to finance its operations in that financial year without a cut in expenditure which would have a significant adverse impact on the physical operations, including, importantly, the management of the golf course.

- 7.3 The only sustainable sources of funding to meet the possible shortfall referred to in paragraph 7.2 are:
- (a) subscription income from new Members, and/or
 - (b) a significant increase in subscription rates for all Members.
- 7.4 The value of an FME in terms of subscription income based on this budget will be £675. In terms of sensitivity analysis, the loss of an FME effectively reduces the subscription income by £337.50 as 50% of the subscription paid in June relates to the financial year ending November 2019. This amount needs to be taken directly off the forecasted profit/loss. It would only therefore take the membership numbers to reduce by 4 more than forecast for a deficit to be recorded.
- 7.5 With the exception of the sale of a tractor and mower (part exchange) realising £7,140 above net book value, no consideration has been included with regard to other asset sales e.g. land and/or artwork.

8 Conclusions

- 8.1 The proposed budget for the year ending 30 November 2019 is positive, showing a surplus of £1,383.
- 8.2 A subscription rate increase of £20 (3%) is proposed in this budget.
- 8.3 The cash funds statement shows an outflow of cash of £5,495.
- 8.4 Again, it is important to recognise that continued rigorous control over expenditure by both the Management team and the Board is essential.

Martin Austin
Director
20 October 2018

Gareth Evans
Secretary



COURSE RISK ASSESSMENT

16.07.2018

It is acknowledged that when playing any sport there is an element of risk. This reassessment is based on areas where there are thought to be some risk and what actions are possible to reduce that risk. It is recognised that not all of the actions can be immediate.

The care needed by players when walking on the dunes and on the natural contours and banks on the course have not been considered as it is believed this is something that all players will be aware of. This is perhaps something that could be re-iterated to visitors when they sign in.

ISSUE	LEVEL	SUGGESTED SOLUTION 2017	KEITH COMMENTS 2017	REVIEW 16 JULY 2018
1st Hole Road and houses to right of hole susceptible to slices and shanks.	Low	Tree planting on the right hand boundary with the fence to remain. (In time it is thought should the trees become big/thick enough the old first tee might again be used.	Difficulty with growth in that area. Pine trees may work but take a long time to grow or Sycamores but they are 'bare' for 6 months per year.	No further mitigation proposed during the review.
2nd Hole Players hitting left from the tee causing danger to those on 14th. (Players need to be encouraged to hit straight).	Low	Re-introduce a couple of mounds around 190 yards and 160 yards from 2nd green in left hand rough approx 5 ft high.	Would raising the existing 2nd junior tee be an option? Or removing this so players can be seen from both directions.	Further artificial mounding considered in appropriate and would not correct a hook. Course Manager and Secretary to review options for the mound adjacent to 14th, raise it (which would reduce church view) or lower it to improve visibility down 14th fairway.
3rd Hole Players hitting left off the tee endangering players on 9th and 4th tee.	Medium/ High	Mounding from 140 yards into 3rd green, protecting 4th tee and sweeping around the back and side to also protect it from 9th tee. Diagram to be provided for clarity.	Would gorse/blackthorn be more of a deterrent? Is there an option to shorten the fairway so that players hit less club off the tee?	No further mitigation proposed during the review, it was noted that previous attempt at bunkering behind 4th tee had not mitigated risk.

COURSE RISK ASSESSMENT cont.

16.07.2018

ISSUE	LEVEL	SUGGESTED SOLUTION 2017	KEITH COMMENTS 2017	REVIEW 16 JULY 2018
4th Hole Players at risk when playing 8th hole. Ferry Path – members of public being hit.	High Low	Please see comments on 8th Hole, which provide a possible solution. The new banking is considered highly effective. A discussion might be needed with the ladies regarding their tees and which tee is best used.	See 8th. Ladies is an issue. Church yard in play when there is a wedding/funeral?	Mounding seen to be doing its job, suggestion that vegetation on top of mound it trimmed back to improve fairway visibility off 4th tee. New risk of a hook impacting Ferry Path to be mitigated with more mounding.
5th Hole Road crossing hole.	Low	This was not considered a real risk and players just need to be aware to let cars or walkers pass and not play when there is a danger of hitting them.		No further mitigation proposed.
6th Hole 5th Green and Approach.	Low	Move yellow tees forward.	What about the Quay? Take down existing junior tee to aid visibility. Raise height of existing 6th tee at the back (about half way back to end).	No further mitigation proposed.
7th Hole Cars and pedestrians using the road.	Low	Sign to advise players not to tee off when there are cars or pedestrians on the road unless invited to do so.	Remove end 2 trees so tee is visible to walkers. Reduce hump between pit and road so walkers can be seen from tee also.	Agreed to trim back vegetation on top of hump, Course Manager and Secretary to review and propose any further work.

ISSUE	LEVEL	SUGGESTED SOLUTION 2017	KEITH COMMENTS 2017	REVIEW 16 JULY 2018
8th Hole Players are currently 'encouraged' to aim left and walk left. This endangers those playing the 4th hole and also endangers themselves when walking over to their ball to being hit by shots from players on the 4th hole. Players on 9th tee at risk from 2nd shot into 8th green	High Low	Use the lower tee Put in a path down the right hand side of the 8th hole. Move the marker post further right and open up the fairway to the right hand side. Move some of the existing rough to the right of the 8th tee to below the existing marker post position. (A diagram will be provided to clarify this) Sign on 8th tee advising players not to play their second shots until the 9th tee is clear.	This would be a big job and would need to be outsourced to professional shapers. The right hand side would need raising to ensure balls didn't end up against the fence. Shaping is necessary otherwise the slopes would not enable 'fairway' to be cut. This is a huge amount of work. The path is no problem but would suggest a course architect would be best to look at this job. With the lower tee does this reduce the ability to see someone who is in that area playing their second shot to the 4th? Internal out of bounds for 8th hole?	Course Manager and Secretary to make a proposal to create a path along fence alignment to encourage movement from tee into a safer position.
9th Hole Players on 4th tee come into play from tee shot	Medium	Mounding as detailed on 3rd Hole with a diagram to be provided for clarity.	Does encouraging this direction of play bring the footpath more into play? Internal out of bounds?	No further action proposed during the review

COURSE RISK ASSESSMENT cont.

16.07.2018

ISSUE	LEVEL	SUGGESTED SOLUTION 2017	KEITH COMMENTS 2017	REVIEW 16 JULY 2018
<p>10th Hole</p> <p>Players at risk on 13th tee and around 12th green and approach from tee shots on 10th.</p>	Medium	<p>Move marker post to the right and open up right hand side of fairway over the mound. (Possibly raise this area in future). Insert a hazard (mound or bunker) between 10th fairway and 12th green to deter players aiming that way.</p> <p>The existing netting on 13th tee is good but needs to be checked and repaired when necessary on a regular basis.</p> <p>It was felt the bell on the 11th tee is redundant (very rarely used).</p>	<p>If yellow tee forward does it bring 11th Tee into play (also for big hitters from the whites when/if fairway is cut right).</p> <p>Major work to level up right hand side. Push existing mound down to level out hollow.</p> <p>Internal out of bounds?</p>	<p>It was observed that the netting could be extended right to protect the path up to the 13th tee but this would be intrusive. Consideration to be given to new net.</p>
<p>11th Hole</p> <p>There were not considered to be any health & safety issues on this hole</p>				
<p>12th Hole</p> <p>Buggy issues over the end of the plateau raised by 3rd party safety audit.</p>	Low	<p>Whilst not aesthetically pleasing, the fencing that has been done satisfies this audit requirement.</p>	<p>A sign to keep walkers on the path below the tee and stop them walking up towards the tee.</p>	<p>No further action proposed during the review, fencing to be rotated to spread wear patterns.</p>
<p>13th Hole</p> <p>Walking to the tee leaves players open to being hit from 10th tee shots.</p> <p>Tee shots from 10th Tee.</p>	<p>Low</p> <p>Medium</p>	<p>Remove the path to the right of the tee and encourage players to walk to the left side, getting onto the tee by using the steps by the toilet.</p> <p>Put a sign on the tee asking players to watch for other players teeing off from 10th Tee. Ensure holes in net are repaired.</p>		

ISSUE	LEVEL	SUGGESTED SOLUTION 2017	KEITH COMMENTS 2017	REVIEW 16 JULY 2018
14th Hole The 16th tee and the area in front of it needs protecting from long hitters cutting the dog-leg and shorter hitters playing down 'old man's alley' and then playing second shot towards 16th Tee. (Also slow play).	Low/ Medium	Encourage the hole to be played as designed by placing mounding where bunkers used to be Move yellow tees forward and consider the route bringing the fairway further back when heading straight towards it.	Could the existing mound have the left hand side taken away and then elongated on the right? If yellows were on same area as ladies tee this would straighten visual aspect of the drive. Bunkers were removed to speed up play and stop players being hit into. Would mounding cause the same problem?	No further action proposed during the review.
15th Hole Road and houses to left of hole.	Low	See comments on 1st Hole (Left handed players)		No further action proposed during the review.
16th Hole The 14th tee needs protecting, especially from 2nd shots.	Low	Encourage players to aim left with their second shots by introducing a hazard (bunker or mounding) by the 14th tee that deters players from the right hand side of 16th.		No further action proposed, 14th tee is very visible from 16th fairway.
17th Hole There were not considered to be any health & safety issues on this hole.				
18th Hole The road to the right of the hole.	Low	Work that has previously been done by redirecting the fairway and growing the rough encourages players to aim left away from the road.		No further action proposed during the review.

COURSE RISK ASSESSMENT cont.

16.07.2018

ISSUE	LEVEL	SUGGESTED SOLUTION 2017	KEITH COMMENTS 2017	REVIEW 16 JULY 2018
Main Car Park Confusion over which way traffic should flow.	Low	Implement no entry signs and a clear one way system.		No further action proposed during the review.
Overflow Car Park Danger of car entering lower entrance to hit cars using that entrance as an exit.	Low	Put 'no exit' signs for the lower entrance.		No further action proposed during the review.
Level Crossing Members of Public crossing onto golf course and continuing across it.	Low	Sign on the fence warning public to stay on footpath and danger of golfers playing.		No further action proposed during the review.

Further potential actions identified during review:

1. Blockwork shelters appear to be unmaintained and redundant. Review construction and remove where considered appropriate ie between first green and second tee.
2. Consistent signage – multiple styles of signage, some redundant or over used signs to be identified and removed (9th and 10th), to be reviewed by Course Manager and Secretary.
3. Waste Bins – inconsistent styles and some bins in poor state of repair. Proposal for renewal to be made by Course Manager.
4. Irrigation – system more than 20 years old, in need of maintenance and upgrade, proposal to be made by Course Manager.



HOLE

12

PAR

5

YDS