

“The aim of Sandyhills Golf Club is to provide our members and guests with a quality golfing experience within a friendly and welcoming atmosphere”.



Sandyhills Golf Club

Strategic Plan

For the period: 01/09/2012 – 31/08/2015

Produced by:

Governance Committee

28/08/2012

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Section 1 - Introduction

Sandyhills Golf Club is a private members' club situated some 5 miles east of Glasgow City Centre. The club was formed in 1905 and the golf course and property are wholly owned by the members. The course is 18 holes of parkland and enjoys an excellent reputation as a good test of golfing skill for players of all abilities.

This 3 year business plan outlines the main strategies and objectives Sandyhills intends to follow over this period. This document is aimed at all interested parties who have a stake in Sandyhills Golf Club and will be used as a main reference point by the Office Bearers, Committee and staff. Members and potential members will also have access to the strategic plan via the club's website or administration office and will be able to chart the progress made with action plans and the many initiatives required to fulfil the plan objectives.

Sandyhills Golf Club must run as a business with a clear focus and therefore this plan is designed to provide clarity and strategic direction to our key stakeholders including staff and committee during the next 3 years. Golf Clubs are facing many challenges in the current economic climate and therefore it makes sense within our strategic plan to identify these major issues and outline potential solutions for the club.

The club consulted its members and following feedback, introduced a mission statement as follows, *"The aim of Sandyhills Golf Club is to provide our members and guests with a quality golfing experience within a friendly and welcoming atmosphere"*. This mission statement will be at the heart of all we do and will be the central framework for all action plans and initiatives contained within this document as we set out to achieve our plan.

The plan will provide a consistent pathway for committees and employees to follow and account for all key areas of our business as we face the challenges of ageing demographics and potential decline in our overall membership numbers. This 3 year plan will outline objectives and initiatives to be undertaken, as well as deliverable timescales for action plans, required to face these challenges head on. It is our aim to position Sandyhills Golf Club as the premier club in our area offering a quality golfing experience to members and guests within a friendly and welcoming atmosphere.

Section 2 - Situation Appraisal

The key points from our situation appraisal are noted below.

A 36 point questionnaire and SWOT analysis were undertaken by the committee in early 2012. The findings of the SWOT analysis were confirmed by the membership at a forum conducted in April 2012. In addition a member's questionnaire was issued and the main findings delivered back to the members at the forum. The results in relation to course and clubhouse are detailed below along with a More of/Less of list confirmed by the Governance committee as a result of feedback from the SWOT analysis. The Governance committee will continue to seek member and guest feedback and publish findings going forward.

More of / less of Analysis

More of	Less of
Members Visitors Use of Facilities Continuing course improvement Consistency of service Good communication Strong financial base	Apathy Weather interruptions/course closures Facility under use Slow Play in Medals Inappropriate course use Ad-hoc planning

April 2012 Members Questionnaire Results

It is recognised that to achieve our overall objectives, the golf course requires significant investment during the lifetime of this plan. This is confirmed by the results of the member's questionnaire shown below. Scores in relation to the clubhouse are also published.

A benchmark score of 4.5 for the course resulted. This will be used for comparison purposes during the lifetime of the plan.



Section 3 - Purpose

Purpose

Sandyhills is a private members’ club serving the local community that offers our members and guests a good experience both on and off the golf course. We recognise that as a golf club we must focus on improving the experience on the course for all players and this will remain one of our key objectives within this plan.

It is our desired aim to become the premier club in our area offering a quality golfing experience to members and guests within a friendly and welcoming atmosphere. We expect to achieve this overall objective on completion of this 3 year strategic plan.

We will continue to consult our members on an annual basis and deliver the results at a members’ forum or AGM. We will also collect feedback data from visitors and guests to the club and share this information at appropriate meetings. The committee will continue to consider and take account of member’s views. They will communicate progress made on resulting action plans which will be reviewed quarterly and communicated to all stakeholders. By following this plan we will achieve our overall objective as stated below;

“The aim of Sandyhills Golf Club is to provide our members and guests with a quality golfing experience within a friendly and welcoming atmosphere”.

Section 4 – Strategy Statements, Objectives & Initiatives

Detailed within this section are the specific areas of the club where detailed strategy statements and objectives are required. A number of initiatives and projects are outlined within each section below. They are designed to enable the achievement of specific objectives in each area and will result in the overall success of this plan. As many initiatives have been identified it is important that these are planned within the 3 year calendar of this plan and therefore a roadmap and timescales for each initiative are shown below. Section 7 outlines action plans commencing within this current quarter and assigns responsibility for delivery and success of each initiative. On completion of each quarter a full review of each initiative will take place and results communicated to our stakeholders.

- A. Governance
- B. Golf Course
- C. Food provision
- D. Beverage provision
- E. Customer service levels
- F. Visitors
- G. Club social functions
- H. Financial Management
- I. Attracting & retaining members
- J. Match and Handicap Strategy
- K. Other revenue sources
- L. Juniors

4. A Our overall strategy for the Governance of the Club is –

To be recognised as an exemplar club for governance.

Our key objectives in this area of the business are –

- Achieve an annual improvement in score from the member's survey
- Introduce role descriptions for all staff and committee members by the end of 2013
- Review the strategic plan and actions every quarter and communicate progress made to stakeholders

Initiatives;

- 1) Conduct annual members' survey and publish results at a member's forum or AGM.
- 2) Explore and expand ways of collecting valuable feedback from members and guests.
- 3) Introduce Club Governance Handbook for Office Bearers and Committee during 2013.
- 4) Capture email addresses for 400 members by end of 2013.

4. B Our overall strategy for the Golf Course is –

To deliver a well managed course providing a quality golfing experience for all players.

Our key objectives in this area of the business are –

- Over the period of this plan, implement the recommendations of the STRI report obtained in 2012.
- Within 3 years ensure all greens staff are fully qualified and equipped to deliver on our course strategy and objectives.
- To improve year on year the measured score achieved within the golf course section of our members survey (Base line score established April 2012).
- Ensure succession planning for key staff is in place by the end of this plan.

Initiatives;

- 1) Review progress quarterly on achieving STRI recommendations.
- 2) Review our greens machinery asset register against needs on an annual basis.
- 3) Consider hiring an apprentice during 2013.
- 4) Improve course signage by 2014.
- 4) Improve our practice facilities by providing a short game area by the end of 2014.

4. C Our overall strategy for the provision of food at our club is –

To deliver a good quality, value for money, dining experience within a friendly and welcoming atmosphere.

Our key objectives in this area of the business are –

- Review terms of current franchise agreement by the end of 2012.
- Define and implement a service level agreement with the franchisee by the start of 2013 playing season.
- Monitor and review monthly catering spend by member on loyalty cards.
- Work with the catering franchisee to deliver on special themed events at least quarterly.

Initiatives;

- 1) Discuss and agree menu pricing strategy with franchisee.
- 2) Agree costings for club functions in 2013.
- 3) Initiate review of catering provision and consider the best way forward for the club and customers.

4. D Our overall strategy for the provision of drinks at our club is –

To deliver increased bar turnover and profit contribution from this important area on an annual basis.

Our key objectives in this area of the business are –

- Ensure proper management controls and robust processes are in place before March 2013 to monitor individual performance and gross profit margins achieved.
- Implement staff training and appraisal process by the end of 2013.
- Deliver budgeted profit contribution for 2013 at 46% gross margin.

Initiatives;

- 1) Review supplier costs and margins achieved by end of 2012.
- 2) Review staffing levels and associated costs during winter 2012/13.
- 3) Consider flexible opening times to maximise income and reduce costs.

4. E Our overall strategy towards customer service at our clubs is –

To ensure all staff embrace their role in making members and guests feel welcomed and valued.

Our key objectives in this area of the business are –

- Implement full job descriptions, service standards, employee handbooks and appraisals for all staff by the end of 2013.
- Provide appropriate training to all staff and volunteers to ensure our service standards are delivered on completion of this plan.
- To deliver measured improvement in customer feedback scores in relation to service levels year on year.

Initiatives;

- 1) Establish annual training budget for each staff area.
- 2) Convene and minute regular staff meetings by end of 2012.
- 3) Implement Health & Safety recommendations from Xact audit during 2013.

4. F Our overall strategy towards visitors at our club is –

Increase visitor income annually over the next 3 years by creating an enjoyable experience for all visitors.

Our key objectives in this area of the business are –

- Promote our Corporate Offer to local businesses.
- Grow visitor green fee income by minimum of £1,000 per annum.
- Attract one outing per month during playing season each year.

Initiatives;

- 1) Attract 3 Corporate Members during 2013.
- 2) Link with online tee times to introduce 1x 4 ball per week from April 2013.
- 3) Communicate with all visiting parties over last 3 years with revisit offer.

4. G Our overall strategy towards social functions at our club is –

Provide a varied programme of functions to encourage increased use of our facilities by members and guests.

Our key objectives in this area of the business are –

- Communicate via our website and other communication channels, the annual social programme of events.
- Update and remind members of forthcoming functions via email.
- Promote our facilities for external use such as weddings to increase revenue stream for club.

Initiatives;

- 1) Monitor attendance at specific events and target annual increase.
- 2) Design varied programme of events to suit wider range of audience.
- 3) Collect feedback from members and guests who regularly attend functions in 2013.
- 4) Introduce themed nights and family friendly events to maximise revenue.

4. H Our overall strategy towards financial management of the club is –

Initiate close budgetry controls to reduce expenditure and create annual surplus for capital spend

Our key objectives in this area of the business are –

- Introduce quarterly financial reviews with house and greens committees.
- Increase income levels by 7.5% per annum.
- Introduce strict cost controls within annual budgets, reducing expenditure by 5%

Initiatives

- 1) Introduce Fairway Credit facility to allow members to spread payments and therefore improve subscription collection.
- 2) Deliver 46% gross profit margin from bar operation. 2013.
- 3) Introduce debit/credit card payment facility by end of 2012.
- 4) Review supplier rates Quarterly.

4. I Our overall strategy towards attracting and retaining members is –

To achieve and retain a full membership quota in each category as agreed within the club constitution

Our key objectives in this area of the business are –

- To make new members feel welcome and integrated within the club
- Obtain information on why members leave the club by issuing an exit survey to all leavers from end of 2012
- Add 25 new members across all categories each year from base level of 838 01/09/2012
- Build a waiting list of potential members by the end of 2014

Initiatives

- 1) Introduce exit survey for resigning members.
- 2) Introduce new member welcome pack by end of 2012.
- 3) Design a targeted approach to attract new affiliate/5 day members.
- 4) Introduce Fairway Credit facility for members to spread subscription payments.

4. J Our overall strategy towards Match & Handicap is –

We will provide our members with a quality structure of competitive golf that challenges all players irrespective of handicap status, whilst creating interaction of new and existing members.

Our key objectives in this area of the business are –

- Deliver a method of Medal entry format that promotes interaction of all playing members for the start of 2013 playing season.
- Deliver medal rounds of no more than 3 hours 45 minutes during 2013.
- Deliver a level of competition that takes account of all membership categories and their respective playing times.

Initiatives;

- 1) Launch a ballot method of medal entry for 2013.
- 2) Increase starting time gaps to 10 minute intervals and record completion times at start, 9 and 18 holes on scorecard. Deploy committee personnel at strategic points on course.

- 3) Introduce Adam Hunter Tri Am competition for all categories of member.
- 4) Consider 2 x shotgun start for member invitational day. 2013
- 5) Introduce Ryder Cup style fun day (T- shirts, bunting, flags, BBQ etc).

4. K Our overall strategy towards other revenue is –

Increase income contribution from all other revenue streams

Our key objectives in this area of the business are –

- Grow merchandising by 30% per annum
- Increase sponsorship/marketing opportunities available from membership and local businesses

Initiatives

- 1) Attract sponsors for 3 competitions/teams during 2013.
- 2) Introduce indoor coaching, open to all members, commencing November 2012/13.
- 3) Maximise revenue by considering more flexible use of club facilities e.g snooker/indoor bowls in 2012/13.
- 4) Consider trolley purchase & hire to supplement buggy income during 2013.

4. L Our overall strategy towards the Junior Section is –

To implement a plan to attract new and retain existing Juniors to Sandyhills by promoting an enjoyable experience for all

Our key objectives in this area of the business are –

- Implement a structured coaching model delivered by qualified and volunteer coaches. This will be in place by 2012/2013.
- Utilise during 2013 and thereafter, the Clubgolf initiative to attract potential new junior members. Providing a minimum of 75 Junior members per year.
- Promote excellence through enjoyment and provide an improving experience for all juniors

Initiatives

- 1) Purchase indoor coaching net.

- 2) Design Junior Offer for Lethamhill Tigers by 31/10/2012.
- 3) Train at least 5 level 1 volunteer coaches to implement Clubgolf programme by beginning of 2013 season.
- 4) Work with active schools co-ordinators to deliver Clubgolf programme in local schools.
- 5) Implement during the period of this plan a variety of competitions and fun days to facilitate enjoyment for all Juniors.

Section 5- Budgets

The 2012/13 budget is attached to this plan in appendix 2 however we have identified that **additional budgets** are required as below to achieve specific objectives and initiatives within these areas. This will be reviewed annually to ensure budgets are deliverable.

Area	2012	2013	2014
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Initiative	Completion Date	Responsibility	Progress
1. Introduction of Adam Hunter Tri-Am	23/09/2012	Match & Handicap Committee	
2. Introduction of Ryder Cup Style Fun Day	30/09/2012	Match & Handicap Committee	
3. Introduce New Member Welcome Pack	31/10/2012	Administrator	
4. Deliver Winter Coaching for Juniors	31/10/2012	Junior Dev. Committee	
5. Purchase Indoor Coaching Net & Mat	31/10/2012	Junior Dev Committee	
6. Deliver Juniors Family Evening	31/10/2012	Junior Dev. Committee	
7. Design Junior Offer for LH Tigers club	31/10/2012	Junior Dev. Committee	
8. Collate & Publish Member's Survey Data	08/11/2012	Governance Committee	
9. Meet With Active Schools Co-ordinator	31/11/2012	Junior Dev. Committee	
10. Introduce Exit Survey for Resigned Members	31/12/2012	Administrator	
11. Review catering franchise agreement	31/12/2012	House Committee	
12. Review supplier costs & contracts	31/12/2012	General Manager	
13. Contact visiting parties with new offer	31/12/2012	Administrator	
14. Monitor & review attendance at social events	31/12/2012	Social Committee	
15. Introduce debit/credit card payment facility	31/12/2012	General Manager	
16. Review Progress against STRI Plan	31/12/2012	Greens Committee	
17. Introduce Fairway Credit Facility	31/12/2012	General Manager	