



BALMORE GOLF CLUB

Strategic Plan, 2026

Baltimore Golf Club Council
November 2021



TABLE OF CONTENTS

BACKGROUND AND CONTEXT	2
OVERVIEW	3
BALMORE'S PURPOSE, VALUES AND VISION	4
ORGANISATIONAL CLARITY	5
WHAT IS IMPORTANT RIGHT NOW?	6
WHO DOES WHAT BY WHEN?	7 - 9
SURVEY RESPONSES – SUMMARY	10
ACKNOWLEDGMENTS	11



Baltimore Golf Club Strategic Plan, 2026

Background and Context

The fallout from a Worldwide pandemic and ongoing effects of climate change have placed numerous opportunities and challenges at the doorstep of Baltimore Golf Club. In the summer of 2021 Council felt it to be essential we produce a strategic plan capable of giving us focus in equal measure on the members needs of today while identifying a clear pathway for the future development of our Club.

We are justifiably proud of Baltimore Golf Club and want to use this strategic plan as means of sign-posting our future efforts, short and long term, which will ensure we maintain focus and keep us fully relevant to our membership.



Overview

To develop the strategic plan, Council felt it important we enlist the guidance of a consultant who could efficiently lead us through a professional process. The start-point was issuing a survey questionnaire to the membership with the views gathered to be analysed, categorised used as a basis for addressing the issues highlighted and developing the pathway.

A full analysis of the survey feedback is here:

[Balmore Five Year Strategic Planning - survey responses.pptx](#)

Our document was devised through two Zoom meetings together with a comprehensive list of immediate action plans for Council going forward and are capable of being developed, enhanced, and modified as outcomes are achieved, and the new challenges arise.



Baltimore's Purpose, Values and Vision

We exist to provide excellent golf facilities with a friendly community feel to the club.

Fun and enjoyable
sporting and
sociable
experience

Competitive
for all
abilities

Welcoming
and
inclusive
club for all



Professional
a well-run,
sustainable,
and efficient
club

Respectful
of the game
and associated
etiquette

Our focus is to maintain and improve the excellent golf facilities and invest in new infrastructure to help support a vibrant club.



Organisational Clarity

Why do we exist?

We exist to provide excellent golf facilities with a friendly community feel to the club

What do we do?

Our focus is to maintain and improve the excellent golf facilities and invest in new infrastructure to help support a vibrant club

How do we behave?

In line with the club's values and code of conduct

How will we succeed?

By constantly improving communication, regularly consulting, and listening to members. Being held accountable to deliver on our commitments



What is important right now?

Goal:

Maintain and improve the excellent golf facilities and invest in new infrastructure to help support a vibrant club

Objectives:

Resurface car park and improve access road to club

Establish clarity on the club house's future

Improve communications and administration

Develop community and social calendar

Improve course etiquette

Establish greater diversity

Continually improve the golf facilities

Ensure financial sustainability of the club

How will we measure success?

Consent to build

Membership numbers

Visitor numbers

Social events participation

Demographics of membership

Key financial indicators

Member satisfaction



Who does what and when?

Objective	Issue	Proposal	Action	How we measure success	Time frame to completion	Responsibility
Car Park and access road	Car Park and access road in disrepair	Repair car park and access road	Appoint civil engineer to prepare specification, seek competitive tenders and inspect work carried out in phases	Member satisfaction	Oct 24	Captain/ members
		Funding	Consider how work can be funded	Match funding to required work	Oct 24	Council
	Existing access road awkward	New access road	Contact local land owners and seek their agreement to route across their land. Contact LA re planning and construction consent	Member satisfaction	Apr 22	Captain
		Funding	Investigate joint venture with BAD and any other sources of funding	Agreement achieved and funding secured	Apr 23	Council

Objective	Issue	Proposal	Action	How we measure success	Time frame to completion	Responsibility
Club House	Existing club house	Maintain and improve existing club house	Seek a professional to assess work required and draw up proposals.	Proposal for work for the next 5 years prepared and advised to members.	Apr 26	Member
		Funding	Fund through annual surplus	Funding secured		Council
	New club house in the longer term.	Consider feasibility of new club house.	Appoint a professional to assess feasibility and draw up proposals.	Feasibility prepared and presented to members.	Apr 26	Member
		Funding	Assess cost including lifetime cost and how this could be funded.	Funding secured.	Apr 26	Council
Prepare annual schedule of competitions	Consider structure of competitions	Review how the club manages competitions	Prepare annual diary and advertise to members.	Member satisfaction.	March 22	MM/BN
Member integration	Consider how members can be better integrated.	Introduce several new competitions.	Host comps with balloted members.	Member satisfaction.	March 22	Council
			Host new member events.	Member satisfaction.	March 22	Council
			Introduce new member "buddy" system for new members.	Member satisfaction.	March 22	Council



Objective	Issue	Proposal	Action	How we measure success	Time frame to completion	Responsibility
Sweeps	Club divided on sweep system	Better manage member access to tee off times	Host meetings with sweeps and develop strategy balancing sweep access to tee off times and general membership access to tee off times.	Member satisfaction.	March 22	Council
			Communicate rationale of sweeps to the membership.	Member satisfaction.	March 22	Council
How we communicate	Communication with members not as good as it could be.	Review what we presently do and what we could do.	Develop a multi-channel communication strategy. Considering current methods of communication.	Member satisfaction	March 22	Secretary/ CP
			Consider whether current resources need to augment	Resources matched to required workload.		Secretary/ assistant/ Council
			Develop system of recording of communications and responding to communications within set timescales.	Member satisfaction.	January 22	Secretary/ Assistant/ Council

Objective	Issue	Proposal	Action	How we measure success	Time frame to completion	Responsibility
Improve social mix including ladies, juniors, and intermediates.	Lack of ladies, juniors, and intermediates.	Consider how to attract members in these categories	Advertise to potential new members	Demographics of membership improved	March 22	Secretary
Golf course	Resources for maintaining the golf course	Consider resources required	Invest in new resources as necessary	Golf course maintained to the best condition possible	March 22	AM/ Dougie
	Head green keeper	New head green keeper required March 23	Advertise for new head green keeper	New head green keeper appointed	June 22	Secretary/ Dougie/ Council
	Par 5	Consider if a par 5 can be introduced	Renew feasibility of introducing a par 5	Proposal presented to members	Apr 24	AM/ Dougie
	Trees		Continue with removal of diseased trees & review new planting needs	Trees removed	Apr 22	Greens staff/ Dougie
	Drainage		Review existing drainage and assess renewal needs	Drainage improved and mapped	March 22	Greens staff/ Dougie



Objective	Issue	Proposal	Action	How we measure success	Time frame to completion	Responsibility
Finance	Lack of finance.	Consider how new income can be arrived at	Investigate where other sources of income might be available	Additional sources of income secured	Apr 22	Secretary/assistant /Council
		Advertise for a finance co-ordinator	Appoint a member finance co-ordinator	Appoint member finance co-ordinator liaising between Council and secretary/assistant secretary	Mar 22	Council
Club management	Lack of management resources	Augment existing salaried resource	Advertise for part time assistant to the secretary	Assistant appointed.	December 21	Secretary/Council
		Consider how management of the club could be improved	Carry out a feasibility study on the appointment of a general manager	Feasibility study carried out and decision taken on any appointment	March 22	Secretary/Council
Social events	Lack of a social calendar.	Advertise for male and female member social co-ordinators	Appoint 2-member social co-ordinators	Social calendar developed and promoted to members	March 22	Social co-ordinators/ Council

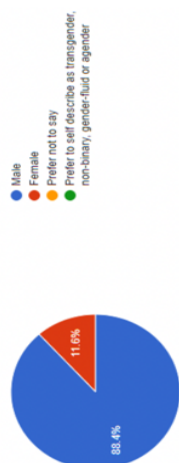
Objective	Issue	Proposal	Action	How we measure success	Time frame to completion	Responsibility
Etiquette	Poor behaviour	Develop code of conduct and disciplinary measures	Introduce code of conduct and convey to members	Etiquette is improved	March 22	BN
		New members to be assessed	Interview new members	New members vetted	March 22	Secretary
		All members to sign up to the Club code of conduct.	Issue individual code of conduct to all members for adoption	All members sign up to code.	March 22	Secretary/ Council
Juniors	Lack of juniors	Increase junior membership.	Continue with coaching for P2-P7	Coaching programme continues	March 22	AB
			Commence coaching for S1-S4	Coaching programme introduced	Apr 22	AB
			Re-introduce junior competitions.	Junior competitions re-commenced	Apr 22	AB

Survey Responses

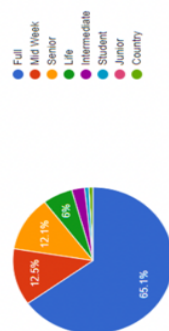
Summary

- 232 responses to survey in total
- 88% of responses male
- 65% of people playing 2 – 3 times a week
- 48% of responses from over 60s
- 65% of responses from full members

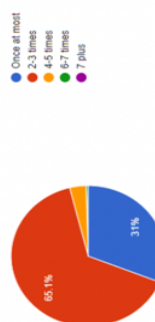
13. What gender are you?
232 responses



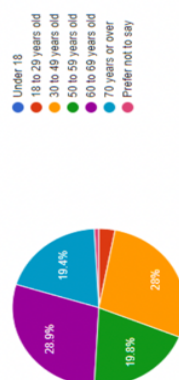
14. What club category are you in?
232 responses



16. How many times on average do you play a week?
232 responses



15. What age category are you in?
232 responses





ACKNOWLEDGEMENTS

Baltimore Council Members:

Rob Campbell (Club Captain)
David Russell (Club President)
Eric MacDonald (Past President)
Bob Newton
Craig Petrie
Angus McConnochie
Adam Burns
Hilary Russell
Matt McKimmie

Consulting Manager:

James Brewster
Mostly Consulting
<https://mostly.consulting>

