

Truro Golf Club Strategic Plan



September 2024

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INTRODUCTION & OVERVIEW

Founded in 1937, Truro Golf Club operates as a Members Club. The course & clubhouse are leased from Treliske Estates.

The club has an elected Board which is responsible for the overall running and operations of the golf club and is guided by and measured against the Strategic Plan. It will be the Board's responsibility (informed by the Members), to cause this living document to be reviewed annually, ensuring the Club continues to progress and improve its offerings in the competitive golfing marketplace.

The purpose of this plan is to establish the Club's long-term direction, set specific and measurable performance objectives and develop strategies to achieve those agreed priorities.

An effective strategy will enable a clear direction for this and future Boards to follow, providing stability and continuity for members, staff and all our key partners.

In this document we have looked at the short, medium and long-term future of the club. The principles and values outlined in the plan will underpin decision making across the entire day to day operations for the club. In turn, properly applied and with member engagement, this will help drive and maintain the positive culture we enjoy today and wish to strengthen in the future.

Our core business is golf and associated hospitality. We are here to provide, develop and sustain the game of golf to all demographics, whilst sustaining the golf club and providing our members with a value for money premium golfing experience

WHERE ARE WE NOW?

Following a difficult 10 years or so where membership numbers stagnated at problematic levels and as a result year on year financial losses eroded the club's security, the last 5 years have seen much needed growth and improved financial stability.

Membership levels are growing steadily, and the club can look forward to shaping and mapping our future in a positive fashion. This has been enabled by several factors, including the growing reputation of our outstanding course which suits all ages and promotes longevity of membership combined with competitive pricing, we have cause to be optimistic for the future.

Our situation analysis reveals several opportunities that we will consider and exploit to maximise the benefits to members. These are explored in more detail through this plan, but include the investments required in both the course, premises and other facilities which are made possible by the positive cashflow that has been recently generated.

Our future is not without some critical challenges that we must prepare to meet. In the current economic situation with growing inflation and spiralling energy costs, we like most businesses must be cautious, especially as many of these pressures are also felt at an individual level. These can be reflected in potential membership downturn, staff retention, recruitment and costs.

For this initial plan, we have not closely defined all spending plans with a cost cycle of investment.

This strategy is designed to protect Truro Golf Club and will evolve over the coming years to safeguard its future.

SWOT ANALYSIS

Strengths

Location
Reputation as a friendly, welcoming venue
Staff and management
Value for money in all areas
Car parking
Strong membership
Excellent golf course attracting members and visitors
Diversity & Inclusion
Newly refurbished bar & restaurant

Weaknesses

Bar and restaurant is upstairs
TGC lacks disabled facilities
Lack of marketing of services to members and outside customers
No defined offers or marketing material for customers looking to book functions or meetings
Condition of toilets and changing rooms
Outside signage and unwelcoming appearance
Balcony
Course condition in wet weather
Website
Drainage, bunkers, tees
On course catering

SWOT ANALYSIS

Opportunities

More social events for members

Members and non-members functions such as weddings, christenings, anniversaries, wakes etc

Exhibitions and product launches

Sponsorship of key areas by local businesses

Increase food availability to members

Corporate packages combining golf with meeting or function

Create partnerships with local businesses

Joining Truro Chamber of Commerce to develop relationships

Create marketing role to manage website, social media and events

Assist & help manage charity golf days

Indoor practice facility

Create the most attractive golf course and site

Promote junior membership

Improve iT

Threats

Continued downturn in the economy

Change of social habits

People spending less money

Competitor activity

External events impacting members

Losing key staff

Competitors investing in new venue spaces

Toilet and changing facilities

Climate Change affecting course conditions

Mission Statement:

The mission of Truro Golf Club is to provide a first-class golf experience at an all-inclusive club that welcomes members, guests and visitors alike.

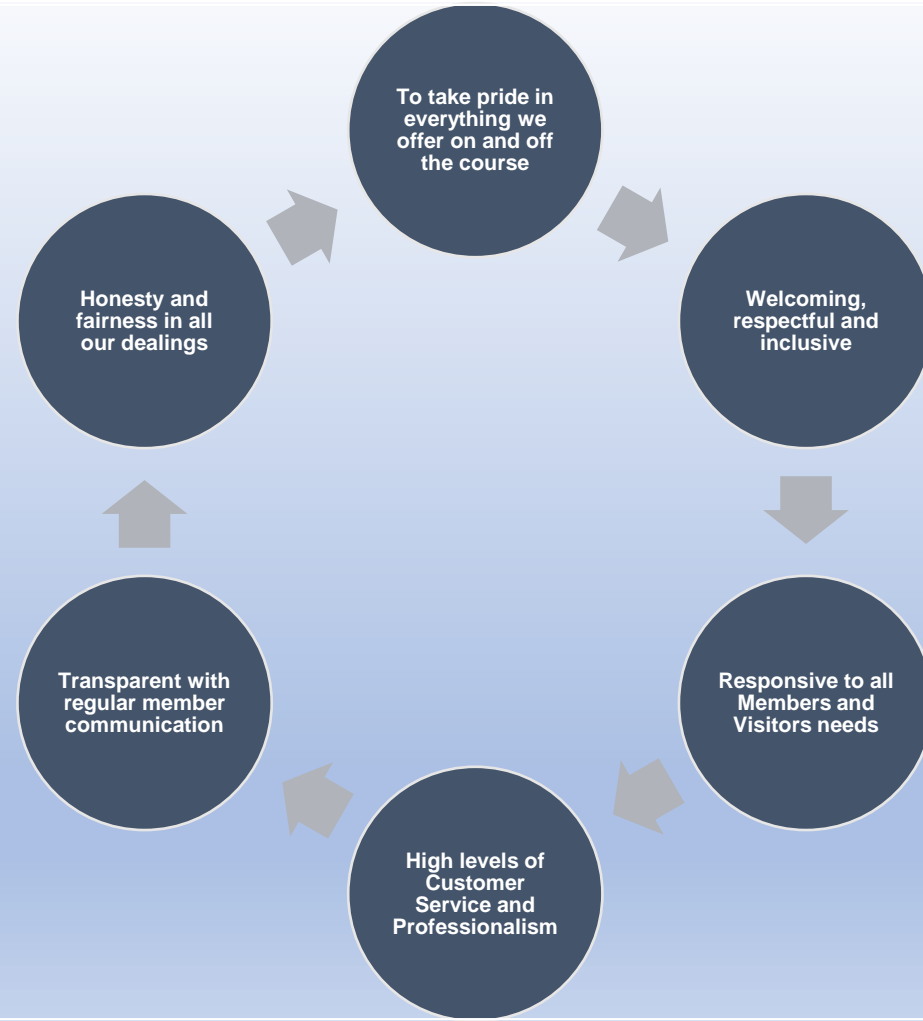
Our Vision:

This mission will be accomplished by providing a memorable golf experience on a course presented to a consistently high standard; embracing those who share our values of a challenging course and facilities that meet the needs of our customers. We will achieve this by making our club enjoyable, accessible and affordable for our members, their families and guests. Truro Golf Club will consistently promote the game of golf and be a responsible member of the community. Our clubhouse will be a destination offering the highest standards of hospitality to members and guests alike. We will provide a thriving social calendar for the benefit of our customers.

Our Goals include:

- To offer a value for money experience for all members with a welcoming “club” environment.
 - To be recognised as the premium parkland golf club facility in Cornwall.
 - Maintain a full membership with the objective to maximise income.
- Maintain and develop facilities to modern standards consistent with the above objectives.
 - Wherever possible to be a self-sufficient business creating a surplus each year.
 - To develop and execute a sustainability program across all areas of the club.

Truro Golf Club Values



OPERATIONAL MODEL

The board sets the overall strategic direction in each area and the General Manager and team then have full day to day operational responsibility to run the club against those parameters.

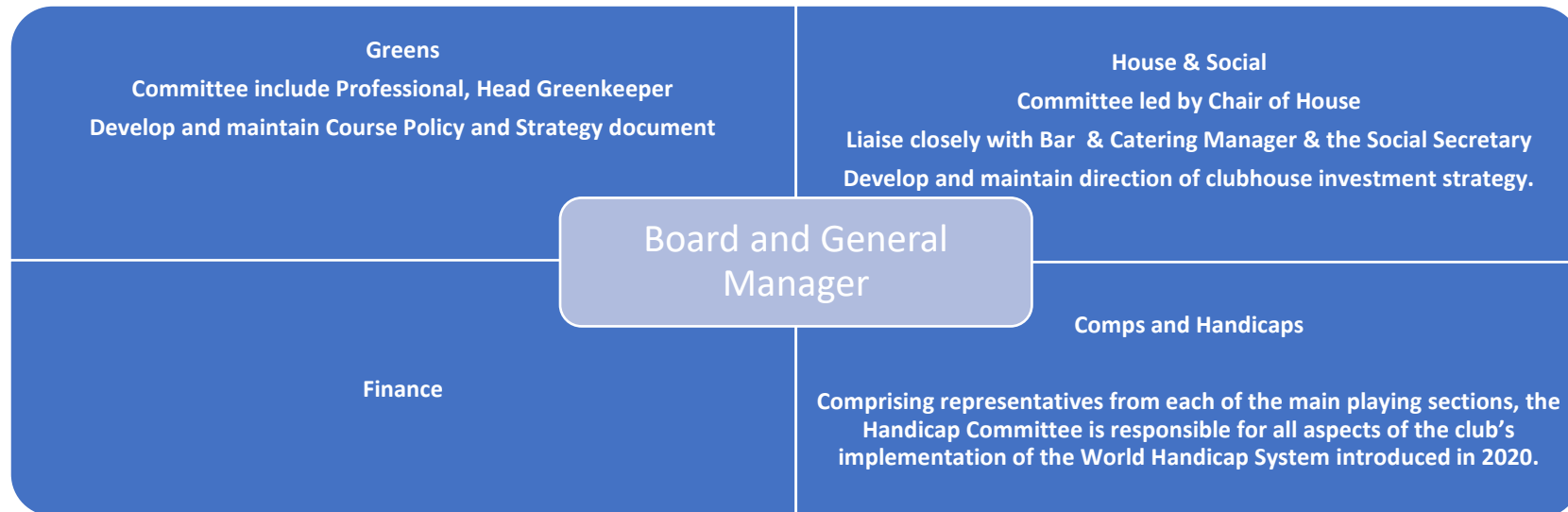
The development of clear policies and directions will help to remove grey areas.

The operational model should ensure that appropriate structures and systems are in place to direct, manage and control Truro Golf Club on behalf of members, so that the Board of Directors are always accountable.

Sub-Committees and Working Groups

Sub-committees who report to the Board are an important part of the club's connection with the membership, it is the crucial group where ideas and policies are developed.

To ensure that these committees are fit for purpose, it is vital that those involved include experts in the field wherever possible.



Other operational committees, working groups and project teams, may be established to address specific areas as a body of work is required, e.g., Sales and Marketing & Human Resources.

GOVERNANCE

Good governance is fundamental to a successful and member focused club.

Our club is run by an elected Board which has the responsibility to make decisions that will benefit the members and ensure a sustainable future for the club. To do this, the Board will interact and work productively with a range of different people including paid staff, fellow volunteers and club members.

The elected Board consist of 6 voting members



* Invited members include the President, Hon. Solicitor, Vice-Captain and Lady Captain.

Committee frequency & content

House, Comps and Handicaps & Greens Committees will hold a minimum of 4 quarterly meetings per annum.

Full Board meetings will be held a minimum of 6 times per annum. The agenda is agreed by the Chairman and Manager.

* Each Board meeting will consist of a Financial update from the Treasurer and Reports from each Chair of their respective committees.

The Treasurer will provide the budget to the first Board meeting after 30th April yearly to agree the budget for the subscription year.

Having good governance in place will help to ensure accountability of the Board and transparency of its actions to the membership.

FINANCIAL STRATEGY

The club will continue to invest in the development of the course and infrastructure, whilst building sufficient reserves to provide some future financial security. The board has set a Minimum Reserve level to weather any downturn in membership numbers which are the biggest single influencer to our financial position.

Much of the finance strategy is defined by our success in achieving the desired membership growth and resultant income. Such enhanced numbers then unlock the capital spending programs. Income from membership subscriptions is stable.

Our intention is to maintain annual members fees at a competitive level to encourage retention, whilst building the number of members towards a capacity membership – circa. 675 playing members.

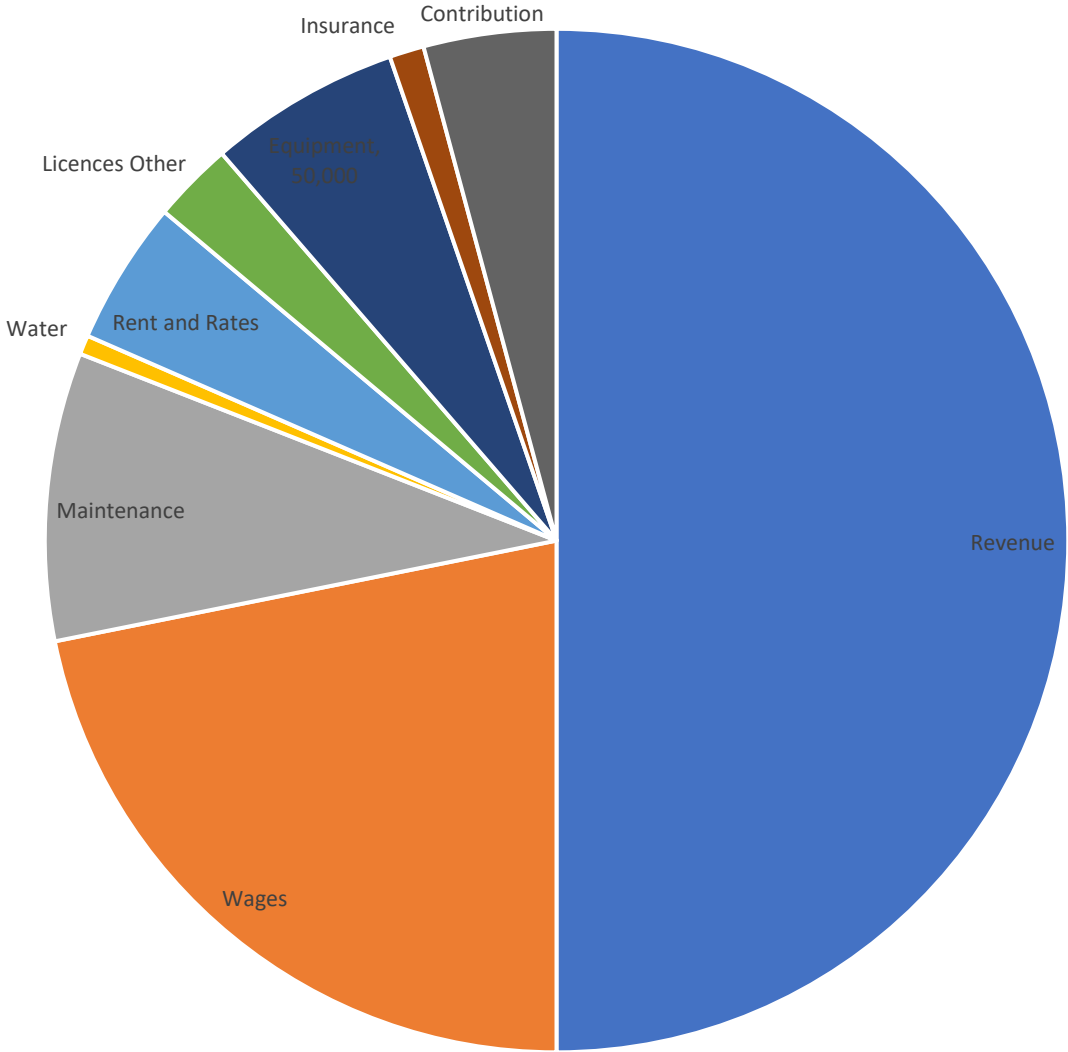
We expect to grow our Green Fee and Golf Society income reflecting the improving course and facilities by balancing the needs of our members.

As a parkland course located in Cornwall, we will always be attractive for visitors and a steady green fee and society business is important as this not only keeps membership fees lower, but our data shows that almost all new members are drawn from this pool.

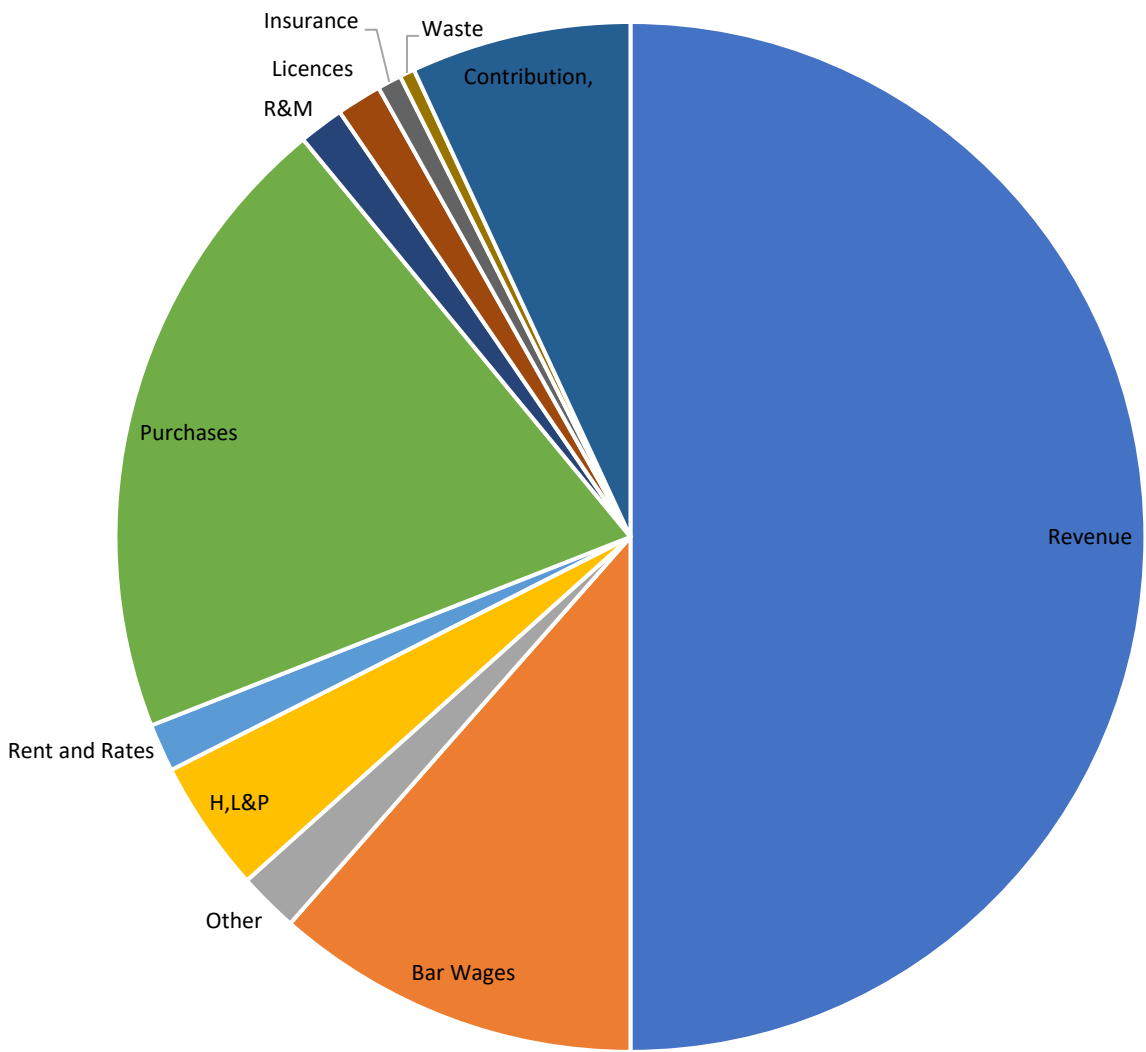
Overall, we aim to achieve a sustainable and viable model producing an operating surplus to reinvest back within the club for its members and future generations.

REVENUE STREAMS & COSTS

Golf Contribution



Bar Contribution





Each year, by 30 April, a new subscription year budget will be created and finalised once membership renewal numbers are confirmed.

The finance strategy will maintain a prudent, safety-first approach, ensuring that the club does not over-commit and always has a strong reserve in hand. In practice this will mean keeping a tight control over fixed spending and costs which cannot easily be restricted once committed to.

The club retains a Fixed Policy Reserve. Any projected budget that reduces cash below this level requires action from the Board to address the strategy and understand whether it is viewed to be a shorter-term issue or whether steps in the cost base are needed to be taken.

Having rebuilt the club's reserves, the Board must now consider a capital expenditure program to repair, restore, replace and rebuild throughout the club. There are many areas in which the clubhouse for example has been devoid of investment for many years and it will take time for everything to be addressed.

New expenditure commitments and budget increases will only be approved once the funds are available, in our account and the Boards satisfaction with the current year budget

In the repair and build phase, our immediate priority has been to establish a strong reserve. Over the next few years as income permits, we have moved onto the many capital projects required to improve our member's experience. The Board uses a priority spend analysis to decide the order in which these items are addressed.

A more detailed list of projects can be found in the House and Premises section of this plan which includes the priorities items on the course and wider facilities.

Keeping a firm hand on the club's financial position will allow us to flex with economic challenges in the UK economy. We are aware that golf is going through a boom period and accordingly we will move forward cautiously with spending plans to ensure that we are resilient when times are tougher.

Increasing costs throughout our business caused by external factors such as spiralling energy prices are built into budget forecasts in a pessimistic manner to reflect the volatile nature of the economy generally.



All plans to invest in new and improved facilities on and off course are principally driven by membership income numbers.

From a relatively low base of 400 full fee-paying members in the preceding 5 years a restoration of the club membership to full capacity is already well under way at the time this plan is being written in August 2024. A yearlong membership drive led by the General Manager, harnessing a boom in the golf industry, has seen over 150 new members join the club, exceeding all expectations. As of 1st August 2024, the club had the following membership numbers in the core categories:

Full playing rights **615*** (Does not include juniors, affiliated, corporate, social)

Restricted playing rights **83*** (Juniors, affiliated)

*Figures as of 1st August 2024

Our objective is to grow the number of members with full playing rights to a combined total of c.**675**.

In parallel with the above, we will seek to maintain our green fee and society business at the current footfall levels. As a holiday destination, green fee business is always expected to be strong, especially in the peak summer months and this provides us with a strong revenue stream whilst not overloading the course by recruiting too many members. As improved revenues allow further improvements to the course and facilities, we will look to improve the yield from visitors in keeping with the product being provided.

Longer Term – Service Phase

The Board at the time will be able to focus primarily on maximising the member experience. Most of our sales and marketing activity during the drive for full membership will continue to be delivered by the General Manager using specialist professionals, online golfing channels, social media, print and awareness of opportunities within our community.



For many years, the club's limited capital expenditure has mainly been dedicated to enhancing the golf course. As a result, many areas of 'the club' are long overdue financial investment, and these will be addressed as our income increases and by using our reserves.

A well-structured maintenance regime led by the General Manager and overseen by the relevant Director, will enable us to budget more accurately for future improvements / repairs and will help to achieve our aims.

Short Term Objectives

Complete a comprehensive audit for all equipment / facilities and map to a program of capital expenditure including provision for subsequent replacement. Immediate requirements include:

- Refurbish showers, toilets and washroom facilities [locker rooms].
- Disabled Facilities [Access, Lift, restroom].
- On Course Golfers Refreshment Facility.
- Indoor Practice Facilities.
- Increased Car Parking.

Medium Term Objectives

Widen the balcony area to enable comfortable outdoor seating with a view of the course. As a high ticket "luxury" capital project this would be subject to other possibilities. As a lower cost alternative, consider expanding the patio area to allow greater seating.

Long Term Objectives

By properly managing our reserves and setting aside money for replacement fixtures and fittings, the aim will be to avoid the situation that we have found ourselves in over recent years where items needed urgent replacement and funds were not available.



It is part of the club's strategy to have a PGA qualified professional. Our current professional, Scott Richards joined Truro Golf Club in 2013. The club will work with the professional through the General Manager to ensure that the very best service levels are maintained for members and visitors. Regular new initiatives will keep things fresh.

The practice facilities are limited but we will keep them well maintained and where possible improve them, particularly the chipping green and practice bay areas.

It is hoped that in time a teaching academy may evolve with improved indoor facilities, led by Scott Richards. TGC would like to see this include a thriving junior section as well as meeting the needs of all sections of the club's membership.

The shop will provide a competitive range of equipment from the leading golf brands and operates a trolley and golf cart service.

The pro shop is our front of house and first point of contact for members and visitors to Truro Golf Club. It is therefore paramount that the professional team provide a warm friendly welcome and a first-class customer service. This should set the benchmark for the experience golfers expect at Truro Golf Club.

Scott will continue to work closely with the General Manager to deliver this level of service and expectation.



Continually look to improve the golf course and playing conditions year-round. Ongoing investment in machinery and staff is key. Engage with professional course consultants / architects to review and have a topography commissioned.

Short Term Objectives

- Grow the greenkeeping team to 5 full time staff members (apprentice?).
- Improve the course for winter play.
- Bunker design and remedial work.
- Complete smaller projects, paths, steps, car park, entrance, signage.
- Evaluate and if viable use the bore hole located to the rear of the 14th green.
- Take all available steps to improve the drainage system.
- Enhance the irrigation system [25k budget per annum to be ring fenced for future replacement of the irrigation system]
- Refurbish the Green Staff office, and staff quarters.

Medium to Long Term Objectives

- Investigate opportunities to move greenkeeping equipment towards more environmentally friendly alternatives where performance and usability permits. Electric / hybrid machines.
- Consultation with professional agronomists / course architects and designers.
- Devise and implement a course ecological plan.
- Conduct a tree survey for the golf course.



As governments worldwide begin a new phase of working towards a new more sustainable green future, golf courses also need to respond accordingly.

As we restore and rebuild, we need to do so in a manner that is both responsible and environmentally sustainable.

As an ongoing process of improvement, sustainable alternatives will be considered in our decision-making processes and in so doing we will seek to improve our carbon footprint as a club

Due to the recent volatility seen in energy prices we need to look at Sustainable sources of energy.

- 1) Solar – Investigation into the use of solar should be investigated. Currently the club uses c 80,000 kwh of electricity per annum. Solar could greatly reduce the import needs of the clubhouse with a solar array installation on the roof of the clubhouse and bungalow.
- 2) Borehole. There is a borehole located at the back of the 14th green which would appear to be hooked up. Further investigation is required to make the Borehole operational including assessment of the suitability (mineral content) of the water source and availability.



The club has four active sections, Gents, Ladies, Seniors and Juniors who are all thriving. The sections are governed by the Handicap and Competitions Director who has a Committee to support them.

Ladies and Seniors Section have their own Committees informed by the priorities of the Director of Handicap and Competitions.

Each section complies with the requirements of WHS, the Club uses Club Systems for their management system. There are Competition rules and induction packages available on the club website.

Short Term Objectives

Compliance with all County rules

Harness the full power of Club Systems software

Work with England Golf to identify best practice

Review the relevance of each competition and revise accordingly

Develop the presentation process

Membership surveys

Medium to Long Term Objectives

Host a broad range of county competitions

Develop our Leaderboard by displaying updates into the bar area

Have a resilient team selection process



It is accepted that the most thriving clubs have both a thriving golf and social scene. Not only does this improve the feel-good factor / atmosphere within the club but it also drives up income and in turn profit.

In the past the Vice Captain has overseen the social activities during his year in office.

Strategy and recommendations include;

- ❑ Create a social secretary appointment to work closely with the Manager and Bar Manager to :-
 - Host events that are well supported by the members
 - Market events positively to members
 - Stage golf events that link Social with specific events
 - Seek additional external functions to return on the investment made in 2024 to the clubhouse
 - Communicate with the membership to gauge social preferences



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- Refurbish the greenkeepers staff room, toilets, showers & kitchen
- Undertake scheme to install disabled facilities & access plus refurbish men's toilets & showers
- Commission a Course Topography to support future course drainage solutions
- Investigate options for a 'half-way house'
- Cellar Upgrade