

Clonmel Golf Club

Strategic Plan 2017 – 2021

Introduction

Foreword by Club President, Mr. Liam Maunsell

Clonmel Golf Club was founded in 1911 in the scenic foothills of the Comeragh Mountains. Founded by the Earl of Donoughmore, the Duchess of St Albans and Villiers Morton Jackson, the 9-hole course remained as such until 1973 at which time it was extended to 18 holes. At the opening in 1912 the founders had a plan for the course and the members. In 2017 we also have a plan which will rejuvenate our Club and place it on a solid footing for the future.

I have great pleasure in introducing the Clonmel Golf Club Strategic Plan 2017 to 2021. This is a plan that looks forward to where we would like to see our Club in the 2020s and lays out the steps that will take us there. We have a long and proud tradition, we have an excellent course and clubhouse, and with this Plan and strong proactive management we can also have a bright future.

The Steering Committee chose 8 areas of club activity to focus on and each has been the subject of consideration by the members through a brainstorming workshop and an online survey. With this feedback, together with a study of best practice in other clubs and input from the CGI, the Steering Committee has been able to develop a sound and forward looking plan which builds on the core values of our Club. As a management team, we are extremely grateful to you our members for your valuable contribution to the planning process

A great deal of time and energy has been given to the development of this Plan by the Steering Committee. I am truly grateful to them for the energy and dedication that they have given to this project.

I believe this Strategic Plan is the road map we need that will lead to a strong, vibrant and sustainable Clonmel Golf Club.

Liam Maunsell
President, Clonmel Golf Club

Foreword by Michael Mullane, Chairman, Strategic Plan Steering Committee

“If you don’t know where you are going any road will take you there”.

Following the 2016 AGM, the Management Committee of Clonmel Golf Club (CGC) decided to develop and publish a Strategic Plan that would provide a forward looking roadmap for the Club. While our primary focus must always be the game of golf there are many elements that need to work together in harmony to support it, including the course, the clubhouse, the staff and most importantly, the voluntary contributions of its members.

A Steering Committee was established and charged with developing a plan for the Club. The Committee established the strategic priorities, identified 8 areas to focus on and developed a methodology for the planning process. We sought the views and opinions of the membership through an online survey and a brainstorming session at the clubhouse and this input was immensely helpful in developing the Plan.

“Even if you are on the right track you will get run over if you just sit there”.

The Strategic Plan will provide a structured framework for managing change, it will set measurable goals and objectives for the next 5 years, it will provide for continuity of management and it will guard against the negative effects of short term thinking. It is intended that this Plan will be a living document, built into the normal business of the Management Committee, with its progress regularly reported to the membership.

A recent survey of 745 Clubs in England shows the average club to have 499 members of which 77% are over 55. Less than a ¼ were under 35. Women accounted for only 15% and juniors 8%. Is Clonmel any different? In order to retain our existing membership and attract new members at every level we need to create a welcoming club and provide quality, year round golf and excellent clubhouse services.

I would like to thank our Steering Committee of Con Hogan, Sean Callaghan, Andrew Gartlan, Billy Hewitt, Liz Joy and Tom Bourke for the considerable time and effort they committed to this project and the aggressive timeline that they set and met. The result is a comprehensive and detailed document that I believe will serve not only this management committee, but will be a template for the future.

Michael Mullane
Chairman, Strategic Plan Steering Committee

Contents

	Page
1 Executive Summary	4
2 Mission and Vision	5
3 Methodology	5
4 Our Strategic Priorities	6
5 Clonmel Golf Club Today	7
6 Management Committee	9
7 What our Members told us	10
8 Our Strategic Action Plans	11
Men's and Ladies Golf	12
The Course	13
Membership	15
Bar, Catering and Pro Shop	17
Finance and Fundraising	18
Constitution and Governance	19
Marketing and Recruitment	20
Communication	21
9 Implementation	22
10 Acknowledgements	22
Appendix 1 Survey Graphics	23
Appendix 2 Organisation Chart	25
Appendix 3 Executive Summary Financial Strategy and Transition Plan	26

1. Executive Summary

Clonmel Golf Club owns and operates an outstanding championship golf course and excellent clubhouse facilities. The Club has been in existence since 1911. Since the recession took hold in 2008, Clonmel, in common with golf clubs throughout Ireland, has suffered a decline in membership with knock-on reductions in golfing and ancillary revenues.

In October 2016, the Club adopted a Financial Strategy and Transition Plan designed to stabilise membership numbers, increase revenues, reduce overhead costs, licence the bar and catering facility to a third party and manage the retirement of the Club Professional on terms satisfactory to the Club. (See Financial Strategy Executive Summary, Appendix 3. P26).

The Strategic Plan 2017 – 2021 is designed to put systems and structures in place that will re-energise the club, provide continuity of management, grow the membership and meet or exceed the targets in the Financial Plan. It has been developed following an extensive review process involving a members' survey, a brainstorming workshop, review of best practice in other clubs and consultation with the CGI.

There are 47 actions in the Strategic Plan, built around 8 areas of focus as follows:

1. Men's and Ladies Golf: The actions in this section centre around structuring club competitions that will encourage greater participation by members, promote integration of new and existing members and promote the club in the wider community. These actions will directly impact on membership and competition income.
2. The Course: While the course is in good condition the Plan provides for ongoing maintenance and improvements to tees, fairways, greens and bunkers. Improved buggy paths, drainage and the provision of seating at tee boxes are also provided for.
3. Membership: There are 6 actions in the membership section designed to increase membership and retain existing members. The junior section of the Club will be reorganised to comply with CGI guidelines and junior golf will be actively promoted in the community.
4. Bar, Catering and Pro Shop: The current Bar Manager is due to retire in 2017 and the bar and catering facility will be licenced out to a third-party provider on terms at least cost neutral to the Club. The imminent retirement of the Club Professional will be managed on terms satisfactory to the Club and a new arrangement will be put in place.
5. Finance and Fundraising: The 5-year Financial Plan will be implemented as agreed at the Club EGM on 2/11/16 and the target of achieving an operating surplus of €50k in 2018 will be met. The Strategic Plan targets a 3-year annual fundraising income of €75k which exceeds the provision in the Financial Plan. This section also provides for the introduction of a bar/competitions levy from 2018.
6. Constitution and Governance: The principal initiative in this section is the introduction of a 2-year term for the Club President and 2 year terms also for the Honorary Secretary, Treasurer, Course Chairman and the new position of Marketing & Recruitment Officer. The President's term will not exceed 2 years but those of the other officers may extend to 4 years. The office of Vice President will be eliminated and replaced by a President Elect who will take office 6 months before transitioning to the office of President. A Code of Governance will be drawn up for the Club, incorporating the principles of best management practice. Employee contracts will be reviewed, an employee handbook will be introduced and service agreements will be put in place for service providers.

7. Marketing and Recruitment: The Strategic Plan provides for the introduction of an Honorary Marketing and Recruitment (M&R) Officer and sub- committee. The M&R Officer will sit on the Club Management Committee and be responsible for promoting the Club and developing initiatives to attract new members, societies and visitors to the facility.
8. Communication: The communications section details 5 initiatives designed to ensure that modern social media are used to maximum effect to keep members and visitors informed on matters of interest to them and to receive feedback from them.

This Strategic Plan and the Financial Plan, taken together, provide an aggressive but achievable set of actions that will bring Clonmel Golf Club to a new level of excellence, where the game of golf is played and enjoyed, and where the underlying business of club management is carried out in an efficient and sustainable manner.

2. Mission and Vision

Our Mission

The Mission of the Clonmel Golf Club is to provide an excellent golf experience for its membership and visitors in a welcoming, inclusive and friendly environment.

Our Vision

Our Vision for Clonmel Golf Club is that it will be a centre of excellence where the game of golf is played and enjoyed by its members and visitors and which administers the Club's affairs in a professional manner in accordance with the rules of the Governing Bodies of Golf in Ireland. In working to realise our vision we will:

1. Work together in close cooperation and harmony between the Management and Golf Committees to organise and promote the game of golf in the club to the benefit of its members.
2. Ensure the long- term viability of the club by conducting its affairs in a financially prudent and business-like manner
3. Present our golf course to a consistently high standard, maintaining its natural characteristics and protecting our environment.
4. Work actively to attract new members and promote the game of golf among the young people of Clonmel and district through our Junior Committee
5. Promote our clubhouse as an attractive, accessible and affordable centre for our members, guests and visitors.

3. Methodology

At its first Management Committee meeting on 19/12/2016 the incoming Committee on the recommendation of the Club President, Mr. Liam Maunsell, decided to develop a strategic plan for the Club. A sub-committee was appointed and the following approach was adopted:

- The Clubs Strategic Priorities were established and agreed. These are set out in Section 4 below.
- It was decided that the strategic review would address the following 8 areas of focus:
 - Men's and Ladies golf

- The Course
 - Membership
 - Finance and Fundraising
 - Bar, catering and pro-shop
 - Constitution and Governance
 - Marketing and Recruitment
 - Communications
- An on-line survey of membership was developed and circulated to all members with e-mail addresses on the Club's database seeking their views on the following topics:
 - Whether they would be inclined to recommend the club to a friend or colleague
 - How new members should be attracted
 - The bar, catering and pro shop facilities
 - How frequently they play in competitions
 - How competitions are run
 - Satisfaction with how the Club is run
 - What would members change
 - Willingness to get involved in Club activities
 - Communications in the Club

146 members completed the survey, which, based on a membership of 416 amounted to a satisfactory 35% completion rate and provided a valuable insight into the views and needs of our members.

- A planning workshop was held in the clubhouse on 11/1/2017 and attended by 51 of our members. This proved a very worthwhile exercise and generated many excellent ideas and suggestions for the future of the Club.
- The current profile of the Club's membership, finances and trends was examined. The results of this review are outlined in Section 6 below.
- The 5-year financial plan adopted at the EGM on 2/11/2016 was reviewed with a view to ensuring that actions to achieve its objectives were included in the Strategic Plan
- Best practice in a number of "model" clubs was also reviewed
- The committee met with Mr Gordon Campbell from the CGI to seek advice on the optimum management structures and code of governance for the Club
- The Management Committee gave its input to the planning process

Having considered all the relevant factors together with the inputs from management and members, the Steering Committee developed the Strategic Plan and presented it to the members.

4. Our Strategic Priorities

- To maintain and grow the membership of the Club.
- To organise golf so as to provide attractive competition and ensure maximum participation by our membership.
- To ensure that the Club is sufficiently funded to meet its short and long term commitments
- To manage the forthcoming transitions in our pro-shop, bar and catering management in the best interests of the Club

- To examine the Constitution and Governance structures of the Club to ensure that it is operated in line with best practice.
- To develop a 3/5-year Strategic Plan, incorporating the Financial Plan already agreed, to provide a template for the successful operation of the Club in the coming years.

5. Clonmel Golf Club today

In common with clubs throughout Ireland, Clonmel Golf Club has suffered declining membership and reduced revenues since the onset of the recession in 2008. Various fundraising and cost reduction initiatives were undertaken by successive Management Committees and while these have been successful to some extent in stemming the financial deficit the fact remains that the club is not generating sufficient income to meet ongoing expenditure and service its bank debt.

Membership suffered a continuing decline during the recession years levelling off at about 420 in 2015 with a modest projected increase in 2019 and 2020 (Figure 1 P7). Clonmel competes for membership with 3 neighbouring clubs with the following comparative ordinary membership fees for 2017:

Cahir €650, Carrick on Suir €650, Slievenamon €425, Clonmel €700

This competitive fee pressure is unlikely to change in the foreseeable future and to attempt to increase membership by reducing the Club's fees would be an unwise strategy, leading to a race to

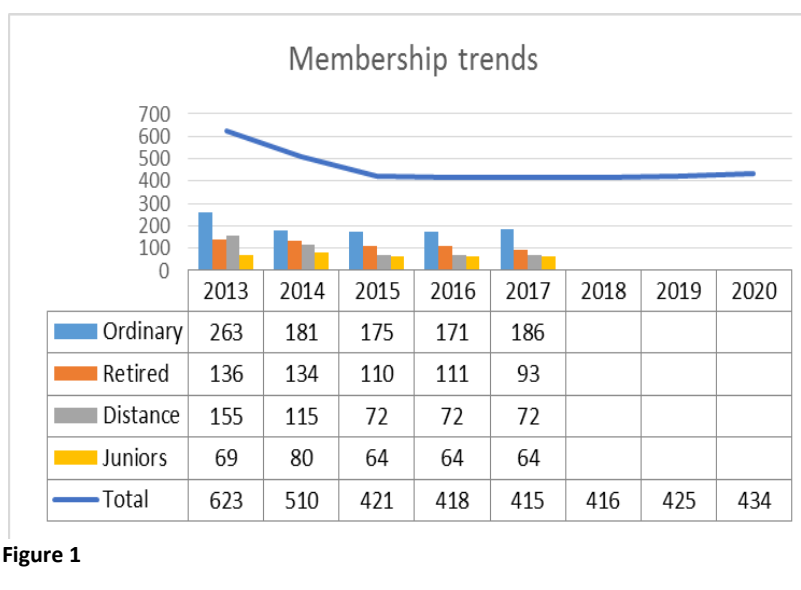


Figure 1

the bottom and ultimately insolvency. Instead the Club must examine its structures and re-organise so as to operate to optimum efficiency and it must play to its strengths, chief of which are its excellent course and clubhouse facilities.

It is a tribute to successive committees, Course Chairmen and staff that even in the face of limited resources they have managed to maintain the

course in excellent condition. The bar and catering offerings have been somewhat reduced in recent years due mainly to the fall in membership, but the building, bar and kitchen facilities are in excellent condition and there will be an opportunity to offer a significantly enhanced service to members with the introduction of a new type of services contract in 2017.

Recognising the difficult financial position, the Management Committee presented and received approval for a 5-year financial plan in November 2016.

As the accompanying graph shows (Figure 2 P8), operating income at its current level is insufficient to meet current expenditure even in a situation where necessary equipment and facilities maintenance has been severely cut back or deferred. There are no operating funds to service our

debt with the result that the long-term liabilities and bank loan debt stood at €515,873 at the end of the 2016 financial year, an increase of €31,725 on the 2015 figure of €484,148.

Clearly this situation cannot be allowed to continue and the 5-year financial plan is a multi-faceted blueprint to reverse the downward financial trend and return the Club to sufficient profitability to meet its commitments and service its debt from 2018 onwards. The financial plan has the following elements:

1. Maintain and increase membership levels. This is a challenging objective and the Club does not

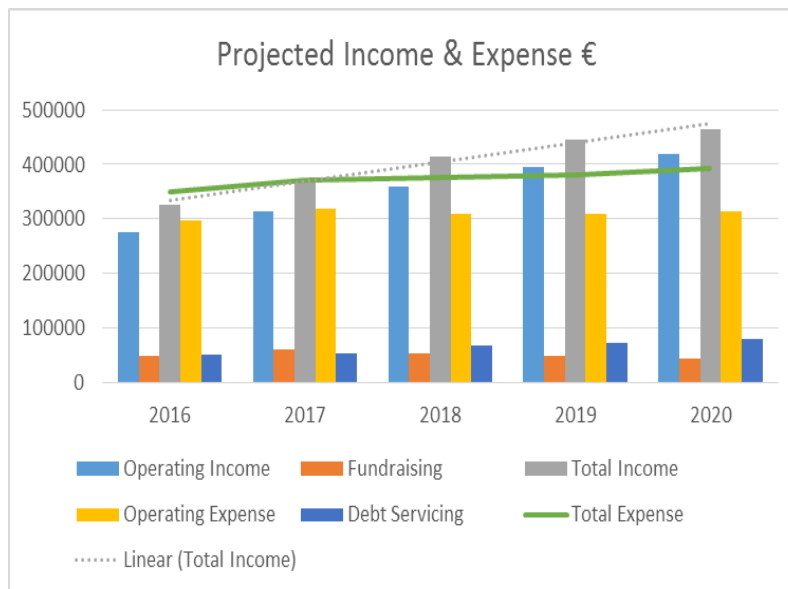


Figure 2

currently have a programme or structure in place to market its activities or to actively recruit new members. In order to reverse this deficiency, the strategic plan includes provision for a Marketing and Recruitment Officer on the Management Committee.

2. Gradually increase ordinary membership fee over the 5-year period, increasing by €50 to €700 in 2017 and by €30 annually in the subsequent 4 years of the plan. Fees for

the other levels of membership will also increase proportionally. These increases were agreed by the membership at the EGM.

3. Increase income through fundraising as follows:

- €60,000 in 2017
- €54,000 in 2018
- €49,000 in 2019
- €44,000 in 2020.

Fundraising includes the Lotto and initiatives by Ladies and Men's Golf together with other fundraising agreed by Management. Under the strategic plan the current Vice President is charged with coordinating the fundraising effort for the Club. It is recognised however, that such high levels of fundraising are unsustainable in the long run and while a limited level will always be necessary, ultimately the club must be able to fund itself from its golfing and ancillary operations.

4 Increase income from green fees and club competitions. The green fee income will rise through improved marketing and gradually increased fees. Competition fee income targets are as follows: 2017, €26,200; 2018, €28,700; 2019 €30,000 and 2020, €31,600

5. Permanently reduce the cost base by eliminating the costs associated with the bar, catering and pro shop services.

In order to meet the overall objectives of returning the club to sound financial health all of the above elements of the financial plan must be achieved. The financial plan forms an integral part of the overall strategic plan.

6. Management Committee

The Strategic Review subcommittee examined the constitution of the Management Committee and the terms in office of the Officers. It was felt that while the Management Committee as presently constructed is fit for purpose, the terms in office of the principal officers, namely the President, Honorary Secretary, Honorary Treasurer and Honorary Course Chairman are not.

Under the present constitution, the President has overall responsibility for the management of the Club and chairs the Management Committee. He/she is invited to the office by the incumbent Vice President, becoming Vice President the following year and then President the year after, for one year

The modern golf club, while a sporting organisation, is also a business with paid staff, significant financial movements and in the case of Clonmel, a high level of debt. In such a scenario, the rule which stipulates that the Chief Officer of the Club holds office for one year militates against continuity of management and does not accord with good management practice or good governance.

This Strategic Plan therefore incorporates the following changes to the method of selection of the President and the terms of office of the principal officers:

1. The President will hold office for two years.
2. The office of Vice President will be eliminated and replaced with the office of President Elect who will take office 6 months before formal election to the office of President.
3. A nominating committee comprising of the current President and three immediate and available Past Presidents, including a Lady Past President, will draw up a list of suitable candidates for the position of President Elect. The incumbent President will choose the person to be invited to hold the office from that list. Criteria will be established for the selection process and will include guidelines to be followed should the incumbent President be unable to continue in office. The membership will be afforded the opportunity to nominate a candidate for the position of President Elect to the Nominating Committee.
4. The President Elect will take office as a non-voting member of the Management Committee 6 months before he/she steps into the role of President
5. The Honorary Secretary, Honorary Treasurer, Honorary Course Chairman and Marketing & Recruitment Officer will hold office for two years and may if re-nominated serve for not more than one additional 2 year term
6. All appointments will be subject to ratification by the members at the Club AGM

The committee is also of the view that the positions of Ladies and Men's Vice Captain should be filled following a consultation process similar to that being put in place for the President. Accordingly, the Strategic Plan incorporates the following change applicable to Ladies and Men's golf:

1. A nominating committee comprising of the current Vice Captain and three immediate and available past Captains will draw up a list of suitable candidates for the position of

Vice Captain. The incumbent Vice Captain will choose the person to be invited to hold the office from that list. Criteria will be established for the selection process

2. The Captain and Vice Captain will hold office for one year.

Note: The 2017 Vice President and the Men's and Ladies Vice Captains will come into the offices of President and Captain in 2018 as in the past. They will use the new procedure to appoint their President Elect and Vice Captains.

The Club Constitution will be amended to reflect these changes at an EGM to be held on September/October 2017.

Appendix 2 p25, shows the Club Management Organisation Chart with associated sub-committees/ duties. Documented roles and responsibilities will be updated when the Constitution and Governance Documents are reviewed later in 2017.

7. What Our Members Told Us

The online survey provided excellent feedback on the views, needs and aspirations of our members.

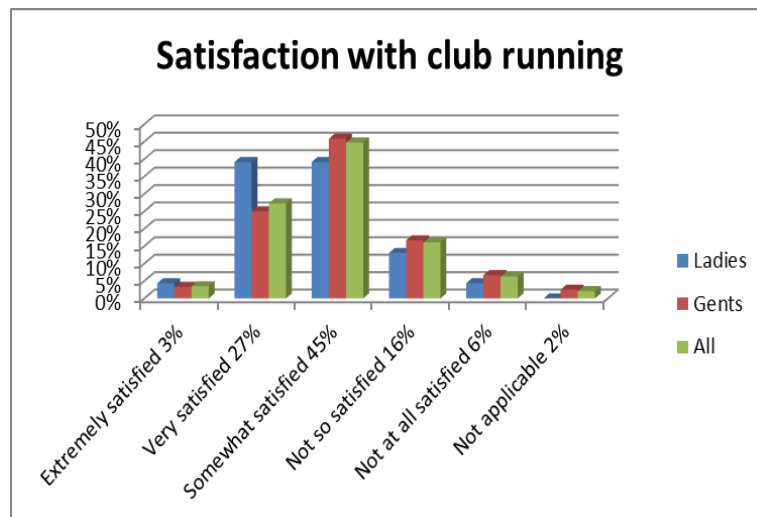


Figure 3

The first slide (Figure 3, P10) shows that 30% are satisfied, 45% are somewhat satisfied (not exactly a ringing endorsement) and 24% are not satisfied with the running of the club.

While 38% of our members would recommend the club to a friend or colleague, 30% would not and 31% are not positive (Figure 4, P11).

Clearly these results indicate that there is significant room for improvement in the way the Club runs its affairs.

35% of respondents play golf in club competitions once per week with ladies participation rates significantly higher than men. 23% play more than once per week with the remainder, 42% playing only rarely if ever in competitions. (Appendix 1 Figure 5, P23)

When asked what they would change, members listed our management structures, communications and the bar, catering and pro services as their highest priorities (Appendix 1 Figure 6, P23)

Asked what they would recommend to get more members to play in competitions, 66% of respondents listed varied competitions to suit member categories and 18% listed more category prizes (Appendix 1 Figure 7, P24)

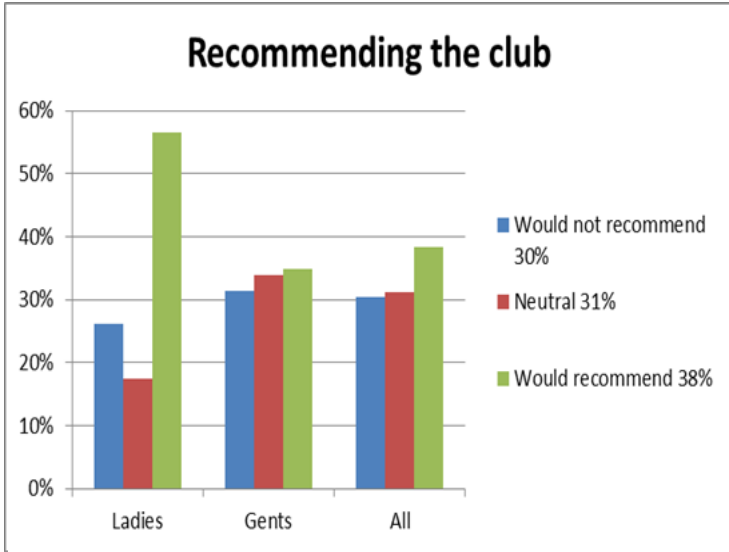


Figure 4

The survey respondents listed the fee structure (17%), bar and catering facilities (16%) and Marketing and recruitment (14%) as the most important factors that will contribute to attracting new members. (Appendix 1, Figure 8, P24)

The majority of members expressed satisfaction with communications from the Club with 82% indicating that they are kept at least adequately informed on Club activities. 18% expressed dissatisfaction.

Members’ suggestions from the Planning Workshop were reflective of the views expressed in the survey and these are outlined in Section 8 of this report. In summary, they want better services from the bar, catering and pro shop facilities, competitions and prizes that are more varied and reflective of the membership demographics and a more welcoming, inclusive and friendly club environment. The workshop participants were very aware of the constraints that the Club is currently operating under and they put forward many thoughtful and innovative proposals for the future wellbeing of Clonmel Golf Club

8. Our Strategic Action Plans

Our Strategic Action Plans are detailed on Pages 12–21 below. A number of the actions include examples of initiatives that might be taken to implement them. These reflect the ideas of our members as expressed in the brainstorming session and the survey. They may or may not be included in the initial implementation plans and other initiatives may also be included.

Men's and Ladies Golf

	Action	Outcome Sought	Timeline	Responsibility
1	<p>Develop a fixtures plan to introduce greater variety to club competitions to cater for the different age profiles and standards of golf of the club's members</p> <p>Examples:</p> <ul style="list-style-type: none"> • Introduce 12 hole competitions • League style competitions • Team golf competitions • Category golf competitions 	<p>Greater participation by members in club competitions</p> <p>Increased revenue</p>	Develop plan by 28/2/17	Men's and Ladies captains and committees
2	<p>Promote integration of new and existing members and members of varying standards through appropriate forms of competition.</p> <p>Examples:</p> <ul style="list-style-type: none"> • Mixed competitions • Hi/low competitions • Novelty competitions • Open draw for competitions • Monthly medal 	<p>Integration of new members and promoting a more friendly and welcoming atmosphere</p> <p>Greater participation by members in club competitions</p> <p>Increased revenue</p>	Develop plan by 28/2/17	Men's and Ladies captains and committees and Management
3	<p>Promote the club in the wider community by organising competitions to attract non-members to play the course,</p> <p>Examples:</p> <ul style="list-style-type: none"> • Inter Firms competition • Inter pub competition • Inter club competitions 	<p>Promote the club with a view to attracting new members</p> <p>Increased revenue</p>	Develop plan by 30/4/17	Men's and Ladies captains and committees

The Course

	Action	Outcome Sought	Timeline	Responsibility
1	Repair/ improve the men's tee boxes on the 3 rd , 4 th and 11 th holes. Raise the back of the 3rd men's tee to provide a clear line of sight to the green	Restore these tee boxes to previous high standards Improve the playing experience on the hole	2017 and 2018	Course Chairman and staff Course Chairman and staff
2	Improve the texture and consistency of the greens	Maintaining the high standard of the course	Ongoing maintenance and availing of best advice	Course Chairman and staff
3	Remove trees/branches where they overhang greens or tees or inhibit natural light	Maintaining the high standard of the course	2017	Course Chairman and staff
4	Improve drainage at 7 th , 8 th , 11 th , and 13 th holes	Eliminate where possible wet underfoot conditions and increase availability of the holes	Draw up plan by 31/5/17 and implement on a phased basis as finances allow.	Course Chairman and staff
5	Improve bunkers at 10th and 17 th holes	Improve the playing experience on the holes	31/5/17	Course Chairman and staff

6	Maintain and enhance stone bridges and walls that enhance the course	Improving the appearance of the course	Draw up plan by 31/5/17 and implement on a phased basis as finances allow	Course Chairman and staff
7	Introduce seating at tee boxes where none exist now. Introduce on the basis of sponsorship at no cost to the club	Improving the appearance of the course	Identify requirements and seek sponsorship 1/9/17	Management committee
8	Introduce a contribution from buggy owners to create a fund to be ring-fenced for the upkeep of the buggy paths	Improving and ongoing maintenance of the buggy paths	1/6/17	Management Committee
9	Improve facilities at the practice hole, particularly at the area where irons are used for practice	Improving the practice facilities	1/6/17 Draw up a plan and implement when finances become available	Course Chairman
10	Make divot repair bags containing a sand/grass mixture available at the 1 st tee and encourage their use	Improved course maintenance	30/4/17	Course Chairman

Membership

	Action	Outcome Sought	Timeline	Responsibility
1	Incentivise existing members to attract new members to the club	Increased membership Increase revenue	Draw up a plan to implement in 2018	Club Secretary
2	Write to locally domiciled golfers who have left the club or who are playing with other clubs inviting them to consider joining/re-joining Clonmel Golf Club	Increased membership Increase revenue	Implement by 20/2/17	Club Secretary
3	Take steps to create a “welcoming atmosphere” for members new to golf at the club. Examples: <ul style="list-style-type: none"> • New members coffee morning • New members time on time sheet • New members category prize • New members welcomed to play with experienced members • Designated Club officer to meet & greet before & after Society golf. 	Increased membership Increase revenue Enhance the reputation of the club M Mullane to draw up rota	Implement by 31/1/17	Management committee Men’s and Ladies committees
4	Revise the structure of the Junior Golf Committee in line with GUI Guidelines	Comply with best practice and meet legislative requirements	30/6/2017	Junior Committee Management Committee
5	Maintain/Increase junior membership through active promotion among schools and parents Examples: <ul style="list-style-type: none"> • Continue with the programme of 	Ensuring the long term viability of the club	2017 and ongoing	Junior Committee and Management Committee

	coaching and encouraging young people <ul style="list-style-type: none"> • Participate in youth competitions • Hold a family day each year • Use role models to attract young people 			
6	Take steps to make the playing/club experience more enjoyable for older members. Examples: <ul style="list-style-type: none"> • Make buggies available at reasonable rates • Category prizes for older members • Competitions designed for high handicaps • Annual senior members social function 	Retention of existing members	31/10/17	Management Committee, Men's and Ladies Golf committees

Bar, Catering and Pro Shop

	Action	Outcome Sought	Timeline	Responsibility
1	Manage the transition from the existing bar/catering arrangement to a new Services Agreement which will provide enhanced bar and catering facilities and be at least cost neutral to the club	Improved clubhouse facilities for members and visitors Reduction in overall cost of running the golf club	30/6/17	Management committee
2	Leverage the new Services Agreement to encourage social activities for members and their families and to make the club more attractive to societies and visitors	Improved clubhouse facilities for members and visitors Improved revenue streams for the club	Second half of 2017 and ongoing	Management committee
3	Manage the upcoming retirement of the current Golf Professional in a satisfactory manner	A satisfactory transition from the current arrangement	Implement by June 2017	Management Committee
4	Introduce a new Golf Professional/Golf Shop arrangement at the Club	Provide facilities in line with those expected of a modern progressive club	Second half of 2017 and ongoing	Management Committee

Finance and Fundraising

	Action	Outcome Sought	Timeline	Responsibility
1	Implement the 5 year Financial Plan as agreed at the Club EGM on 2/11/2016	Ensure the ongoing financial viability of the club	2016 - 2020	Management Committee
2	Achieve an operating surplus of €50k in 2018, increasing to €106k by 2020	Achieve targets in Financial Plan	2018 - 2020	Management Committee
3	Target fundraising income of €75k per annum in the years 2017, 2018, 2019	Exceed the targets in the Financial Plan	2017 - 2019	Management Committee Ladies/Men's golf
4	Aggressively market the Club Lotto among club members	Achieve maximum participation by members in the lotto	2017 - ongoing	Lotto sub-committee
5	Develop an annual social activities/fundraising calendar. Ensure that activities complement each other and don't overlap and that sub-committees assist each other	Maximise and streamline the fundraising effort	28/2/2017 and each subsequent year	Fundraising sub-committee and Ladies and men's golf committees
6	Introduce a €50 bar/competitions levy for all members	Ensure equitable participation by all members in costs of running the club	2018 and annually thereafter	Management committee

Constitution and Governance

	Action	Outcome Sought	Timeline	Responsibility
1	In relation to the club constitution establish best practice as enunciated by the CGI and well run "model" clubs and amend the constitution accordingly	Ensure that the constitution is fit for purpose and relevant in the modern context	31/10/17	Strategic review sub committee
2	As part of the constitution review, establish the optimum organisation structure for the club management committee and the periods in office of key personnel (See Appendix 2, P24)	Ensure that the organisation structure is fit for purpose and relevant in the modern context	25/3/17	Strategic review sub committee
3	Draw up a Code of Governance for the club incorporating the following: <ul style="list-style-type: none"> • Mission, vision and strategic plan Standards for: <ul style="list-style-type: none"> • Leadership • Control • Transparency and accountability • Operating effectively • Behaving with integrity • Discipline 	Ensure ongoing high standards of management at the club	1/10/18	Strategic review sub committee
4	Review employment contracts to ensure their compliance with employment legislation	Compliance with legislation	1/5/18	Review by treasurer and approval by management
5	Put in place an Employee Handbook	Compliance with legislation and best practice	1/5/18	Compiled by treasurer and approved by management
6	Establish services agreements for service providers to the club	Ensuring standards of service and protection of the club's interests	As service providers are appointed	Compiled by treasurer and approved by management

Marketing and Recruitment

	Action	Outcome Sought	Timeline	Responsibility
1	<p>Introduce a Marketing/Recruitment subcommittee with a specific recruitment remit. Examples:</p> <ul style="list-style-type: none"> • Create a club/hotels golf package • Partner with other clubs to create a 3 club package, e.g. Clonmel, Carrick, Callan • Hold a major inter-firms event in July/August each year. Offer discounted membership to year end to non-member participants. 	<p>Increased membership</p> <p>Increased revenue</p>	<p>Create Marketing & Recruitment Officer and sub committee by 15/3/17. Develop M&R plan by 30/9/17</p>	<p>Management Committee, Men's and Ladies Golf committees M&R Committee</p>
2	Promote the club and course in golfing and tourism magazines	Proactively promoting the club	2018	Marketing/Recruitment subcommittee
3	Develop golf tourism packages with hotels in the region	Proactively promoting the club	2018	Marketing/Recruitment subcommittee
4	Develop promotional literature for placement in hotels, guest houses, tourism offices and public places	Proactively promoting the club	2018	Marketing/Recruitment subcommittee
5	Promote our open competitions on golfing and social media	Attracting increased participation	2018	Marketing/Recruitment subcommittee
6	Develop a database of clubs and societies and actively promote the club to them for their outings	Attracting increased participation	2017 and ongoing	Marketing/Recruitment subcommittee
7	Introduce the "Get into Golf" programme for men	Attract increased membership	2017	Men's Golf Committee

Communications

1	Maintain an accurate database of all members with mobile phone numbers at a minimum and other social content details where available	Facilitate accurate and timely information sharing	2017	Secretary/ communications sub committee
2	Using social media provide members with accurate and timely information and promote events and offers to them	Promotion of course and clubhouse events to members	2017 and ongoing	Secretary/ communications sub committee
3	Carry out an annual online survey of members to establish their attitudes and opinions on club matters	Keeping in touch with the members opinions and needs	August 2018	Secretary/ communications sub committee
4	Upgrade and maintain the club website so that it is always up to date and reflects the club in the best light	Promoting the club	August 2017	Secretary/ communications sub committee
5	Provide accurate and timely information on club competitions so that members have the information they need on entering competitions	Smooth running of competitions	2017 and ongoing	Men's and ladies golf committees

9. Implementation

The Clonmel Golf Club Strategic Plan has 47 actions ranging across the 8 areas of focus. Each action has been assigned to a specific officer, committee or sub-committee with timelines for implementation over the 5-year planning period

The Club Management Committee will have overall control of implementation with “Strategic Plan Progress Report” as a line item on the monthly meeting agenda

The Plan will be updated by the Management Committee as necessary and a formal review will take place at the end of year 3 in October 2019.

Members will be kept informed of progress on social media and a formal update will be given at each Club AGM

10. Acknowledgements

The Strategic Plan Steering Committee would like to acknowledge and thank the following for their advice and assistance:

The Club Management Committee 2017
The Ladies and Men’s Golf Committees 2017
Mr David Morris - Convenor of Junior Golf
The members who participated in the survey and the workshop
Áine Myles Keating - Secretary/Manager
The Staff of Clonmel Golf Club
The 10 Clubs who provided input in our survey of best practice
Mr Gordon Campbell of the CGI
The Club Management Committee 2016
Mr Brendan Binchy – Financial Plan 2016-2021

Committee: Michael Mullane, Sean Callaghan, Con Hogan, Billy Hewitt, Liz Joy, Andrew Gartlan, Tom Bourke

Appendix 1 Survey Graphics - *What our Members told us*

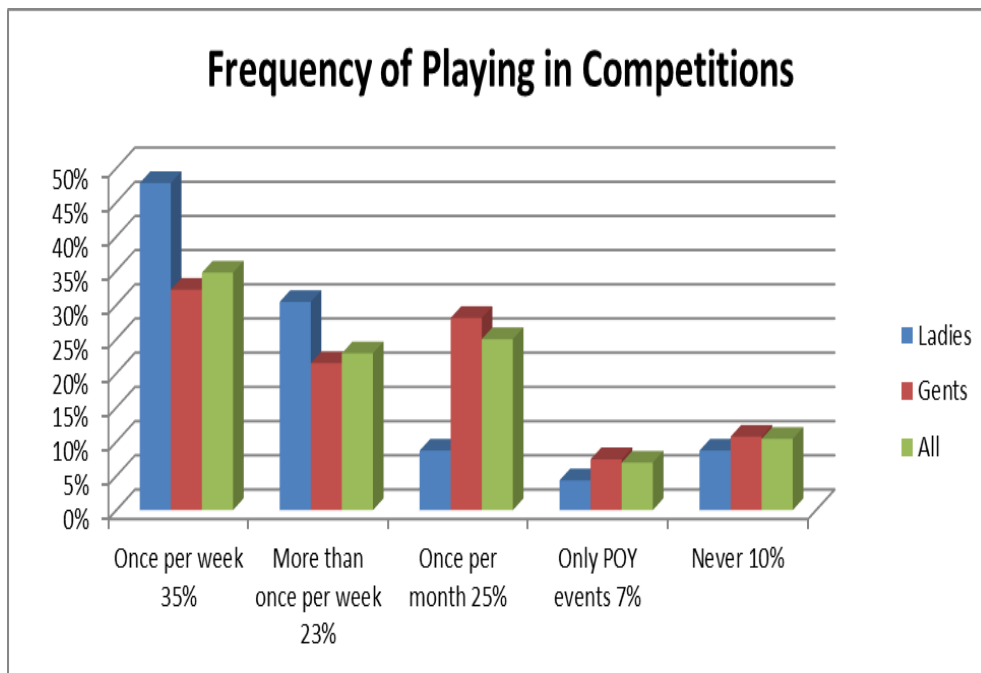


Figure 5

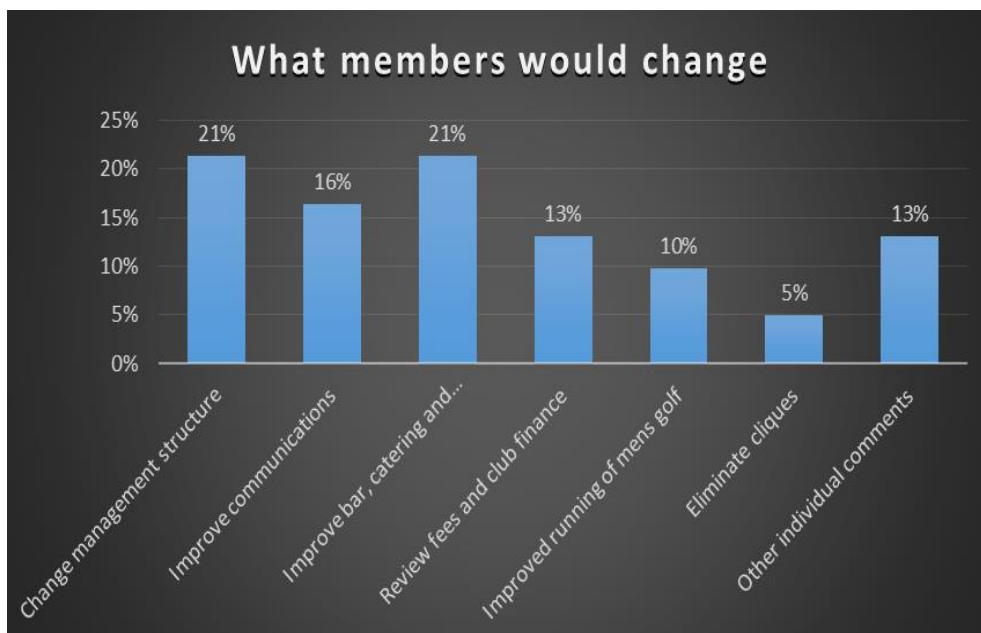


Figure 6

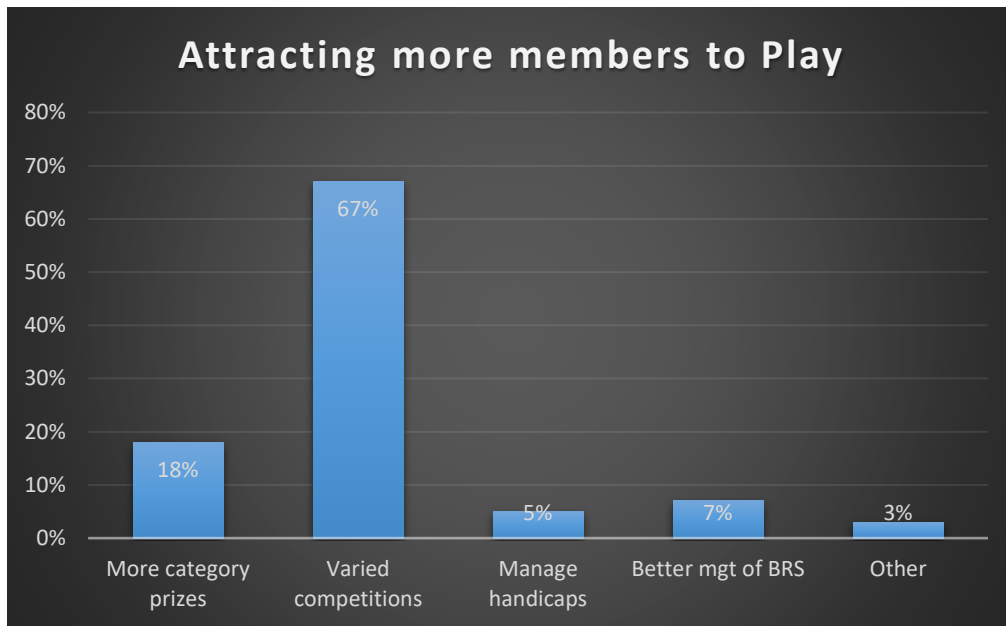


Figure 7

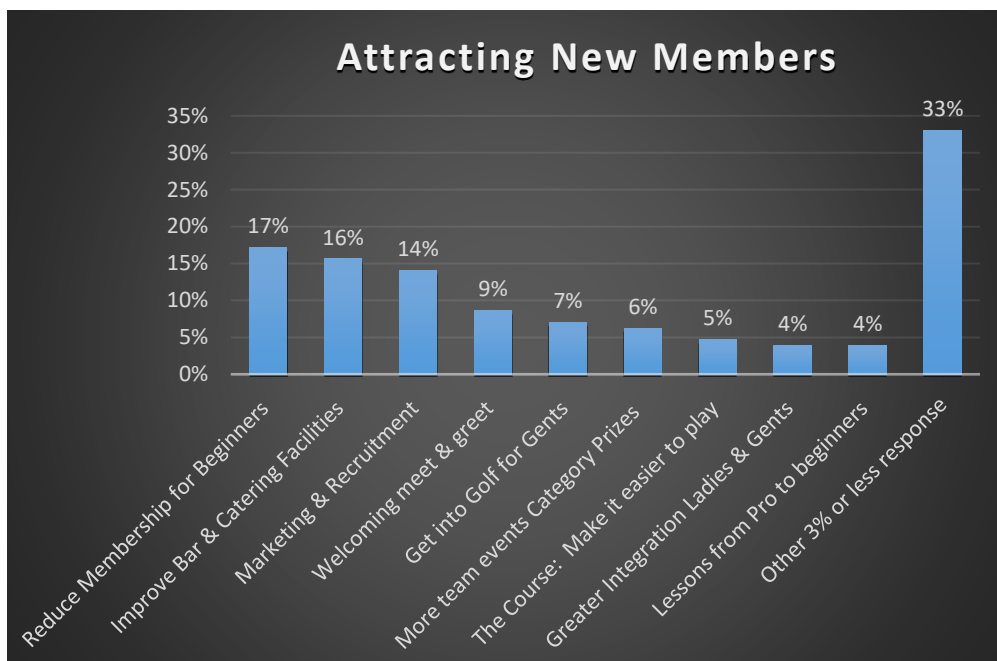


Figure 8

Appendix 2 Organisation Chart

Management Committee Organisation Chart Clonmel Golf Club



The positions outlined in blue form the Management Committee of the Club

Outlined in red are the sub committees/duties assigned to Management Committee positions

The Secretary/Manager acts as recorder in a non-voting Capacity

The Trustees attend and contribute in a non-voting capacity

The President shall hold office for two years.

The Honorary Secretary, Honorary Treasurer, Course Chairman and Marketing & Recruitment Officer shall hold office for two years and may if re-nominated serve for not more than one additional 2 year term

The President, in consultation with a nominating committee, selects a President Elect who takes office for 6 months before transitioning to the role of President.

Appendix 3 Executive Summary, Financial Strategy and Transition Plan

This plan attempts to map a strategic turnaround in Clonmel Golf Club's fortunes within the four year timeline to 30 September 2020. The club is starting from a really low baseline position having endured successive years of operational losses and being forced to rely on extraordinary fundraising activities to meet current debt commitments. The club seeks the support of its bankers within the framework of the plan as outlined below principally in the form of increased temporary overdraft facilities.

The core elements of the turnaround strategy are built around a ten-point plan that sees the following initiatives being undertaken:

1. An increase in excess of 20% of the core ordinary subscription rate implemented over a four-year period which will see the subscription rise from current level of €650 to €790 by 2020. The initial uplift in 2017 will be €50.
2. A reduction in the percentage abatement offered to other classes of membership (discounted, transitional and promotional)
3. Retention of the core membership at current levels for two years irrespective of normal attrition and a modest year-on-year build of nine members thereafter
4. An increase in competition revenues to those enjoyed in 2015 by the end of 2017 with 5% year-on-year increases thereafter
5. An increase in green fee rates to at least €30 in the first two years and €35 thereafter
6. Licensing the operation of the bar to a third-party service provider on a moderately cost neutral basis and achieving a €15,000 per annum saving on current operating costs
7. Achieving a successful negotiation with the trade union representing the course workers and limiting the wage rise costs to 1.5% year-on-year
8. Continuing to maintain the current machinery stock on a repair rather than replace basis until 2018 when a new capital expenditure programme can successfully sustain the additional funding costs
9. Successfully concluding negotiations with the club's professional to defer its contingent payment liability to him over a seven-year period and self-finance those payments from the letting of the vacant club professional shop to an interested third-party/ golf professional
10. Increasing fundraising income by 25% (€12,000) to a sum in excess of €60,000 in 2017 and reducing the dependency on this source of income by 10% year-on-year thereafter

The plan assumes that bank funding as a percentage of gross assets will drop from 42% in 2016 to 28% by 2020. More importantly it sees the club producing an operating surplus for the first time in 2018 of €50,000 and increasing this to €106,000 by 2020 – thus generating sufficient cash to service its existing and future debts without relying on fundraising and having a 20% safety margin built within those targets.

The critical success factor in implementing the strategy is the delivery of a compelling golf product for both existing and new members while running an active and vibrant club that promotes the game of golf in a congenial and engaging social environment – in so far as possible de-commoditising the offering. This will require constant reengineering on the part of the incumbent management and golf committees and indeed this will have to be achieved within the financial parameters that will be agreed with its bankers. The management committee has approved this aggressive transitional plan and it was endorsed at a Club EGM in October 2016.

