

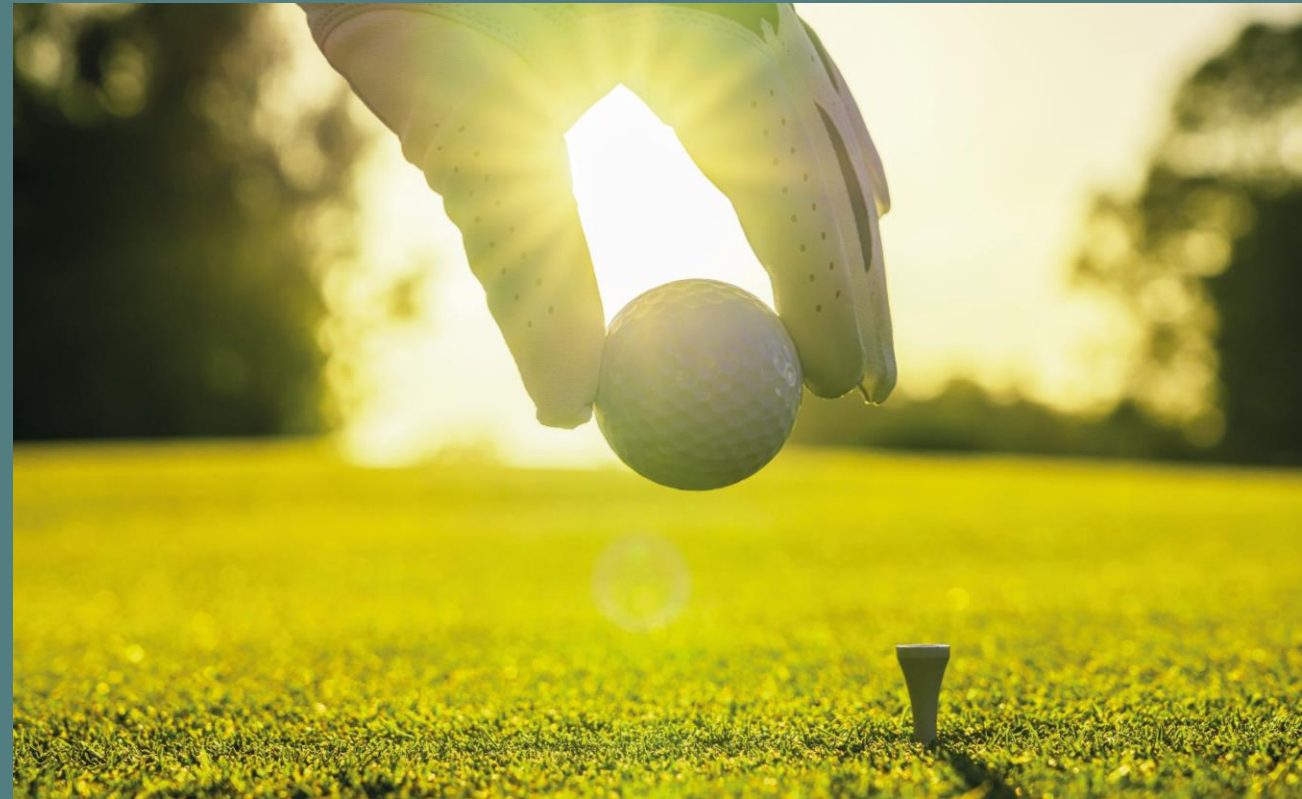


STRATEGIC PLAN 2022-2026



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FOREWORD.

Wetherby Golf Club - Where Golf and Friendship Come Together

On behalf of the Board, it gives me great pleasure to present Wetherby Golf Club's Strategic Plan 2022-2026.

Our strategic plan is a culmination of a process which has been progressively developed over several months and incorporates views and suggestions from members and staff, together with the results of the 2021 members' survey.

This strategic plan provides the Road Map to help the club succeed and move forward, finding the opportunities for the club to grow.

Key to this strategy is the club's Mission & Vision which commits current and future Boards to drive a culture of continuous improvement for the lasting benefit of all members.

This Plan seeks to shape the future of Wetherby Golf Club and to achieve the desired outcomes within the means available to it. It is a living document that will be subject to regular reviews and amendments as appropriate. The Plan will also be a reference point for the club and it will guide and inform major decisions.

The Board will report regularly to members against key initiatives and actions and consult with members prior to making any decision that may have a potential impact on them.

Finally, I would like to sincerely thank all the members, Board and staff who have contributed to the development of the Strategy.

Rosemary Nicholson

Chairman of the Board of Directors

VISION.

To be a modern, friendly and inclusive golf club, with a quality golf course & facilities of the highest possible standards.



MISSION.

To provide our members, families, guests and visitors, with a quality golfing and leisure experience always driving to exceed expectations as follows:

- A quality golf course and estate that will be presented, maintained and continually improved to excellent standards.
- To have an active, sustainable golf club that respects the environment, its location and is always striving to encourage involvement with the local community.
- An inclusive club that provides a high level of competition, coaching, teaching and player development.
- A clubhouse that will be a quality destination for club members, visitors and guests.
- A club where our governance, admin and operations will be of the highest standards.
- Our staff will enjoy a supportive and engaging workplace and will always be committed to excellent customer service.
- WGC to be a premier golf club in Yorkshire.



GOVERNANCE.

Summary Goals: Develop and maintain an effective governance structure for the club to ensure the best possible management of the Club's finances, staff, operations and plans on behalf of its members. Develop a framework of accountability and transparency so that the Board of Directors are always accountable to members and responsive to their rights and wishes.

The operational control of the club and staff is delegated to and delivered through the GMG and led by the General Manager being responsible for all day-to-day aspects of the club's business and operations.

SPECIFIC GOALS.

- Commit to the principles of Equal Opportunity, Diversity and fairness for all.
- The Board of Directors will develop and implement an effective governance structure for the club, providing leadership and management in all areas and all levels of the club's operations.
- Develop Business Plans to set the direction and development of the club over a specific period.
- Develop a Golf Club Charter to reflect club membership rules and standards.
- Ensure compliance with the Articles of WGC.
- Develop and follow Board approved Terms of Reference for the GMG to encompass the daily operational activities.
- Communicate clearly and consistently with members in relation to the activities of the Board of Directors, including minutes of meetings, updates on decisions taken, together with summaries of the activities of Working Groups.
- Complete an annual review of the WGC Strategy documents and amend as appropriate.



MEMBERSHIP.

To continue to attract membership to WGC by a mix of membership categories, retaining existing members, promoting and developing junior golf and raising the awareness of the club in our local community.

Specific goals:

- An inclusive membership promotion programme aimed at attracting new members, of all ages, from the local community.
- A new member support and integration programme.
- Develop a dynamic junior golf membership programme, operating in an enjoyable & safe environment, producing young golfers capable of representing themselves, the club and their families.
- A junior skills development programme with our club professional at its core.
- Introduce girls golf schemes to attract new girls (age 5-18) into golf.
- Explore family golf membership schemes
- Explore the introduction of Disabled Golf groups and competitions into WGC.
- Benchmark our membership categories and fees by categories against other clubs.
- Attract new social and/or corporate members as appropriate to WGC.
- Develop strong links with the local sports & community associations and ensure WGC is a key partner.
- Ensure WGC members participate in local events e.g. Remembrance Day, other key events.





GOLF COURSE STRATEGY.

Summary Goals: To produce a carefully developed, well-maintained and well-presented golf course of the highest quality, in line with best professional advice, practice and standards, with emphasis on providing the best possible playing surfaces the whole year round.

To provide an enjoyable and challenging experience for golfers of all ages and abilities.

SPECIFIC GOALS.

The course and estate shall be maintained in line with a Course Operations Plan which should be developed and reviewed and updated as necessary.

- Strive for all year-round course playability.
- Ensure a costed improvement programme for tee boxes, greens and greens approaches, always considering the aesthetic appearance of all areas.
- Develop a costed bunker review, which will include re-profiling of the bunkers that are regularly subject to flood damage.
- Develop a sustainable plan, which includes a tree and watercourse management programme, reviews all working areas and manages waste and litter in all areas.
- Develop a review programme to ensure WGC has appropriate estate and course resources, including staff and machinery.
- Maintain a machinery renewal and maintenance plan.
- Develop and implement a staff training and development programme.
- In 2022, develop a costed plan to finalise the works on the 18th hole.
- Develop a process to ensure the course and estate layout is reviewed periodically, including our land boundaries.
- Develop a costed design for paths & buggy tracks to ensure all golfers can safely access all areas of the course.
- Ensure and evidence legal compliance with all relevant H&S requirements.



GOLF.

Wetherby Golf Club is committed to increasing adult and junior golf participation by providing an enjoyable golfing experience with an optimal mix of competitions for members and visitors alike.

SPECIFIC GOALS.

- To provide members with a full range of golfing opportunities covering all abilities to include social and competitive golf.
- Provide a comprehensive golf skills development programme, with our club professional at its core, fully integrated through all categories of club membership, and aimed at maximising the potential of club golfers of all ages and the success of our club teams.
- Establish a 'Golfing Charter' to encourage individuals to respect our golf course and members.
- Optimise practice facilities.
- Monitored time sheet control and acceptable pace of play in all competitions and social golf.
- Increased participation of our members on club teams.
- Make WGC a venue of choice for visiting golfers.

CLUBHOUSE & SOCIAL.

Wetherby Golf Club is committed to providing a quality, welcoming destination for its members, families, guests and visitors. It is a community-based destination where all members will be proud of their club and facilities, the quality of its food and drink, with stylish restaurant and bar areas supporting an engaging golfing and social calendar, special events and other social occasions.

SPECIFIC GOALS.

- Refurbish all Clubhouse facilities to bring them up to modern day standards for members, guests and visitors.
- Improve the main entrance to the clubhouse internally and externally.
- Through refurbishment and design, facilitate better use of the Meeting Room and Linton Room.
- Specifically, refurbish and upgrade the bar areas and restaurant as a priority.
- Improve the external condition and presentation of the premises to make it welcoming and attractive.
- Provide a full maintenance plan for the clubhouse which is reviewed monthly.
- Seek to increase the use of the club by members and visitors.
- Provide a consistently high quality of service, within the restaurant, bar and across all operations.
- Promote a wide variety of events, including golf/social combinations with an emphasis on fun, enjoyment and supporting all membership groups including the younger/junior elements of the club.
- Promote an increase in the number of daytime guests.
- Promote an increase in members and guests attending organised events.
- Promote and increase awareness of the new improved facilities across business and the local community.





MARKETING & COMMUNICATIONS.

Summary Goals: To create and implement annual marketing plans as part of the business planning process.

The plans will focus on key segments of Wetherby Golf Club's audience, to inform, engage, build awareness and deliver against business goals.

As part of the marketing planning process, develop communication plans from a content and channel perspective, ensuring the right channels are being used to reach the audience segments effectively.

SPECIFIC GOALS.

- Employ effective communication channels to keep the membership aware of relevant information in a way that fits with their needs
- Communicate in an empathetic and friendly way across all segments and channels not forgetting enabling enjoyment is the overarching purpose.
- Engage the membership in two-way communication such as forums and well communicated ideas mechanic.
- Communicate effectively with the wider community to position Wetherby Gold Club:
 - As within and of the community
 - The place to play golf or hold a function
 - The place to be a member
- Create and execute marketing plans for increasing:
 - Wetherby Golf Club's junior sections by promoting golf in the wider community
 - Wetherby Golf Club ladies' section
- Measure the effectiveness of each plan through the performance against the objective.
- Measure satisfaction of the membership and visitors.



FINANCE.

To provide the financial leadership that facilitates the full and timely implementation, by the Board of Directors and Management, of the club's Strategic Plan, through the preparation and monitoring of Annual Business Plans and regular financial forecasts and budgets.

To ensure proper financial control and oversight.

To protect and enhance club's assets and resources.

Annually obtain a minimum of £100k positive cash flow (excluding major capital expenditure projects that significantly enhance the club) to obtain both rainy day money and provide funding/repayments for such capital expenditure.

Provide strong financial leadership and guidance to the Board of Directors through timely accurate and reliable statements of the club's current and projected financial position and an evaluation of risk.

Prepare an annual business plan that supports the goal of the Club's Strategic Plan.

Develop and maintain a sustainable funding model characterised by:

- Stable "real" (after adjusting for inflation) annual subscriptions.
- Appropriate funding of capital expenditure with option of funding, but not limited to: Cash reserves, Donations, ring fenced fund raising activities, Member loans, Sponsorship, Levies, Bank loans or leasing.

ENVIRONMENTAL & SUSTAINABILITY.

Wetherby Golf Club is committed to an Environmental & Sustainability Policy and Action Plan to ensure the club is considering and managing its activities.

Wetherby Golf Club (WGC) has a duty of care for their land, their facilities and stakeholders and WGC is keen to ensure that all their day-to-day operations and actions are considered and embrace great practice.

Summary goals:

- Meet the environmental legislation that relates to the operation of the golf course and all its facilities and where possible identify opportunities to adopt best practice over and above the minimum requirements.
- Ensure WGC protects and enhances the biodiversity, wildlife and habitat protection of its estate, including invasive non-native species
- Minimise the use of energy and water in all our activities. At the same time, consider new energy and water conservation systems for the estate.
- Ensure WGC manages all potential risks to protect and improve our local watercourses.
- Manage all waste generated by WGC through the hierarchy of Reduce, Re-Use and Recycle, before responsible disposal.
- Ensure all specialist waste, including electrical and hazardous are disposed of correctly.
- Take a sustainable approach to running our business and all events.
- Take the environmental credentials of our suppliers into account when procuring new products or services. By doing so, we wish to encourage other organisations to integrate sustainability into their own operations.
- Measure our progress through an action plan and review this policy and actions on an annual basis to ensure continual improvement.
- Publicise our Environmental and Sustainable commitment and encourage best practice amongst our members, guests and visitors.

MEASURING SUCCESS.

WGC will measure the success of the strategic plan as follows:

- Adoption and implementation of the strategy by the BOD and club as a whole.
- Implement SMART objectives on Actions Plans.
- Periodic updates to members.
- Annual Survey with Members.
- Survey visiting groups.
- Review and monitor the strategy and plans periodically.
- One board meeting is set aside for the Board review of the Strategic Plans.





STRATEGIC PLAN 2022-2026

