



WOLLATON PARK GOLF CLUB

BUSINESS PLAN

FOR THE PERIOD: 2022 – 2027



Foreword

On behalf of the General Committee, I am pleased to present our revised Strategic Business Plan for 2022-27, which sets out our strategic goals and priorities for the remainder of the year and beyond.

The business plan is designed to:

- provide the present and future General Committee and Sub Committees along with the whole club membership a measure of strategic direction and future development(s) of the: golf course, membership, house and social, competition and finance together with measures by which we will evaluate their achievements.
- inform management operational plan(s)- with a key focus on continuous improvement in the way we deliver our golf course and services to the membership aligned with caution and strategy planning processes aimed to limit and control energy costs.
- set out clear deliverables that require prudent resourcing and funding

The business plan has been prepared via consultation with staff and strategic input from Chairs (Directors) of Committees.

We welcome feedback on this revised business plan. Despite all the uncertainties surrounding the cost of living, raising inflation and energy concerns, we remain committed to ensuring that every member has a fulfilling experience of playing golf and meeting friends.

Finally, the support of the members in the execution of our business plan is vital. I encourage every member to embrace this business plan and work together as “One” to realise the goals that we believe captures our ambitions for Wollaton Park Golf Club.

Mike Flanagan

Chair of General Committee

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PURPOSE

This business plan for Wollaton Park Golf Club covers the period 2022-2027.

This business plan is intended to provide the current and future committees, along with the Club Membership a degree of direction for the ongoing sustainability and development of Wollaton Park Golf Club.

WHERE ARE WE NOW?

Introduction

A Brief History and Summary of our Golf Club

Wollaton Park Golf Club was founded in 1927 by Nottingham City Council. It is a Championship parkland course on slightly undulating land set in historic deer parkland – with fine views of 16th century Wollaton Hall. The golf course occupies approximately 40% of Wollaton Park and enjoys the benefit of a 50-year lease (1st April 2016 to the 31st March 2066) from Nottingham City Council.

The Legal Status of the Club

Wollaton Park Golf is a Private Member's club with the legal status of a Company limited by Guarantee.

Our Vision

Our vision for the Club is to be recognised as the 'Club of Choice' amongst our peer group in the Nottingham region:

“To ensure that our Club, with definite emphasis on the standard of the course, is absolutely the best “golf experience” in the Nottingham Area by being both welcoming and convivial” for both members and visitors. Business Plan (October 2019)

Our overarching strategic priority is to maintain the course and its facilities to a high standard for the benefit of the membership.

The ambition of the Committees Members and the General Manager is to ensure the viability of the Club into the foreseeable future, by developing the Club, improving efficiency, and maintaining and growing our income streams, without impacting unnecessarily on membership subscription fees.

Situational Analysis

Understanding our club's situation is an essential part to support development of our business plan. By undertaking this task(s), the Club can understand where we are today in terms of its membership, product offering and competition, and in which direction it should travel.

SWOT Analysis

The table below shows our club’s SWOT Analysis Results which includes the input from *Members Forum and Members Survey*:

	Helpful: to achieving the Objectives	Harmful: to achieving the Objectives
	Strengths	Weaknesses
Internal Origin (Attributes of Wollaton Park GC)	<ul style="list-style-type: none"> • Best course in Notts region • Challenging course • Location • Positive Reputation as Club • All year playability • Visit friendly/ welcoming environment. • Excellent customer service in pro shop • Improved practice facilities • Choice of Memberships • Active Ladies & Senior Section • Value for Money (comparatively) • Club Financially Viable • Loyal and Stable Membership 	<ul style="list-style-type: none"> • Lack of capital fund available for major clubhouse facilities & provision for unforeseen upkeep • Inadequate provision for ongoing course plant & machinery replacement • Current underutilised Clubhouse • Catering- underused & a loss maker • Lack of Car Parking space • Lack of Junior members • Apathy of Membership to join committees & golf club involvement (Working Groups)
	Opportunities	Threats
External Origin (attributes of environment)	<ul style="list-style-type: none"> • Improved use of social media • Stable membership categories • Corporate Membership • Improved Staff training • Weather / Inconsistencies make it appealing to visitors (excellent drainage makes it playable throughout year) • Improved Communications: contents, format, and regularity 	<ul style="list-style-type: none"> • Cost of living increases. • Drink - Drive legislation • Other Golf Clubs • Inflation: cost push pressures on ongoing and new expenditure • Economic downturn • Age Profile- aging membership

More of/ Less of

Every Golf Club has things that they would like more of, and things that they would like less of. This is our list:

More of	Less of
<ul style="list-style-type: none"> • Greater commitment of members volunteering / willing to help and be active in key areas of the club • Members using Club facilities more often • Additional social events to support Club • Positive attitude towards the Club • Juniors • Member Guest/ Visitor Income – quiet periods • Sales driven Culture (hospitality area) via increased Integration of golf and catering society revenue. • Quality driven Initiatives (right first time) • More staff performance evaluation and where required enhancing skill sets • Focus on improving etiquette both on and off the course 	<ul style="list-style-type: none"> • Course damaged by Deer • Less slow play • Complaints received – course/ clubhouse • Wasted expenditure & resources – linked to quality improvements

Competitors Analysis

The market competition that Wollaton Park Golf Club faces is identified below:

Direct Competitors/ Rivals	New Entrants (not only golf clubs)
<ul style="list-style-type: none"> • Notts (Holinwell) • Sherwood Forest • Erewash Valley • Chilwell Manor • Beeston Fields • Nottingham City • The Nottinghamshire GCC • Radcliffe on Trent • Besides other clubs (see above) clubs that have good restaurant facilities 	<ul style="list-style-type: none"> • No new courses • Loss of juniors to other activities
Customer Bargaining Power	Threat of Substitutes
<ul style="list-style-type: none"> • Increasingly clubs offer special deals • Increased participation in Society Golf – discounted deals that make pay and play options attractive • Economic Climate • Supply/ Demand of too many clubs 	<ul style="list-style-type: none"> • Driving Ranges/ Golf simulators • Increased family commitments

Financial Objectives

The table 1 below, highlights the Wollaton Park Golf Club's proposed financial objectives that are intended to be achieved as part of this Rolling Business Plan:

TABLE 1: Our Ongoing Financial objectives for the Short to Medium Term	
1.	Income from Membership Subscription to exceed £720,000 on an annual basis – generally achieved by a small increase in membership fees (adjusted for inflation) as opposed to proactively seeking more 7&6day members.
2.	Maintain Visitors Income at no less than £100,000: recognising that our priority is to ensure access and availability of the course to existing members.
3.	<p>Financial Sustainability:</p> <p>3.1 Maintain financial viability by achieving an ongoing operating profit after depreciation and tax, and thereby enabling the prudent building of a modest cash reserve fund* (see below)</p> <p>3.2 Net Cashflow: Stabilise Operating Cashflow, by ensuring operations are cash neutral wherever possible</p> <p>3.3 Review annual operational budgets to ensure cost effectiveness and deliver Value for Money</p> <p><i>* Over next three years: Build and Maintain a Cash Reserve of 35% of Annual Membership Income (£250K) to fund the rolling investment plan (see point 6) and shield against future financial uncertainties.</i></p>
4.	Increase Non-Golf Income (Bar & Catering & Pro Shop) to be 35% of Total Income: facilitated by better meeting the hospitality needs of membership
5.	Maintain Staff and Casual costs as a % of Total Turnover to 42% - without compromising the quality-of-service delivery to the membership
6.	<p>Five Year Rolling Investment Plan covers specific initiative(s) regarding:</p> <ul style="list-style-type: none"> ❖ Course: maintain future investment: a) Course Development Blueprint- basis for operational plan AND Course Plant, Machinery and Equipment Replacement Plan-rolling 3-5year investment schedule* ❖ Clubhouse: make adequate financial provision(s) to materially maintain and improve the clubhouse structure and inhouse facilities* <p><i>*= work currently being undertaken by a Working Group(s) to determine requirements, timescales, and estimated expenditure.</i></p>

Financial Analysis

This section seeks to assess the financial viability of WPGC. The findings make use of information taken from financial and management reports. The tables cover:

- **Table 2:** Forecasted trading performance for the Current year 2022/23
(See appendix 1) page 24
- **Table 3:** Results comparison between financial statements covering year ended 2022 and the previous year 2021

• TABLE 2: Forecasted trading performance for the current year 2022/23 (See Appendix 1- Page 24 for detail)	
1.	<p>Membership Income: Projected Membership Subscriptions for year ended 2023 is £751,590- This represents a 11% increase in revenue compared with year ended 2022- <i>when there was no increase in annual membership subscription year prior (2021)</i></p>
2.	<p>Forecasted Total Income: Compared with previous year, we are forecasting an overall general increase of 7% (approx. £93,223) in total income. The uplift reflects growth in YE 2022 Turnover: Green Fees (+3%), Bar & Catering (+31%) & Pro Shop (-10%). Effectively, outperforming 2019 performance levels. (Pre-Pandemic). However, the nationwide surge in energy costs have seen a significant detrimental effect the overall forecast.</p>
3.	<p>Forecasted Net Profit/(Loss) Position: The Forecasted Result for Year End 2022 was an anticipated net Loss of -£7,550 Actual net profit £39,284 Current 22/23 Forecasted net profit/loss -£30,394 Note:</p> <ul style="list-style-type: none"> • +£50k Increase in energy costs.22/23 • Continued expenditure on Course Operating Costs & General Expenses to cover increased activity. • projected costs include provision for two new green mowers, and an estimated £25,000 for course Special Improvement Projects. • Projected increased expenditure for clubhouse improvements and Health & Safety compliance – forecasted £25,000
4.	<p>Total Costs: It is anticipated that total costs will increase by 12% compared with 2022. The emphasis will be on: (a) rigorous energy cost management control, (b) a continued focus on capital projects and course improvement throughout this period (c) in addition to the acquisition of two green mowers, investigating and establishing provisions / funding for further medium-term investment in 1) Course Plant and Equipment Replacement Expenditure, and 2) Building Renewals, Repairs and Maintenance Costs</p>
5.	<p>Overall Conclusion: We look forward to continuous improvement in our Golf Club and in the facilities in the forthcoming year. The Pandemic (Covid 19) appears to be behind us, and we are looking ahead, however great caution remains over unforeseen surge in raising energy costs, (+£50k) 22/23 but the future of our Club is reasonably secure.</p>

TABLE 3: Current Financial Observations/ Trends at our Golf Club Comparison of 2021 & 2022 Prepared Accounts)				
1.	Club Income:	2021	2022	% Change
	Membership Subscription Income	£676,195	£662,409	Down 2%
	Bar & Catering Income	£65,562	£208,498	Up 218%
	Pro Shop Income	£113,414	£167,089	Up 47%
	Competitions income	£40,706	£77,513	Up 47%
2.	Profitability: Reported an Operating Profit £39,284 Furlough scheme £12,876 & Rates relief £18K, 123% increase in green fee revenue contributed to Operating Reported Net Profit £39,284 Expenditure:	2021	2022	% Change
	Course Expenditure	£490,808	£533,317	Up 8%
	General Administrative Expenses	£498,382	£689,382	Up 38%
3.	Total Net Assets: Increase in Net Assets of Club (10%) due to Retained Net Profit (2022) of £39,284 Working Capital & Liquidity:	2021	2022	% Change
	Working Capital Ratio: (ability to operate)	1.6 Cover	1.46 Cover	down 9%
	Liquidity Ratio: (ability to meet short term debt obligations)	1.4 Cover	1.23 Cover	Down 13%
	Cash in Bank	£315,510	£389,251	Up 19%
4.	Course & General Maintenance: Looking after our asset(s): A 28% increase in expenditure on course and maintenance versus 2021 (COVID). Course expenditure was 28.0% of Turnover in 2022. Versus prior 25.3%			
5.	Staff Costs: Staff Costs as percentage of Total Income was 42% - a increase of 4% compared with 2021. The percentage presents a return to pre pandemic performance.			
6.	Overall Conclusion: The 2022 Financial Statements show that the Club had a balanced successful year, recording a Net Profit of £39,284. During the financial period we received Grants support, due to COVID 19 in the form of the Furlough scheme £12k and Rates relief £18,333. These positive results, together with a stable membership demonstrate that the Club continues to emerge from the troubles of a pandemic to grow and achieve the objectives set in the Business Plan. With so much uncertainty and economic instability caused by the increased cost of living namely - increased fuel, energy and staff costs, your General Committee is focused on achieving, as a priority, a balance between ensuring medium term financial sustainability and being fair to the membership by balanced Subscription Fees and access to the course and clubhouse.			

WHERE ARE WE GOING?

Our Club's Strategic Aim:

“To ensure that our Club, with definite emphasis on the standard of the course, is absolutely the best “golf experience” in the Nottingham Area by being both welcoming and convivial” for both members and visitors.” *Extracted from Business Plan (October 2019)*

There are Five Strategic Priorities, each has associate Business Objectives and Deliverables, which are addressed through Five Core Areas/ Functions as follows:

1. **The Course (Strategic Priority 1: Achieving Golfing Excellence)**
2. **The Membership & Visitors (Strategic Priority 2: “First Choice”)**
3. **Finance & Governance (Strategic Priority 3: “Value for Money & Management Control”)**
4. **Golf Competitions (Strategic Priority 4: Creating Competitive & Social Golf)**
5. **House & Social Facilities (Strategic 5: Creating the Environment)**

The initiatives and activities identified in each of the sections that follow, will be led by the General Manager and General Committee Chair(s) accountable, and the work programmes will form the basis and of the Monthly (minimum of eight) General Committee Meetings throughout the year.

HOW WILL WE GET THERE?

The Course

It is our intention to retain Wollaton Park Golf Club as a prime example of a traditional parkland golf course.

Our focus will be on ensuring that the course continues to be maintained in top quality condition and provides a challenge to all standards of golfers.

Any development will continue to embrace the natural landscape. Major alterations will not be made without the support of the membership, and, in such circumstances, professional advice maybe sought.

A key focus of the plan will be on the continuous improvement of the practice facilities, to support the teaching and development of both the experienced and novice golfer.

We remain mindful of the needs of physically restricted players and, where possible, adapt the course – we will ensure that we comply with national and local government legislation.

Machinery replacement and maintenance will continue in line with the changing needs of the maintenance plan.

Core Area 1	The Course
Strategic Priority 1.	<u>To safeguard and enhance the course status as the best course in the Nottingham area by a programme of continuous investment in the quality of the course in addition to employing highly competent and professional green keeping staff.</u>
The Course Objectives	1.1 To be accepted as ‘Best in Class’ 1.2 Operate within the annual course budget year on year. 1.3 Keep Course closures to a minimum throughout year. 1.4 Communicate ongoing material course conditions and works to members. 1.5 Promote interest in Course Management through volunteer days. 1.6 To provide eight progress reports on the delivery of initiatives to the Chair(s) of Committee meeting
Initiatives Completed and Progress made in 2021/22	<ul style="list-style-type: none"> ✓ Machinery replaced under new HP agreements. <ul style="list-style-type: none"> ❖ Wiedenmann ‘Verti-drain’ – Purpose; STRI recommendation for continuous aeration program. ❖ John Deere TX Utility Vehicle – Purpose; Course access.

<p>Core Area 1</p>	<p>The Course</p>
	<ul style="list-style-type: none"> ✓ New 14th Tee (Blue) ✓ Install new path 15th Tee ✓ 14th Greenside remodelling – Architect report. ✓ Continuation of Tree Maintenance program. ✓ Renovation of bare/poor growth area(s) ✓ Updated Tree Survey – 5 Year. ✓ Irrigation Tank(s) upgrades ✓ Overseeding program – all tees, surrounds and approaches – R8 fescue.
<p>Initiatives</p> <p><i>Code:</i> CI= Current Initiatives PFI= Possible Future Initiatives</p>	<ul style="list-style-type: none"> • CI: Phase 1.1 Long Term ‘blueprint’ Winter Works 22/23 Plan – See below “Winter Works” • CI: Continue to develop a culture of training and development. • CI: To provide a measured course, throughout the playing season and in collaboration with the competitions committee – WHS Compliance. • CI: Monthly meeting between the Chair of Course & Course Manager to improve communications to Green Staff. • CI: Monitor and maintain safe working practise(s) – Controlled and monitored in house using Citation/ atlas web platform. • CI: Monitor and control working time directives of the green’s/course team. – In house. • CI: Plant and Machinery replacements working group recommendations – proposal(s) to be presented to Finance and General Committee for approval. • CI: Continue tree maintenance program. – Defined by Course improvement and Safety, with NCC approval. • CI: Identify bare areas in need of repair. Including drought considerations and STRI recommendations. • CI: Implement Winter Course protocol, continued use of winter mats, placing and course protection measures in collaboration with comps committee. • CI: Items/plant identified / approved via working group proposal 'June 22 <ul style="list-style-type: none"> ✓ Two Toro Greens Mowers – Purpose, increase greens cut quality for improved playability. • CI: Monthly Newsletter to Members.

Core Area 1	The Course
	<ul style="list-style-type: none"> • CI: Annual agronomist reports to measure course quality – turf care. • PFI: ‘In House’ Tee areas Identified for quality renovation. Works – Strip, Rotavate, level, re-lay new turf. Tees to be re-modelled to agree design. Including irrigation <ul style="list-style-type: none"> ❖ Red Tee 5th – Current Position ❖ Red Tee 10th – Current Position ❖ Red 17th – Current position <p>Yellow 17th – Current Position</p> <ul style="list-style-type: none"> • PFI: Approved Long-term course improvements ‘blueprint’ - recommended by course architect and Sub Committee. Subject to approval by General Committee. • PFI: Annual reports by agronomist and course architect. <p>Winter Works Plan 22/23:</p> <ul style="list-style-type: none"> • CI: Overseeding program – all tees, surrounds and approaches – R8 fescue. • CI: Continue with programme of path improvement networks Tee – Design and plans approved by General Manager / Chair / Management <p>Astro Turf Surface 1st>2nd / 4th / 7th / 11th</p> <p>Stone Surface 3rd / 10th - Tees</p> <ul style="list-style-type: none"> • CI: Irrigation – Works to be carried out throughout the course, by way of continuous improvement and sustainability. List approved. • CI: Scarify / seed and feed drought stressed fairways namely, 1st 9th 10th • CI: Completion of catchment drain at the 5th Tee – Fill and finish to ground level. • CI: Complete the installation of course tee furniture – Red and Blue Tees.

HOW WILL WE GET THERE?

The Members & Visitors

It is our intention to remain a Members' Club and to maximise the full playing membership to our capacity:

Membership categories: 1 to 4 (Limited to 695)

6G 6day 6GR 6day 6L6 day 6LR 6 day Retired.

7G 7day 7GR 7day Retired 7L7 day 7LR 7 day Retired.

Membership categories: 5a + 5b (Limited to 25)

Country 6 Day Country 7 Day

Membership categories 6a + 6b

21G Intermediate age 18-21 21L Intermediate age 18-21

28G Intermediate age 21-28 28L Intermediate age 21-28

Membership categories 7a + 7b + 8

J16 Junior Boys u16 J18 Junior Boys u18 JC11 Cadet Boys u11 7 JC11G Cadet Girls u11

JL16 Junior Girls u16 JL18 Junior Girls u18

Membership category 9 + 10 + 11

Social Social Retired Social Partners

Membership category 12

9RG 9hole 6day retired 9RL 9hole 6day retired.

With the increased popularity of golf, the club enjoyed a stable membership.@ May 22

Year	Men 7Day	Men 6Day	Ladies	Inter'm	Country	Social	Juniors	Total
2021	399	137	78	28	19	74	30	765
2022	378	146	81	23	16	58	21	723

The Club reintroduced a waiting list for the full membership category in the back end of the financial year with the Committee making the priority, the comfort of course availability for current members.

We will periodically need to consider the number of members and approaches to the management of tee times, whilst ensuring that current custom and practice in this regard is acknowledged - see competition section for current initiative(s).

We believe that by striving to make the golfing experience the best it can be, we will be able to maintain the membership target.

To some extent the commercial utilisation of our prime asset, the golf course, is necessary if we are to maintain membership fees at affordable levels. We will take action to attract new members- there will be a continued focus on the recruitment of ladies and younger players.

We will continue to encourage non-playing and social memberships and seek to maximise the use of our facilities for the benefit of our members.

It is important that Wollaton Park Golf Club is considered not only the best course in the Nottingham region but is a place where all members are equally valued, and visitors feel welcome.

We will continue to develop an integrated plan to market and attract new members in all categories: Men, Ladies, Juniors, ‘New to Golf’ and Social.

Core Area 2	The Members & Visitors
Strategic Priority 2.	<u>To retain existing members and to continue to attract new members and golfers in a competitive market and to be “first choice” of those new to the game or new to the area.</u>
Members & Visitors Objectives	2.1 Maintain total membership at an annual equivalent of approx. 670 each year. 2.2 Retention rate for all members to be 98% each year. 2.3 Update members communications format as part of communications plan. 2.4 Include questions specific to membership satisfaction in annual members survey. 2.5 Continue to develop an integrated plan to market and attract new members in all categories: Ladies, Juniors and social. 2.6 To regularly review member numbers ensuring value for money – course access. 2.7 To provide eight progress reports on the delivery of initiatives to the Chair(s) of Committee meeting
Initiatives Completed and Progress made in 2021/22	<ul style="list-style-type: none"> ✓ Strategy planning for winter revenue. ✓ Yield management of primetime group golf bookings. ✓ Ensure regular update and maintenance of club Website and Twitter pages.

<p>Core Area 2</p>	<p>The Members & Visitors</p>
	<ul style="list-style-type: none"> ✓ Evaluate current green fee prices ensuring accurate yield management for the new season. ✓ Survey of Members & Feedback of Results and Comments ✓ Working Group formed to evaluate and assess group golf packages, prices and booking policies including a review of number of groups with a view to members course access. ✓ Review and evaluate membership interviews to ensure new applications are carried in accordance with Club rules. ✓ Introduction '22 joining Fee. – The joining fee will be levied at 50% of the category subscription. This will apply to all new applications from 1st April 22.
<p>Initiatives</p> <p>Code: CI= Current Initiatives PFI= Possible Future Initiatives</p>	<ul style="list-style-type: none"> • CI: Quarterly reviews of membership numbers and green fees be undertaken with surrounding and comparable competing clubs. • CI: Monitoring of membership waiting list with Integration plan in collaboration with the finance committee. • CI: Implement appropriate marketing plan to balance membership numbers • CI: Starter package participants will be limited to max 16 per year with increased course access restrictions. – Starter package participants will not be subject to a joining fee after 12 months completed should they wish to join a full playing category. <i>Terms and Conditions apply.</i> • PFI Provide welcome pack to new members. • PFI: Hold social event to introduce members to committee. • PFI: Explore & Develop a marketing strategy for Club – <i>in addition to reliance on “word of mouth”</i>

HOW WILL WE GET THERE?

Finance & Governance

Costs are managed in the following key areas: Course, House, Administration and General costs. All supplier costs remain under constant review and, where appropriate, re-negotiation and switching of suppliers is undertaken by the General Manager in a proactive manner.

The priority for this core area is to manage finances to achieve our five-year plan; all large projects will be carefully costed and driven by the management to achieve these targeted costs. We will consistently scrutinise the balance of revenue and evaluate costs to achieve the maximum value for money on behalf of the members by offering the highest level of facilities and a top-class golf course.

Core Area 3	Finance & Governance
Strategic Priority 3.	<u>To ensure that the Club is managed in accordance with high standards of corporate governance, demonstrating affordability and Value for Money to members.</u>
Finance & Governance Objectives	<p>3.1 To ensure that we establish a sustainable and business aware management team which guides the immediate and long-term ambitions and stewardship of the Club.</p> <p>3.2 To ensure that best practice governance sits at the core of the Club- standards, systems, and controls.</p> <p>3.3 To develop a range of key financial performance indicators (KPI's) that will include both the drivers of financial performance, as well as the numbers in terms of £'s.</p> <p>3.4 Funding for future investments will be obtained from excesses of income over costs achieved in current & future years.</p> <p>3.5 To provide eight progress reports on the delivery of initiatives to the Chair(s) of Committee meeting</p>
Initiatives Completed and Progress made in 2021/22	<ul style="list-style-type: none"> ✓ The replacement of our key course equipment as part of a renewal plan. ✓ See Section on Financial Analysis – growth Members, Green Fees, Catering & Bar & Stock Control ✓ A review and implementation of the management structure Committees structure and roles to ensure that they are fit for purpose.

<p>Core Area 3</p>	<p>Finance & Governance</p>
	<ul style="list-style-type: none"> ✓ Introduction of staff appraisal scheme for full time staff linked to performance related bonus scheme. ✓ Evaluate and assess current Asset Register- a prerequisite to develop a comprehensive register for future use. ✓ Templates to assist Operational Management (Deliverables: Business Plan, Budgets and Forecasts) ✓ Appoint new external accountants.
<p>Initiatives</p> <p>Code: <i>CI= Current Initiatives</i> <i>PFI= Possible Future Initiatives</i></p>	<ul style="list-style-type: none"> • CI: Assessing the level of the forthcoming year’s memberships fees structure- in the context of the existing & next year’s business plan. • CI: Production of Bimonthly Management Accounts. • CI: Evaluate and monitor material business costs – Utilities • CI: HR Review – Identify an independent HR consultant to carry out holistic review of all HR requirements – implement actions from recommendations. • CI: Developing Terms of Reference to aid Board Members in understanding their individual and collective roles. (Deliverables: Clear role descriptions, codes of conduct and committee evaluation) • PFI: Capital Investment: will be carefully costed and will be planned to still allow a net cash inflow to the club (Deliverable: Forecasted Schedule) • PFI: Evaluate & establish a credible succession planning process to ensure continuity of directors, committee members & management and staff posts. • PFI: Complete a comprehensive risk assessment of the business and implement countermeasures for mitigation of identified risks (Deliverable: Risk Register)

HOW WILL WE GET THERE?

Golf Competitions and Handicap Management

It is our intention to promote and deliver a programme of suitable competitions for members, ensuring that their handicaps correctly reflect their playing ability. The fixture list will be reviewed to ensure all major board competitions, Opens and knockouts are played for during the playing season.

Whenever possible, to encourage all members to play competitive golf in the relevant club competition(s).

Core Area 4	Golf Competitions and Handicap Management
Strategic Priority 4.	<u>To provide an active programme of Open and Internal Competitions.</u>
Competition Objectives	<ul style="list-style-type: none"> • To produce a fixture diary that plans all major honours board competitions including medals matches v other clubs, leagues, and match plays. • Competitions committee to meet on a regular basis to monitor competition results and handicap reviews twice per year. • To provide a measured course, where possible, throughout the year – WHS Compliance. • To provide eight progress reports on the delivery of initiatives to the Chair(s) of Committee meeting • Oversight and governance across the competition landscape. • Effective and efficient deployment of the fixture diary and regular reporting.
Initiatives Completed and Progress made in 2021/22	<ul style="list-style-type: none"> ✓ Online payments made available for Open Competitions via the website (non-refundable) ✓ BRS Booking system introduction. ✓ Introduce new WHS course information boards. ✓ Trophies for individual winners provided. – Presented at prize giving evening 2022. ✓ Form and implement an ‘Ad Hoc’ subcommittee to review the current booking system. – BRS. Identify and nominate a chairperson to form and table a proposal to the general committee regarding course access.

<p>Core Area 4</p>	<p>Golf Competitions and Handicap Management</p>
	<ul style="list-style-type: none"> ✓ Review of Yellow/White tee positions- WHS compliance. – completed. ✓ Implementation of new/revised Slope rating boards. ✓ Installation of new tee markers for the blue+ Red course
<p>Initiatives</p> <p>Code: <i>CI= Current Initiatives</i> <i>PFI= Possible Future Initiatives</i></p>	<ul style="list-style-type: none"> • CI: Complete trophy presentation evening -2022 • CI: Continue roll out for trophy engraving. • CI: Plan County course schedule 2023. • CI: Continue monthly communication newsletter. • CI: Collaborate with House and Social committee to form small working group with a view to honours boards alteration completion. • CI: Opens Summary accounts with communication material produced.

HOW WILL WE GET THERE?

House and Social Facilities

It is our intention to provide a quality and well cared for clubhouse, that provides good facilities that will be used by all members and visitors for the enjoyment of a warm and friendly golfing and social experience.

The focus of any future clubhouse and facilities improvement, will be on maintaining the clubhouse to a high standard, adding value to the membership and improved service to all customers.

Furthermore, it is our intention to provide a quality bar and catering service for our members and visitors throughout the day, when the course is open, and for social functions.

We believe that the best way to deliver the objectives below, whilst assuring consistency in standards, service and value for money is through employing and training our own staff.

Core Area 5	House & Social Facilities
Strategic Priority 5.	<u>To provide the best house and associated facilities for members and guests, that maximises their enjoyment and meets their social needs.</u>
House & Social Facilities Objectives	<p>5.1 Provide a consistent good quality and cost-effective bar and catering provision that supports both golfing and social activities.</p> <p>5.2 Ensure a warm and friendly welcoming environment for all members and visitors.</p> <p>5.3 Provide reasonably priced social functions and events which attract and are enthusiastically supported by members and guests.</p> <p>5.4 Provide training for all staff with service focus.</p> <p>5.5 To provide eight progress reports on the delivery of initiatives to the Chair(s) of Committee meeting</p>
Initiatives Completed and Progress made in 2021/22	<ul style="list-style-type: none"> ✓ Upgrade of men's toilets. ✓ Kitchen service equipment replacements and additions. ✓ Bar and Catering improvements – Working group formed to examine the potential for brewery loans (barrelage repayment) against capital expenditure

Core Area 5	House & Social Facilities
	improvements (phase 2) with the inclusion of market research of supplier opportunities.
<p>Initiatives</p> <p>Code: <i>CI= Current Initiatives</i> <i>PFI= Possible Future Initiatives</i></p>	<ul style="list-style-type: none"> • CI: Explore the provision for Electric Charging points. • CI: Form a working group to assess buildings works required as per survey report May 2021(node building services) – Works plan proposal to be presented to General Committee / Finance. It is accepted members with specific skills may be asked to advise this group by May 22. • CI: Repoint and Repair wall outside the pro shop. • CI: Repair Gap in wall present outside kitchen corner. • CI: Bar and Catering improvements -Working group formed to examine the potential of Bar and Catering (including exterior) improvements (Phase1). • CI: Organise, reasonably priced social events in conjunction with management and staff (in addition, to the major social events undertaken by the captain(s) • CI: Implement high and medium priority items identified in 2022 Fire risk assessment. - assessment report received July 22. • CI: Under instruction from fire and HSE directives – clad and update the pot washroom include provision for new pot wash machine. • CI: Advertise and employ a ‘Comi’ Chef to safeguard service and hours usage (hospitality) • PFI: Update Club office equipment. – Costings phase 2 (office furniture) DSE – H&S Compliance • PFI: Review lockers for possible upgrade including renovation and decoration of the men’s showers.

WHO IS ACCOUNTABLE?

The table below identifies the accountable staff role and committee, that will organise and manage the delivery of schemes in accordance with the business plan milestones.

It should be appreciated that the General Manager has day to day operational responsibility for the Club, supported strategically by the Chair of Committees and its Members – respectively Chair(s) of “Finance & Membership”, “Course”, “Competitions” and “House and Social”.

Core Area of Club Activity	Role Accountable	Supported by
Operational & Strategic Management	General Manager	Chair of General Committee
The Course	Course Manager General Manager	Course Committee
The Members & Visitors	Club Captains General Manager	Finance & Membership Committee
Finance & Governance	General Manager Administration & Accounts Staff	Finance & Membership Committee
Golf Competitions	Head Professional	Competitions Committee
House & Social Facilities	Head of Bar & Catering	House & Social Committee

APPENDIX 1

Inhouse 12 (Twelve Months) Forecasted Results to 31st March 2023 @ Sept 22

FORECASTED INCOME & EXPENDITURE ACCOUNTS			
For Trading Year Ended 31st March 2023			
	6Mths to 30th Sept 22 Actual	6Mths to 31st Mar 23 Forecasted	12Mths to 31st Mar 23 Forecasted
INCOME			
Subscription - playing adults	£362,091	£378,200	£740,291
Subscription- juniors	£1,567	£0	£1,567
Subscription- social	£1,405	£0	£1,405
Locker Rentals	£3,828	£0	£3,828
Buggy Shed rentals	£1,562	£0	£1,562
Joining Fee	£1,426	£0	£1,426
Starter Pack	£1,512	£0	£1,512
Members Subscription Income	£373,390	£378,200	£751,590
Green Fees etc.	£88,375	£23,000	£111,375
Other Income	£13,631	£2,838	£16,469
Bar & Catering Income	£173,894	£129,500	£303,394
Pro Shop Income	£95,835	£68,250	£164,085
TOTAL INCOME	£745,124	£601,788	£1,346,912
Less Costs			
Course Costs	£160,607	£187,677	£348,284
Clubhouse Costs	£77,743	£101,383	£179,126
General Expenses	£162,293	£145,407	£307,700
Bar & Catering Costs	£172,057	£144,137	£316,194
Pro Shop Costs	£93,956	£77,413	£171,369
	£666,656	£656,017	£1,322,673
NET OPERATING PROFIT/ (LOSS)	£78,469	-£54,229	£24,240
Bad Debts Provision			
Depreciation	£27,317	£27,317	£54,634
Profit on sale of fixed asset	£0	£0	£0
Corporation Tax			
NET PROFIT (LOSS)	£51,152	-£81,546	-£30,394