

# BURNTISLAND GOLF HOUSE CLUB



## 3 YEAR PLAN September 2018

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## **1. Introduction**

Burrtisland Golf House Club is a Members' Club that has been in existence since 1898 and is also home to the 10<sup>th</sup> Oldest Club in the World, The Burrtisland Golf Club, founded in 1797.

Paying visitors are most welcome at Burrtisland as are casual guests who may drop in for catering and entertainment purposes.

The Club is very much a business. Because it employs staff and owns land and property, it needs to generate operating surpluses that can be invested back into the business so that it can maintain its position as a leading club in the area.

This plan is a basis for the Committee and Staff to move the Club forward in order to adapt and survive in the modern market. It is intended to review the plan at regular intervals, and adapt it where it is deemed appropriate. Ultimately this is a continuation of the Committee's commitment to provide the members with the best service possible from the resources available.

The general thrust of the plan is to determine where the Club is now, and decide where we would like it to be in 3 years. To get to where we want to go we will have to set a framework of initiatives and then determine who will be able to help carry out these initiatives. A lot of the work is already ongoing on a daily/weekly basis and this plan is a way of formalising matters, so that any subsequent committee or staff can quickly understand our goal.

When finalised, this plan will also be shared with all staff, members and potential members so that all stakeholders are aware of the commitment the Club has in their future.

As we all know the marketplace is tough at the moment, and the major factors that will underpin the whole plan (this or any other plan we may have at this time) are:

**SURVIVAL**

**REDUCTION (OR REMOVAL) OF DEBT**

**BUILDING UP OF RESERVES**

## 2. Assessing our current situation

We need to be honest and clear about what we want for the Club and effect change where necessary. Because it's "aye been" that way is not an option. The following SWOT analysis is just one way of looking at what we're good at, what we're not so good at, and things that have an impact in either a positive or negative way.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Course – condition/views/layout</li> <li>• Pro Shop</li> <li>• Very competitively priced for membership</li> <li>• Online booking system/access to booking</li> <li>• Competitive Golf</li> <li>• Variety of Competition</li> <li>• Reciprocal deals</li> <li>• James Braid link</li> <li>• Social events</li> <li>• Strong ties with local community</li> <li>• History</li> <li>• Catering</li> <li>• Strong/active committee + helpers</li> <li>• Strong communication with the members</li> <li>• Good Club governance and management</li> </ul>	<ul style="list-style-type: none"> <li>• Bunkers and Tees need improving</li> <li>• Clubhouse – needs updating</li> <li>• Poor visitor and junior facilities</li> <li>• Slow play</li> <li>• A number of blind shots</li> <li>• No natural 9-hole option</li> <li>• Lack of funds to make major improvements</li> <li>• Social events not well supported</li> <li>• The number of senior/life/honorary members and impact on annual subscriptions</li> <li>• Car park – space size and untidy surrounds</li> <li>• Poor drainage / can be shut quite often when wet</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Improve relationship with members</li> <li>• To get rid of Club debt</li> <li>• Promotion of Club's strengths</li> <li>• Relationship with other clubs</li> <li>• New Clubhouse</li> <li>• Develop 9/12 hole options</li> <li>• New housing developments bring potential new members to the town</li> <li>• Family memberships lay a foundation for more potential junior interest</li> <li>• More family events</li> <li>• Build bonds with other enterprises in the town for mutual benefits</li> </ul>	<ul style="list-style-type: none"> <li>• Itinerant golfers choosing deals at other clubs</li> <li>• Time it takes to play golf / slow play</li> <li>• Weather</li> <li>• Reduction in golfers spending any time or money following a game in the Clubhouse.</li> <li>• Inflexible membership payment options</li> <li>• The number of senior/life/honorary members - impact on subscriptions</li> <li>• Lack of juniors and Ladies coming into the Club providing no long-term 'lifeblood'</li> <li>• Juniors more interested in 'home' sports</li> <li>• Apathy of members to social events</li> </ul>

#### **4. Where do we want to go**

At Burntisland we want to be the 'go-to' club in Fife (outside the St Andrews area). We want to provide a consistently high quality golf course and offer a friendly and welcoming environment for visitors and members of all ages and abilities. Competitive golf should be regular and varied in all sections across all categories and abilities, and we should provide juniors with the knowledge and etiquette that would see them fit seamlessly into the adult sections. Underlying all this is a need for the club to have high standards of corporate governance and financial stability.

#### **5. How are we going to get there?**

To reach our goal each of the Golf Club's Core Areas needs to play its part so each will have a strategy statement, a list of SMART\* objectives, and a list of initiatives which should help that area achieve those objectives.

\*Objectives that are Specific, Measurable, Achievable, Realistic, Timed.

<b><i>Core Areas</i></b>
<b>Course</b>
<b>Clubhouse</b>
<b>Governance</b>
<b>Pro Shop</b>
<b>Membership</b>
<b>Competitions</b>
<b>Financial Stability</b>

Core Area	Course
<b>Strategy Statement</b>	
<p><i>We aim to provide a golf course that is in consistently good condition and is as fair as possible.</i></p> <p><i>In order to help recruit and/or retain new members alternative course set ups will be considered (i.e. different tees or even course routes).</i></p> <p><i>To make affordable improvements to bunkers and tees year on year - subject to financial resource.</i></p> <p><i>To offer ongoing training and development opportunities to all greens staff.</i></p>	
<b>SMART Objectives</b>	
<p style="text-align: center;"><b>SPECIFIC – MEASURABLE – ACHIEVABLE – REALISTIC – TIMED</b></p> <ul style="list-style-type: none"> <li>• Work within projected annual budget</li> <li>• Ask members (especially new members) what course improvements or changes that they would like to see</li> <li>• Check bunker and tee programme progress</li> <li>• Monitor Player Enjoyment</li> <li>• Monitor Slow Play and identify if the course is a factor in causing the slow play</li> <li>• Identify any staff development opportunities at in-year/annual appraisal</li> </ul>	
<b>Initiatives</b>	
<ul style="list-style-type: none"> <li>• Survey member satisfaction of course</li> <li>• Maintain Course Programme through dialogue between Greens Convenor and staff</li> <li>• Ensure adequate Greens Budget negotiated with Finance Convenor and applied to initiatives identified and prioritised following discussions with Head Greenkeeper</li> </ul> <p><u>Dependency</u></p> <p>Weather conditions impact significantly upon course maintenance programmes</p>	

Core Area	Clubhouse
<b>Strategy Statement</b>	
<p><i>We aim to provide a comfortable and welcoming environment for members and visitors of all ages, which will be open for service as often as is financially possible.</i></p> <p><i>Facilities are available to the local community and social functions will be organised to satisfy as many of the membership's demands as possible.</i></p>	
<b>SMART Objectives</b>	
<p style="text-align: center;"><b>SPECIFIC – MEASURABLE – ACHIEVABLE – REALISTIC – TIMED</b></p> <ul style="list-style-type: none"> <li>• <i>Work closely with House Convenor to identify clubhouse maintenance programme within projected annual budget</i></li> <li>• <i>Ask members (especially new members) what would they like to see/not see</i></li> <li>• <i>Identify those members that never use the clubhouse to ascertain if there's a common reason why 'some' don't use it and how we might overcome these barriers</i></li> <li>• <i>Publicise the facilities more widely within the community</i></li> <li>• <i>Work to ensure suitable level of catering and bar services are available</i></li> </ul>	
<b>Initiatives</b>	
<ul style="list-style-type: none"> <li>• Survey member satisfaction of clubhouse</li> <li>• Introduce modifications based on level of dissatisfaction - whilst managing expectations</li> <li>• Devise House improvement programme under leadership of House Convenor</li> <li>• Devise social programme and promote to membership</li> <li>• Consider "Loyalty" initiative and/or Bar Voucher option</li> </ul>	

Core Area	Governance
<b>Strategy Statement</b>	
<p><i>Corporate governance is the way in which the Club polices itself. In short, it is a method of managing the Club's own customs, policies and Constitution to protect its employees, members and visitors.</i></p> <p><i>We aim to ensure that rules, legislation and policies of the Land and the Club are applied and complied with to avoid problems before they occur.</i></p>	
<b>SMART Objectives</b>	
<p style="text-align: center;"><b>SPECIFIC – MEASURABLE – ACHIEVABLE – REALISTIC – TIMED</b></p> <ul style="list-style-type: none"> <li>• <i>Work within budgets and maintain effective financial management controls</i></li> <li>• <i>Work within the parameters of the Constitution of the Club</i></li> <li>• <i>Keep all relevant records pertaining to the management of the Club</i></li> <li>• <i>Ensure that appropriate staff obtain and maintain an up to date knowledge of legislation and procedures to ensure that Committee is properly advised at all times</i></li> <li>• <i>Maintain reasonable standards of operation</i></li> <li>• <i>Have job descriptions of all relevant roles</i></li> <li>• <i>Set performance agreements with all relevant personnel</i></li> <li>• <i>Set a target membership number</i></li> <li>• <i>Operate best-practice wherever possible</i></li> </ul>	
<b>Initiatives</b>	
<ul style="list-style-type: none"> <li>• <b>Job descriptions for all paid staff</b></li> <li>• <b>Have policies on paper for as many eventualities as possible. Ie. course policy, fog policy, wet weather policy, staff policy, disciplinary policy</b></li> <li>• <b>Consider club survey</b></li> <li>• <b>Role descriptions for all members of Committee</b></li> <li>• <b>Produce a business plan</b></li> <li>• <b>Produce a strategy per core area of operation</b></li> <li>• <b>Skill sets to be defined for all convenors</b></li> <li>• <b>Produce set of meeting rules</b></li> <li>• <b>Produce code of conduct</b></li> <li>• <b>Papers for management meetings always circulated to committee members in advance</b></li> <li>• <b>Monitor Constitution annually to ensure still fit for purpose and seek agreement to any proposed changes from members at a General Meeting</b></li> </ul>	

Core Area	Pro Shop
<b>Strategy Statement</b>	
<p><i>We aim to provide a Shop that gives a welcome to members, potential members and visitors. The shop is not managed by the club but we will work with the professional to ensure that it will be well stocked, well priced and that professional staff will be able to provide tuition for all levels. This, in turn, should help the club recruit and retain members and foster younger golfers with the hope of retaining them as adult members.</i></p> <p><i>Will work as part of the overall team at the club, providing input into course and competitions (both summer and winter) to provide the best experience possible for members and visitors alike.</i></p>	
<b>SMART Objectives</b>	
<p style="text-align: center;"><b>SPECIFIC – MEASURABLE – ACHIEVABLE – REALISTIC – TIMED</b></p> <ul style="list-style-type: none"> <li>• <i>Maintain market share regarding the retail side of the shop, providing the members with a comprehensive range of stock at best prices and PGA expert fitting of clubs and coaching.</i></li> <li>• <i>Work with Club to ensure balance of competitors and visitors times.</i></li> <li>• <i>Maintain coaching programmes for all ages, in particular development of juniors</i></li> <li>• <i>Monitor members’ comments regarding course and competitions.</i></li> </ul>	
<b>Initiatives</b>	
<ul style="list-style-type: none"> <li>• <b>Keep abreast of what members want to see in the Pro’s Shop.</b></li> <li>• <b>Improve communication via social media.</b></li> <li>• <b>Maintain and improve junior development at the Club.</b></li> <li>• <b>Identify any staff development opportunities.</b></li> </ul>	

Core Area	Membership
<b>Strategy Statement</b>	
<p><i>We aim to have a target maximum number of members and have a strong representation of members across all categories. Our members are the lifeblood and future of the club, and we will act to ensure that a high percentage – 95% - rejoin each year. In addition we will look to grow our membership base with additional focus on lady, under 30 and junior categories.</i></p>	
<b>SMART Objectives</b>	
<p style="text-align: center;"><b>SPECIFIC – MEASURABLE – ACHIEVABLE – REALISTIC – TIMED</b></p> <ul style="list-style-type: none"> <li>• <i>Carry out an annual membership satisfaction survey and share results with members</i></li> <li>• <i>2020 Initiative - 50 members refer / introduce a new member each year through the 2020 Initiative incentive</i></li> <li>• <i>Members to receive regular communication from club via email, social media, website - about News, Events, and Initiatives - within GDPR regulations</i></li> <li>• <i>Annual review of all membership categories in advance of AGM, to ensure club is competitive to attract and retain members</i></li> <li>• <i>Reduce number of members leaving club annually (churn) to 5%</i></li> <li>• <i>Increase Lady and Junior membership each year until 2020.</i></li> </ul>	
<b>Initiatives</b>	
<ul style="list-style-type: none"> <li>• <b>Update as required and communicate a list of Membership Benefits</b></li> <li>• <b>Update website with regular communication to members</b></li> <li>• <b>Increased use of social media to update members and attract new members</b></li> <li>• <b>Enhance the membership renewal communication to members (not just an invoice but a ‘Welcome to the New Season’ letter etc)</b></li> <li>• <b>Develop a new members welcome pack and follow up process for first 3 months of a new member – (email /letter, phone call from secretary, 90-day feedback survey, information on access to competitions, how to enter a competition explained etc)</b></li> <li>• <b>Develop and implement an exit survey – in-person or online when a member leaves the club</b></li> <li>• <b>Membership survey to be held annually and results published in advance of AGM</b></li> <li>• <b>Benchmark membership fees with competitor clubs in local area</b></li> <li>• <b>Junior development programme to be enhanced over next 3 years</b></li> </ul>	

Core Area	Competitions
<b>Strategy Statement</b>	
<p><i>We aim to provide the membership with a variety of qualifying strokeplay events and matchplay competitions, run a mixture of Open competitions to generate additional income and successfully govern and administer all such events. Accurate, up-to-date records for all handicaps will be kept and results posted as quickly as possible.</i></p>	
<b>SMART Objectives</b>	
<p style="text-align: center;"><b>SPECIFIC – MEASURABLE – ACHIEVABLE – REALISTIC – TIMED</b></p> <ul style="list-style-type: none"> <li>• <i>Meet projected annual budget for competition income</i></li> <li>• <i>Provide comprehensive information on Conditions of Competitions for all playing members</i></li> <li>• <i>Reduce NO SHOWS and NO RETURNS in qualifying competitions to ensure adequate tee times available for genuinely competing members</i></li> <li>• <i>Ensure the number and type of competitions, and the mix of ballot and book-your-own-time events within that, meet the needs and wishes of members</i></li> </ul>	
<b>Initiatives</b>	
<ul style="list-style-type: none"> <li>• Update Conditions of Competition document and make available to members via Notice Board before the start of the 2019 season</li> <li>• Monitor NO SHOWS and NO RETURNS throughout the season and take appropriate action to reduce/eliminate these</li> <li>• Survey playing members on whether we have too many or too few qualifying competitions, the number of ballot competitions included and whether there is an appetite for 9-hole competitions, despite the poor response to those organised to date. Adjust the Competition Programme to reflect members' views</li> </ul>	

Core Area	Finance
<b>Strategy Statement</b>	
<p><i>We aim to continually review the income and expenditure of the Club in order to get the best value for money for the membership.</i></p>	
<b>SMART Objectives</b>	
<p style="text-align: center;"><b><i>SPECIFIC – MEASURABLE – ACHIEVABLE – REALISTIC – TIMED</i></b></p> <ul style="list-style-type: none"> <li>• <i>Continue drive to make a profit sufficient to repay the bank loan and repay to zero in 5 years</i></li> <li>• <i>Work with convenors to prioritise budgets in a fair and balanced manner - annually</i></li> <li>• <i>Maintain tight control over capital spending via monitoring of monthly management accounts</i></li> <li>• <i>Maintain monthly overview of all major costs and seek better value services from alternative suppliers where possible.</i></li> <li>• <i>Investigate opportunities for new clubhouse development and generation of other sources of income within next three years</i></li> </ul>	
<b>Initiatives</b>	
<ul style="list-style-type: none"> <li>• <b>Work with Marketing Team to generate increased income from membership initiatives</b></li> <li>• <b>Work with Marketing Team to generate increased income from sponsorship initiatives</b></li> <li>• <b>Form a team with the right skills and expertise to review possibility of developing a new clubhouse that would be equipped with the latest eco efficient energy sources</b></li> <li>• <b>Investigate potential to generate other income from the land and assets of the club</b></li> <li>• <b>Continue to seek Value for Money with suppliers of all services to the club</b></li> </ul>	

## **Initiatives**

<i>Initiative</i>	<i>By Who</i>	<i>By When</i>
More members	Marketing Committee	Ongoing
Survey of existing members	Marketing Committee	Autumn 2018
Feedback from leaving members	Secretary/Professional	Ongoing
Sponsorship	Marketing Committee	Ongoing
More visitors	Secretary/Marketing	Ongoing
More/better publicity	Secretary/Marketing	Ongoing
More/better social functions	Social	Ongoing
Bunker/Tee improvement	Greens	Ongoing
Clubhouse Development	House/Finance	Summer 2018 start discussions

*This part of the plan will be revisited at every monthly meeting and updated when necessary*

## **7. Summary**

In order to keep the Plan fresh it will be reviewed and updated every 6 months.