

TEHIDY PARK  
GOLF CLUB

## **Strategic Plan 2023 - 2028**

*“Our Vision for Transition  
and an Ambitious Future.”*

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## Introduction

In October 2018, a recommendation was made that Tehidy Park Golf Club (TPGC) change its operating framework from a club run by committee/s to one managed by a Company Limited by Guarantee. A governance sub-committee was set up to explore the incorporation process. In October 2019, the members were presented with our Articles of Association and a vote was taken to proceed and become a Company Limited by Guarantee, resulting in the club becoming a legal entity.

Steps were taken to start appointing a Board of Directors to lead the new company by adopting a modern and progressive approach to golf club management, as recommended by England Golf. In addition, a draft overarching Five Year Strategic Plan 2020 – 2025 was prepared to present to the club's membership, along with a set of rules. These documents were placed on the Club's website, but no steps were taken to start implementing the plan and full appointments to the Board were not completed. As a result of managing the impact of the pandemic, the company was not incorporated until 21 June 2021 and was dormant until 1 April 2022. As 2022 was the club's centenary year, the focus was, quite rightly, very much centered on celebrating that.

Following the AGM in 2022, the Board has concentrated on recruiting new members to the Board and establishing on behalf of the Club, **'where we are,' where we want to go'** and **'how we are going to get there.'**

In establishing **'where we are,'** a thorough root and branch review of all aspects of the club was undertaken by the Board, which included looking at our membership profiles, financial position, course requirements, golfing aspirations, clubhouse and wider estate assets, marketing, communications, ICT, and our governance structure. We are developing a databank of anonymised information from a variety of different sources. In addition, professional surveys were undertaken in respect of many areas, including the course, the clubhouse, facilities, the wider estate, our financial position, and governance framework. Key to establishing **'where we are'** was the recent member survey, in which 425 members contributed. This amounted to an exceptional response rate of 65% and is one of the key drivers in determining **'where we want to go.'**

In determining **'where we want to go,'** the Board has utilised sound business methodologies, and identified the strategic and supporting goals highlighted within this document. These have been refined and prioritised through Board and Committee meetings, a series of staff and member focus groups, wider membership meetings and were included within the member survey. The Board has done everything to ensure this Strategic Plan is not just a set of aspirational statements.

It has been formulated to ensure that it is the foundation stone for **'how we are going to get there.'** It therefore focuses on delivering objectives and includes targets to get us there. There are 87 individual actions or initiatives that need to be undertaken over the course of the next five years to get us to **'where we want to go.'** All the work undertaken or commissioned by the Board clearly show that the membership would like the Board to focus on members, the course, clubhouse & estate, golf, and having a well-run club. These initiatives include significant capital costs in relation to the course and upgrading the clubhouse. They also include developing action plans, ensuring the Club is legally compliant, writing numerous policies, and ensuring there are enough funds for future developments. These are all areas you would expect to find when we are transitioning from a club run by a Management Committee to one managed by a Limited Company.

In addition to having an outcome focused Strategic Plan, a set of Values on how we all treat each other, a detailed Strategic Delivery Plan to deliver the 87 initiatives, a Governance Framework and a budget based financial operating model have all been developed to show **'how we are going to get there.'** The Board anticipates that many of the initiatives will be delivered in the first two years of this plan. This will lay the foundations to achieve many of the ambitions the Board and members have in the later years of the plan. However, the Board cautions that this journey will be *'a marathon not a sprint.'* As we grow and develop as a Club under a new operating model, we should be able to move away from the initial controls highlighted in the Governance Framework to a more streamlined position.

The Board are extremely grateful for everyone who has contributed to the production of this plan. In researching and writing it, everyone has wanted to ensure that the end product is one that properly takes account of the proud history, heritage, and reputation of TPGC over the last 100 years. This Strategic Plan covers the period October 2023 to October 2028. Performance against it will be reviewed regularly by our committees and the Board. Our members will be regularly updated on our progress in delivering the plan. It will be on the Club's new website and sits alongside the Delivery Schedule, Governance Framework, Policies, and any Resolutions or Decisions made on behalf of the membership. This Plan belongs to and is owned by the membership and staff of TPGC, and the Board looks forward to working with you all in its delivery.

The Board, is extremely proud to present the Tehidy Park Golf Club Strategic Plan 2023-2028, *'our Vision for Transition and an Ambitious Future.'*

TPGC Board  
5 October 2023

## Our Vision

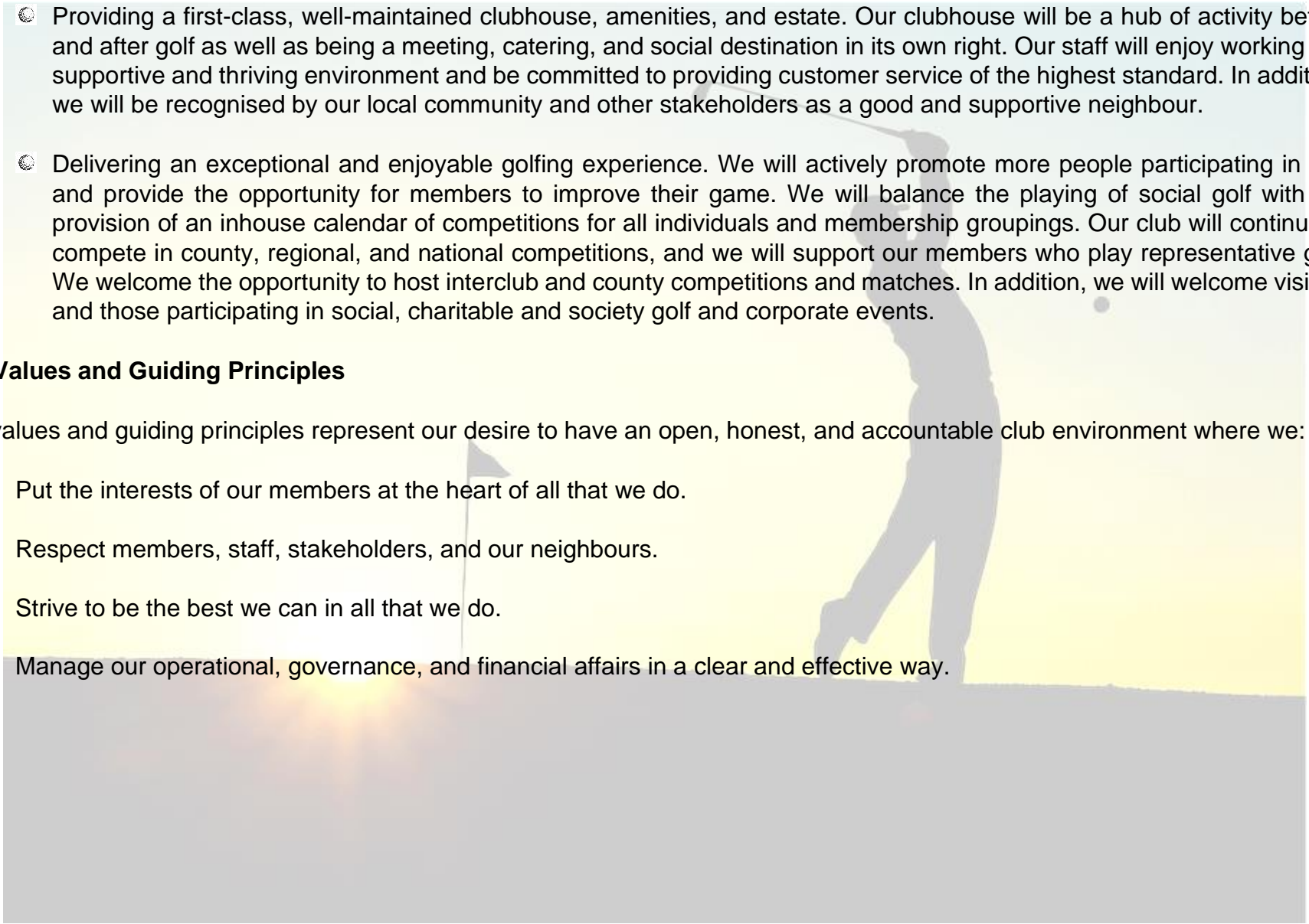
Tehidy Park Golf Club will grow its reputation of delivering to our members and visitors the best possible golfing and social experience, building on our proud history and heritage over the last 100 years. We will always seek to provide a friendly welcome, a top-quality course and, amenities at one of the region's top parkland golf clubs.

## Our Mission

To have a professionally run and friendly golf club that puts its members at the heart of everything it does. It will have a golf course with the best possible playing surfaces alongside a clubhouse, estate and facilities that enhances social interaction and inclusion for members and visitors. The following Strategic Goals within this plan will ensure that we achieve our Vision and Mission with our Club:

- Being financially and administratively well run, as well as being accountable and responsive to the rights and wishes of our members. There will be the right balance between day-to-day operations and sustainable growth. We will operate within a clearly defined and open governance framework that provides appropriate levels of accountability, lines of reporting, and delegation. We will have sound financial and budget management practices and be effective in our use of technology. We will develop and promote a recognisable TPGC brand and have clearly defined marketing and lines of communication.
- Maximising the number and types of membership at the club and delivering a rewarding membership experience in line with our core values and guiding principles, both on and off the course. Our members will be at the heart of everything we do. They will be provided with excellent value for money.
- Having a quality, well maintained, and presented golf course. This will be done in line with best professional advice and take account of the views of our members. It will provide an enjoyable and challenging experience for golfers of all ages, gender and abilities. We will seek to balance the desire for the best possible playing surfaces throughout the main season with the demands of our membership to be able to play year-round golf.



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- Providing a first-class, well-maintained clubhouse, amenities, and estate. Our clubhouse will be a hub of activity before and after golf as well as being a meeting, catering, and social destination in its own right. Our staff will enjoy working in a supportive and thriving environment and be committed to providing customer service of the highest standard. In addition, we will be recognised by our local community and other stakeholders as a good and supportive neighbour.
  - Delivering an exceptional and enjoyable golfing experience. We will actively promote more people participating in golf and provide the opportunity for members to improve their game. We will balance the playing of social golf with the provision of an inhouse calendar of competitions for all individuals and membership groupings. Our club will continue to compete in county, regional, and national competitions, and we will support our members who play representative golf. We welcome the opportunity to host interclub and county competitions and matches. In addition, we will welcome visitors and those participating in social, charitable and society golf and corporate events.

### **Our Values and Guiding Principles**

Our values and guiding principles represent our desire to have an open, honest, and accountable club environment where we:

- Put the interests of our members at the heart of all that we do.
- Respect members, staff, stakeholders, and our neighbours.
- Strive to be the best we can in all that we do.
- Manage our operational, governance, and financial affairs in a clear and effective way.

## Club Management and Governance

### 2028 Strategic Goal

Being financially and administratively well run, as well as being accountable and responsive to the rights and wishes of our members. There will be the right balance between day-to-day operations and sustainable growth. We will operate within a clearly defined and open governance framework that provides appropriate levels of accountability, lines of reporting, and delegation. We will have sound financial and budget management practices and be effective in our use of technology. We will develop and promote a recognisable TPGC brand and have clearly defined marketing and lines of communication.

### Supporting Goal

Ensure the long-term, continued financial stability and success of the Club through systems of financial oversight, robust and effectively budgetary control, risk management and financial administration of the Club's resources.

### What this means

- Having an effective, open, and accountable governance framework providing the club with committees, sub-committees, terms of reference, clear lines of reporting, delegations, policies, and procedures, under the guidance of a Board of Directors, that is visible, accountable to its members and regularly reviewed.
- Day-to-day control of the Club and staff delegated to and delivered through a management team led by the General Manager who is responsible for all areas of the Club's business and operations.
- Continually developing a comprehensive anonymised dataset of management, membership, and financial information that is used to inform decision making.
- Operating a capital replacement plan and reserve fund developed through the implementation of a budget based financial operating model that allocates to strategic priorities.

- Developing marketing and communications plans, integrated across the club's website and technology platforms and systems that provides relevant, and up-to date management, operational and membership information to all club stakeholders.
- Promoting and seeking to influence the TPGC Brand across social media platforms to build membership, sponsorship and other income generation opportunities.

## **2023 – 2028 Initiatives**

### Governance

1. Developing and regularly reviewing a:
  - Governance Framework.
  - Reporting and Delegations Matrix.
  - Set of clear terms of references for the Board and each committee or sub-committee.
  - Set of standing and integrated meeting agendas that clearly identify items for noting/information or decision and allocated budget updates.
2. Establish effective HR processes in relation to role profiles, recruitment, induction, development, retention, and appraisal for Board and staff.
3. Ensuring that our volunteers, particularly those working on the course, have the correct equipment and training.
4. Regularly reviewing all delivery schedules and plans.
5. Ensuring legal compliance with all aspects of the Club's operations.

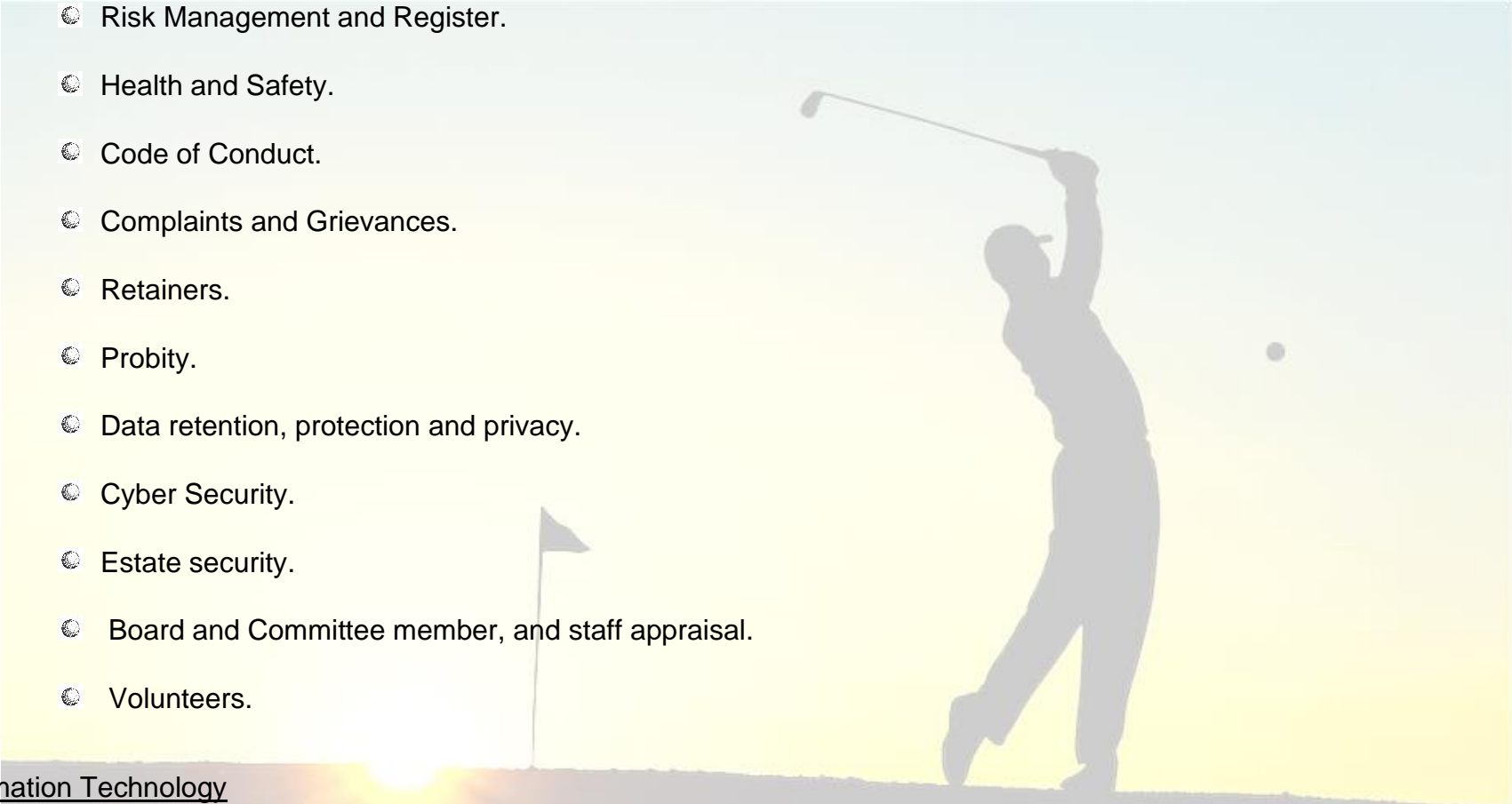


## Finance and Risk Management

1. Develop a financial plan covering the duration of the Club's Strategic Plan, which includes:
  - Annual Business Plans.
  - A regular business situational analysis and benchmarking against other clubs.
  - Consideration of developing and maintaining a 'red line' control approach across all financial activities.
  - Budget allocations and accountability.
2. Develop mutually beneficial initiatives with the Club's caterers and golf professional focused on increasing their income, reducing the Club's costs and protecting the reputation of all three businesses
3. Draft a 5-year Capital Replacement and Reserve Fund Strategy.
4. Ensure appropriate Financial Risk Management processes and controls are in place and in use across all aspects of the Club's operations.
5. Review the Club's approach to Business Continuity planning.

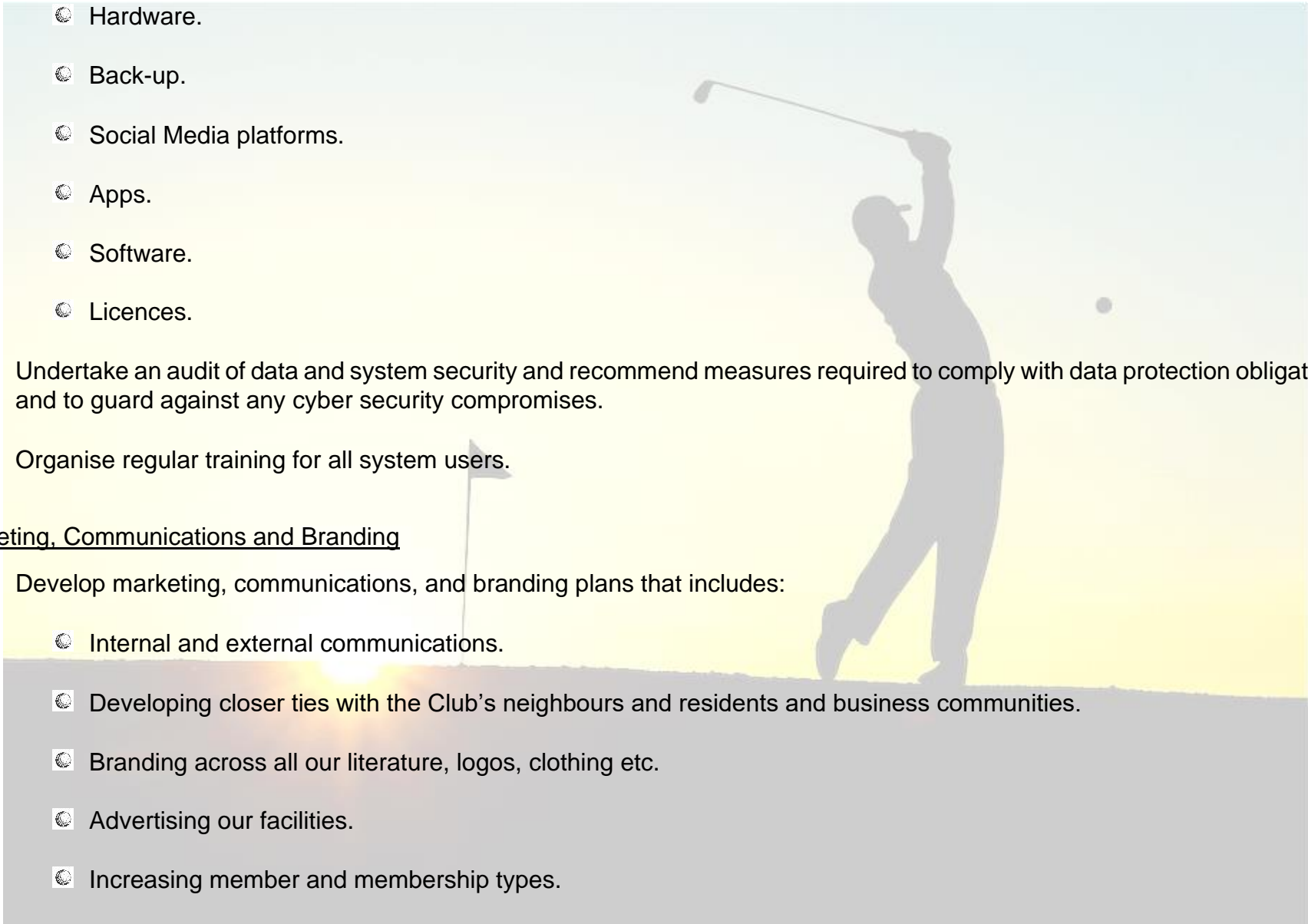
## Policies and other Key Documents

1. Review regularly and develop policies and other key documents in relation to:
  - TPGC Articles of Association.
  - TPGC Rules.
  - Board Selection, continuity and skills matrix.

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- Risk Management and Register.
  - Health and Safety.
  - Code of Conduct.
  - Complaints and Grievances.
  - Retainers.
  - Probity.
  - Data retention, protection and privacy.
  - Cyber Security.
  - Estate security.
  - Board and Committee member, and staff appraisal.
  - Volunteers.

### Information Technology

1. Utilising professional advice, ensuring that all our ICT platforms are fit for purpose, integrated where possible and cost effective, including reviews and development, where necessary, of the use and practices in relation to our:
  - Website.
  - Infrastructure.

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- Hardware.
  - Back-up.
  - Social Media platforms.
  - Apps.
  - Software.
  - Licences.

2. Undertake an audit of data and system security and recommend measures required to comply with data protection obligations and to guard against any cyber security compromises.
3. Organise regular training for all system users.

### Marketing, Communications and Branding

1. Develop marketing, communications, and branding plans that includes:
  - Internal and external communications.
  - Developing closer ties with the Club's neighbours and residents and business communities.
  - Branding across all our literature, logos, clothing etc.
  - Advertising our facilities.
  - Increasing member and membership types.

- Attracting sponsorship.

### **How we will know that we have achieved our Goal**

We will know that we have achieved these Goals when the initiatives and documents outlined have been delivered or produced. The General Manager, using an overarching 'schedule of works,' regularly report to the respective committees and the Board on progress against them.

### **Targets Introduced as a result of the 2023 Member Survey**

1. To improve the survey touchpoint score of 86 for the service offered by the office to over 95% by the end of Year 4.
2. To improve all other the survey touchpoint scores in the service area section to 85 by the end of Year 2 and at least maintain this score by the end of Year 4.

## A Rewarding Membership Experience

### 2028 Strategic Goal

Maximising the number and types of membership at the club and delivering a rewarding membership experience in line with our core values and guiding principles, both on and off the course. Our members will be at the heart of everything we do. They will be provided with excellent value for money

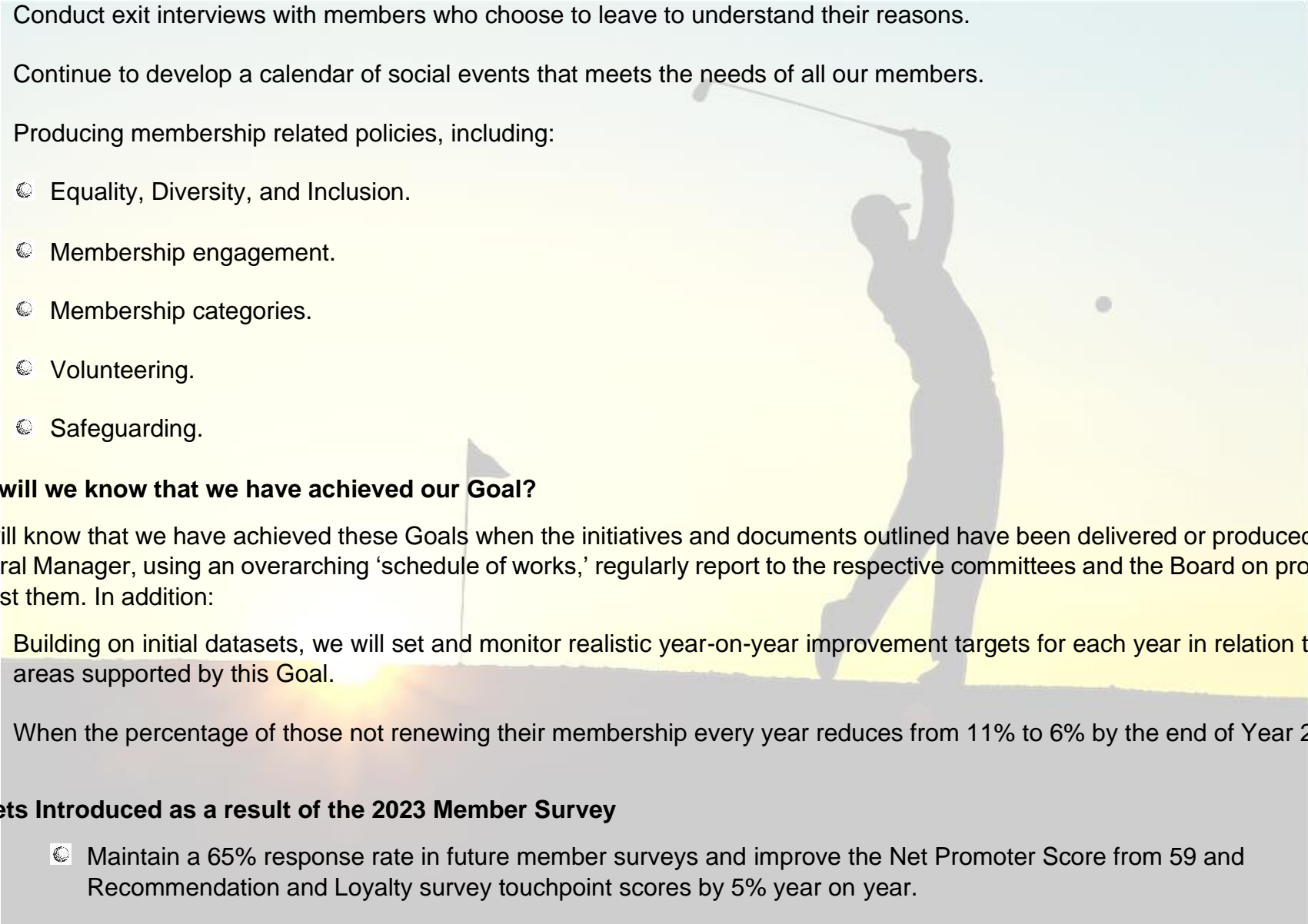
### What this means

- Understanding that most our income comes from membership fees. We therefore need to offer a range of membership options that retains and attract members, are competitively priced, and the course, clubhouse & other amenities can support.
- Always fostering a welcoming atmosphere for new and existing members as well as visitors, stakeholders, and members of the local community.
- Providing high quality amenities, particularly the course and clubhouse.
- Providing exceptional customer service where staff members are friendly, knowledgeable, and responsive to member needs.
- Personalising the membership experience, creating a sense of belonging and rewarding the loyalty of members.
- Fostering a culture of equality, diversity and inclusivity which ensures that all members are treated fairly and with respect.
- Providing a comprehensive and varied calendar of social events to provide members with the opportunity to socialise, build relationships with other members as well as reinforcing and enhancing a sociable and hospitable atmosphere for everyone.
- Encouraging feedback to ensure the membership experience is meeting member needs and preferences.

## 2023 – 2028 Initiatives

1. Establish an initial dataset from a databank of relevant membership information to help deliver a rewarding membership experience. This data to include (not exhaustive):
  - Member and visitor satisfaction surveys.
  - Use of bar and catering facilities.
  - Golf shop usage.
  - Total number of members in all categories.
  - Number of new members joining and leaving.
  - Total number of rounds the course can sustain without having a detrimental impact
  - The average number of rounds per member.
  - The total spend of member cards in the clubhouse and average spend on their card per member.
2. Review and benchmarking of our membership categories and developing a retention and recruitment plan that will improve over the course of this plan, the total number of members in all categories, retention, and new member numbers, maximising the capacity of the golf course, club house and other amenities.
3. Deliver, over the course of this plan, a member satisfaction improvement plan (to include member contact from those who agreed to provide further feedback in the survey) that will lead to an increase in member experience satisfaction rates in relation to our course, clubhouse, amenities, customer service, social events, value for money and commitment to EDI
4. Develop a new member induction programme.



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5. Conduct exit interviews with members who choose to leave to understand their reasons.
  6. Continue to develop a calendar of social events that meets the needs of all our members.
  7. Producing membership related policies, including:
    - Equality, Diversity, and Inclusion.
    - Membership engagement.
    - Membership categories.
    - Volunteering.
    - Safeguarding.

### **How will we know that we have achieved our Goal?**

We will know that we have achieved these Goals when the initiatives and documents outlined have been delivered or produced. The General Manager, using an overarching 'schedule of works,' regularly report to the respective committees and the Board on progress against them. In addition:

1. Building on initial datasets, we will set and monitor realistic year-on-year improvement targets for each year in relation to all areas supported by this Goal.
2. When the percentage of those not renewing their membership every year reduces from 11% to 6% by the end of Year 2.

### **Targets Introduced as a result of the 2023 Member Survey**

- Maintain a 65% response rate in future member surveys and improve the Net Promoter Score from 59 and Recommendation and Loyalty survey touchpoint scores by 5% year on year.

## A Quality Course

### 2028 Strategic Goal

Having a quality, well maintained, and presented golf course. This will be done in line with best professional advice and take account of the views of our members. It will provide an enjoyable and challenging experience for golfers of all ages, gender, and abilities. We will seek to balance the desire for the best possible playing surfaces throughout the main season with the demands of our membership to be able to play year-round golf.

### Supporting Goals

Ensuring the golf course and surrounding areas are set up and maintained to a high standard, in line with the expectations of members and visitors and providing an enjoyable and challenging experience for golfers of all ages, gender and abilities.

Ensuring that we have the best possible practice and teaching facilities.

Maintaining detailed course programmes for its development, maintenance, administration, and environmental management.

### What this means

Achieving these goals will account for the largest budget allocation and benefit most from having a plan that runs over five years. We will carefully develop, maintain, and present the golf course in line with best professional advice, practice, and standards. Key to delivering this will be:

- Receiving and acting on professional advice to support inhouse experience and expertise.
- Having fully costed course programmes.
- Ensuring that the course provides an enjoyable and challenging experience for golfers of all ages, gender, and abilities.
- Keeping the membership informed of all developments.

## 2023 – 2028 Initiatives

### The condition of the course

We will develop and continually review a course condition programme that includes:

1. Preparing a detailed course map that includes information on all visible and non-visible furniture, infrastructure and features. This map to be supported by the preparation of an arial and fixed photographic portfolio, which will be updated annually.
2. The replacement and modernisation of the irrigation system to include water management of the lakes.
3. Reviewing, upgrading, and replacing where necessary, drainage systems across the course.
4. Having the right number and type of bunkers that provide the appropriate level of challenge for all who play, and that help define the individuality of TPGC.
5. Having appropriately set and managed white, yellow, red, and blue course layouts.
6. Maintaining consistent and high-quality greens.
7. Maintaining durable and well-maintained tee boxes.
8. The upkeep of robust and clearly defined fairways.
9. The upkeep of clearly defined penalty areas.
10. A tree management programme.
11. Conducting an audit of wildlife, trees, and other vegetation to support the development of a sustainable ecology and biodiverse environment.

### Maintaining and developing the golf course

We will ensure we have the right number of suitably trained staff, with the right equipment and other course resources. Our staff may be supported by volunteers. The course will be maintained and developed in a structured, safe, secure, and compliant environment and our programme will include:

1. A comprehensive training and development programme for all course staff.
2. Upgrading Greenkeeper working environs and storage facilities.
3. Ensuring our volunteers are well briefed and in possession of the right PPE.
4. Standard operating procedures for administration, machine & materials maintenance, and course presentation.
5. A programme of machinery maintenance and replacement to ensure optimal condition, effective use and value for money.
6. An evaluation of the trial course lay out, the use of fairway mats and the proposal for a blue 'winter' course.
7. Compliance with Health & Safety legislation through the management of an ongoing schedule of reviews.
8. A review and possible development of our practice and training facilities.
9. Consider what opportunities are available on the course to acknowledging those who have made a significant contribution to the Club in the past. E.G. naming holes, bunkers and/or other features
10. Exploring opportunities for storage facilities for member's trolleys and ride on buggies.
11. Providing and reviewing course related policies, including, the use of volunteers and the use of buggies.

### How we will know that we have achieved our Goal

- Through external professional review.
- Peer reviews.
- Annual photographic analysis.
- Member satisfaction surveys, including one on the trial course layout.
- Staff personal development portfolios, including skills, experience, and qualifications.
- Staff professional bodies accreditation.
- Machinery and course material audits.
- Monitoring social media platforms.

### Targets Introduced as a result of the 2023 Member Survey

1. To improve the survey touchpoint score for bunkers from 46/% by 10% year on year.
2. To improve all the other survey touchpoint scores by 5% year on year.

## Having an Excellent Clubhouse, Amenities, and Estate.

### 2028 Strategic Goal

Providing a first-class, well-maintained clubhouse, amenities, and estate. Our clubhouse will be a hub of activity before and after golf as well as being a meeting, catering, and social destination in its own right. Our staff will enjoy working in a supportive and thriving environment and be committed to providing customer service of the highest standard. In addition, we will be recognised by our local community and other stakeholders as a good and supportive neighbour.

### Supporting Goals

Provide a welcoming clubhouse atmosphere, set in comfortable surroundings that is both contemporary and respectful of our past. It will be a venue that provides catering and social activities, value for money and service quality of the highest possible standard.

Provide enhanced amenities for our members and staff while delivering mutually beneficially goals and opportunities with our retained caterers and golf professional. Deliver integrated dining, hospitality and golfing services of the highest standard.

Explore all opportunities to utilise our estate and engage with our neighbours to create a positive and respectful relationship with a view to developing other amenities or enhance existing ones.

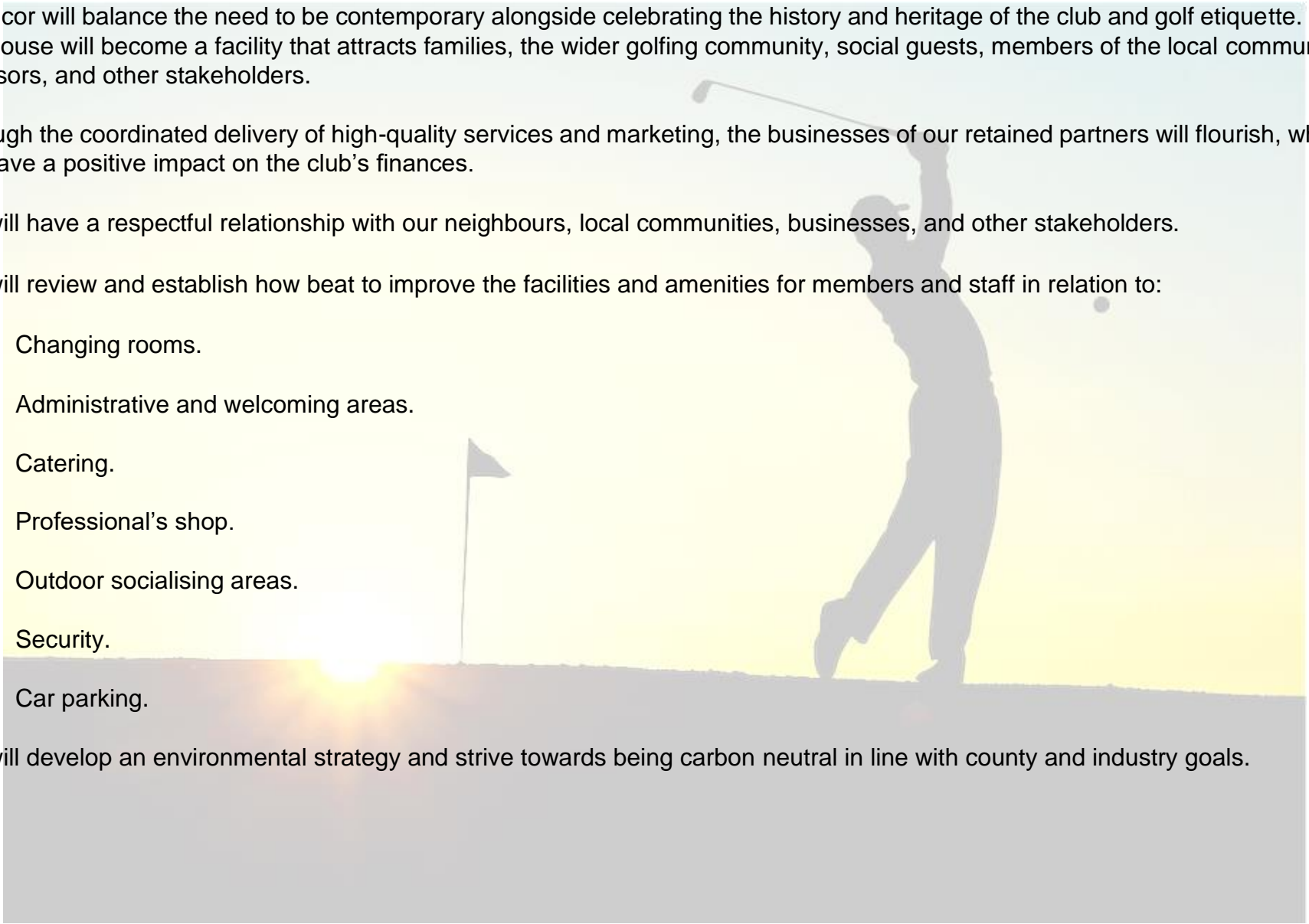
Being recognised by our local community and other stakeholders as a good and supportive neighbour.

Contributing across our entire estate to environmental initiatives associated with Cornwall Council's declaration of a Climate Emergency.

### What this means

We will develop and maintain a high-quality hospitality venue for all our members with the emphasis on service quality and value for money. The clubhouse will be the focal point for social activities and used to enhance income generation opportunities. It will be capable of being adaptable to the needs of everyone who uses it.





Its décor will balance the need to be contemporary alongside celebrating the history and heritage of the club and golf etiquette. The clubhouse will become a facility that attracts families, the wider golfing community, social guests, members of the local community, sponsors, and other stakeholders.

Through the coordinated delivery of high-quality services and marketing, the businesses of our retained partners will flourish, which will have a positive impact on the club's finances.

We will have a respectful relationship with our neighbours, local communities, businesses, and other stakeholders.

We will review and establish how best to improve the facilities and amenities for members and staff in relation to:

- Changing rooms.
- Administrative and welcoming areas.
- Catering.
- Professional's shop.
- Outdoor socialising areas.
- Security.
- Car parking.

We will develop an environmental strategy and strive towards being carbon neutral in line with county and industry goals.

## **2023 – 2028 Initiatives**

### Developing a high-quality hospitality venue

Having undertaken a comprehensive survey of our buildings & amenities and an audit of their use, we will examine all opportunities to look at:

1. Upgrading the fixtures and fittings throughout the clubhouse.
2. Maximising the use of the whole clubhouse throughout the year.
3. Creating a clearly defined reception area, supported by a concierge service with adjoining administrative office/s.
4. Refurbishing/upgrading our changing room facilities.
5. Upgrading and incorporating the Professional's shop within this new look venue with a view to making it the first-choice venue for our members in relation to the supply of professional golfing services, clothing, and equipment.
6. Developing further our outdoor socialising areas and car parking facilities.

### Food, Beverage and Hospitality

1. Progress the continued development of the food and beverage services with emphasis on quality, consistency, presentation, flexibility, and value for money.
2. Continue to promote and improve the use of the clubhouse and facilities for hosting opportunities like meetings, conferences, and corporate events.
3. Maintain the development of high standards of services to members and visitors.
4. Introduce welcome meetings for new members and their families.

5. Explore opportunities of hosting prestigious events.

#### Maximising the use of our wider estate

Having audited, valued, and reviewed our wider estate and engaged with our neighbours we will examine all opportunities to develop or enhance:

1. Additional facilities e.g., driving range and/or enhanced practice facilities.
2. Any disposal opportunities with our land.
3. Partnership arrangements with local businesses.

#### Our Property at Portreath

1. We will undertake a cost benefit analysis on options to establish the best possible income generation opportunities for our residential property at Portreath.

#### Policies and other documents

1. Providing clubhouse, amenities and estate strategies and polices in relation to:
  - 🌀 Estate Management.
  - 🌀 Food Hygiene.
  - 🌀 Maintenance.
  - 🌀 Security.

- Environment.

### **How we will know that we have achieved our Goal**

- Estate audits and valuations.
- Increase in events hosted in the clubhouse.
- Financial returns and income generation.
- Member and visitor satisfaction surveys.
- Neighbourhood, community, and stakeholder surveys.
- Monitoring social media platforms.

### **Targets Introduced as a result of the 2023 Member Survey**

1. To improve the net promoter score for Food and Beverage from 34 to 50 over the course of the plan.
2. To improve all Food and Beverage touchpoint scores year on year.
2. To improve all the other survey touchpoint scores by 5% year on year.

## Providing an exceptional and enjoyable golfing experience

### 2028 Strategic Goal

Delivering an exceptional and enjoyable golfing experience. We will actively promote more people participating in golf and provide the opportunity for members to improve their game. We will balance the playing of social golf with the provision of an inhouse calendar of competitions for all individuals and membership groupings. Our club will continue to compete in county, regional, and national competitions, and we will support our members who play representative golf. We welcome the opportunity to host interclub and county competitions and matches. In addition, we will welcome visitors and those participating in social, charitable and society golf and corporate events.

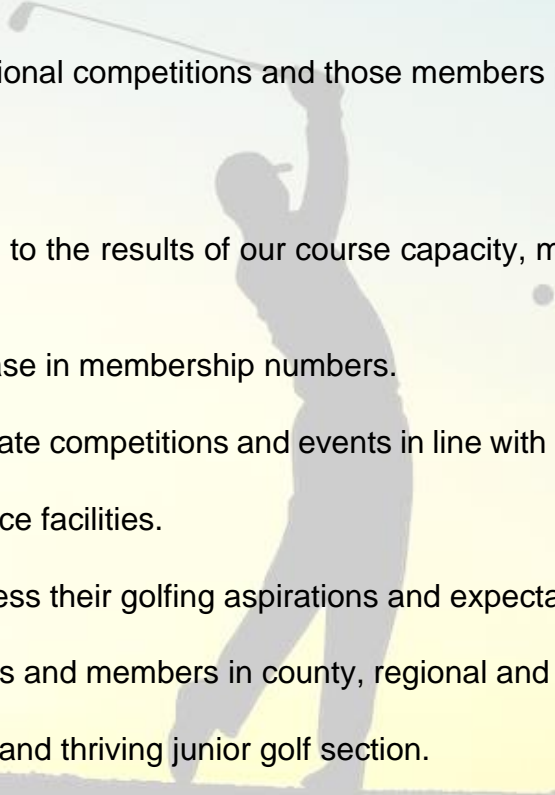
### Supporting Goals

Increase the numbers of members and visitors playing social, competition and representative golf, particularly on our course. Build on the Club's existing strengths to deliver an enjoyable golfing experience that meets the needs of all categories of members and visitors.

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 abilities, and the success of our club teams.

### What this means

- Growing the numbers playing golf across all membership categories to our maximum course potential.
- Offering an exceptional and enjoyable golfing experience to our members of all ages and abilities as well as visitors.
- Creating an environment that actively promotes playing golf and links to our other strategic goals.
- Having a skills development programme with the supporting facilities and infrastructure for those members and visitors who want to improve their game.

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- Offering a comprehensive calendar of inhouse competitions for all members and membership groupings, supplemented by open, invitational, society, and corporate events.
  - Continuing to support participation in county, regional and national competitions and those members playing representative golf.

### **2023 – 2028 Initiatives**

1. Develop a strategy to actively recruit new members according to the results of our course capacity, membership categories and financial forecasting.
2. Monitor and react to any changes in the post-pandemic increase in membership numbers.
3. Review all inhouse club, open, invitational, society, and corporate competitions and events in line with member expectations.
4. Create a skills development programme and supporting practice facilities.
5. Undertake and react to regular surveys of all members to assess their golfing aspirations and expectations.
6. Undertake a review of our participation in and support of teams and members in county, regional and national competitions.
7. Identify ways to integrate further with the club, our successful and thriving junior golf section.
8. Grow reciprocal playing arrangements and golfing partnerships with other golf clubs.
9. Encourage members and visitors to adhere to good golfing etiquette, including attention to pace of play and course maintenance.



### How we will know that we have achieved our Goal

- Membership and visitor surveys.
- Analysis of Club V1 App and other available databases in relation to data on membership categories, course usage, competitions, and reciprocals.
- Results in external competitions.
- Number of members playing in representative matches or competitions.

### Targets Introduced as a result of the 2023 Member Survey

1. To improve the overall survey touchpoint score for practice facilities from 72 by 5% year on year.
2. To help improve the overall survey touchpoint score for The Pro Shop from 79 by 5% year on year.
3. To help improve the overall survey touchpoint score for Golf Lessons from 84 by 5% year on year.
4. To help improve the net promoter score for the Professional from 42 over the course of the plan.