

## TPGC Strategic Delivery Plan

No	Section Ref	Task	Year 1 - 5	Target Date	Ongoing Commentary	Committee Overseeing
<b>Management &amp; Governance</b>						
1	GOV01	Developing and reviewing progress against the strategic plan.	1 - 5	October 2028	<b>01/10/23</b> - There will be an update at every Board meeting as a standing agenda item	Governance Committee
2	GOV02	Developing and reviewing the Governance Framework – including Reporting/Delegations matrix, TOR for all committee structures & agenda items.	1 - 5	October 2028	<b>01/10/23</b> - There will be an update at every Board meeting as a standing agenda item.	Governance Committee
3	GOV03	Establish effective HR processes in relation to role profiles for all staff and Directors, recruitment, induction, development, retention and appraisal for Board members and staff.	1	October 2024	<b>01/10/23</b> – Allocated to Director of People & Service Delivery	People & Service Delivery Committee
4	GOV04	Ensuring our volunteers, particularly those working on the Course, have the correct equipment and training.	1 - 5	October 2028	<b>01/10/23</b> - A schedule developed in Year 1 and then reviewed at least annually.	People & Service Delivery Committee
5	GOV05	Regularly reviewing all delivery schedules and plans.	1 - 5	October 2028	<b>01/10/23</b> - Schedules and Plans will be set up before and during Year 1. They will be reviewed regularly by the relevant committee within the governance structure and annually by the Board.	Governance Committee
6	GOV06	Ensure Legal compliance with all aspects of the Club's compliance.	1 - 5	October 2028	<b>01/10/23</b> – target date for identification of all legal requirements and creation of a	Governance Committee

					schedule. To then be reviewed by the Board at least annually.	
7	GOV07	Review of current accounting processes and development a 5-year Finance Plan which includes, annual business plans, regular situational analysis and benchmarking, robust control 'red lines,' budget allocations and accountability.	1 - 5	October 2028	<b>01/10/23</b> – Draft Budget allocations linked to portfolios completed. A review of current accounting processes has taken place and recommendations are being implemented. First Finance Pan to be drafted by 31/01/24 and then reviewed and updated regularly throughout each year.	Finance & Business Development Committee
8	GOV08	Develop mutually beneficially 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.	1 - 5	October 2028	<b>01/10/23</b> - Delivery Plan to be developed and launched during Year 1 by the Finance and Development Committee and then regularly updated throughout the life of the plan.	Finance & Business Development Committee and House & Social S/Committee
9	GOV09	Develop and then review a 5-year capital replacement and Reserve Fund strategy.	1 - 5	October 2028	<b>01/10/23</b> – Strategy to be completed by 31/03/24 and then reviewed and updated regularly throughout each year.	Finance & Business Development Committee
10	GOV10	Develop Risk Management processes and regularly review and update.	1 - 5	October 2028	<b>01/08/23</b> - To be developed and launched during Year 1 by the Governance Committee and then regularly updated throughout the life of the plan.	Governance Committee
11	GOV11	Develop Business Continuity and Contingency Planning.	1	October 2024	<b>01/10/23</b> - To be developed and launched during Year 1 by the Governance Committee and then regularly updated throughout the life of the plan.	Governance Committee
12	GoV12	Review and update all ICT platforms via a delivery schedule and regularly review	1 - 5	October 2028	<b>01/10/23</b> - Schedule developed and launched during Year 1 by the Governance Committee	Project work being undertaken by Martin Weeks

		and update. Focus n integrating as much as possible			and then regularly updated throughout the life of the plan.	
13	GOV13	Undertake an audit of data and system security and recommend measures required to comply with data protection obligations and to guard against cyber security compromises.	1 - 5	October 2028	01/10/23 – Audit and action plan developed and launched during Year 1 by the Governance Committee.	Governance Committee
14	GOV14	Develop, review and implement an ICT and data training programme for staff.	1 - 5	October 2028	01/10/23 – Review and programme developed and launched during Year 1 by the Governance Committee and then regularly updated throughout the life of the plan.	Governance Committee
15	GOV15	Develop marketing, communication, and branding plans.	1	October 2024	01/10/23 – Communication plan to be developed by 31/03/24 and the remaining plans developed during Year 1.	Governance Committee
		<b>Policies &amp; Other Key Documents</b>				
16		All policies and other Key Documents to be prioritised and developed between 01/05/23 and the end of year 1.	1	October 2024	01/10/23 – The review and schedule of all listed policies to be developed and launched during Year 1 by the Governance Committee and then regularly updated throughout the life of the plan.	Governance Committee
17	POL01	TPGC Articles of Association			In existence – to be reviewed	Governance Committee
18	POL02	TPGC Rules			In existence – to be reviewed	Governance Committee
19	POL03	Board Selection, role profiles, induction, development, continuity, and skills matrix				People & Service Delivery Committee

20	POL04	Risk Management (including Risk Register)				Governance Committee
21	POL05	Health and Safety			In existence – to be reviewed	Governance Committee
22	POL06	Financial and administrative Controls and Compliance			01/10/23 – work started	Governance Committee
23	POL07	Code of Conduct			01/10/23 Completed	Governance Committee
24	POL08	Safeguarding Children			Policy in Existence - to be reviewed	Governance Committee
25	POL09	Safeguarding Adults			Policy in Existence - to be reviewed	Governance Committee
26	POL10	The use of Retainers				Governance Committee
27	POL11	Probity and Expressions of Interest				Governance Committee
28	POL2	Data Retention, Protection, Privacy, and acceptable use				Governance Committee
29	POL13	Cyber Security				Governance Committee
30	POL14	Estate Management, Maintenance & Security			CCTV Policy in existence to be reviewed. Wider estate security still to be undertaken	House & Social S/Committee
31	POL15	Board & Committee and Staff appraisals			01/10/23 – Skills Matrix for Board implemented. Work being developed in relation to staff objectives.	Governance & People & Service Delivery Committee
32	POL16	The Use of Volunteers				People & Service Delivery Committee
33	POL17	Equality, Diversity and Inclusion				Governance Committee

34	POL18	Membership Engagement				Membership Engagement Committee House
35	POL19	Membership Categories				Membership Engagement Committee
36	POL20	The Use of Buggies			01/10/23 Completed	Captain's Committee
37	POL21	Food Hygiene			In existence to be reviewed	House & Social S/Committee
38	POL22	Environmental Strategy				Estate Management Committee
39	POL23	Customer Service Standards and Policies				People & Service Delivery Committee & House & Social S/Committee
		<b>Rewarding Membership Experience</b>				
40	MEM01	Create and develop a databank of relevant membership information, which includes member & visitor satisfaction surveys, use of bar & catering facilities per day and/or hour, golf shop usage, competition data, members in all categories, members joining & leaving, course usage (maximum and per member) and total and average spends on membership cards.	1 - 5	October 2028	<b>01/10/23</b> – Work started in office. To be developed and launched during Year 1 and then regularly updated throughout the life of the plan.	Membership Engagement Committee & House & Social S/Committee
41	MEM02	Review and benchmarking of our membership categories and developing a retention and recruitment plan that will	1 - 5	October 2028	<b>01/10/23</b> - To be developed and launched during Year 1 and	Membership Engagement Committee

		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.			then regularly updated throughout the life of the plan.	
42	MEM03	Through the development of a Membership Survey Improvement Plan, deliver, over the course of this plan, an increase in member experience satisfaction rates in relation to all aspects of TPGC	1 - 5	October 2028	<b>01/10/23</b> - To be developed and launched during Year 1 and then regularly updated throughout the life of the plan.	Membership Engagement Committee People & Service Delivery Committee
43	MEM04	Develop a new member induction programme.	1	October 2024	<b>01/08/23</b> - A draft induction programme exists. This needs reviewing and refreshing	Membership Engagement Committee
44	MEM05	Conduct exit interviews with members who choose to leave to understand their reasons.	1 - 5	October 2028	<b>01/08/23</b> - To be developed and launched during Year 1 and then regularly updated throughout the life of the plan.	Membership Engagement Committee
45	MEM06	Continue to develop a calendar of social events that meets the needs of all our members.	1 - 5	October 2028	<b>01/08/23</b> – There is already a successful social calendar. To be developed and launched during Year 1 and then regularly updated throughout the life of the plan.	House & Social S/Committee
		<b>A Quality Course</b>				
		<b>Course Condition</b>			<b>All Tasks to take account of third party professional advice</b>	
46	CC01	Preparing a detailed course map that includes information on all visible and non-visible furniture, infrastructure and features. This map to be supported by	1	October 2024	<b>01/10/23</b> - To be developed and launched during Year 1 and then regularly updated throughout the life of the plan.	Course Management Committee

		the preparation of an arial and fixed photographic portfolio, which will be updated annually.				
47	CC02	To develop a plan that deals with the replacement and modernisation of the full irrigation system to include water management of the lakes.	1 - 5	October 2028	<b>01/10/23</b> – Assessment and urgent work undertaken. Year 1 to scope the extent and costs of work required for this plan.	Course Management Committee
48	CC03	To develop a plan that reviews, upgrades and replacing where necessary, drainage systems across the course.	1 - 5	October 2028	<b>01/10/23</b> - To be developed and launched during Year 1 and then regularly updated throughout the life of the plan.	Course Management Committee
49	CC04	Establish the right number and type of bunkers for the course that provide the appropriate level of challenge for all who play and that help define the individuality of TPGC. Once established, prepare a plan to manage the change.	1 - 5	October 2028	<b>01/10/23</b> - To be developed and launched during Year 1 and then regularly updated throughout the life of the plan.	Course Management Committee
50	CC05	Prepare a plan to implement and manage white, yellow, red, and blue course layouts.	1	October 2024	<b>01/10/23</b> – much of this work has been completed already.	Course Management Committee
51	CC06	Prepare and implement a plan for maintaining consistent and high-quality greens.	1 - 5	October 2028	<b>01/10/23</b> - To be developed and launched during Year 1 and then regularly updated throughout the life of the plan.	Course Management Committee
52	CC07	Prepare a plan to maintain durable and well-maintained tee boxes.	1 - 5	October 2028	<b>01/10/23</b> - To be developed and launched during Year 1 and then regularly updated throughout the life of the plan.	Course Management Committee
53	CC08	Prepare a plan for the upkeep of robust and clearly defined fairways.	1 – 5	October 2028	<b>01/10/23</b> - To be developed and launched during Year 1 and then regularly updated throughout the life of the plan.	Course Management Committee

54	CC09	Prepare a plan for the upkeep of clearly defined penalty areas.	1 – 5	October 2028	<b>01/10/23</b> - To be developed and launched during Year 1 and then regularly updated throughout the life of the plan.	Course Management Committee
55	CC10	Conduct an audit of wildlife, trees, and other vegetation and then prepare a plan to support the development of a sustainable ecology and biodiverse environment.	1 - 5	October 2028	<b>01/10/23</b> - To be developed and launched during Year 1 and then regularly updated throughout the life of the plan.	Course Management Committee
		<b>Maintaining and Developing the Course</b>				
56	CMD01	A comprehensive training and development programme for all course staff.	1 - 5	October 2028	<b>01/10/23</b> - To be developed and launched during Year 1 and then regularly updated throughout the life of the plan.	Course Management Committee
57	CMD02	Prepare a plan for upgrading greenkeeper working environs and storage facilities.	1 - 5	October 2028	<b>01/10/23</b> - To be developed and launched during Year 1 and then regularly updated throughout the life of the plan.	Course Management Committee
58	CMD03	Develop a plan for the directed use of volunteers on the course, which ensures they are well briefed and in possession of the right PPE.	1 – 5	October 2028	<b>01/10/23</b> - To be developed and launched during Year 1 and then regularly updated throughout the life of the plan.	Course Management Committee
59	CMD04	Prepare standard operating procedures for administration, machine & materials maintenance, and course presentation.	1 - 5	October 2028	<b>01/10/23</b> - To be developed and launched during Year 1 and then regularly updated throughout the life of the plan.	Course Management Committee
60	CMD05	Prepare a programme of machinery maintenance and replacement to ensure optimal condition, effective use and value for money.	1 - 5	October 2028	<b>01/10/23</b> - To be developed and launched during Year 1 and then regularly updated throughout the life of the plan.	Course Management Committee



61	CMD06	Undertake an evaluation of the use of fairway mats and the proposal for a blue 'winter' course.	1	October 2024	<b>01/10/23</b> – Decision required re the use of fairway mats. Blue course assessment undertaken.	Course Management Committee
62	CMD07	Consult with members on the trial course layout.	1	September 2023	<b>01/10/23 Consultation being undertaken by a vote end of September 2023</b>	Board
63	CMD08	Undertake a review of the Club's compliance with Health & Safety legislation through the management of an ongoing schedule of reviews.	1 - 5	October 2028	<b>01/10/23</b> – Health & Safety review undertaken. Improvement plan to be developed and then regularly updated throughout the life of the plan.	Course Management Committee and Governance Committee
64	CMD09	Undertake a review and possible development of our practice and training facilities.	1	October 2024	<b>01/10/23</b> - To be undertaken in Year 1 and a report submitted for any developments.	Course Management Committee
65	CMD10	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.	1	October 2024	<b>01/10/23</b> - To be developed and launched during Year 1 and a report submitted for any developments.	Course Management Committee & Club President
66	CMD11	Undertake a review of opportunities to create storage facilities for member's trolleys and ride on buggies.	1	October 2024	<b>01/10/23</b> - To be undertaken in Year 1 and a report submitted for any developments.	Course Management Committee
		<b>Clubhouse, Amenities, and Estate.</b>				
		<b>Developing a high-quality hospitality venue</b>				

67	CHV01	Undertaking an audit and preparing a plan for upgrading the fixtures and fittings throughout the clubhouse.	1 - 5	October 2028	<b>01/10/23</b> - To be undertaken in Year 1 and a report submitted detailing a schedule of necessary upgrades	Estate Management Committee & Social S/Committee
68	CHV02	Review maximising the use of the whole clubhouse throughout the year.	1 - 5	October 2028	<b>01/10/23</b> - To be undertaken in Year 1 and a report submitted for any developments.	House & Social S/Committee
69	CHV03	Review the feasibility of creating a clearly defined reception area, supported by a concierge service with adjoining administrative office/s.	1 - 5	October 2028	<b>01/10/23</b> - To be undertaken in Year 1 and a report submitted for any developments.	Estate Management Committee
70	CHV04	Review the feasibility of refurbishing/upgrading our changing room facilities.	1 - 5	2028	<b>01/10/23</b> - To be undertaken in Year 1 and a report submitted for any developments.	Estate Management Committee
71	CHV05	Undertake a review into 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.	1 - 5	October 2028	<b>01/10/23</b> - To be undertaken in Year 1 and a report submitted for any developments.	Estate Management Committee
72	CHV06	Undertake a review into developing further our outdoor socialising areas and car parking facilities.	1 - 5	October 2028	<b>01/10/23</b> - To be undertaken in Year 1 and a report submitted for any developments.	Estate Management Committee
		<b>Food, Beverage, and Hospitality</b>				
73	CFH01	Undertake a review on progressing the development of the food and beverage services with emphasis on quality, consistency, presentation, flexibility, and value for money.	1	October 2024	<b>01/10/23</b> - To be undertaken in Year 1 and a report submitted for any developments.	People & Service Delivery Committee & House & Social S/Committee

74	CFH02	Develop a strategy to promote and improve the use of the clubhouse and facilities for hosting opportunities like meetings, conferences, and corporate events.	1 - 5	October 2028	<b>01/10/23</b> – To be undertaken in Year 1 and a report submitted for any future developments.	House & Social S/Committee
75	CFH03	Introduce welcome meetings for new members and their families.	1 - 5	October 2028	<b>01/10/23</b> – A schedule of meetings and their content to be developed in Year 1 and a report submitted for any future developments.	Captain's Committee
76	CFH04	Explore opportunities of hosting prestigious events.	1	October 2024	<b>01/10/23</b> - A feasibility study to be undertaken in Year 1 after which a decision will be taken in progressing any further.	House & Social S/Committee
		<b>Our Wider Estate</b>				
77	CWE01	Audit, value and review our wider estate and engage with local businesses and our neighbours for potential development opportunities.	1	October 2024	<b>01/10/23</b> – Report to be considered looking at potential for additional facilities or disposal opportunities.	Estate Management Committee
		<b>Our Property at Portreath</b>				
78	CPP01	We will undertake a cost benefit analysis on options to establish the best possible income generation opportunities for our residential property at Portreath.	1	October 2024	<b>01/10/23</b> – Analysis report to be considered when complete.	Estate Management Committee Finance & Business Development Committee
		<b>An Exceptional &amp; Enjoyable Golfing Experience</b>				
79	GEE01	Develop initiatives to actively recruit new members according to the results of a course capacity, membership categories and financial forecasting.	1	October 2024	<b>01/10/23</b> – Strategy to be developed once research work has been completed.	Membership Engagement Committee

80	GEE02	Monitor and react to any changes in the post-pandemic increase in membership numbers.	1 - 5	October 2028	<b>01/10/23</b> – Quarterly report to the Board on results of Environmental Scanning.	Membership Engagement Committee
81	GEE03	Review all inhouse club, open, invitational, society, and corporate competitions and events in line with member expectations.	1	October 2024	<b>01/10/23</b> – Report to be submitted to the Board with options and recommendations	Membership Engagement & Captain's Committees
82	GEE04	Create a hospitality skills development programme and supporting practice facilities.	1 - 5	October 2028	<b>01/10/23</b> – Skills development programme to be completed and implemented in Year 1. Developing practice facilities to link with work in action CMD9 on this schedule.	Captain's Committee
83	GEE05	Undertake and react to regular surveys of all members to assess their golfing aspirations and expectations.	1 - 5	October 2028	<b>01/10/23</b> – To be included within annual member surveys.	Membership Engagement Committee & Captain's Committee
84	GEE06	Undertake a review of our participation in and support of teams and members in county, regional and national competitions.	1	October 2024	<b>01/10/23</b> – Review report to be submitted with options and recommendations.	Captain's Committee
85	GEE07	Identify ways to integrate further with the club, our successful and thriving junior golf section.	1	October 2024	<b>01/10/23</b> – Joint report on greater integration to be completed with options and recommendations	Captain's Committee
86	GEE08	Grow reciprocal playing arrangements and golfing partnerships with other golf clubs.	1 - 5	October 2024	<b>01/10/23</b> – Quarterly reports to Board on developing this action.	Captain's Committee
87	GEE09	Encourage members and visitors to adhere to good golfing etiquette, including attention to pace of play and course maintenance.	1 - 5	October 2028	<b>01/10/23</b> – Code of Conduct published. Action plan to be developed and introduced in year 1 and reviewed at least annually.	Captain's Committee

**Notes:**

1. Colour Code: Brown – not started. Red – Overdue, Yellow – being worked on or reviewed. Green - completed
2. It is probable that actions will be added, amended, merged, or deleted as our new governance framework is implemented.
3. The first update of 01/08/23 is included as the possible position when the schedule is circulated to the wider membership.
4. Most of the work in this schedule will be undertaken or facilitated by the General Manger.
5. As well as sections of it being reported on at relevant committees, an update on its overall progress will be an agenda item at every Board meeting.

01 October 2023.