

Sickleholme



Golf Club

1898

SICKLEHOLME GOLF CLUB STRATEGIC PLAN

September 2023





INTRODUCTION

This strategic plan gives direction to the Board and provides members with a clear view of what is trying to be achieved at the Club. As circumstances change, the Board will adapt the plan and keep members informed every step of the way.

This strategy is broken down into the following areas:

- 1) **Club Management & Governance**
- 2) **Membership**
- 3) **The Golf Course**
- 4) **Playing Golf**
- 5) **The Clubhouse**
- 6) **Communication & Marketing**



CORE VALUES AND GUIDING PRINCIPLES

These core values and guiding principles underpin the strategic direction for the Club by informing both current and future strategies.

- To provide an attractive golf course, maintained to **high standards**.
- To provide a **sporting challenge** for all members and visitors.
- To provide opportunities for **social** as well as **competitive golf** for members.
- To maintain a **friendly, welcoming** place for members, visitors, and staff with a high sense of camaraderie.
- To remain largely **debt free** and show a modest profit/ break-even over time.
- To provide a **fair and supportive** working environment for staff.
- To be **transparent** in our decision making.
- To ensure the **sustainable** management of the environment, sympathetic to the natural landscape and wildlife of the site.



CLUB MANAGEMENT & GOVERNANCE

Aims:

To have an effective and efficient governance and management structure within which the Board, committees and employees can develop the Club to ensure financial stability and delivery of our core values.

Objectives:

- Maintain the essence of the current culture and core values of the Club, with ongoing continuity and speedy decision making.
- Continually keep the governance systems of the club under review.
- Devolve operational responsibilities to committees and employed staff members, with a reduced reliance on member volunteers.
- Provide the clarity and freedom to act within roles.
- Enhance visibility in terms of running the club.
- Establish clarity and visibility of remit of committees.
- Induct new Board members including provision of information pack.
- Develop skill-based role descriptions for key roles.
- Develop an organisational structure diagram.
- Develop and present proposals for change in organisation and policies to the membership.



MEMBERSHIP

Aims:

To ensure the long-term future success of the Club by continuing to attract and maintain members.

Objectives:

- Maintain the Club's membership levels to be better than national average.
- Support an inclusive membership.
- Aim to keep younger members for longer.
- Implement appropriate measures to enhance the recruitment and retention of members.
- Keep track of membership trends with formal reports to Board, annually and as appropriate.
- Continue to ensure the careful balance in meeting the needs of the membership with need to generate income from visitors.
- While acknowledging our location currently limits our ability to attract many junior members, consider the future potential of new junior members, as our current younger members grow their families.



THE GOLF COURSE

Aims:

To ensure we present the best possible golf course in terms of playing condition, aesthetic appeal and challenge to all that play, regardless of standard.

To ensure that we provide the best quality practice facilities, within the space available to us.

Objectives:

- Maintain our course to the highest possible standards.
- Complete the installation of a new irrigation system.
- Maximise access for winter golf, within the constraints of ensuring continued course standards for main golfing season.
- Improve the practice facilities and their access, within budgetary constraints.
- Consider the potential for more occasional on-course catering (e.g. to visiting parties and Am-Am events)
- In the longer term, consider potential future utilisation of the barn.



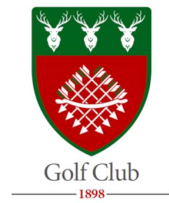
PLAYING GOLF

Aims:

To provide the membership with an eclectic golfing programme which provides all members with opportunities for playing golf competitively and socially.

Objectives:

- Monitor the use of the booking system to assess patterns of member and visitor access to golf.
- Maintain the current balance of members and visitors' access to the course.
- Improve and maintain membership engagement in "team" golf.
- Continue to retain the current level of visitors through offering high value packages.



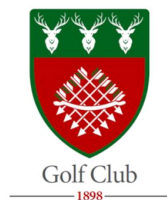
THE CLUBHOUSE

Aims:

To provide both members and visitors with quality clubhouse facilities and a high standard of service, whilst maintaining a friendly and positive atmosphere.

Objectives

- Consider full utilisation of the committee room (eg Pilates class hire)
- Refurbish the men's locker room.
- Resurface car park.
- Continue a consistent high standard of catering for both events and our regular daytime service.
- Consider the potential for extending daytime catering to non-members.



COMMUNICATIONS

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MARKETING

Aims:

To provide effective communication, ensuring that all members are appropriately updated.

To promote a positive brand and image within the local area and beyond through marketing and PR.

Objectives:

- Streamline communications with members (website, emails, Club V1 etc).
- Review and improve the club's website.
- Ensure the website remains up to date and user friendly to both members and the general public.
- Conduct membership surveys at appropriate intervals to gain feedback on members' experience and expectations.
- Share profiles of Board members with the membership.
- Continue to market the club appropriately e.g. set in attractive, rural location with stunning views.
- Use the full range of media channels to promote the club.

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