



LEES HALL
— GOLF CLUB —

Lees Hall Golf Club
Strategic Plan
2024/2026

INTRODUCTION

This Strategic Plan provides a reference point for the Board of Management and provides our Members with a clear view of the Club's aspirations.

As circumstances change, the plan may need to be adapted but Members will be kept informed.

This strategic plan for 2024/2026 covers the following:

- Core Values and Guiding Principles
- Club Management and Governance
- Finance
- Membership
- The Golf Course
- Playing Golf
- The Clubhouse
- Communication and Marketing





CORE VALUES AND GUIDING PRINCIPLES

These principles serve to guide the strategic direction of the Club.

Aims

- Provide an attractive golf course and clubhouse, maintained to the highest standards.
- Provide a sporting challenge for all members and visitors.
- Provide opportunities for socialising, and social/competitive golf for members and visitors.
- Maintain a friendly, welcoming place for members, visitors, and staff with a high sense of camaraderie.
- Provide a fair and supportive working environment for all staff members.
- Remain largely debt-free and show a modest profit/ break-even over time.
- Reinvest in, and constantly strive to improve, our assets and facilities.
- Be transparent and fair in our decision making.
- Ensure the sustainable management of the environment which is sympathetic to the natural landscape and wildlife.

CLUB MANAGEMENT AND GOVERNANCE

Aim

- Have an effective and efficient governance and management structure within which the Board, its Sub-Committees, Staff and Advisors can develop the Club and ensure that we maintain our core values, financial sustainability and the future of the Club.

Objectives

- Complete the Organisational Review and ensure our Board structure remains fit for purpose.
- Develop an organisational structure diagram.
- Develop skill-based role descriptions for key roles.
- Provide the clarity and freedom to act within roles.
- Establish clarity and visibility of remit of Board members and Sub-Committees.
- Devolve operational responsibilities to Sub-Committees, staff and advisors with a reduced reliance on volunteers.
- Promote and encourage members with key skills to join the Board.

FINANCE

Aims

- Manage the Club's financial affairs in a professional, efficient and responsible manner.
- Be financially sustainable and understand what is needed to maintain this.
- Generate sufficient surplus every year to reinvest in and improve our assets and facilities.

Objectives

- Define and drive the level of membership and other incomes streams which provide financial sustainability.
- Efficiently manage the finances and financial systems of the Club.
- Ensure Year End Accounts and Returns are provided and submitted on a timely basis.

MEMBERSHIP

Aims

- Ensure the long-term future success of the Club by continuing to attract and retain members.

Objectives

- Maintain the Club's membership levels to be better than national average.
- Promote an inclusive membership and update our welcome integration and retention programme.
- Implement appropriate measures to enhance the recruitment and retention of members, particularly where numbers are very low, e.g. female and young golfers.
- Continue to grow the junior skills development programme and taster packages for new participants to the game of golf, through the Professional and his assistants.
- Retain younger members for longer and see them progress to adult, full membership.
- Keep track of membership trends with formal reports to the Board bi-annually as a minimum.
- Continue to ensure the careful balance in meeting the needs of the membership with the need to generate additional visitor income.
- Continue to promote and encourage a broad range of social activities alongside social and competitive golf for all members.
- Maintain a reputation for being an approachable, friendly and a welcoming golf club offering value for money with excellent facilities.
- Promote and raise awareness of the club in the local community to attract new members.
- Promote equality and diversity throughout by ensuring all competitions, events and activities are carried out in a fair and equitable way.

THE GOLF COURSE

Aims

- Be the best golf course in our locality by maintaining it to high standards within agreed budgets.
- The course will delight both members and visitors alike throughout the year.
- Deliver improvements that will give 12 months of golf each year whilst balancing these demands with our responsibilities for the natural environment.

Objectives 2024–2028

- Establish and maintain a golf course management policy.
- Put in place an effective asset management plan that drives capital investment in plant and machinery.
- Ensure all staff are trained and adequate budgets in place to deliver excellent performance.
- Greens – complete drainage works on final 6 x greens in 2024 and continue with proactive maintenance regimes to deliver improved playing surfaces.
- Fairways and tees – develop improvement plans and opportunities to improve the playability and challenge to golf.
- Care for the environment and wildlife on our course.
- Implement course improvement over a 5-year period in line with the architect's report presented in 2023.

PLAYING GOLF

Aims

- Provide the membership with an eclectic golfing programme which provides all members and visitors with inclusive opportunities for playing golf competitively and socially.

Objectives

- Be more inclusive by improving our mixed competitions and social golf programme.
- Monitor the booking system to assess patterns of member and visitor access to golf.
- Optimise green fee income through a proactive approach to marketing.
- Maintain the current balance of member and visitor access to the course whilst maximising income.
- Continue to retain the current level of visitors through offering great value packages.

An aerial photograph showing a cityscape in the background and a lush green golf course in the foreground. The city buildings are densely packed, and the golf course features rolling green hills, a sand trap, and a few people on the grass.

THE CLUBHOUSE

Aims

·Provide members and visitors with high quality clubhouse facilities and a high standard of service, whilst maintaining a friendly and inclusive atmosphere.

Objectives

- Refurbish the player's entrance lobby and enhance our "first impressions" from car park to clubhouse.
- Redecorate the Chantry Lounge and Members' Bar.
- Seek to provide an awning to the patio.
- Provide a consistently high standard of catering for both our regular daytime service and for events.
- Continue our energy and carbon reduction programme.
- Refurbish and optimise the use of our half way house.

COMMUNICATIONS AND MARKETING

Aims

- Provide effective communication, ensuring that all members are appropriately updated with an opportunity to be involved.
- Promote a positive brand and image within the local area and beyond through marketing and publicity.
- Explore all avenues to generate additional income e.g. functions, sponsorship, room hire, social events and family celebrations.

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 external customers.
- Continue to hold member forums and encourage member participation.
- Continue to market the Club and its facilities, both golfing and social, and maximise income streams.