



The course that  
inspired Augusta

# Cavendish Golf Club **5 Year Strategy**





# Strategic Plan 2020-2025

## Executive Summary

In March 2020, the then Board of Cavendish Club communicated to members that the Club was in dire financial straits with a real possibility that it would breach its lending limits and become insolvent. This situation arose due to difficult economic conditions and falling membership whilst costs were increasing and the Covid-19 Pandemic was sweeping the world.

Following this communication, the Board was refreshed, and a Member's Survey was commissioned to seek the views of the widest group possible. This plan encapsulates the feedback from that survey.

This is a comprehensive strategic document outlining the goals that the new Board are aiming to achieve in time for the Club's Centenary Year in 2025. It covers management & governance, membership & green fees, the golf course, marketing & communications, house and social, practice facilities, the golf shop/reception and the estate.

This document gives direction to the Board of Directors and provide members with a clear view of what is trying to be achieved. It sets out realistic goals and the actions that will be taken to achieve them. This document will be supported by annual business plans with forecasts based on sound and prudent accounting principles. As circumstances change, the Board will adapt the plan keeping members informed every step of the way.

## Mission

The mission of Cavendish Golf Club is to provide a first-class golf experience at an all-inclusive club that welcomes members, guests and visitors alike.

This mission will be accomplished by providing a memorable golf experience on a course presented to a consistently high standard; by retaining the identity of our MacKenzie heritage, embracing those who share our values of a challenging course with playing conditions that are not congested, and, having facilities that meet the needs of our customers.

We will achieve this by making our club enjoyable, accessible and affordable for our members, their families and guests. Cavendish Golf Club will consistently promote the game of golf and be a responsible member of the community.

Our clubhouse will be a destination in its own right, offering the highest standards of hospitality to members and guests alike. We will provide a thriving social calendar for the benefit of our customers.





## Vision

**To be the best golf course under six thousand yards in the world.**

## Our Core Values

1. To **respect** staff, fellow members and visitors
2. To be a family-friendly and welcoming club, **accessible to all**
3. To be recognised for **quality** and providing excellent **value for money**
4. To be **respectful** of the environment
5. To recognise and **protect** our unique heritage and the values of golf
6. To **communicate** openly with our members and stakeholders
7. To take **pride** in everything we offer, on and off the course

## Situation Analysis

Strengths, weaknesses, opportunities and threats (SWOT)

Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Heritage – Dr Alister MacKenzie design</li> <li>2. Reputation – Top 100 golf course</li> <li>3. Location – scenery &amp; setting</li> <li>4. Head Greenkeeper/Greenkeeping staff</li> <li>5. Loyal membership – volunteers</li> <li>6. Course layout - memorable</li> <li>7. Golf Reception – midweek welcome</li> <li>8. Hospitality – quality/variety of food and beverages</li> <li>9. Open-minded Board</li> <li>10. Open Week</li> </ol>	<ol style="list-style-type: none"> <li>1. Weak balance sheet – no funds for investment</li> <li>2. Short playing season</li> <li>3. No Professional</li> <li>4. Lack of disabled facilities</li> <li>5. Poor bunkers</li> <li>6. Inadequate practice facility – no covered area</li> <li>7. Greenkeeping facilities not fit for purpose</li> <li>8. Men's locker room</li> <li>9. Irrigation system old and creaking</li> <li>10. Very limited marketing</li> <li>11. Ave. age of membership</li> </ol>
Opportunities	Threats
<ol style="list-style-type: none"> <li>1. MacKenzie heritage – home of the Alister MacKenzie Society</li> <li>2. Links with other sports clubs/businesses</li> <li>3. Increased Membership Categories – flexible (PlayMoreGolf), Country and International</li> <li>4. Centenary Year – 2025</li> <li>5. Utilise Ambassadors more</li> <li>6. Member/Visitor incentive/referral scheme</li> <li>7. Post-Covid boom in golf membership</li> <li>8. Plenty of 'off-peak' availability to maximise green fee revenue</li> <li>9. New website improved use of Social Media</li> <li>10. Expand sponsorship packages</li> <li>11. School Liaison</li> </ol>	<ol style="list-style-type: none"> <li>1. Economic Climate</li> <li>2. Other Sports/Clubs</li> <li>3. Other Golf Clubs</li> <li>4. Lifestyle/Families – lack of time to play</li> <li>5. Work/Life Balance</li> <li>6. Weather</li> <li>7. Average of membership – drop in subscriptions</li> <li>8. Major infrastructure problems</li> </ol>





## Management & Governance

**Aim:** To have an effective governance and management structure within which the Board of Directors and committees can develop the Club to ensure financial stability and delivery of our mission, vision and values.

### Specific Goals

- To establish a well-balanced Board of Directors consisting of 5-9 Club members with a wide range of skills
- To establish strong, effective sub-committees in the following areas:
  - Finance
  - Greens
  - Match & Handicap
  - Membership
  - Marketing, Fundraising & Communications
  - Social
  - Juniors
  - House & Retail
- To decide what paid employees the Club needs to meet its vision and to put the correct structure in place by end 2020
- To ensure the Club is compliant with current legislation and best practice with regards to the environment, Club finances, health & safety, equality and the rules and etiquette of golf
- To produce an annual business plan and regular financial updates for the membership
- To reduce the level of debt and build a reserve fund
- To develop the fabric of the Club through a programme of maintenance and improvements





## Membership and Green Fees

**Aim:** To grow our membership by at least 30% over 5 years, generating income of £300k with a focus on younger players (<50). To retain existing members and provide a Club and course that they have no reason to want to leave. We will continue to offer green fees at a price that reflects the quality of our course, takes account of the prevailing economic situation, but encourages membership rather than nomadic golfers. Through visiting parties, open competitions and green fees we will aim to generate £250k per annum.

### Specific Goals

- Establish a Membership Committee chaired by a Board Director and including a Business Development Manager (BDM)
- Put in place a comprehensive procedure for recruiting, engaging, and integrating new members into the club. Set specific KPIs for the BDM
- Introduce exit interviews for all members who resign
- An annual membership survey
- Continual marketing effort to attract new golfers, those who may have given up membership of a club and those unhappy with their current golf club. Add 20 new/returning members each year
- More engagement with third parties such as PlayMoreGolf and The Revenue Club to bring in new members on flexible deals and to maximise green fee revenue. Attract at least 24 new flexible members each year.
- Introduce a development and game improvement programme by end of 2021
- Introduce shorter format (9-hole) competitions for those with limited time
- Deliver high quality Open Competitions – all fields to be 90% of capacity.
- Encourage and develop the Junior Section and grow membership in this category to at least 30
- Develop the Ladies Section and grow to at least 50 members
- Increase the average green fee from £20.60 to £35.00 over 3 years as the course and facilities improve. Establish a minimum green fee reflective of the quality of our course
- Freeze member guest green fee at £17.50 until 2022
- Encourage Social Membership from the local community and give them priority at Club social functions







## The Golf Course

**Aim:** Our vision, to be the best golf course under six thousand yards in the world is not a pipedream! By our Centenary in 2025 we aim to have the best maintained course in the Derbyshire Union of Golf Clubs and to continue to have a prominent place in the Top 100 Courses in the UK. The course will delight and entrance members and visitors during the playing season and it will remain playable throughout the winter. We will do this in accordance with the R&A Golf Course Committee definition of 'Sustainable Golf Course Management' along with an Environmental Management Plan that balances the needs of the course with the protection of the natural environment and wildlife. We will achieve GEO Foundation, Sustainable Golf Club certification by 2022.

We plan to provide long-term protected boundaries for the golf club to ensure a safe relationship with neighbouring landowners, property owners and members of the public using adjacent footpaths.

### Specific Goals

- To establish an effective Greens Committee, chaired by the Greens Director
- To maintain a Golf Course Management Policy, updated annually by the Greens Committee in consultation with the Head Greenkeeper. This will include:
  - Course Administration Policy
  - Course Maintenance Policy
  - Course Development Programme
  - Environmental Management Plan
- The Head Greenkeeper to operate within a budget agreed annually by The Board in consultation with the Greens Committee and Head Greenkeeper
- To provide the greens staff with the necessary facilities and equipment to do their jobs effectively and efficiently. Proposals are being considered on the relocation of the greenkeeping compound for completion by end of 2022
- Implementation of the Centenary Course Plans between 2020-2025 as finances allow:
  - New pathways to enable course use throughout the year
  - Bunker renovation programme beginning in the autumn of 2020
  - Further improvements to greens drainage to establish a consistent playing surface
  - Upgrading of some tee areas
  - Reshaping of some fairways
  - Installation/upgrade of pipe drainage
  - Selective management of trees
  - Installation of a new irrigation system
- Development of the Piccolo Course and practice area including new driving nets by end of 2021





## Marketing, Fundraising and Communications

**Aim:** To implement an effective MF&C Plan to promote Cavendish Golf Club and bring in new members, new green fee income and to promote the social side of the club to build a thriving club community. To achieve our income targets year-on-year through specific marketing campaigns and an effective club website. To engage with all our stakeholders and attract new sponsors.

### Specific Goals

- Establish an effective MF&C Committee chaired by a Board Member and including the Business Development Manager (BDM)
- Prepare a MF&C plan & budget, showing proposed initiatives, campaigns and proposals to be approved by the Board annually in October. Return on marketing investment should be at least 5:1 and we will aim to achieve 10:1 by 2025
- Design and bring live a new Club website in 2020 with a greater focus on attracting new members and visitors.
- Provide Member Updates monthly
- Hold 2 Member's Forums per annum
- Administer a Members' Survey annually
- Ensure website and social media content is updated regularly with news, stories, rich media and content of interest to members and prospects
  - Continue with the approach for member focussed Facebook and Twitter – Instagram for discovery
  - Create a stronger link and improve the Social Media content for Cavendish Views – Facebook and Twitter
  - Establish a bank of quality photographs for marketing purposes
- Initiate focussed campaigns via social media (and in conjunction with partners such as PlayMoreGolf and The Revenue Club) to drive membership, greenfees and visiting parties
- Investigate and apply for grants for specific projects. In 2020-21, provision of disabled facilities, upgrading of the Piccolo Course and for 2020-25, implementation of The Centenary Plan including (but not limited to) the bunker project and a new irrigation system
- Benchmark Cavendish Golf Club against our competitors and advise the Board annually in October on Membership Fees and Green Fees







## House & Social

**Aim:** To deliver a welcoming, rewarding and high-quality experience to all members and visitors and to be known locally as 'the place' to eat, drink and socialise.

### Specific Goals

- Establish a House & Social Committee to include at least one Board Member and a cross-section of Club members
- To draw up an annual House & Social Budget for approval by the Board in October
- Liaison with Cavendish Views to ensure our aims and objectives are aligned
- Draw up a time-bound plan for the maintenance of the clubhouse and asses what work is required now and likely through until 2025
- Provision of disabled toilets by mid-2021
- Refurbishment of the Gents locker room, toilets and showers by 2023
- In conjunction with Cavendish Views, offer a wide variety of events and functions to increase the number of customers attending
- Liaise closely with MF&C sub-committee to promote events
- In collaboration with the Club Captain & Lady Captain, offer fun golf-based events (eg. Prosecco & Putting; Target Golf, Speed Golf etc.)
- Ensure that on Invitation Days and for Open Competitions the clubhouse is presented immaculately







## Practice Facilities

**Aim:** To provide members with excellent practice facilities.

### Specific Goals

- Upgrade the track to the practice area to enable easier access
- Provide covered bays from which to practice or for use in giving lessons or game improvement classes
- Replace the nets behind the Golf Shop and improve the area with better storage facilities for both Club and private buggies.
- Conduct a feasibility study on moving the Golf Shop/Reception into the main clubhouse and converting the current building to an indoor studio
- Investigate funding opportunities and explore the business sense of purchasing a Skytrak, Trackman or Optishot Golf Simulator

## Shop/Golf Reception

**Aim:** To be the focal point for members and visitors, providing them with a warm welcome, a brief introduction to the Club and course and a quick tour of the clubhouse, the changing facilities and the first tee.

### Specific Goals

- To carry out a member survey to find out what members want from the shop by Sept 2020. This must answer the question – Does Cavendish Golf Club want/need a PGA Professional?
- To implement a new plan for the shop in the autumn of 2020
- Stock all the essential items and accessories necessary for play: from balls and tees, to clothing and bags and basic confectionary items
- To answer inbound telephone calls and take bookings for green fees, opens and societies
- To sell Club branded clothing and accessories
- In the absence of a Professional to provide a referral service for lessons and repairs
- Investigate 'click & collect' services for members to purchase a wide range of golfing equipment
- To deliver a profit in 2020 of £10k







## Land & Estate Developments

**Aim:** To protect the golf course whilst identifying plots of land around the golf course that may be sold to provide much needed funds for the development of the club. No sale can be agreed without membership approval and no land will be considered for sale if future use could impact on the quality and usability of the course. To ensure that any developments meet current safety requirements.

### Specific Goals

- Establish a Land/Estate Committee chaired by a Board Member
- Investigate and propose new options for the sale of Nithen End Woods
- Continue negotiations with the prospective purchaser of the land adjacent to the 10th Fairway, along Bishop's Lane and the proposed relocation of the greenkeeping compound to between holes 7 and 8
- Present a proposal for the redevelopment of the site of the current greenkeeping sheds
- Investigate options for the land above the 3rd Fairway along Manchester Rd
- Improve the appearance of the area around Golf Reception

