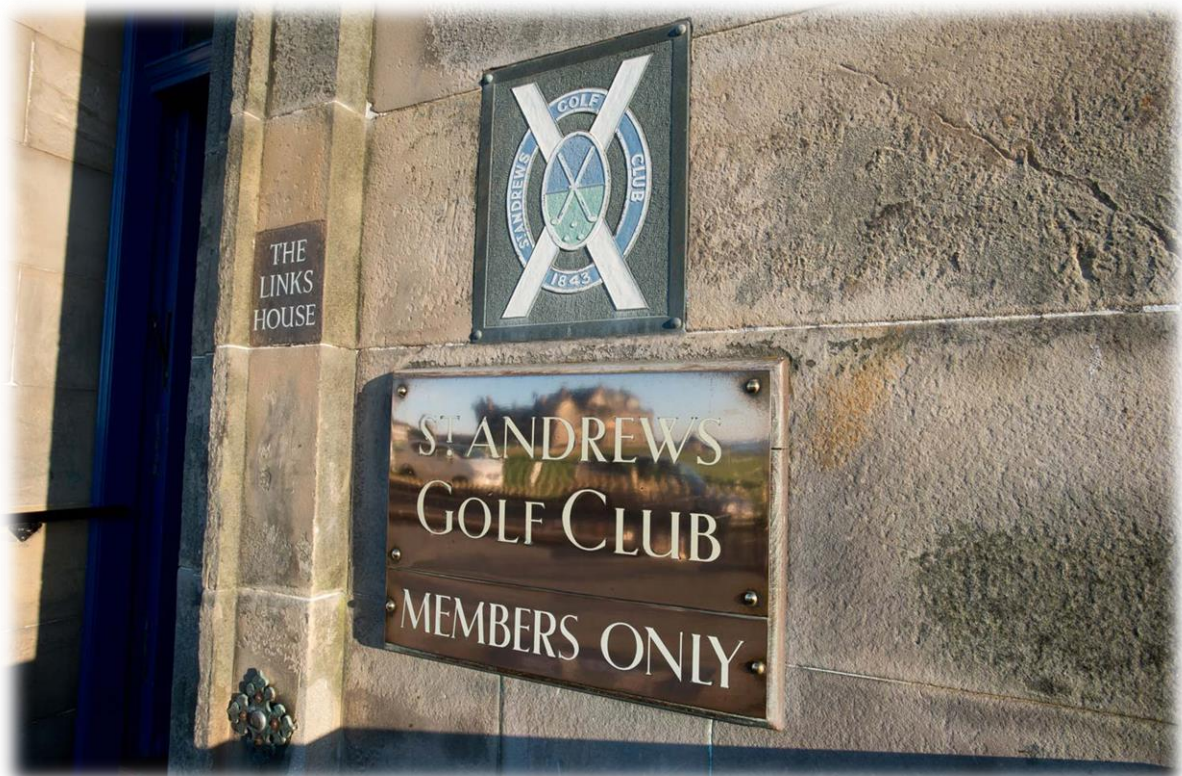


THE ST ANDREWS GOLF CLUB

1-5 YEAR BUSINESS PLAN



1st May 2025

Executive Summary

The St Andrews Golf Club is a private members club and this plan looks to reflect that. This Business Plan is designed to ensure that we aim to give our members what they require resulting in the Club maintaining membership attraction/retention levels and to be a golf club which sets the highest achievable standards. The plan will be 'owned' by The St Andrews Golf Club Captain and reviewed by the committee of management on a 6-monthly basis in order to reflect relevant changing circumstances.

Club History & Background

At St Andrews on 29th September 1843, a number of young men met to consider what steps could be taken to form themselves into a Society, when it was proposed and agreed to that this Society should be considered and instituted on this day to be called The St Andrews Mechanics Golf Club. This name was changed to The St Andrews Golf Club in 1851 to broaden the membership. To this day The St Andrews Golf Club is a thriving Golf Club with over 2,250 members and prides itself in delivering a high quality, competitive golf offering over the famous St Andrews Golf Courses. Another important milestone for the Club is the introduction of "Handicap" to the golfing world. In 1848 the Club welcomed players of all abilities but the Golf Professionals Allan Robertson and Tom Morris did not participate in competitive golf here at that time as the competitions were all scratch. After a discussion on the 3rd of June 1848, it was agreed that handicaps would be given in all future competitions, and a Committee was set up to fix handicaps in conjunction with the ordinary Committee. The first medal with handicaps was given on the 30th of June 1848.

Our forebears did us a huge favour in 1932 when they had the foresight to purchase Links House, a fantastic town house overlooking the 18th green of the Old Course and which has been our Clubhouse ever since. This comes, however, with added responsibilities of having to upkeep a list building.

Our longest established matches are against Leven Thistle (1868) and Carnoustie (1873) Golf Clubs and were formalised and confirmed as the Lindsay Shield in 1952 as a three-cornered, 50-a-side scratch matches with 25 matches home and away on the same day over three consecutive weekends each April.

The Club has successfully celebrated both our 150th and 175th Anniversaries and looks forward to our 200th in 2043!

Vision Statement

The St Andrews Golf Club's objective is to provide the best golfing experience to our members and visiting players. We aim to be recognised as the leading golf club for exceeding membership expectations and providing a socially enjoyable experience. To provide a quality and affordable golfing calendar and recreational facilities for all our

members, guests and visitors, maintaining and ensuring the viability of the Club into the foreseeable future.

Core Values

Our core purpose is the development of The St Andrews Golf Club as a prominent golfing, recreational and social venue which is attractive to current members, potential new members and visitors. The delivery of our core purpose and vision for the future are underpinned by the following key values. We will:

- Act with integrity at all times, promoting an atmosphere of honesty and trust.
- Conduct our business to the highest standards.
- Promote golf as part of a healthy, recreational lifestyle.
- Operate within the spirit of the Club rules and the rules of golf and treat everyone fairly and with dignity.
- Be responsible for our actions and act as a positive role model at all times.
- Promote camaraderie and friendship.
- Recognise the contribution made by all our members and visitors.
- Encourage enjoyment of the game of golf.
- Treat with respect our staff, golf and club facilities.
- In conjunction with the Committee promote golfer development at all levels.
- Develop other recreational or sporting facilities, as appropriate and approved by our members.
- Provide quality, value-for-money golf, catering and entertainment for our members, guests and visitors.
- Encourage good health and safety practices and the happiness and well-being of all.
- Continue to be proactive, plan ahead and consider modernisation and development as and when required.



SWOT Analysis (Situational Analysis)

<u>Strengths</u> <ol style="list-style-type: none">1. Financially stable2. Healthy Membership3. Own our Clubhouse4. Year-round golf activity5. Development of snooker comps/league6. Location of Clubhouse7. Well-known golf 'brand'8. Quality Inhouse catering & bar9. Electronic Scoring10. Association with other Golf Clubs (matches)11. Communication with members12. Secretary & administration team	<u>Weaknesses</u> <ol style="list-style-type: none">1. Don't own a golf course2. Underuse of Clubhouse3. Clubhouse layout for any future development4. PSI Screens5. Not fully inclusive6. Not developing other income streams7. Inconsistency of decision-making process8. Lack of interest from members looking to join the committee9. Lack of firm policy10. Lack of global engagement11. Under use of online shop12. No social media presence
<u>Opportunities</u> <ol style="list-style-type: none">1. Improve our engagement with our members2. Committee who are active in Club activity3. Development of different membership categories4. Communication with members through Survey Monkey5. Requests for outside 'parties' to use Club hospitality6. Opportunity for Clubhouse social calendar7. Develop online sales of our branded merchandise8. Increase our catering option9. Become a more inclusive club10. Improve our income streams	<u>Threats</u> <ol style="list-style-type: none">1. Costs of maintaining the Clubhouse fabric2. Sharing courses with others3. Maintaining catering standards4. Restriction of access to courses for local club members who are non-resident and removal of TCT5. IT resilience6. Drop in demand for membership7. Age of the building8. Members willing to be part of the committee



KEY OBJECTIVES - Convenor Strategic Plans

1- YEAR

STAFF

- Ensuring that the staff in the Golf Club are fully trained adequately in their role allowing them to deliver the best possible service to the membership.
- The Club has established Health & Safety procedures to allow the staff to be fully trained and aware of all the minimum requirements.
- Identify a timeframe for future training requirements

CLUB

- Review the number of Committee members and whether this number (12 + Captain & Vice-Captain, Secretary & Treasurer) is sustainable and futureproofed.
- Small area for members to pick up smaller items from the shop, e.g. markers, gloves, gifts etc.
- Increased storage solutions need to be found for all departments.
- Additional music in the background to improve the ambience of the area.
- Provide more flexible lighting in the bar and lounge
- Provide regular updates to members on all social activities

MATCH

- Trophy and entry fee meeting to discuss the following year.
- Renewal and approval of the competition guidelines.
- Competition medal ordering.
- Monitor the "Links Trust booked times".
- Golf software – The Club will actively look at other software packages to run the Golf, till and stock systems.

HOUSE

- Upgrading the trophy cabinet in the main foyer.
- Upgrade the bar (behind the counter) to improve the experience better for the staff and more appealing to the members.
- New flooring in the middle lounge bar area.
- Upgrade the kitchen preparation room and store.
- Main Toilets – a permanent solution to urinals blocking and flooding the floor.
- Basement – plan ceiling upgrade, and check drains from Ladies' Toilets (where do they go).
- Conduct a more detailed consultation regarding the best use of the basement bar.
- Commence the work on the middle lounge upgrade

JUNIOR

- Review the current sign-in process for Junior members allowing parents who are not members to be part of the Club.
- Review the current policies and procedures of child protection ensuring all helpers are PVG checked.



KEY OBJECTIVES - Convenor Strategic Plans

3- YEAR

STAFF

- Review the staffing levels to ensure the correct balance is achieved for the demands of the Golf Club.
- Yearly review of training requirements
- Yearly review of job descriptions
- Identify areas of staff developments through appraisals

MATCH

- Trophy repair and upgrade review.
- Review all our inter-club Golf matches and review the format as and when necessary. This will help secure the future of the matches that are so important to the club and its history.
- Review our yearly diary regarding knockouts

HOUSE

- Review the need for upgrading the middle lounge.
- Review the need for upgrading the administration back office.
- Review the need for upgrading the basement bar and decide on most use.

JUNIOR

- Review the current Junior process from Junior/Juvenile to adult membership.

INFORMATION TECHNOLOGY

- Look to create a bespoke App for the Golf Club.
- Review the website.
- Review all IT.
- Social media engagement
- Improve our online shop offerings
- Set aside budget for improving technology

KEY OBJECTIVES - Convenor Strategic Plans

5 – YEAR

STAFF

- Completing a full review of the staff in their roles and ensuring the Committee has a clear understanding of each department.

MATCH

- Look at other options for the mementos that the club could use for Monthly Medals and prizegiving.

HOUSE

- Small kitchen in the bar, behind the bar area to facilitate the bar menu and free up the kitchen to promote lunches and dinners.
- Bar furniture and décor, to include lighting.
- Seek advice on a new heating system and look into replacing Gas Boilers with sustainable heating systems for year 5 of the plan.
- Clubhouse – maintenance plan in operation covering annual repairs and capital projects
- Establish what is required regarding the installation of solar panels

JUNIOR

- Establish an administration function to relieve the Junior Convenors workload and to set up the junior golf competitions and membership. There would still be a Junior Convenor who would pick teams and attend competitions. Increasing the junior membership fees might help cover the costs.

