



KNIGHTON HEATH

GOLF CLUB



Why do we need a strategic plan?

“A strategic plan will help the Club understand its competitive position, members’ priorities and financial well-being. It defines the vision, aspirations and the steps the club needs to take to reach its goals. The plan is the result of a disciplined process that carefully considers market and financial conditions and members’ expectations. In a fragile economy and club environment, a strategic plan gives the club its best chance to grow and achieve best-in-class status”

Quoted from: Stephen Johnstone & Henry Delozier, Principals of Global Golf Advisors



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Where are we going?



What is our:



Vision



Mission



Core Values



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OUR VISION

We aim to be recognised as one of the leading golf clubs in Dorset by exceeding member and visitor expectations, whilst providing a socially enjoyable experience and ensuring a sustainable future for the club.

OUR MISSION

We are committed to providing members and guests of all ages, gender and ability with an outstanding golfing, dining and social experience. We achieve this by maintaining a high-quality heathland course and golf club facilities, with excellent services and outstanding hospitality.



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OUR CORE VALUES

- Responsive to Members' needs: "Members first in everything we do"
- Welcoming, friendly, relaxed and inclusive
- Value all members irrespective of gender, age, race, religion, sexual orientation and disability
- Open, transparent and accountable decision-making
- Honesty, integrity and fair dealings with members, visitors and all stakeholders
- Commitment to a safe, sustainable and healthy environment
- Be a caring and considerate employer
- Encourage enjoyment of the game of golf



“Explore opportunities for all income streams”

- Membership
- Bar
- Catering
- Clubhouse
- Visitors Income (Green Fees and restaurant spend)

Future Capital Projects

What do our members want?

- On course investment
- Quality practice facilities
- Clubhouse restructure
- Junior facilities



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“Attract and retain members, and increase non-member rounds”

Members

- Model trajectory of membership
- Analysis of alternative categories vs current members usage (i.e. potential family membership)
- New member drive as required
- Members get member incentive
- Exit interview and analysis
- Monitor retention
- Family fun days and junior holiday camps

Visitors

- Work with local clubs
- External advertising – golf holiday travel groups, listing on hotel sites under local activities, listing on local sites, Airbnb golf category listing
- Offers and packages (green fees with food packages, stay and play packages, twilight offer)
- Improve communication after booking





WHERE ARE WE NOW?

The Situation analysis and the market

Our Strengths, weaknesses, opportunities and threats (SWOT)



Strengths

1. Strong balance sheet with funds for investment
2. Systems in place to record actual income
3. Well established, mature course, nearly all year round playable
4. Friendly and welcoming Club
5. Location, scenery and setting
6. Course Manager / Greenkeeping staff
7. Loyal membership and volunteers
8. Course layout is memorable
9. Open 7 days a week

Weaknesses

1. Inadequate practice facilities
2. Insufficient parking spaces
3. Average age of membership
4. Capacity of the course and infrastructure to cope during peak times
5. Limited KPI monitoring and actions
6. Too 'traditional', not strategic, not run as a business
7. Lack of funds to do everything we need (prioritise)
8. Poor location of the Pro Shop (lack of control by the ball chute area)
9. Lack of sustainable water on the course

Opportunities

1. Identify areas for increased parking
2. Identify areas on the course for possible water reservoirs
3. Land development project by the driving range
4. Assist the professional to develop Juniors with coaching lessons
5. Enhance catering and golf facilities given the funds available
6. Maximise use of course and clubhouse at quieter times
7. Links with other sports clubs / businesses
8. New website and improved use of social media
9. Expand sponsorship packages
10. School liaison

Threats

1. Economic climate
2. Local courses with better practice facilities
3. Not enough Juniors advancing to raise our profile
4. Weather
5. Ensure we optimise expenditure out of revenue budgets
6. Rising cost of utilities and water
7. Resignation of key employees and failure to match their ambition
8. Insufficient visitor income
9. Day to day walkers and neighbours causing damage to the course and extra funding needed for the repair work



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CLUBHOUSE IMPROVEMENT PLAN



CLUBHOUSE IMPROVEMENT PLAN

- ❖ Pro shop – Design/build new Pro Shop where old practice nets used to be.
- ❖ Practice Facilities – Build golf simulator room to generate income for the club and enhance professional teaching facilities (can also be open to the public)
- ❖ Car Park – Re-design car park to accommodate membership increase
- ❖ Expand Buggy shed to accommodate extra rental and private buggy's, plus trolleys
- ❖ Showers – Update Shower area in the men's changing room
- ❖ Bar – Re-design/modernise the bar area for ease of serving/cleaning (Looks outdated)
- ❖ Self Service coffee machine area that accepts bar card and normal credit/debit cards
- ❖ Relocation of current trophy cabinet to more visible area (i.e lobby area)
- ❖ Refreshments “shack” by the 11th Tee



Pro Shop and Buggy Shed

New Trolley and Buggy Shed
(12m x 12m approx.)

Golf Simulator Room
(12m x 9m approx.)

New Pro Shop
(12m x 9m approx.)

Existing Driving Bays
(Moved to the left)



Car Park Plan Creates 14 new spaces



New buggy/trolley shed

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COURSE IMPROVEMENT PLAN



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Note – All details and information contained within this part of the document are subject to change based on licensing, financing, planning permission or conditions that prevent the desired changes from being completed. Also, the images within this document are subject to change, based on input from other professional companies (course designers etc) selected to carry out the work.

“Enhance the golf experience for all members throughout the year”

- Reinforce member information and knowledge which would inform existing members, guests and juniors about aspects of golf other than playing. Include additional information in welcome pack for new members on joining (in respect of social events etc).
- New members induction evenings / golf to cover rules, etiquette and card marking.
- Review handicap limits for all comps for men and women with a view to unifying the rules and handicap limits to create a more integrated system.
- Provide an opportunity for members to enter winter scores for handicap purposes by having a flexible approach to ‘winter levels rules’ – to be negotiated with ground staff. Possibility of competitions with rules allowing scores to be entered e.g. Mats used on fairway and no more than 4 temporary greens.
- Course to be measured for winter mats and for gender neutral tees.



COURSE WORK ACTIVITY



The course improvement plan will be based on a rolling 5-year period. Whilst they are in this plan, all of the recommendations/suggestions are subject to change depending on priorities, finances, weather, and available resources.

- Replace all paths with rubber crumb (To be prioritised)
- Re-design and re-build all bunkers using top quality materials. Reduce the size of the bunkers on some holes
- Install rope drainage on all greens
- Create “nature ponds” and water storage areas to capture water during the year removing the reliance on mains water whilst improving the look of the course.
- Re-design and rebuild some of the tees to provide more areas to play from
- Removal of a large number of trees to get back to being a heathland course
- Significantly improve our boundary fencing to protect the course as well as the public
- Continue to enhance the quality of the course with continued additional maintenance
- Fairway irrigation



Hole 1



Boundary: Poor – needs completely replacing on left hand side

Tee Area: Good – no additional work required

Fairway : Drainage poor on left-hand side of the fairway – review required

Approach: Good – standard maintenance required

Green : Good – standard maintenance required

Trees: Reduce down left-hand side by 50% (To be done as part of the boundary work)

Bunkers: Re-shape fairway bunker, make smaller and create run-off from surrounding areas into the bunker

Greenside bunkers need tidying up

Drainage: Rope Drainage in place on the green

Fairway drainage needs to be reviewed and remediated asap

Paths: Leading from Ball Chute to tee needs replacing with rubber crumb



Hole 2



Tee Area: Small but usable

Move winter tee to lower area in front of the main tee

Fairway: OK (will improve with the removal of the trees down the left)

Approach: Good

Green: Good – Rope drainage to be done

Trees: Remove all trees down left-hand side. Large trees to be removed by contractors planned for August. Remaining trees to be removed by Greenkeepers when possible.

Bunkers: Bunker on right needs moving further up the right-hand side
Fairway Bunker needs rebuilding or removing
Bunker to be installed level with tree but towards the old tree line

Waste Bunker area to be created once trees have been removed

Left greenside bunker to be removed and run-off created

Drainage: Ok - Fairway drains well

Green – OK, Rope drainage will be required to improve further

Paths: Path leading from tee will need replacing with rubber crumb



Hole 2 Plan 1

From this:

To this:



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Hole 3



Tee Area: Complete re-alignment. Currently pointing at the 6th Green

Fairway: N/A

Approach: Good

Green: Good

Remove first mound on right-hand side of green and create a run-off area. Consider enlarging the green by moving the left hand bunker to the natural dip on the left and extending the green.

Trees: Removal of the trees making up the copse by the 4th tee

Bunkers: OK

Drainage: Good, rope drainage in place on the green

Paths: Path leading from tee box to rough will need replacing with rubber crumb



Hole 3 Plan 2

From This



To This



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Hole 4



Boundary: Poor. New fencing required down entire length of the hole

Tee Area: Good

Purple Tee to be installed at the top of the hill

Fairway: Drainage poor of left-hand side of the fairway.

Approach: Good

Green: Good

Trees: Removal of some trees up by the tee on the left

Bunkers: Good. Will consider reducing in size and add run-offs

Drainage: Fairway drainage needs to be reviewed and remediated asap

Paths: Alter path to run through the middle of the rough at the back of the green and remove the path on the left. Replace current path material with rubber crumb.



Hole 5



Tee Area: Extend the front of the tee to remove the water being captured at the front

Fairway: Improving

Approach: Good

Green: Finalise new green on the left and merge both into one

Trees: Remove the remaining trees on the right by the 4th green. Will let more light in

Engage Forestry Commission to remove more trees on the right of the fairway (Grant possible for this work)

Remove remaining trees to the right of the path up to the tee

Consider removing oak tree at the back of the green

Bunkers: N/A

Drainage: Good condition surrounding the green

Fairway can be improved

Paths: Path up the hill to the 6th tee to be replaced with rubber crumb



Hole 6



Tee Area: Tee area needs complete review. White and yellow tees are the wrong way round

Fairway: OK

Approach: Good

Green: Good

Trees: Remove trees in heather area on the left-hand side to encourage more growth

Bunkers: Good

Drainage: Good

Paths: Replace with rubber crumb



Hole 7



Tee Area: OK, quite narrow but unavoidable.

Fairway: Improving

Approach: Good

Green: Rope drainage required (target date – October)

Suggestion – create extended run-off at back of the green

Trees: Cut back some branches down the left-hand side by the tee
Remove most of the trees down the left from 6th green onwards to encourage the growth of the heather

Remove the large number of trees from the copse on the right of the fairway towards the green. Keep the trees nearest the fairway to provide a split. This will also encourage the heather to grow back.

Bunkers: Reduce in size and create run-offs on both sides

Drainage: Rope drainage to be arranged

Paths: Replace with rubber crumb. Path leading from the green will be the first major path to be completed.



Hole 7 Plan 3

Current hole to the possible 😊



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Hole 8



Tee Area: Needs review completely (as part of 6th Tee review)

Fairway: Create large mound on the right-hand side in line with the bunker on the left

Approach: Good

Green: Good

Trees: OK

Bunkers: Good

Drainage: Review drainage on the right-hand corner of the fairway run-off

Paths: Replace with rubber crumb



Hole 8 Plan 5

Current hole to the possible 😊



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Hole 9



Boundary: Poor. Replace fencing down the side of the tee and from just past the houses on the left all the way up

Tee Area: OK

Fairway: OK

Approach: Good

Green: Good

Trees: OK- Trim some branches on trees down the left

Bunkers: OK

Remove fairway bunker on the right-hand side on the approach shot

Drainage: OK

Paths: Replace with Rubber Crumb



Hole 10



Tee Area: White tee small but usable. Needs levelling.

Yellow/Red tee area ok

Fairway: OK

Approach: Good

Green: Good

Trees: Removal of trees between white tee and the yellow/red tees should be carried out to let in more light and air to promote growth of the heather and the grass on the tee.

Bunkers: OK

Drainage: OK

Create water retaining area in dip on left hand side before the green and run the water down towards the 12th tee reservoir area

Paths: Replace with rubber crumb



Hole 10 Plan 4

Current Tee to the possible 😊



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Hole 11



Tee Area: OK

Fairway: N/A

Approach: Good Condition

Green: Good Condition

Trees: N/A

Bunkers: Slightly too large, suggestion of splitting the bunker and the make ground run into them. Possibly making the bunker deeper.

Drainage: N/A

Paths: Replace with Rubber crumb



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Hole 12



Tee Area: Good

Move tees to new position

Fairway: OK

Approach: Good

Green: Good

Trees: Removal of all the trees on the left and right of the current tee and replace with a reservoir

Removal of trees to the left of the green

Reservoir: Create large water retaining area between 11th 12th and 17th holes.

Bunkers: OK

Drainage: OK

Paths: Replace with rubber crumb



Hole 12 Plan 6

Present Tee Area



New Tees

New nature pond



Current nature pond

Reservoir

11th Green

17th Green

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Hole 13



Tee Area: OK

Fairway: Needs improving

Approach: Good

Green: Rope drainage required (target date is around October 2024)

Trees: OK – need tidying up

Bunkers: OK

Drainage: improve fairway drainage

Paths: Replace with rubber crumb



Hole 14



Tee Area: Needs improving

Fairway: N/A

Approach: N/A

Green: Good Condition

Trees: OK

Bunkers: Remove front bunker and replace with two smaller heather mounds
Re-shape bunkers left and right of the green

Drainage: N/A

Paths: Replace with Rubber crumb



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Hole 15



Boundary: Poor. Requires additional fencing by the tee for 100 metres or so on left-hand side.

Tee Area: Poor - Needs levelling and Yellow plate added

Fairway: Currently battles with wetness in certain areas. A review is required to see what can be done

Approach: Good

Green: Rope drainage required (target date for October 2024)

Trees: OK. Some of them nearing end of life. One tree needs a bough brace replacing

Bunkers: Reduce the size of them and create run-off areas

Drainage: Review to be discussed with a possible drainage system to be installed

Paths: Pathway between the 14th and 15th Hole in poor condition, to be replaced with rubber crumb



Hole 16



Tee Area: Poor condition, Complete rebuild necessary

Fairway: Much improved

Approach: Good

Green: Good

Trees: N/A

Bunkers: Bunker in front of green to be reduced in size or split in half

Drainage: OK

Paths: Replace with rubber crumb



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Hole 17



Tee Area: OK

Fairway: OK

Approach: Good

Green: Good – Rope drainage in place

Trees: Removal of all by the green as part of the reservoir project

Bunkers: Removal of the front right bunker as part of the reservoir project / design (Review by Course Designer)

Drainage: OK

Paths: Replace with rubber crumb



Hole 18



Tee Area: Good

Fairway: N/A

Approach: Good

Green: Good

Trees: OK

Bunkers: Too big and resizing should be done. Suggestion of splitting the front bunker and make the ground run into them.

Paths: Replace with rubber crumb



AERIAL VIEW OF POSSIBLE COURSE CHANGES



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“Provide social functions and events which attract and are well supported by a diverse range of club members and guests”



- Plan the year's calendar
- Advertising:
 - ✓ Email invitations
 - ✓ At least 2 months advertising
 - ✓ 'Save the dates' email
- Functions (do we have the right mix to attract other people?)
 - ✓ Gourmet dining
 - ✓ Quiz Nights
 - ✓ 100 Club Draw
 - ✓ Joker Draw
 - ✓ Wine/Whisky tasting with various suppliers
 - ✓ Tribute/disco nights



“Maintain and develop a rapport with all club members and visitors”

IMPROVE COMMUNICATION

- Regular monthly emails, social posts including competition results
- Committee updates to members
- Possible hybrid booking system to cater for the ball chute area and tee times for possible visitor groups etc.
- Updating the notice boards on a weekly basis
- Visitors pre and post bookings. Thank you and review, dress code and pace of play



“Other considered strategies”



Maintain, develop and improve the golf course experience: pathways, tee boxes, bunker reshaping



Create an appealing and profitable Bar/Catering Service with creates a vibrant clubhouse atmosphere



Improve financial sustainability and stability of the club



Provide, promote and manage the delivery of a programme of competitions for members



Develop business / corporate sponsorship packages



Improve progression pathway for Juniors



Moving and re-design of the Pro Shop



Structural changes to accommodate secure storage and improve practice facilities



Improve basic signage on course



Increase parking spaces and improving the current member buggy shed area