



Kilcock Golf Club

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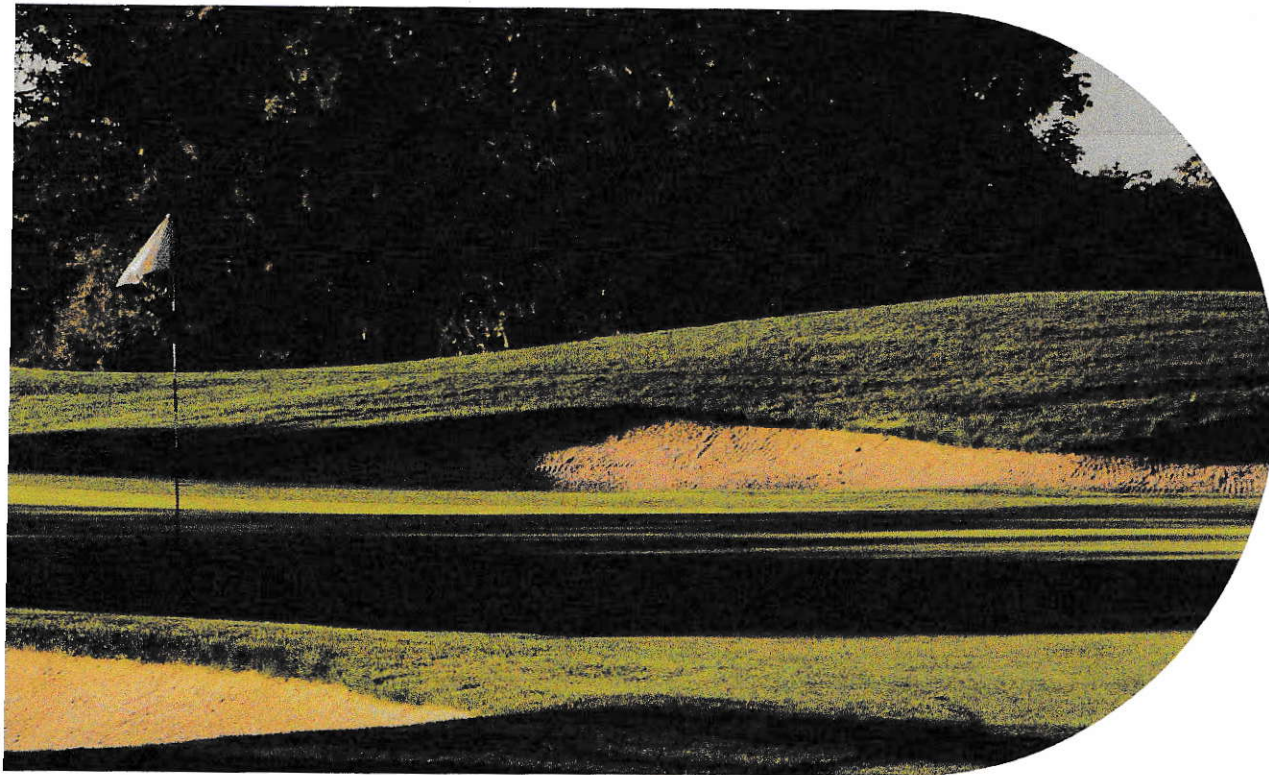
REPORT

TO

JOINT CLUB ANNUAL GENERAL MEETING

ON Monday 02 December 2024

**IMPLEMENTATION IN 2024
OF CLUB'S STRATEGIC PLAN**



STRATEGIC PLAN

Strategic Plan for 5-year period from Jan 1, 2023 - Dec 31, 2027

PREPARED BY

Kilcock Golf Club

Joint Management Committee



INTRODUCTION

At its January 2024 meeting, the Joint Management Committee (JMC) identified the following as its **key aims for 2024**:

1. Life Membership Plan to be developed with a view to launching sale of some life memberships
2. Green Side bunkers to be upgraded
3. New Constitution to be launched
4. Junior Member development plan to be drawn up
5. Friends of Kilcock liabilities to be discharged
6. Celebration of Club's 40 year anniversary
7. Set up of Social Committee with terms of reference
8. Buddy system for all new members to be investigated and launched if deemed necessary

Much of the work by the JMC on the Strategic Plan in 2024 was related to (a) the writing of a new Club Constitution and related policy documents (b) Planning Club refinancing to repay in January 2025 the 'Friends of Kilcock' (c) Celebration of the club's 40th anniversary (d) course improvement.

This report does not repeat the implementation details provided in the 2023 report to the Joint Club AGM which is available on the club's website. This report is confined to implementation work undertaken in 2024.

Significant work has been done in 2023 and 2024 on the implementation of the Strategic Plan. However, to achieve the full potential of the Plan, considerable further work, time and concentration needs to be allocated to this task.

OUR AREAS OF STRATEGIC FOCUS

Item 1. Finance & Risk Management / Compliance



Strategic Goal One

Strategic approach to effective management of day to day financial operations and compliance obligations

Strategic Goal Two

Targeting of reasonable and sustainable annual operating surpluses to support development

Strategic Goal Three

Redemption / replacement of Friends of Kilcock financial support

Strategic Goal Four

Negotiation of future sustainable banking / borrowing / leasing arrangements

Strategic Goal Five

Proactive and needs focussed approach to Fundraising / Sponsorship / Access to Grants (in particular to major capital grant programmes)

REPORT:

All five goals were advanced.

Work done on goal five by the Hon Treasurer (Dominic Holmes) and club Accountant (Pat Mahon) deserve special mention: their grant applications on behalf of the club secured €111,000 from the Sports Capital Grant and €18,000 from the Golf Ireland Sustainability Grant.

OUR AREAS OF STRATEGIC FOCUS

Item 2. Club Governance and Management



Strategic Goal One

Development of modern /
Fit for purpose constitution

Strategic Goal Two

To maintain a culture of
responsibility to our
members, employees and
visitors, promoting the
health and safety of all, both
on and off the course

Strategic Goal Three

Promote clarity on Roles /
Responsibilities of
Employees, Officers,
Contractors, Others and be
regarded as an exemplary
employer

Strategic Goal Four

Implementation of
development programme
and ongoing training for
Committee Members and
Officers

Strategic Goal Five

Explore Golf Ireland "One
Club" model

REPORT:

Great progress was made on goals 1 (new constitution and related policy documents) 2, and 3.
Goals 4 and 5 did not receive further attention

OUR AREAS OF STRATEGIC FOCUS

Item 3. Member Experience



Strategic Goal One

Strengthen our new member introduction scheme and process

Strategic Goal Two

Develop a framework to introduce and support a greater social element to club activities, both in golf and non-golf areas

Strategic Goal Three

Strengthen and diversify membership base (incl. focus on women / girls / families / schools), including promotion of GiG initiative and improved infrastructure and resourcing for juniors

Strategic Goal Four

Further develop our communication and consultation processes to ensure they are clear and effective, with defined outcomes

Strategic Goal Five

The development of a framework to encourage and support greater participation by members in inter club and other external competitions

REPORT:

Good work done on goal. 1 The social dimension continued but the framework envisaged under goal 2 remains to be put together. Under strategic goal three, the "Get Into Golf" (GIG) programme was promoted very successfully by the Ladies' Committee and the development and expansion of junior golf was the most extensive and successful in the club for many years. The Members 2024 Survey was work done under goal 4.

Goal 5 is a goal applicable more to the ladies' and men's clubs than to the JMC.

OUR AREAS OF STRATEGIC FOCUS

Item 4. Course



Strategic Goal One

Ongoing resourcing of Course Development with particular focus on improvement of bunkers. Emphasis on the environmental and biodiversity impact of all works.

Strategic Goal Two

Ongoing investment in machinery (long term / medium term)

Strategic Goal Three

Review of course layout / structure (incl bunkers / trees / water) On course facilities (toilets, seats, other)

Strategic Goal Four

Upgraded practice facilities

Strategic Goal Five

Ongoing consideration of potential land requirements (where appropriate, available and financially feasible) to support course improvement and / or enhancement of other facilities / infrastructure

REPORT:

Four of the five goals received great attention and resulted in the course being in wonderful condition all year and receiving many tributes from members and visitors. Well done to staff, course Convenor, Course Committee and Ronan Branigan (Synergy Golf). Strategic goal 4 has resulted in a wonderful short game practice area which became available midyear.

By its nature, goal five is a goal of the future rather than of the immediate present.

OUR AREAS OF STRATEGIC FOCUS

Item 5. Equality, Diversity and Environmental / Social Responsibility



Strategic Goal One

Promote and maintain compliance with Sport Ireland Safety Safeguarding Framework

Strategic Goal Two

Promote awareness of the clubs equality ethos

Strategic Goal Three

Maintain and promote GiG initiatives

Strategic Goal Four

Promote environmental awareness and ensure its consideration in all projects

Strategic Goal Five

Maintain strong community and social relations and seek appropriate initiatives in this area

REPORT:

All six goals received some attention but require significantly more specific study and evaluation.

OUR AREAS OF STRATEGIC FOCUS

Item 6. Clubhouse and Facilities



Strategic Goal One

Ongoing upgrade of dining facilities (including outdoor)

Strategic Goal Two

Upgrade of:

1. Locker Rooms / Toilets / Shower facilities (incl review of fitness of plumbing systems).
2. Investigation of other non golf sports facilities (e.g. bowling / other).
3. Development of additional car parking space

Strategic Goal Three

1. Upgrade of stock storage and other relevant operational facilities
2. Staff and Admin facilities (incl male / female facilities)
3. General facilities upgrade, to include required wheelchair access to all areas.
4. Appointment of retained maintenance contractor

Strategic Goal Four

Upgraded Technology Infrastructure / Systems to include cloud based systems to reduce server outage risks, digital signage in key locations to provide live information to visitors / members.

Strategic Goal Five

Improved energy conservation and management, including, where appropriate:

1. Installation of solar panels to generate electricity supply
2. Installation of energy efficient heat pump to reduce demand for gas / oil.
3. Upgraded building insulation
4. Charging points for EVs
5. Upgraded windows (triple glazing)

REPORT:

Each of the five goals received some attention. In objective two, the locker rooms / toilets were beautifully upgraded and 24 additional car park spaces were provided.

OUR AREAS OF STRATEGIC FOCUS

Item 7. Marketing and Commercial Development



Strategic Goal One

Optimum membership retention through;

1. Consistent Quality of experience
2. Measurable ongoing improvements
3. Member surveys
4. Effective communication via:
 - a. Website,
 - b. Newsletter,
 - c. Social Media,
 - d. Pro Shop etc

Strategic Goal Two

Managed membership growth through;

1. Online presence
2. Well maintained website
3. Social Media
4. Direct Selling
5. Referrals
6. Third Parties
7. Reputation of Club, Course and facilities

Strategic Goal Three

Societies and Green Fees growth through focus on;

1. Effective use of online presence
2. Full use of available tools and technology to reach target groups
3. Consistent quality of offering and experience both on course and in Clubhouse / Pro Shop

Strategic Goal Four

Level of Success measurable through;

1. Optimum membership levels / upgrades in membership category
2. Commercial income growth (target v actual)
3. Demonstrable growth in rounds played
4. Generation of repeat visitors / societies

REPORT:

Much of the aspirations of the four goals are pursued on a daily basis by the Pro Shop staff, under the direction of the General Manager Greg Massey, with overall supervision and direction being provided by Synergy Golf. The club's Honorary Treasurer (Dominic Holmes) is also deeply involved.

The extent to which the JMC can or should be more involved in this area of strategic focus has not yet been fully explored by the JMC.