



Getting behind the team

John Keenaghan - Head Green-keeper

And

Bob Williams - General Manager

Chipping Sodbury Golf Club

Recently appointed CEO - GCMA



Chipping Sodbury Golf Club



**Working towards a
common objective**

The Business

The Golf Course

- * 107 years old (3 different sites)
- * On this site since 1971
- * Parkland course
- * 105 acres
- * Water on 13 holes - pumped from neighbouring quarry
- * Built primarily on Clay
- * Competition orientated - every Saturday & Sunday
- * Irrigation system 25 years old
- * Tree-lined leylandii and pine
- * Hosted the 2009 English County Finals

The Golf Club

- * Management Committee of Six
- * 750 members
- * £80k visitor business
- * Good Social business
- * Food & Beverages approx £450k turnover
- * Restructured Membership profile 2008/2009
- * Have had to deal with the economic downturn
- * Rented site from the Duke of Beaufort

Failing Irrigation Equipment Lack of Modern Equipment



2006

- * Membership Healthy
- * Society business good
- * No need to panic
- * **BW/JK - How about a 3 year business plan?**



2007 - 2008

- * Failing Green-keeping Equipment
- * Failing Irrigation system
- * Green-keeping Equipment maintenance cost soaring
- * Irrigation repairs accumulating
- * Membership Falling
- * And just when you think it can't get any worse!





It got worse!



BW/JK - How about a 3
year business plan?

Not quite a Tsunami - but a lot of water
went down the 17th fairway!



Time for the TEAM to MANAGE

- Priority Management
- Financial planning
- Understanding the requirements
- Review Expenditure
- Review Course Expenditure
- Address the Membership structure
- Review the Visitor/ Society business
- Understanding the need to generate income.

TEAM Agreement - The main product is



The Golf Course

The Main Product Expenditure

First Priority

Renew the Green-keeping machinery

Second priority

A review of the staff personnel and the costs

Third priority

Replacement Irrigation system

The Generation of Income

- * Introduction of different types of memberships -
- * Flexi-play membership
- * **F1rst** membership
- * **GolfClub 18-30**
- * **Introductions of Working in conjunction other clubs and hotels**
- * The arrival of Cotswoldgolfbreaks.co.uk

BW/JK - “How about a 3 year business plan?”

Toro Golf Course machinery plan



Review of the Green-keeping staff costs and levels

Golf Course staffing levels 2008

Head Green-keeper
Deputy Head Green-keeper
5 Full time staff
Part time mechanic (20hrs)
1 Gardner/clubhouse
maintenance

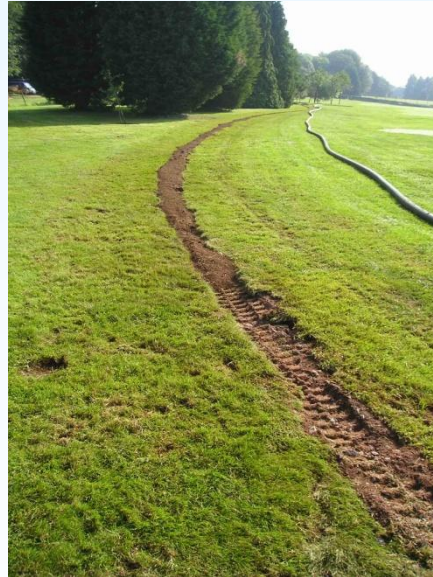
Golf Course staffing levels 2009

Head Green-keeper
Deputy Head Green-keeper
4 Full time staff
(now includes an apprentice)
Part time mechanic (20hrs)

Review of week-end and overtime working

Approx saving £38,000 per annum

The importance of networking and building relationships



The journey to replace the Irrigation system

Where do you start?

- The Irrigation consultant - Irritech, Roger Davey?
- How much - what budget is available?
- When are we going to be able to undertake this work?
- What part will our own green-keeping team play - if any?
- What will be the impact or interruption on the business?

Team Decisions

- Appoint the Contractor
- Agreeing the FIXED contract price
- **Inform the membership** - open forums, newsletters, emails,
talk to the membership
- Work programmed to commence in September (Actually started the end of October)
- Our staff were responsible for turf stripping
- **Keep the membership informed**



- Site Meetings
- Point of contact
- At times of inclement weather the Head Green-keeper has control of when and where the contractors can go on the golf-course
- Define responsibilities
- Keep the membership informed



The weather will always
play its part



One happy Green-keeper

**Now we have an
irrigation system and
new equipment**

**How about planning
for the future supply
of water?**

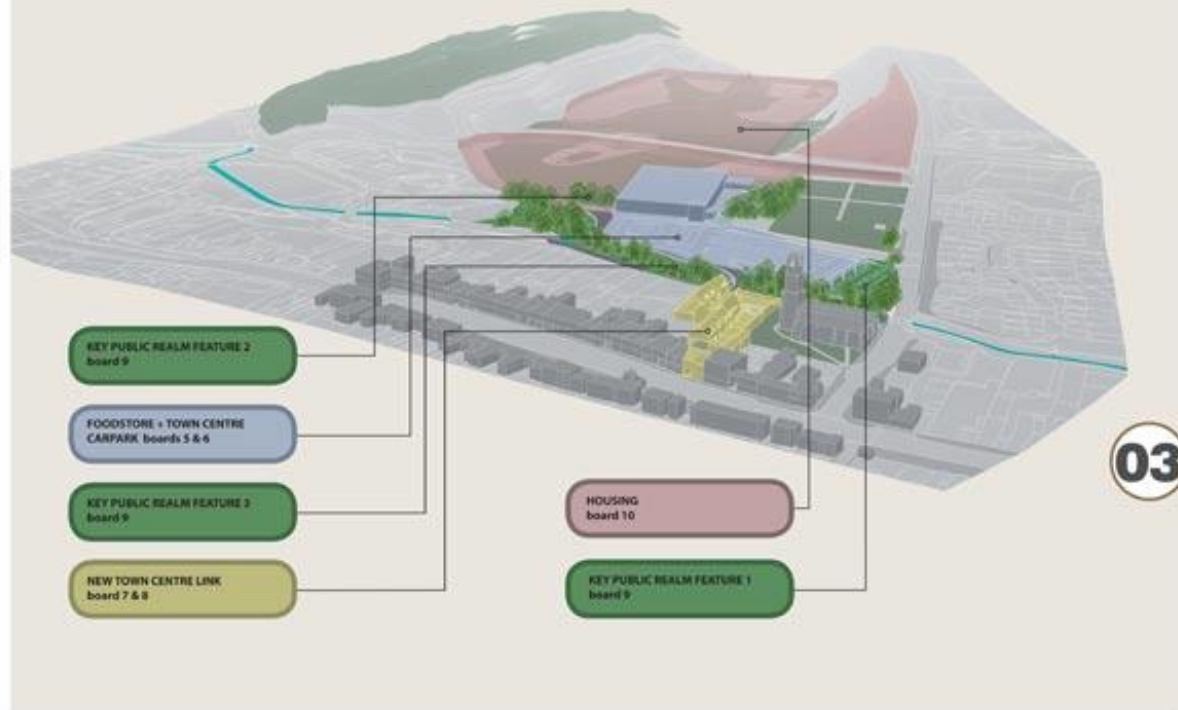


Noisy Neighbours

MASTERPLAN - main features

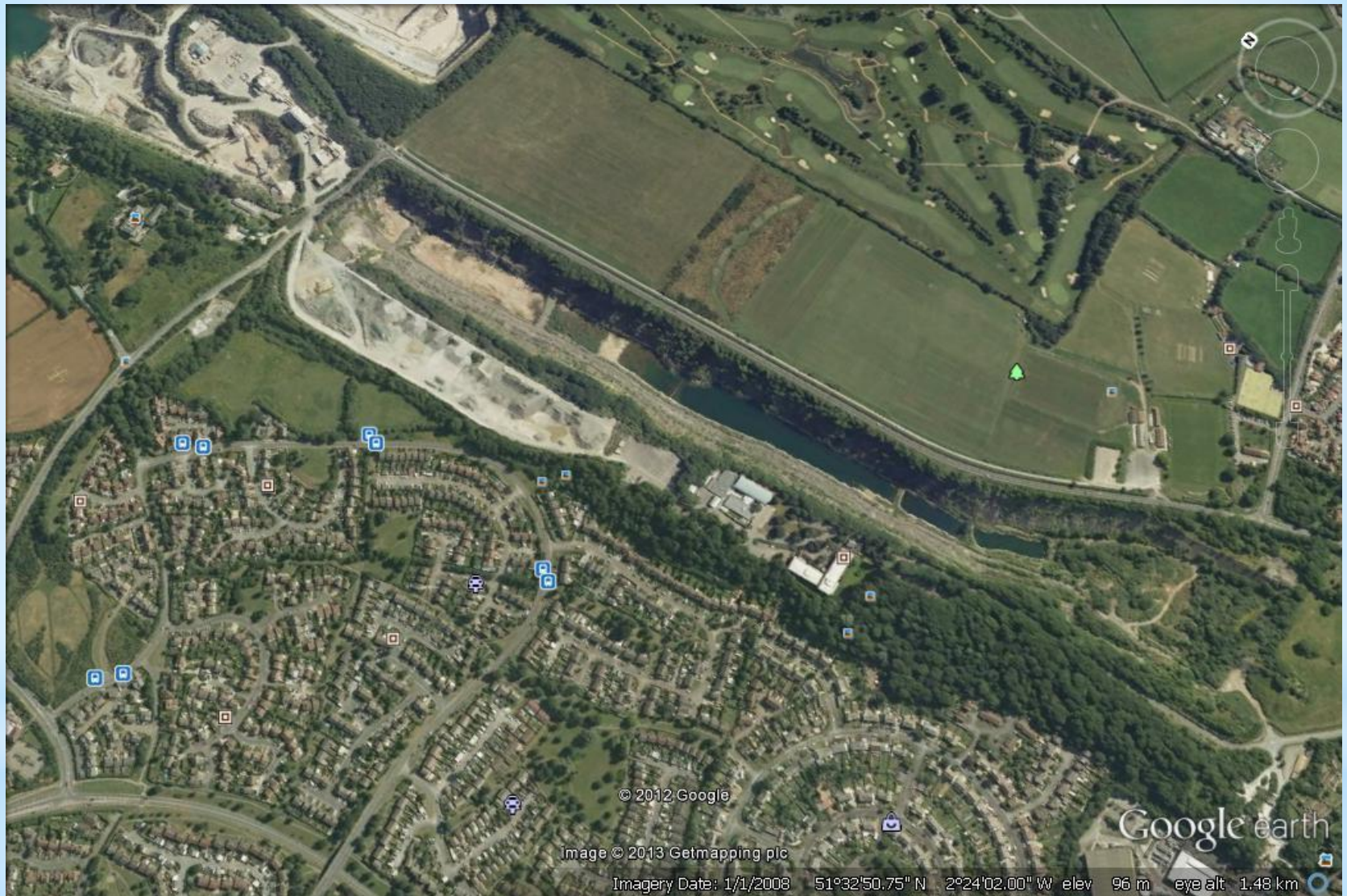
Chelveston Primary Road

major new assets



BARNHILL
CHIPPING SODBURY

The Quarry Development



Work in progress

Relationships established

**Essential to the long-term
future of the golf course**



Get behind the team!