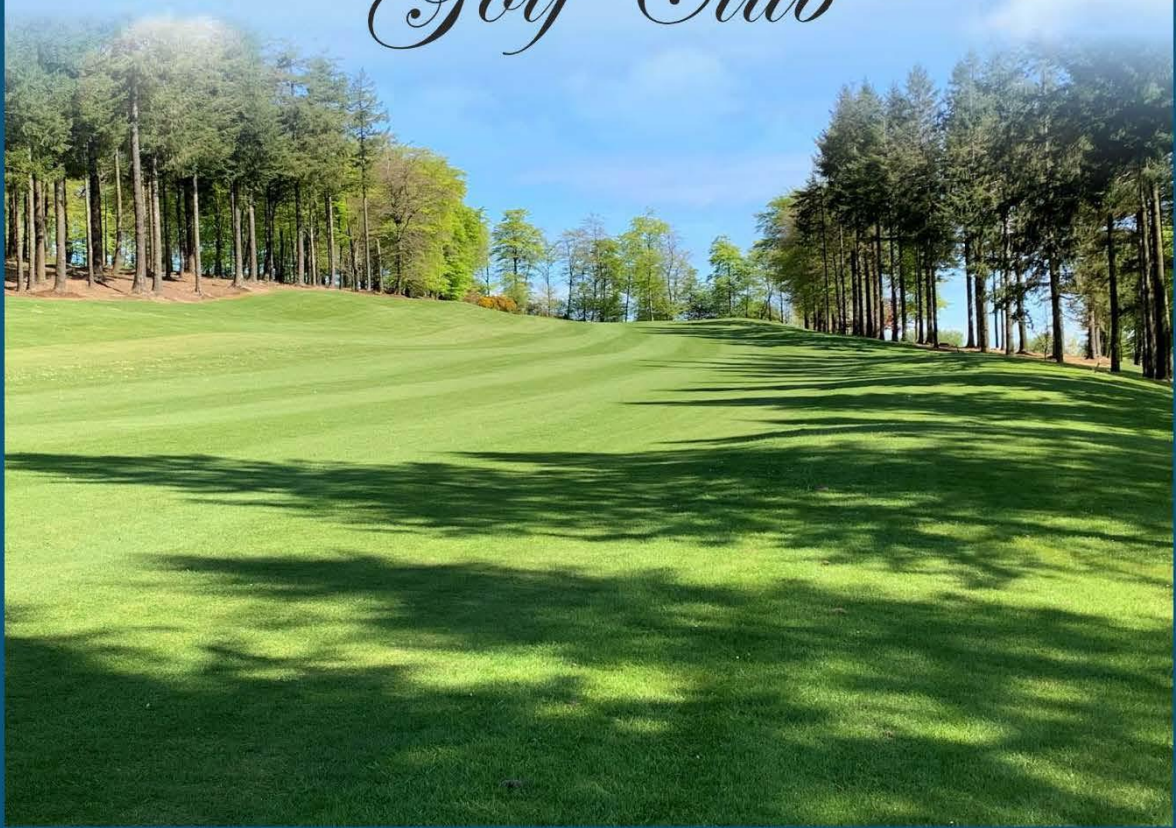




*Baltinglass  
Golf Club*



**Baltinglass Golf Club  
Strategic Plan**

**For the period: 2024-2026**

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Version	Date	People
Version 1.0	October 2024	Strategic planning committee

## Section 1: WHERE ARE WE NOW?

### **1.1 Introduction**

The Management Committee engaged Golf Ireland at the beginning of the year, for best practice advice on a multi-year strategy plan for the Club, in preparation for our upcoming Centenary Year in 2028. Further to that, our Captains engaged some members to form a Strategic Planning committee, the charter being to produce a high-level 3-year strategic plan for the club. This document is version 1.0 of that plan. The next multi-year club strategy plan will cover 2027 - 2029 including our Centenary Year in 2028.

Since the formation of the Strategic committee, we have engaged various sub-committees in the club to complete a SWOT analysis. In addition, we have completed an extensive Members survey, to gather the views of our members on key areas for improvement. This plan encapsulates the feedback from you, our members.

We are very proud of our course which is always presented in great condition and provides a true challenge for golfers of all skill levels. None of this would be possible without our staff, who work tirelessly alongside our volunteers, to serve on the various sub-committees, working on the course and clubhouse. This plan will provide direction for our club sub-committees and members, along with a clear vision of what we are trying to achieve. It should help our staff and extensive list of generous volunteers to work together to achieve our goals in time for the Centenary.

Baltinglass Golf Club was officially opened in May 1928 and the first members' competition was held on the following month, June 3<sup>rd</sup>. It was designed by Lionel Hewson, confined to nine holes and named originally as St. John's Golf Club. While this registered name continued up to the AGM 1972, it was generally known locally as 'Baltinglass Golf Club'.

On the 28th of February 1999, at a Special General Meeting in the Downshire Hotel, Blessington, attended by close on 300 members, virtually unanimous approval was given to a plan to extend the course to eighteen holes. The course layout of the new nine holes was designed by Mr. Eddie Connaughton and in association with Mr. James D'Arcy. On 25th August 2002, these new holes (the present 2nd to 10th holes inclusive), were opened marking the fruition of the long sought aspiration of the eighteen-hole golf course we have today.

One of our primary aims going forward is to run the club like a business. We currently have one permanent employee and 4 Community Employment workers. The bar/restaurant is leased out. We have limited resources and a monthly mortgage to repay until 2028 (annual repayment is approximately €39k with a balance of €160k outstanding).

Outlined below is a comparison of our last full year (2023) membership numbers, subscriptions, net income and net costs versus our pre-Covid numbers in 2019;

Year	2019 (pre-Covid)	2023
# of female Members	45	59
# of male Members	174	216
Under 35s	n/a	34
# of female Members (+ Juniors)	65	72
# of male Members (+ Juniors)	230	251
Total Members (+ Juniors)	295	323
Total Subscriptions (+ Juniors)	€133k	€177k
Net Income (from sponsorships)	€5992	€5425
Net Costs (mortgage)	€39,331	€39,331
Lease (machinery)	-	€11,076
Buggy & Trolley hire	-	€16,800

At a high level, our Strategic Plan contains our vision for what we want the club to look like in 3 years' time. As outlined in our survey results presentation, there were 5 main areas where we took input from our Membership and it was very clear we need to make significant improvements on the following; The Course, increased Membership, The Bar & Restaurant and the Club House. We also had unanimous support in continuing to implement some additional elements of the One Club model.

We also know from the survey that we need to upgrade the clubhouse, in particular the catering, and we need a clear plan to implement these improvements (re. Quality, healthier options/variety and hygiene). Top of the list from our survey was the Course, where there was a clear mandate from the members regarding course improvements, specifically around the greens, bunkers and Tee boxes. However our machinery is quite old and we have only one Greenkeeper, so we need a plan that outlines how our strong volunteer base can help meet our goals for the course improvement.

Finally, we have an aging membership and need to improve our structure and succession plan for the committees. We need better communication and marketing in general, to grow our membership. This document will clearly identify and prioritise the above types of improvements, with clear objectives and timeframes for achieving them.

This plan will also serve as the Operational plan for the club which the various sub-committees will be working to each year. It will be monitored every 3 months and each sub-committee will report back on progress. The new Club Chairperson will collaborate with the sub-committees and manage the plan to ensure it is aligned with Budget as agreed with the Management committee. If something needs to get done and it's not budgeted, the requesting sub-committee should work with the Chairperson to take it to the Management committee for approval, in advance of any deviation from the plan.

## 1.2 Situation Analysis

An analysis of the current situation and recent trends at the club informs our development. Below is what we uncovered from a joint meeting of the Management Committee along with the Men's and Women's golf sub-committees.

### SWOT Analysis

Our Club SWOT analysis identifies what we are good at, what we can do better, as well as the things which may have a positive or negative impact on our club:

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>● Volunteers / Committees</li> <li>● Course Condition/Layout/Setup/Views</li> <li>● Progressive Club/Friendly/Welcoming Atmosphere</li> <li>● PGA Professional - Tom O'Neill</li> <li>● Strong/Ambitious Juvenile Section</li> <li>● No entry Fees</li> <li>● Loyalty of Members</li> <li>● Inclusive / Equality</li> <li>● Good Community Spirit</li> <li>● Location - an hour from Dublin</li> <li>● 15 minutes from M9</li> <li>● Year Round Playability</li> <li>● Bar/Restaurant (leased out)</li> <li>● Good Availability of Tee Times</li> <li>● Finance / Ability to pay off loans</li> <li>● Good Team Support</li> <li>● Good Record in Inter Club comps</li> <li>● Communication</li> <li>● Good value Green Fees</li> </ul>	<ul style="list-style-type: none"> <li>● Catering</li> <li>● Clubhouse Facilities (showers)</li> <li>● Low Income from Green Fees &amp; Societies</li> <li>● Challenging first hole</li> <li>● Ageing Membership</li> <li>● Financial constraints (Interest Rates, Loans)</li> <li>● Lack of Staff</li> <li>● Dependence on Volunteers</li> <li>● Outdoor Lighting (car park)</li> <li>● Membership Numbers</li> <li>● Poor Practice Facilities</li> <li>● Poor Communication (lack of people accessing info)</li> <li>● Course Condition (drainage 1<sup>st</sup> &amp; 11<sup>th</sup>)</li> <li>● Carpark</li> <li>● Low number of Juveniles &amp; women</li> <li>● Poor Advertising / Promotion</li> <li>● Age of Machinery / Equipment</li> <li>● New Member follow-up</li> <li>● Health &amp; Safety in some areas</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>● Centenary Year</li> <li>● Improved Catering will lead to Income Opportunities (functions)</li> <li>● Increase Membership - Juveniles &amp; Females</li> <li>● New Housing Development - Special Offer New Members</li> <li>● Community Integration</li> <li>● Increase Online Presence / Improve use of Social Media</li> <li>● Increase Grant Funding</li> <li>● Improved Facilities - generate more income (function room hire)</li> </ul>	<ul style="list-style-type: none"> <li>● Independent golfer</li> <li>● 7 neighbouring Clubs (Rathsallagh, Tulfarris, Blessington Lakes, Athy, Kilkea Castle, Mount Wolseley, Carlow)</li> <li>● Loss of members</li> <li>● Age Profile (older)</li> <li>● Financial Constraints / Rising Costs of borrowing / Inflation</li> <li>● Security, Vandalism, Theft</li> <li>● Bad Golf/handicap Etiquette</li> <li>● Loss of Income/Sponsorship</li> <li>● Climate Change affects</li> <li>● CH Building dilapidation</li> </ul>

<ul style="list-style-type: none"> <li>● Get into Golf Events</li> <li>● Joint Membership with local Clubs GAA etc</li> <li>● Focus on Environmental/Green/Sustainability</li> <li>● Driving Range - improve practice facilities</li> <li>● More Open Days</li> <li>● Golfers Special Introductions/Incentives</li> <li>● Apprenticeships for Greenkeepers</li> <li>● Retain existing members</li> <li>● Increase Green Fee Income</li> <li>● Increase Sponsorship</li> <li>● Golf Ireland Expertise &amp; support</li> <li>● Increase Advertising &amp; Marketing</li> <li>● Hold more GI Events</li> <li>● Footfall from Woodland Walk</li> <li>● Local Schools (increase advertising &amp; opportunities)</li> <li>● Vending Machine (tea/coffee/snacks)</li> <li>● Outdoor bowling green</li> <li>● New putting green beside the buggies</li> </ul>	<ul style="list-style-type: none"> <li>● Loss of Volunteers</li> <li>● Difficulty recruiting Management Committee members</li> <li>● Machinery Breakdowns</li> <li>● Other Local Sports</li> <li>● Members reluctant to change (old traditions)</li> <li>● Potential loss of our mature Evergreen Trees on the top 9 holes due to storm damage</li> <li>● Diseased Ash Trees (would need to be removed and replaced)</li> </ul>
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Every club has things they would like more of, and things that they would like less of.

At BGC we need more;

- members
- income from societies
- income from classics
- income from sponsorship
- income from green fees
- income from grants

The future success of the club depends on all members contributing to a positive and supportive culture and atmosphere around the club, one that we can all be proud of. Every member plays a key role in building this and its incumbent on each of us to contribute in a positive way, bringing new/fresh ideas and solutions to management, and less negativity.

## Section 2: WHERE ARE WE GOING?

### **2.1 Our Vision statement**

Baltinglass Golf Club is a member owned and led, family-friendly and sociable community of golfers, brought together by our shared love of golf.

Our vision is to provide members and guests with a memorable golfing experience on a course presented to a consistently high standard.

### **2.2 Our Mission statement**

Baltinglass Golf Club will provide a welcoming and friendly environment for members and guests, embracing those who share our values, honouring our heritage and traditions, while maintaining a progressive mindset.

The golf course will continue to be developed and maintained in line with best professional advice, practice and standards, to ensure it is presented to a consistently high standard year round.

We aim to deliver a first class membership experience both on and off the course, with our clubhouse facilities and catering offering the highest standards of hospitality.

We will achieve this by making our club enjoyable, accessible and affordable for our members. We will consistently promote the game of amateur golf and be a responsible member of the community.

### **2.3 Club values**

Our Core values include;

- Respectful custodianship of our course and its heritage
- Commitment to excellence and delivering the highest quality of service
- Welcoming and Inclusive to all
- Member led, Volunteerism/Teamwork & Community
- Pride & Loyalty in our club – on and off the course
- Respectful to the environment & biodiversity
- Communicate openly with our members & stakeholders

## **2.4 Strategic Priorities/Core Areas**

Based on the detailed SWOT analysis (from our Management and golf Sub-Committees) outlined above, along with the members survey results (see survey results doc for more info), we have determined the following to be our core areas of focus for the next three years;

1. Course & Biodiversity
2. Membership, Marketing & Communication
3. Governance & Finance
4. Catering & Clubhouse
5. Community Engagement

## Section 3: HOW DO WE GET THERE?

This section covers how our Club will achieve our vision, for each of our core areas.

### 3.1 Course & Biodiversity

Core Area	Course & Biodiversity
<b>Strategy Statement</b>	
<p>Our golf course is by far the most important factor in why our members have decided to join and remain members of Baltinglass GC. We must ensure the course is developed and maintained to a consistent high standard year round. The course is the reason for the club, and it is critical to maintain, develop and upgrade the course, machinery and equipment always working within the parameters of the annual budget.</p>	
<b>Objectives</b>	
<p>Course Development &amp; Maintenance Programmes:</p> <ul style="list-style-type: none"> <li>● Entire course which includes greens, tee boxes, fairways, rough, dykes, bunkers and the entrance (first impressions)</li> <li>● Existing Machinery and prospective replacements</li> <li>● Health &amp; Safety</li> <li>● Irrigation system</li> <li>● Buggy Path maintenance and extensions</li> <li>● Drainage on 1st &amp; 11th fairways</li> <li>● Biodiversity</li> <li>● Practice facility improvements</li> </ul> <p>Our goal is to upgrade the golf course facilities thereby increasing member satisfaction and retention as well as encouraging new members to join.</p> <ul style="list-style-type: none"> <li>● Employ a new member of staff on the course</li> <li>● Greens - establish a consistent playing surface. Create a weekly plan for flag positions and make the back of 17th machine-friendly</li> <li>● Develop winter greens early in the autumn</li> <li>● Tee boxes - Upgrade Women's 10th &amp; 15th, Men's 17th. Drain 12th, 13th &amp; 15th Men's tees</li> <li>● Develop winter tee boxes on the new 9</li> <li>● Bunkers – There should be a consistent level of sand in all bunkers throughout the year. We need to address some bunkers to make them more machine friendly and have less maintenance.</li> <li>● 8th – make it smaller and more machine friendly</li> <li>● 9th fairway bunker – make smaller by half from the front</li> <li>● 14th on right – make smaller by half (from the 15th tee box)</li> <li>● 18th fairway bunker - make it smaller by half from the front</li> </ul>	

- Health & Safety – we must ensure that all infrastructure and machinery are operated safely, efficiently and effectively. Comply with Health and Safety regulations and Environmental legislation
- Machinery will need to be serviced, updated and replaced.
- The irrigation system needs to be upgraded on the 18 greens & tee boxes.
- Drainage on the 1st & 11th fairways will need to be done to help with all year-round playabilities. Investigate shock wave approach
- Maintain current buggy paths and extend path from before 3rd green to 4th tee.
- Biodiversity – Fertilise organically to help with the long-term development of the playing surfaces. Provide pollinator friendly plants. Balance the needs of the course with the protection of the natural environment and wildlife.
- If there are any projects for the course, we should always consider the aesthetics of the project.
- The contribution of the volunteers is vital for the future of the club, a volunteer coordinator will be appointed from the Management committee to help coordinate the Course Development & Maintenance Programme plans for the course.
- Practice facilities – Construct a covered Driving Bay and a practice putting and chipping green with a bunker
- Investigate the possibility of a Bowling green
- Evergreens to be removed from around the perimeter of the maintenance shed and replaced with a beech hedge
- Prune trees around the course where necessary
- Address the tree roots on 17th & 18th fairways
- Erect barrier at stream coming from the 2<sup>nd</sup> green to Women's 3<sup>rd</sup> tee
- Make mound at back of 18<sup>th</sup> green machine friendly
- Put steps in on left side of dyke on the 13th
- Lime tree on the 11th needs to be pruned by 3 meters all around (cost €2k)
- Replace the water tank on the practice fairway
- Loss of our mature Evergreen Trees on the top nine holes and their replacement (serious storm damage to our evergreen trees is a considerable risk and without proactive foresight and remediation, it could destroy the character of some holes).
- Diseased Ash trees to be removed
- Provide Car park lighting
- Invest in sensor light over buggies at machine yard

## Initiatives

- Monthly plan to be shared with Management Committee, Greens Sub-Committee and volunteers in advance, so workload can be coordinated and distributed/allocated accordingly. A volunteer coordinator to be identified to help with this.
- Any deviations should be approved in advance by the Management Committee Please refer to Section 5.1 for the Course and Greens work schedule for more details

### 3.2 Membership, Marketing & Communication

Core Area	Membership, Marketing & Communication
<b>Strategy Statement</b>	
To implement an effective membership, marketing and communications plan, that retains existing members, grows membership, and increases income together with raising awareness of Baltinglass Golf Club in our local community	
<b>Membership Objectives</b>	
<p>To provide a Community based Club and course that members want to stay in</p> <p>We will continue to offer green fees at a price that reflects the quality of our course</p> <p>Through visiting societies, open competitions, local classics and green fees we will aim to generate additional income.</p> <p>To grow our membership by at least 10 full members each year and an additional focus on younger players (&lt;35), Juveniles and Women.</p> <p>Specific Goals:</p> <ul style="list-style-type: none"><li>• Extend our Membership &amp; Marketing Committee and source members with digital Marketing experience to target a younger audience</li><li>• Put in place a comprehensive plan for recruiting, engaging, and integrating new members into the club</li><li>• Continual marketing effort to attract new golfers</li><li>• Continue to support an inclusive membership</li></ul> <p>Member Retention</p> <ul style="list-style-type: none"><li>• Provide new members with integration support &amp; a handbook in their first year of joining</li><li>• Introduce reviews with members who resign where possible</li><li>• Conduct regular membership surveys</li><li>• Provide regular member updates</li></ul> <p>Member Recruitment</p> <ul style="list-style-type: none"><li>• Establish a thriving Junior Golf Membership programme and grow membership in this category</li><li>• Develop the Transition Year Students Programme</li><li>• Develop the Women’s Membership</li><li>• Increase the average green fee over 3 years as the course and facilities improve</li><li>• Freeze member guest green fee at €20.00 until 2025</li><li>• Encourage Social Membership from the local community</li><li>• Introduce shorter format (7 or 9-hole) competitions for those with limited time (particularly members with young families)</li></ul>	

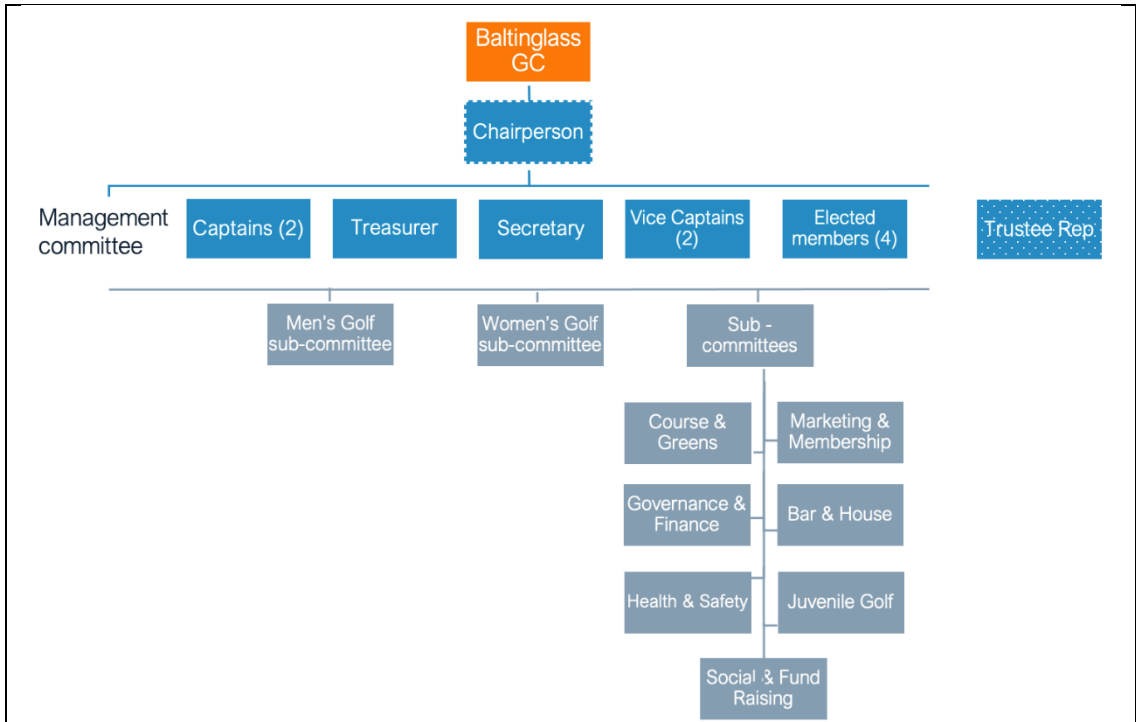
- Develop a membership promotion programme aimed at attracting new members from the local community – promoting golf as an attractive option for those seeking a change of sport
- Devise a programme to promote the “Get Into Golf” programme in the local community
- Reach out to new Baltinglass residents promoting a variety of membership options

## Marketing Goals

- Ensure website and social media content is updated regularly with news stories of interest
- Establish a bank of high-quality photographs for marketing purposes
- Initiate focused campaigns via social media (and in conjunction with 3rd parties) to drive membership, green fees and societies
- Investigate and apply for grants for specific projects
- Explore the possibilities of hosting prestigious events
- Benchmark Baltinglass Golf Club membership categories and fees against other similar neighbouring clubs and advise the Management Committee annually on Membership and Green Fees
- Promote prior achievements of the club (e.g. via podcast)
- Senior citizens & societies mid-week offers (golf /dinner /buggy)
- Engage member with digital marketing experience to help

### 3.3 Governance & Finance

Core Area	GOVERNANCE & FINANCE
<b>Strategy Statement</b>	
<p>Ensure our governance, administration and golfing operations will be of the highest standards.</p>	
<b>Objectives</b>	
<p>Baltinglass Golf Club will continue to operate under the One Club Model, a Single club structure to administer golf affairs for both male and female members.</p> <p>We will ensure our governance, administration and golfing operations will be of the highest standard, with fairness and equality at its core.</p> <p>Ensure our finances are in line with the latest accountancy standards for reporting to the Management committee.</p> <p>Develop an effective governance structure for the Club, providing leadership and management in all areas and all levels of the Club's operations.</p> <p>Good governance should be understood by every member of the Club's Management Committee, by members of all sub-committees and staff members. It builds trust and protects club values, reputation and accountability. We recognise that good governance helps Baltinglass Golf Club in many ways, namely to be transparent, work democratically, operate to best practices, run efficiently, achieve goals, set guidance, avoid risks, improve sustainability, adapt to change, protect our reputation, be responsible, grow resilience, plan succession and attract funders/sponsors.</p> <p>Office upgrade - make area more open and approachable for visitors.</p>	
<b>Organisation Structure</b>	
<p>We know from the survey we had an overwhelming vote in favour (85%) of the club continuing under the One Club Model. This was not a big surprise, especially given that much of the work has already been done as regards equal rights for all members. We will continue this transition over the coming months; the remaining big change will be the removal of any duplication of administrative work.</p> <p>Please see next page for the Organisation chart with an outline of the key roles;</p>	



We will continue to have 2 Captains (a Women's & a Men's) and 2 golf sub-committees (Women's & Men's). There will be a new Chairperson's role added and going forward, we will only require 1 AGM (instead of 3). The position of Club President shall rotate annually between a male member and a female member.

The Chairperson shall chair all management meetings, AGM's, EGM's and SGM's and ensure continuity of Strategic and other Club Planning for a minimum 2 year term.

All club and golf sub-committee chairpersons will report to the Management Committee and will submit a written report (summary) for each Management Committee meeting. They will ensure that all work carried out in their areas is pre-approved, budgeted and included in our Operations Plan (attached in Section 5).

### 3.4 Catering & Clubhouse

Core Area	Catering & Clubhouse
<b>Strategy Statement</b>	
<p>The club will deliver a welcoming and high-quality experience to all our members and visitors, and be known locally as a great place to eat, drink, and socialise with family and friends.</p> <p>The Clubhouse will ideally become a Community hub of activity and a destination in its own right.</p>	
<b>Objectives</b>	
<p>Based on feedback from the members survey, the Management Committee will nominate a Catering &amp; Clubhouse sub-committee who will endeavour to address all matters raised by our members with regard to improving both the Catering delivery of food and hygiene and upgrading/modernising the Clubhouse.</p>	
<p>Much work has already been carried out during Year 1 – i.e.</p>	
<ul style="list-style-type: none"><li>- Front door, railings, side doors, and seat painted.</li><li>- The outside of the building has been painted and repairs carried out.</li><li>- Baltinglass GC name erected on the front of the Building</li><li>- Hedge planted on the avenue up to the entrance to the Car Park and around the Patio area</li><li>- New sign erected at the entrance to the Driveway</li></ul>	
<b>Reception</b>	
<p>Some minor improvements have been carried out in Year 1 but the whole reception area needs a major revamp to include:</p>	
<ul style="list-style-type: none"><li>- Upgrade to the office area to allow for visitors sign in and supply of Tea/Coffee outside of catering hours.</li><li>- Employ a new member of staff in the office.</li><li>- Provision for sale of Golf accessories such as gloves, balls, tees, etc.</li></ul>	
<b>Men’s Locker room</b>	
<ul style="list-style-type: none"><li>- Replace and upgrade urinals and shower facilities. Plumbing upgrade.</li></ul>	
<b>Women’s Locker room</b>	
<ul style="list-style-type: none"><li>- Showers and toilets upgrade/replace. Plumbing upgrade.</li></ul>	
<b>Bar and Lounge - modernise</b>	
<ul style="list-style-type: none"><li>- Sand and varnish bar worktop.</li><li>- Paint ceiling and walls in the Bar</li><li>- Paint ceiling and walls in the Lounge</li></ul>	

- Re upholster benches
- New curtains in the Lounge
- Paint inside all windows.
- New Lighting

#### **Kitchen/Prep Area**

- Floor/tiles - covering in prep area
- Fire Alarm Upgrade
- New Freezer
- New Cooling system
- New Cooker Hob
- Paint walls in Kitchen, prep area and dry goods area and repair and paint ceilings in these areas.
- Paint back door of kitchen – inside and outside
- Contract for service must be put in place for the Catering providers

#### **Dining Hall**

- Replace Carpet
- Sand and varnish wooden floor
- Replace all tables
- Complete upholstery of stacking chairs
- Lights (broken) to be replaced

#### **Conservatory**

- Panes of glass x 2 – replace
- Paint Wall and wooden sheeting to match conservatory long hall (floor sanded and varnished)
- Floor (fix cracked tiles)

#### **Other matters that should be addressed include:**

- Draw up a time bound plan for general maintenance of the Clubhouse and assess what work can be achieved over the coming years to include:
  - o Cleaning gutters annually
  - o Windows – ongoing maintenance
  - o Identify any leaks in the roof and repair
  - o General repairs as necessary
  - o Safety assessment & compliance check on electrics
  - o Inspection of sewerage system with a view to upgrading
  - o Continue to monitor the possibility of installing solar panels for the clubhouse, dependant on our financial circumstances
- Invest in a PA system

**The full list of proposed can be seen in the Work Schedule in Section 5.2**

### 3.5 Community Engagement

Core Area	Community Engagement
<b>Strategy Statement</b>	
<p>Our club will be recognised in the wider community for the quality of facilities, service, friendly atmosphere and for our contribution to local golf and the community.</p>	
<b>Objectives</b>	
<p>Engage with the following local groups to increase collaboration/cooperation and generate a greater community spirit (similar to what's been done with the schools and Transition year students).</p> <ul style="list-style-type: none"><li>• GAA - we would like to further strengthen our partnership with local sporting Clubs</li><li>• We would also like to investigate the possibility of joint membership options</li><li>• Tidy towns</li><li>• Forest walk – promote coffee and pastry (signage)</li><li>• Heritage centre</li></ul>	
<b>Initiatives</b>	
<ul style="list-style-type: none"><li>• Liaise with local sporting Clubs</li><li>• Promote our Club in local schools</li><li>• Development of a Bowling Green</li><li>• Advertising the local events</li><li>• Look at Dual Membership of local clubs – Student Apprentice and Under 35 year olds. Reduce by €50. €350 per year includes Golf Ireland membership for 3yrs €220 per year Student Apprentice</li><li>• Offer a lesson with Tom</li><li>• Signage for coffee &amp; pastries near Tom's sign at the practice area (for parents of juveniles)</li></ul>	

## Section 4: WHO IS ACCOUNTABLE?

### 4.1 Accountability

Having completed the plan, we have reflected upon who will be expected to carry it out successfully. The following teams will be responsible for carrying out the plan in each of our core areas:

Core Area of Our Club	Team Lead	Supported By
1. Course & Biodiversity	Chair of Sub-Committee & Eamon Doherty	Course & Greens Sub-Committee
2. Membership, Marketing & Communication	Chair of Sub-Committee	Office, Membership & Marketing Sub-Committee, and the 2 golf Sub-Committees
3. Governance & Finance	Treasurer	Governance & Finance Sub-Committee
4. Catering & Clubhouse	Chair of Sub-Committee	Catering & Clubhouse Sub-Committee
5. Community engagement	Chair of Sub-Committee	Social & Fundraising Sub-Committee

## 4.2 Training and Development

In certain cases, our staff and volunteers may need training to help them with their roles. Here are the training requirements we have identified for our Staff & Volunteers:

Person(s)	Training Required
Course & Greens Employees	Green keeping Health & Safety Basic Mechanics Course
List of first aiders & de-fib trained staff to be confirmed	First aiders/de-fib training
Office Admin/CE group	Training on Excel and Microsoft suite, plus basic golfing knowledge

Our Committee Meetings will monitor our strategic plan & operational plans in terms of progress and the execution of our training and development plan.

## Section 5: The Operational Plan

Without a clear operational plan and actions as outlined, we cannot achieve our Club's Vision/Mission/Purpose. The following pages contains the actions that will be undertaken to achieve our Strategic goals, including those responsible and details of work, plus timelines. The teams will meet and review quarterly to ensure a continuing focus on the operational plan to meet our strategic goals.

### 5.1 Baltinglass GC Strategic Work Schedule

Course and Greens	Area		Year 1	Year 2	Year 3	Cost (€) Year 1	Supplier	Progress
Employ Apprentice Greenkeeper				✓			TBC	Year 2
Driving Bay	Course & Greens	Sponsored	✓			1000		Complete
Driving Mats	Course & Greens	Sponsored	✓			1800	OFS	Complete
Hedge	Course & Greens	Sponsored	✓					Complete
New Nets	Practice Area		✓			250		Complete
BGC Box Hedge	Entrance	Sponsored	✓					Complete
BGC Markers Repainted/reshaped		No Charge	✓				Jason Seitz	Complete
Pond 2nd Green		No Charge	✓				Michael Lawlor	Complete
Carpark Brushed/Pot Holes		No Charge	✓				Martin Duffy	WIP
Railings on both 1st & 13th Tees			✓			900	Jason Seitz	Complete
Spinnies treated		No Charge	✓				Volunteers	Complete
Bunkers on top refilled with sand N/C			✓			500	Volunteers	Complete
Kitchen Yard spray and tidy		No Charge	✓					Complete

Upgrade all Health and Safety			✓			100	Jason Seitz	Complete
Fire Extinguishers - all machines			✓			340	Michael Farrell	Complete
Biodiversity Plan GI			✓				Management Committee	Complete
Move Buggies - side machinery yard				✓		500	Volunteers/staff	Year 2
Resurface Men's 17th Tee Box			✓					To be completed
Extend Women's 15th Tee Box			✓					WIP
Reshape Bunkers/Close in Bunkers				✓				Year 2
Signs on rakes in Bunkers - replace			✓					Complete
Level Tee Boxes 3/4/6			✓					Complete
Relevel Men's 11 Tee Box			✓					Complete
Re-surface Car Park					✓			Year 3
Remove tree stump beside 11th Tee			✓					Complete
Lettering on Stone Top of 1st Tee - re do				✓				Year 2
Flower Bed - back of 18th Women's Tee box			✓					Complete
Irrigation System				✓		197000	163,000 Grant allocated	Year 2
Bowling Green					✓			Year 3
Practice Green			✓					WIP
Remove Trees around Maintenance Shed				✓			5000	Year 2
Replant with a hedge				✓				Year 2

Address roots on 17 <sup>th</sup> & 18 <sup>th</sup> fairways				✓			1200	Year 2
Prune lime tree on 11 <sup>th</sup>				✓			2000	Year 2
Drain 1 & 11				✓				Year 2
Tank replacement			✓				15000	WIP
Back of 17th – make machine friendly			✓					WIP
Improve entrance to pump house			✓					Complete
Clear Spinnies on 2 <sup>nd</sup> & 4 <sup>th</sup>			✓					Complete
Cover in driving bay			✓				6350	WIP
Improve entrance to tank with gravel			✓					To do
Widen practice area			✓					Complete
Remove trees overhanging pump house			✓					Complete
Replacement of any mature Evergreen Trees (on the top 9 holes) some due to loss from storm damage				✓	✓			Year 2 & 3
Diseased Ash Trees to be removed and replaced				✓				Year 2
Provide Car park lighting				✓				Year 2
Provide sensor light over buggies at machinery yard				✓				Year 2

## 5.2 Baltinglass GC Strategic Work Schedule

Clubhouse	Area		Year 1	Year 2	Year 3	Cost(€) Year 1	Supplier	Progress
Replace 5 Glass Panes Conservatory	Bar and House		✓			2500	Lakeside Glass	Complete
Fix Window Locks and Office door lock	Bar and House		✓				Lakeside Glass	Complete
Power Wash Patio	Bar and House	Sponsored	✓					Complete
No Smoke Zone	Bar and House	Sponsored	✓				Fintan Doyle	Complete
Deep Clean Kitchen area	Bar and House		✓			1327	Murphys Contract Cleaners	Complete
Deep Clean Hood	Bar and House		✓			900	VSS	Complete
Security Cameras	Bar and House		✓			2500	Hughie Fleming	Complete
Painting Front Door and Railings	Bar and House		✓			700	G. Bradley & B. Doyle	Complete
New Corporate Mat	Bar and House	OFS Sponsored	✓			350	Pittman	Complete
Paint Side Doors x 2	Bar and House	No Charge	✓					Complete
Paint Yard Gate	Bar and House	No Charge	✓					Complete
Paint Kitchen Back Door	Bar and House	No Charge	✓					To Do
Reception Desk Paint	Bar and House	No Charge	✓					Complete
New Name Sign for Clubhouse	Bar and House	OFS Sponsored	✓			1550	Jason Seitz	Complete
New Brand Name for GC	Drive Way/Car park		✓			100		Complete
Remove Notice Board /Paint wall Rec.	Bar and House	No Charge	✓					Complete
Wall of Fame	Bar and House	No Charge	✓					Complete
Repairs to Sheeting Conservatory	Bar and House		✓			250	N. Doyle	Complete
Paint Conservatory Sheeting	Bar and House		✓			600	G. Bradley	To Do
Sand and Varnish Floor Conservatory	Bar and House		✓			500	Michael Moore Stratford	Complete
Paint and repair benches on the Patio	Bar and House	No Charge	✓					Complete
Repair head and long windows in the Bar	Bar and House	No Charge	✓				D. Tyrrell	Complete
Repair and paint windows in Bar area	Bar and House	Materials only	✓			80	D. Tyrrell/Quinns	Complete
Paint windows Men's Locker Room o/s	Bar and House		✓				G. Bradley	To Do
Carpet Dining Hall - Replace	Bar and House		✓					To Do
Bar Stools upholstered	Bar and House	No Charge	✓					Complete

Safety assessment/compliance check of electrics	Bar and House		✓					Complete
Inspection of sewerage system with a view to upgrading	Bar and House			✓				Year 2
Invest in new PA system	Bar and House			✓				Year 2
Conservatory Chairs Upholster x 10	Bar and House	Sponsored	✓			500	Michael	Complete
Club Chairs Upholster	Bar and House			✓		540	Michael	Year 2
Dining Hall Tables Replace	Bar and House			✓		3500		Year 2
Lounge - Paint walls and revamp	Bar and House			✓				Year 2
Lounge - new lighting	Bar and House				✓			Year 3
Tea/Coffee facilities/Vending machine	Bar and House			✓				Year 2
Kitchen Tiling - shelving removed	Bar and House	No Charge	✓					Complete
Floor Covering in Prep area	Bar and House		✓					Complete
Paint prep areas	Bar and House		✓					Complete
Fire Alarm Upgrade	Bar and House			✓				Year 2
New Freezer	Bar and House			✓		2500	Management	Year 2
Women's showers/Gents' urinals	Bar and House				✓			Year 3
Firewood for Club stove	Bar and House		✓					WIP
New Fan in Cooler	Bar and House		✓			450		WIP
New Cooling System	Bar and House				✓	10,500		Year 3
New Hob for cooker	Bar and House			✓		1500		Year 2
New Steel tray under Oven	Bar and House		✓			90		Complete
Replace Pane Glass in Conservatory x2	Bar and House			✓				Year 2
Gutters - Maintenance	Bar and House			✓	✓			Year 2&3
Identify all leaks in Clubhouse and fix	Bar and House			✓				Year 2
Remove Brown foam filling - Kitchen	Bar and House		✓					WIP
Clear area to rear of Kitchen yard - chairs	Bar and House			✓				Year 2
Remove all old equipment from kitchen yard	Bar and House		✓					Complete
Paint inside of door onto Patio	Bar and House		✓					To Do
Paint door from Bar onto Hallway	Bar and House		✓					To Do
Paint Dry Goods area in kitchen	Bar and House		✓					To Do

New Mops and Hanging Area	Bar and House		✓					To Do
Dining Hall Floor - Sand and Varnish	Bar and House			✓				Year 2
Repair Flushing System in Gents' Urinals	Bar and House		✓					Complete
Replace Urinal system	Bar and House			✓		TBC		Year 2
Sand and revarnish Bar worktop	Bar and House			✓				Year 2

### 5.3 Baltinglass GC Strategic Work Schedule

Governance			Year 1	Year 2	Year 3	Supplier	Cost €	Progress
Health and Safety Statement Updated			✓			Management		Complete
Policies Updated on Website			✓			Management		Complete
Website continually updated			✓			Management		Complete
Health and Safety Officer appointed			✓			Management - Jason Seitz		Complete
Upgrade all H&S in and around Club			✓			Jason Seitz		Complete
Tom O'Neill PRO – Retainer			✓			Management	3000	Complete
Health and Safety Policy			✓			Management		Complete
Health and Safety HACCP - Kitchen			✓			Management	100	Complete
Constitution Updated			✓			Management		WIP
Procedure for Admission of New members			✓			Management		WIP
Employ a member of staff for the Office				✓			TBC	Year 2
Computer system upgrade				✓			TBC	Year 2
Revamp/modernise office				✓			TBC	Year 2