

SOUTH BRADFORD GOLF CLUB

Members Survey: 12-month Report

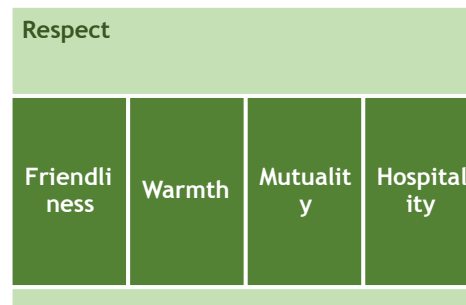
Rationale

This report has been commissioned by the Management Committee to provide an update on the outcomes from the members survey that was circulated in November 2018. In this report we will cover the main themes of the survey and the analysis of the responses. Previous papers, responses and information can be seen in the appendices at the back of this report.

Establishing the Core Values and Behaviours

The survey is an important platform for generating and sharing ideas, providing feedback and for getting those ideas heard and actioned. Our core values and behaviours, as outlined below, create the right conditions for this to happen and our commitment to work within these frameworks allow us to develop better ways of capturing the right information and to do something about it.

“The better the information; the better the decision”



Our Core Values *Behaviours*

Our Core

How the survey has influenced our thinking

How we manage our Club and its operations is the most important factor in determining our present and our future. Information received via the survey (Appendix 1), and through more open dialogue, has helped us to look at what our priorities are and to think more creatively about solutions. A sub-group was formed to look specifically at innovation and strategy. Some of the outcomes from that group (Appendix 2), captured some exciting ideas about marketing and how we might build sustainability and fun into what we provide.

Our thinking was certainly influenced by this approach and whilst getting some of the initiatives off the ground has proved challenging, the right priorities have been identified and these will be part of our future plans. We know how important it is for all members to have a voice and to be able to influence the decisions we make, and

we are committed to maintaining open channels of communication and a culture of trust.

“Don’t tell people what you think they want to hear, tell them the truth”

Survey information

The survey response (Appendix 3) covered as many areas of feedback as possible and together with the ground response (Appendix 4), and the executive summary (Appendix 5), we have a detailed insight into what was raised by members. Whilst not all the comments received were specifically responded to (some comments were individual or personal in nature), the main themes were analysed and covered in the responses. The level of general positivity within the comments was good to see and whilst we know what the challenges are, we have been and will continue to be mindful of how we can improve things.

One key element of this will be the successful implementation of our new constitution and the alignment of the constitution and management of our club within the England Golf Governance Guide <https://www.Englandgolf.org/club-support/club-governance/> (Appendix 6). This is an essential part of the ongoing annual review process that we have in place and we will ensure that the governance principles drive our future.

What are our goals?

This is perhaps the most challenging area for us. Priorities and possibilities are important but having a clear goal, with a strong enough reason why it’s there is more important. The survey provides us with good information from which we need to make decisions about what we are going to do.

We have plans but these change as the circumstances and priorities around us change; e.g. new President and Captain every year; resignations from other posts. Our thinking has developed, and we are looking for a better level of consistency in leadership within the Committee and throughout the Club so that we can establish our goals. Transparency is the key and our commitment to be open and inclusive will make sure that this is put into place at the earliest opportunity. Most importantly of all is that we publish our goals so that everyone knows exactly what we’re working towards.

What else can we do?

“If you always do what you’ve always done, you’ll always get what you’ve always got”

As our new constitution comes into effect, we need to be mindful of how this will affect and impact the management of our Club. We have already begun the work of looking at the various roles within the Committee and how sustainable these positions are. We are now working on a paper that will be discussed and debated at the next Annual General Meeting. This paper will clarify our current thinking around roles, responsibilities and accountabilities and will provide a blueprint for moving forward considering the governance guidance and the sustainability and wellbeing of the Club.

Next steps

As we progress to develop better thinking and improved decision-making, we want to make sure that whatever processes and systems we have in place meet the expectations of our members. The survey was intended to provide a means by which

ideas and reflections could be captured and considered. The nature of surveys is that they capture historic information, real-time information as well as ideas for the future. The challenge is then to sift out the reflective things (the past), identify and action the here and now (the present), and include and incorporate the ideas into plans (the future). Some of this has proved difficult to achieve however we have made some progress and we remain committed to keep working on improvements. Everyone's inputs are important, and we need to keep feeding back and getting involved wherever we can.

Conclusion

This year has again been a challenging one with complicated operational issues to contend with, a difficult financial position, transitioning to a new constitution, and several other issues that simply needed to be dealt with. This has impacted significantly on the time available to develop robust plans and we recognise that this needs to change.

The survey has provided a good focus for innovation and has influenced our thinking. We have for the first time been able to capture ideas and involve members via the survey questionnaire and we think this is a positive and necessary step. We have also been thinking about what the possibilities might be for moving this approach forward e.g. opening committee meetings to members; using a project plan approach rather than having long agendas; formalising the management for employment and HR. Whilst these are only possibilities, it demonstrates that we are looking for ways to innovate and improve.

We are confident that, with the right help, the right involvement, the right motivation and the right commitment, we can continue to keep our Club moving in the right direction.

Thank you.

Appendices

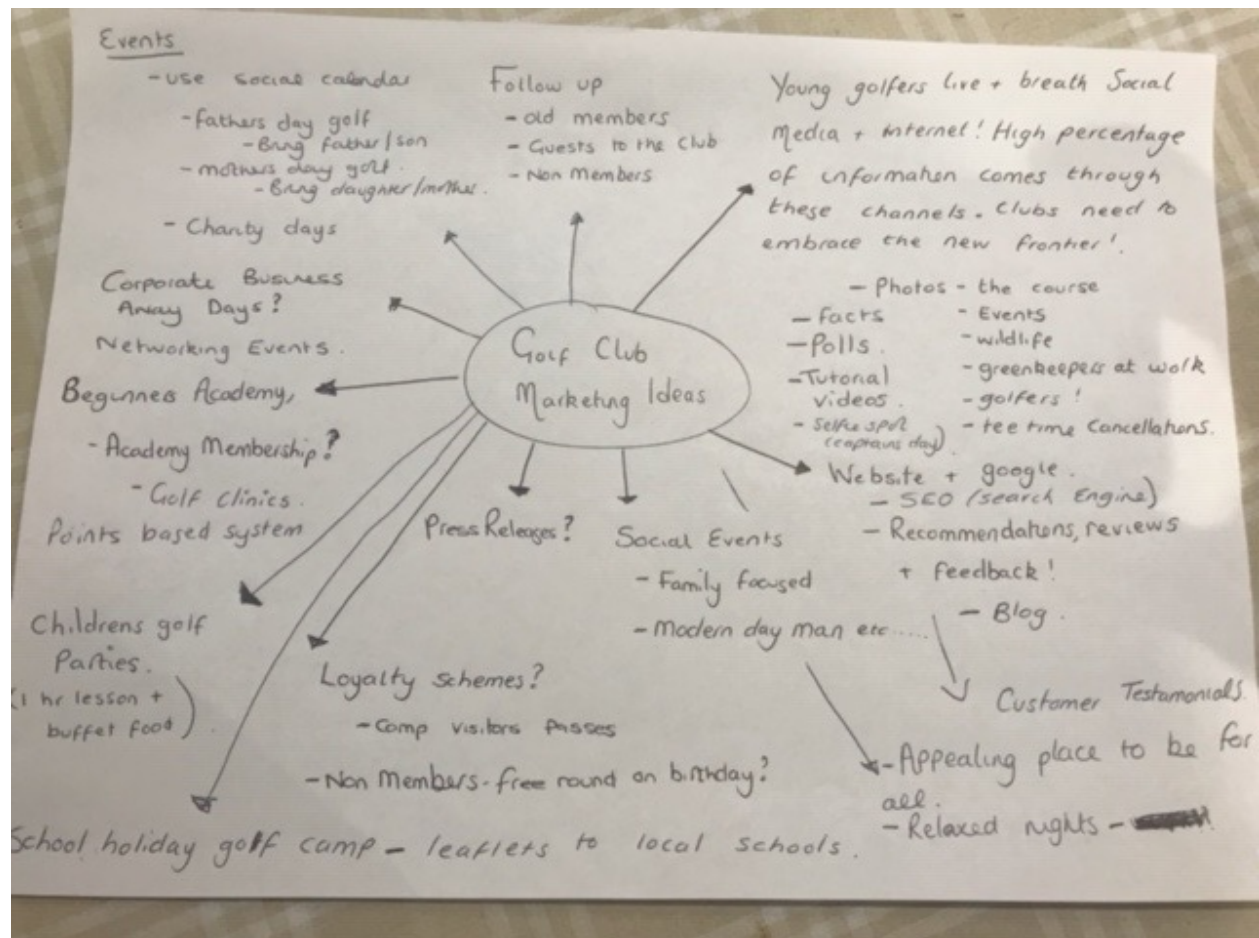
	Title	Page No.
1	Survey report	4
2	Innovation and Strategy Marketing Ideas	4
3	Survey response	5-7
4	Ground response	7-10
5	Executive Summary	11
6	England Golf Governance Guide	11

APPENDIX 1



Members Survey PDF.pdf

APPENDIX 2



APPENDIX 3

Members Survey Response



Respect			
Frien dline ss	War mth	Mutu ality	Hosp italit y

Our Core Values Behaviours

Our Core

Dear Members

Thank you for taking the time to complete the survey and apologies that we have taken a while to get this response back to you. We'll aim to improve on this for next time.

The survey asked questions about a number of areas which we have grouped together and responded to using our core values and behaviours frameworks as set out above. You will see that we are now fully committed to the principle of a values-based approach rather than a rules-based one. We have refined our values to meet the expectations and aspirations of you the members who have clearly expressed some concerns around how you think the Club is changing or has changed.

In our new approach we want to make a definite step away from a culture of command and control to the principles of mutual expectation and responsibility. We can do this by applying our core behaviours and being individually responsible for how we interact with each other. We can also do this by thoughtfully reviewing and rewording any rules that we need by using our values as the moral compass. You will be aware that we are currently updating our rule book and we want to assure you that we will have our core values and behaviours very much at the centre of our thinking throughout this piece of work.

Now, on to the response where we have opted to use the table below which represents a 'You Said; We Did' approach so that we can articulate your comments and provide a response to each of these. We hope this is a good way of providing the right feedback to you.

You said....	We did / We have/ We will....
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<p><i>Treat people equally, and not allow smaller groups to take over.</i></p> <p><i>A better atmosphere between club members there are definite cliques in the club which is a real shame and no longer feels "club" like.</i></p> <p><i>Treat people equally and don't discriminate - then shout it from the rooftops.</i></p> <p><i>Better integration between age groups, I get the impression there are too many 'clicks' (a sort of us and them).</i></p>	<p>This feedback is particularly tricky in some respects as with any large group there will always be smaller groups within the whole. What is unfortunate however is when these smaller groups form tighter 'cliques' where others may feel excluded.</p> <p>Rivalry between groups is normal and healthy forming the basis of many conversations. It is obvious however that we need to really push our values and behaviours with all members so that people are reminded of the principles of equality, inclusion and respect. The behaviours are also particularly relevant and should be underpinned by basic good manners and civility.</p>
<p><i>Create a more inclusive atmosphere.</i></p> <p><i>The social experience is a 'big drinking' predominantly male culture and not a pleasant place for women or older, more respectful members when poor language and abuse towards other members is rife.</i></p> <p><i>Member integration one club for all and all for the club and its goals.</i></p> <p><i>Also, we need to promote the friendliness of our club which is, I believe, our Unique selling point.</i></p>	<p>Being as inclusive as we can is fundamental to our Club.</p> <p>You have reflected that there is not enough respect within the Club. This is again a tricky one to address but with the right leadership, along with a reinforcement of the expectations of everyone, we can make a difference by challenging this type of disrespectful conduct.</p> <p>We are, on the whole, regarded as one of the friendliest clubs around. This is indeed a unique selling point and we should be making the most of this. You may be aware that we are now working on better ways of marketing our Club which will hopefully bring some added benefits by increased footfall and perhaps even more membership.</p>
<p><i>I would not like to be a new member now, It's hard to get in and know who you can and can't play with, I know people names have been down to play on the BRS booking system on a weekend, when that person is away/not playing, so suspect that people are booking slots so other don't book on with them.</i></p>	<p>The BRS system has opened up some good opportunities for us and we have a good deal more flexibility with the system. Playing partners do tend to stick together and will book their slots accordingly.</p> <p>What we will do is to look at previous initiatives where some competitions could use a 'drawn out of the hat' solution which might bring about some opportunities for different people to play together.</p>
<p><i>We are what we are and without investment it will be difficult to improve. We are doing essential work but unable to carry out desirable work.</i></p> <p><i>There is little consideration or drive to deliver an environment that the majority of club members can enjoy - somewhere where good manners and respect is not an alien concept - it's become a club suitable for those who only think of themselves and what they or their mates want, including Captains and Presidents who should be representing everyone.</i></p> <p><i>We need to be in the 21st century, with our technology, opening hours and attitude.</i></p>	<p>The financial picture within the Club remains one of our biggest challenges and releasing the money we need for longer term improvements continues to be difficult to achieve. We are working hard to remove as much waste from the finances as possible so that we can maximise our available funds.</p> <p>The House section are also looking at ways in which we can improve the overall environment in an effort to deliver a friendly and welcoming space that everyone can enjoy and be proud of. Any suggestions about how we could do this better would be very welcome.</p> <p>With the updates of the BRS system having come on stream together with the forthcoming card payment facility behind the bar, we are making some progress towards better use of technology. The House section will keep working to be as flexible as possible around opening hours.</p> <p>As outlined above, we are totally committed to improving the ambience and social experience within the Club and we will continue to support the values and behaviours.</p>

<p><i>Address the few remaining gender inequality issues in a sensible, timely way without side-tracking itself into reviewing the whole constitution.</i></p> <p><i>I would like to see a committee providing a united approach to answering questions from members once a committee decision has been made, not being the source of the fractious discussions.</i></p>	<p>We believe that the gender equality issues have now been addressed. The new constitutional changes commit us to a new way of working that should prevent such inequalities.</p> <p>A fundamental principle for the committee is that it is there to represent the members. People serving on the committee are reminded that they are members first and part of the committee second. We feel it is important that members are given as much information as possible so that better decisions can be made. We have improved the minutes from committee meetings to underpin this approach.</p>
<p><i>I use the facilities/club as often as I choose and feel welcome and safe. I am unsure of what else the club could do to increase my satisfaction and use as it the friends/ people/ members that encourage me to come.</i></p>	<p>Delivering a safe and welcoming environment is one of our key objectives. Our aim is to maintain this as best we can by offering as much entertainment and social events as we can so that people can continue to enjoy coming to our Club.</p>
<p><i>This survey is a good start in collecting members views but some of questions are too open ended and do not apply to some members. It is a good idea to try to involve all groups as member retention is as important as recruitment.</i></p>	<p>Yes, the survey was the first time we had asked for information from you about various aspects of the Club. The next steps will be to continue to develop this approach and be more specific perhaps focussing on 2 or 3 priorities so that we can get as many ideas as possible to help us make better decisions about our Club. We want every member to be involved and included and this is a central part of our Core Values.</p>
<p><i>Excellent; The social calendar is good and varied; Very Good; Present and past social secretaries have always worked very hard to promote their excellent range of events; The Social at SBGC is better than any Golf club I have seen in the area.</i></p> <p><i>Start on time live bands/ groups more space for dancing More events in the club house</i></p> <p><i>Perhaps a suggestion box might generate other ideas.</i></p> <p><i>I see events on social media but they always seem to be the same and there are no events for the younger members or members' family.</i></p> <p><i>The support at some events is not great at the moment and we could do so much more if we had more support. It would be good to see some new faces at events.</i></p> <p><i>A range of events is provided and I think the social organisers do brilliantly. My major social commitments are elsewhere but I appreciate the efforts being made.</i></p>	<p>We enjoy one of the best social sections within the locality.</p> <p><i>Unfortunately this is often beyond our control and if we had the bands playing too early it would finish early. We will try to be more accurate with timings.</i></p> <p><i>This is a good idea that we'll take forward.</i></p> <p>We are looking into doing a Sunday quiz for families. Any suggestions welcome for different activities/events.</p> <p>This is our perennial problem and some events are much better supported than others. We know there are a range of factors affecting attendance i.e. holidays, calendar conflicts etc. We are working hard to promote our events and any advice or ideas would be very welcome.</p> <p>Thank you for this feedback, it is very much appreciated.</p>
<p><i>It varies a bit too much between very good (panto/entertainers) and ordinary (bingo). Attractions should be regular (say once a month) rather than spasmodic. Regular events build up a regular audience.</i></p> <p><i>Sad to see no Xmas dinner dance though.</i></p> <p><i>Very good although I think the burden of work needs spreading out a bit more.</i></p>	<p>We sometimes struggle to fill events and so we are not sure that we will do better now if we do more. We will discuss this. The Pantomime will be retuning this year....oh yes it will!</p> <p>Barbara Eyre has kindly stepped in and is organising a dinner/dance for later in the year.</p> <p>It is very encouraging to have more people volunteering to help with events. More welcome of course!</p>

<p><i>Maybe a monthly newsletter detailing what's coming up. This could be posted in the foyer and the locker rooms.</i></p> <p><i>Good, could advertise more, and maybe be able to add names to things electronically, and not just by attending the club.</i></p>	<p>Paula now has access to the website which will help to publicise events.</p> <p>We have also started to use the big screen to advertise events and we are looking to develop a 'newspaper' for the social section.</p>
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Thank you for your comments and feedback they are really helpful. This is the first step in our journey towards being more inclusive, more responsive and more engaged with every member of our Club. We want to capture as much information as possible so that we can give you answers to your questions; listen and act on your ideas; and make better decisions.

APPENDIX 4

SBGC MEMBERS SURVEY 2018: GROUND ANALYSIS

Thank you for all your observations. It is hoped the comments will provide re-assurance that we always striving to work in your best interests. DP

MEMBERS HEADLINE OBSERVATIONS

The course could do with a bit more care and attention.

Improve the condition of the course,

Course presentation we seem to be able to present it in good condition for major events and then let it slip back for the rest of the season.

Improve the tees and greens, tidy up the course.

Improve the course in terms of presentation (better tees, fairways, greens, bunkers) but no changes to course layout. No chopping down trees unnecessarily or spending money changing the course layout. It's a great course already!

Ensure 9 holes are playable all year around.

The course has been very poor quality over the last few years. The course is the most important thing in my opinion and the green staff in my opinion are not meeting the standards of a course that is increasing in price to over the top end for a 9 hole course.

Less ill informed criticism of the green keepers and an acceptance of the variables we cannot control e.g. height above sea level, weather, soil type etc.

Continue and increase your support for the green staff during these difficult weather conditions on our very poor soil. Good improvement has been made on consistency of the rough and the greens are over-seeding well to become all year round greens (last winter not squelchy.)

Overall nothing. I am content with all aspects of the course and clubhouse. We are going through difficult financial restraints, but due to good management we are far better positioned than many clubs which is very reassuring

We are what we are and without investment it will be difficult to improve. We are doing essential work but unable to carry out desirable work

Please reduce the number of gardens around the course (the volunteers are ageing and aching).

Replace the ground chairman.

REPLY COMMENTS

The course is top priority and the detailed comments below will hopefully demonstrate the determination to achieve the highest possible standards for members.

The ground chair is elected by the members for a three year term (currently 1 year left). After this time re-election is required if the person wishes to continue and other nominations may also be made. The members would then make a decision at that AGM.

Any garden volunteers would be appreciated.

REPLY COMMENTS IN RESPONSE TO SURVEY OBSERVATIONS BY CATEGORY

Abbreviations

SD: standard deviation

Resp: number of responses to survey

Gd/fair: total of good and fair responses to survey

TEES OBSERVATIONS

Excellent	Good	Fair	Poor	SD	Resp	Weighted Av	gd/fair
2 (2%)	27 (32%)	34 (40%)	21 (25%)	11.9	84	2.88 / 4	61

The tee boxes are often left uncut.

Sand and seed with a small trowel to do the job with the sand and seed put on the correct tee, not left on the yellows when it is a white tee competition.
 Stop the obsession with the length of the course in autumn and winter using forward tees to allow work to be carried out on the competition tees.
 Level the tees up and seed them so the grass is more even and not patchy.

REPLY COMMENTS

The competition tees are being rested over the winter. Forward and alternative tees are in play. They were fertilised and seeded in October. Seed boxes for the par 3s were put out in 2018, but infrequently used. Correct positioning will be put in place for 2019. The tee boxes are cut twice weekly during the season, one being on a Friday. An extra cut for the rabbits' league fixtures will be introduced for 2019.

The plan to improve the quality of the tees for 2019 is for renovation work starting in April. This will consist of slitting to improve air and water movement in the soil, and an application of Lawn Sand to kill the moss. The dead moss will then be scarified out, and any bare areas over seeded. These procedures will be followed in May with an application of slow release fertiliser and monthly applications (through to October) of a growth regulator (aids lateral growth) to improve the thickness of the sward and speed up recovery of divots.

FAIRWAYS OBSERVATIONS

Excellent	Good	Fair	Poor	SD	Resp	Weighted Av	gd/fair
3 (4%)	28 (33%)	39 (46%)	14 (17%)	13.66	84	2.76 / 4	67

Not scalp the fairways in summer so they end up as bare patches later on in the season.
 Mark all bad areas on the course as GUR not just the odd few here and there.
 I would like to see GUR areas actually get repaired for example around the bell area on number 8 that area had been under repair for the last 10 years.
 Repair all GUR as GUR means "Ground under Repair" not put a white line around it and leave it.
 The fairways sometimes are difficult to identify definition.

REPLY COMMENTS

The points regarding GUR are well made and will be discussed at the next ground meeting.
 Fairway definition has been difficult this year, but has been in place previously and will be in future, given normal growth.
 If nature does not result in fairway recovery in Spring, the following back up plan will operate. The bare areas will be seeded in the spring to aid the recovery of the grass. First, a selective weed killer will be applied to stop the areas becoming infested with weeds. Then the bare areas will be scarified to remove as much of the dead grass as possible. A sowing machine will then be used to sow the grass seed into the ground to ensure the successful establishment of the turf grass plant.
 Apron cuts are now normal practice between the ends of fairways and the greens.

ROUGH OBSERVATIONS

Excellent	Good	Fair	Poor	SD	Resp	Weighted Av	gd/fair
0 (0%)	38 (48%)	37 (46%)	5 (6%)	17.59	80	2.59 / 4	75

Maybe fill in the play out ditch on No 2, its dangerous when walking into it when the grass is wet.
 All the off cuts of trees not thrown in to various areas where people do hit there ball and have to contend with green-keepers' workings, workings that should not be there.
 Please replace the marker direction posts in no 4 rough.
 Better clear up of fallen twigs and branches between holes 5 and 6 and better clearing of leaves in critical areas e.g. round bend on number 3 and trees on 1.

REPLY COMMENTS

There is no intention to fill in the grassy ditch on hole 2 at present, but will raise at ground committee.
 It was thought that the marker posts on number 4 detracted from the appearance of the course, but will raise at ground committee.
 The boundary from tee to green on hole 3 is designated for trimming of trees and bushes and general tidy up this winter.
 The green keepers clear the leaves as fast as they possibly can, but until the fall has finished there will always be leaves somewhere on the course.
 There is an annual programme to look at the hedges, bushes, copses and individual trees on the course. Several do overhang tees and greens blocking light and reducing air circulation. It is therefore prudent to manage this issue, which will help with concerns expressed throughout the course. Several trees are weak, damaged, diseased, show poor growth, and spoil the appearance of particular holes. Any work undertaken is only after full discussion and approval by committee.

There are no TPOs and the head green keeper has the necessary licences for felling and use of machinery. Both the Forestry Commission and Bradford Council have been contacted to ensure we are compliant with all appropriate regulations.

BUNKERS OBSERVATIONS

Excellent	Good	Fair	Poor	SD	Resp	Weighted Av	gd/fair
1(1%)	24 (29%)	38 (45%)	21 (25%)	13.21	84	2.94 / 4	62

Reduce the sand in bunkers and make them more consistent, also remove that large stone from the front bunker on No 3.

We could massively improve our bunkers. Make them top class and talk about feature of our club.

REPLY COMMENTS

The ground committee do have a strategy for bunker renovation over the next couple of winters. Unless there are unforeseen circumstances the bunkers are raked daily.

Apart from hole 9 all bunkers have drains installed.

Hole 1 The rear of the bunker will be edged and a smooth lip created in early spring 2019.

Hole 2 the front left hand bunker has previously been renovated. The rest will be completed in 2019/20.

Hole 3 The left hand bunker was renovated last winter. The two front bunkers will be renovated by Xmas 2018, with the large stone buried under turf.

Hole 4 bunkers were renovated when green re-designed. **Hole 5** bunker is planned for winter 2019. **Hole 6** has been renovated this November 2018.

Hole 7 the LHS bunker previously renovated. The RHS bunker planned for winter 2019. **Hole 8** no bunkers, but the back of the green was reshaped last winter. Turf has also been laid this winter to aid recovery.

Hole 9 bunker previously renovated. Drainage issues to be investigated this winter.

The amount and type of sand produces varied responses from members. It will be discussed at the next ground meeting.

GREENS OBSERVATIONS

Excellent	Good	Fair	Poor	SD	Resp	Weighted Av	gd/fair
3 (4%)	44 (52%)	32 (38%)	5 (6%)	17.54	84	2.46 / 4	76

We always seem late in getting the greens to a satisfactory level. When asked why? The answer is always to blame weather conditions. There are only so many times the weather can be blamed.

Cease mowing greens on competition days.

Non green cutting on Wednesday comp mornings.

I think changes to No. 4 were costly and have not improved the hole at all.

REPLY COMMENTS

The greens have been enlarged over the last 18 months. We are over-seeding annually with a mixture of Bent and Fescue grass to replace the Meadow grass. This will, in time, result in a tighter sward giving a better putting surface. Evidence of this is already apparent. This sward type also reduces the risk of *Fusarium* and other fungal infections establishing on the greens.

Most members want to see the greens cut for competitions. **During the season the greens are cut on every day of the week.** From early October the number of cuts is gradually reduced until probably only 1 cut (usually Friday) in December. From early March the number of cuts is then increased in line with growth. The aim is to get consistency within and between greens with a ball roll speed of 8.5 to 9.5.

The renovation work this spring will be micro hollow coring in late March or April. This will remove thatch, puncture through any remaining thatch layer, improving water and air penetration and reduce compaction. This will be followed by deep scarifying, to rip out huge amounts of thatch and dead organic matter, improving air circulation around the root zone. These mechanical operations will be complimented with the use of a liquid aerator to help the fine sands, silts and clays to percolate down through the soil profile. Bare areas on the greens will then be over seeded (Bent and Fescue). Granular seaweed and a spring fertiliser will then be applied to aid recovery. A light sand topdressing will then be spread after a few days and brushed into the tine holes and the grooves left from the scarifying. Additional work might be required in early May depending on the condition of the greens and will consist of solid spiking and verti-cutting. The late summer work will not be delayed in 2019, following the difficulties in late September/ early October of this year.

POND OBSERVATIONS

Save the pond.

Fill the pond in on the 9th.

Reduce the size of the pond which would reduce maintenance costs, limit 'cruel bounces' and speed up play.

The pond should be removed if cheaper option.

REPLY COMMENTS

Arguably the most contentious issue for the membership, with views fairly evenly balanced.

The green-keeper has produced a cost for in filling (see November minutes)

For renovation one company has been rejected as too expensive. A second company, who seem to have a more realistic idea of our requirements, will do detailed costs early in the New Year. Committee will then decide on how to proceed.

PATHS/GENERAL OBSERVATIONS

Please replace the carpet path on the walk to no 5 tee.

Improvement to so called paths at holes 2 and 5.

More use of the artificial turf for pathways.

Improvements to the tidiness of many areas surrounding the clubhouse.

General tidiness around the course, bins emptied.

Regular cleaning and tidying of the drive and outside surrounds of the club would make it more attractive to guests and visitors.

Add advertising boards to tees with yardage/photo of hole.

Driving range facilities.

REPLY COMMENTS

The path to 5 has been relaid. It is hoped to make further progress to the paths by the side of hole 3 and the approach to hole 4 this winter.

Bins/ baskets are provided on holes 1, upper and lower tees on hole 2, to the rear of hole 4 tee, by the tees on holes 5 and 8 and by the locker rooms.

We avoid bins near public pathways as they were being used to dispose of dog waste.

On a Friday the green staff now cut all the areas around the club house, flag pole, practice green, back of first tee and rear entrance pathway, ensure the shoe cleaning area is tidy, empty bins as appropriate around the course.

During the golf season extra clearing may be required on Monday mornings. New turf has been laid around the flag pole.

The drive is cleared from time to time by volunteers, but the general public continue to ditch their litter.

It is difficult to see where a driving range could be installed and monitored. The tip area would need expensive renovation beyond our financial resources.

The idea for information boards at each hole will be raised at the next ground meeting.

Thank you DP

APPENDIX 5

Executive Summary

This survey was emailed to 315 people

206 read it when first sent

203 read it on the reminder

87 people completed the survey

Majority of people join this club because of family or friends or to meet new friends

More than two thirds say the club is meeting their expectations

Very few people other than 5 or 7 day members completed this survey

Only a small percentage of people are interested in family membership

The majority of people play golf once/twice per week

Saturday is the most popular day to play

Monday the least popular day to play

Tuesday the most popular weekday

Half of people play in competitions once/twice per week

Just over two thirds of people use the club once/twice per week

People would be encouraged to play in more competitions if we had more varied formats, More team competitions and more 9 hole competitions

Weighting Averages - 1 = excellent 2 = Good 3 = Fair 4 = Poor

Course - Weighted Average is 2.73

Clubhouse - Weighted Average is 2.09

Catering - Weighted Average is 1.93

Pro Shop - Weighted Average is 2.42

APPENDIX 6



England-Golf-Club-Governance-Guide-2.0.pdf