CUSTOMER FOCUSED FACILITY GUIDANCE

SUPPORTED BY

SPORT ENGLAND

ENGLANDGOLF
PART 1: Getting started

Overview 4
Why is this guide needed? 4
Who should use this guide? 4
How should this guide be used? 5

PART 2: Gathering evidence

Understanding the market 6
Reviewing existing facilities 7
Diagram 1: Overall site analysis 8
Diagram 2: Off course site analysis 10

This guide will show how good design can make golf clubs or centres more customer friendly. This will help attract new players, retain existing members and improve the long term prospects of golf businesses.
PART 3: Considering options

Transport links 12
Site signage 12
Site constraints 12
Location of clubhouse 12
Adjustments to exiting course(s) 13
Areas for additional golf formats 13
Improved practice and teaching areas 13
Visibility 14
Views from surrounding areas 14
Signage/wayfinding 14
Community access 15
Accessible/convenient access 15
Car parking and drop off points 16
Upgrades to core buildings 16
New facilities 18

PART 4: Case study

Example Club 19
On Course Review 19
Off Course Review 19
Statement of Requirements 19
Potential Funding 19

PART 5: Next steps

Project team 20
Developing a Statement of Requirements 20
Five stage process 20
Existing facilities 21
Proposed facilities 21
Constraints 22
Cost benefit analysis 22
Delivering a finished project 22

Acknowledgements

Acknowledgements 23
PART 1: Getting started

Overview

It makes good business sense to consider ways to make your facilities more customer friendly and to set out your plans in a clear and meaningful Statement of Requirements.

TO DO THIS YOU NEED TO:

- Understand your customers’ needs
- Be aware of existing and potential new markets
- Analyse the existing facilities and identify opportunities for improvements
- Set clear objectives that are relevant to customers

WHY IS THIS GUIDANCE NEEDED?

The design, character and appearance of your course and clubhouse will all affect your customers’ experience and enjoyment. They will influence their decision to return, or not, and this will have a direct impact on your business.

The importance of this should not be underestimated. It is essential to understand what customers want in order to successfully tap into new markets and cater for the local community.

A deeper understanding of the customer will also help to create better products and services in the future.

WHO SHOULD USE THIS GUIDANCE?

It will help a wide range of users take a consistent approach to developing existing and new facilities. It offers simple advice to create a Statement of Requirements and assess the merits of a project.

YOUR STATEMENT OF REQUIREMENTS will help you test and refine various concepts and shape a robust project brief for your designer and professional advisors.
IT WILL HELP:

- Golf club and facility operators
- England Golf Regional Managers and Club Support Officers
- Consultants
- Local authorities
- Commercial concerns

HOW SHOULD THIS GUIDANCE BE USED?

The adjacent diagram sets out clear steps to follow before deciding whether to go ahead with changes.

The first is to gather evidence so the project team can make informed decisions and draw up an effective Statement of Requirements.

This will help clarify thinking and test the feasibility of the ideas as the project develops. It will also provide a robust brief from which specialist consultants can do more detailed work.

SEE MORE DETAILS ON PAGE 20 ‘NEXT STEPS’.

CUSTOMER FRIENDLY GOLF DESIGN TO:

- Attract new players
- Retain existing members
- Improve long term viability of facilities

HOW CAN ENGLAND GOLF HELP TO GATHER EVIDENCE?

England Golf offers a range of tools to support this guide and help clubs to understand their local market, as well as the wants and needs of existing and potential golfers.

For further details contact clubsupport@englandgolf.org
There are many factors that influence customers and why they choose to visit or join a particular golf facility.

These could include comparisons with other local sports, leisure or entertainment facilities.
REVIEWING EXISTING FACILITIES

It is essential to consider the design, character and appearance of the golf course, practice areas and clubhouse. Equally important to review the range of golf formats available and the non-golf activities on offer.

It may be possible to cater for more activities by making minor adjustments to your programming.

Other activities, though, may need new or updated buildings and changes to the site layout. If you’re considering this in greater detail then assess any planning considerations. You should also check out the competition from nearby golf clubs and centres and whether it might impact on your plans.

The diagrams on pages 8 and 10 indicate some typical issues. You should assess both ‘on course’ and ‘off course’ features to understand your options for programming activities, re-purposing built areas and making simple changes to enhance the environment and remove barriers.
DIAGRAM 1: OVERALL SITE ANALYSIS

1. LOCATION OF CLUBHOUSE
2. SITE SIGNAGE
3. SITE CONSTRAINTS
4. TRANSPORT LINKS
5. AREAS OF ADJUSTMENT TO THE COURSE
6. AREAS OF ADDITIONAL GOLF FORMATS
7. IMPROVED PRACTICE AND TEACHING AREAS
1 LOCATION OF CLUBHOUSE
Locating the clubhouse close to a road will reduce the cost/length of access routes and service connections. Car park and footpaths need to be considered, as does the view of the course and other facilities.

2 SITE SIGNAGE
Positive first impressions are important. A view of the entrance, clear signage and directions are key for the customer.

3 SITE CONSTRAINTS
Consider boundaries, footpaths and rights of way, restrictive covenants, landscape and environmental issues, planning considerations and any related safety matters.

4 TRANSPORT LINKS
Consider how people arrive at the facility. Access by public transport - bus, train or tram - so the clubhouse is accessible to people without cars. Adequate and suitable parking for cars, cycles and electric scooters together with overflow parking for special events.

5 AREAS OF ADJUSTMENT TO THE COURSE
To increase customer appeal and capacity, consider:
- variable tees and green positions for all abilities
- programming to cater for Golf Express, Speedgolf
- shorter formats, loops of 3, 6 or 9 holes and Footgolf
- rationale for layout and landscape features
- customer flow from tee to green and the effect on pace of play
- customer flow from clubhouse to course and back

6 AREAS OF ADDITIONAL GOLF FORMATS
To attract a wider customer base consider:
- indoor space for virtual golf experiences
- entertainment activities on the driving range including music, F&B service, targets, Cosmic golf
- adventure golf
- fun putting area

7 IMPROVED PRACTICE AND TEACHING AREAS
To benefit existing and new players consider:
- driving range with tailored bays for teaching
- ball tracking technology
- computer based game technology within the bays
- practice holes or small loop of holes for new players
- short game area
- putting area
8 VISIBILITY

An open frontage from the highway and footpaths will increase awareness of your club. Promote views to your main attractions:

- café/catering area
- entertainment areas/family friendly areas
- practice areas
- golf course
- landscape
- car parking

9 ACCESSIBLE AND CONVENIENT ACCESS

Adequate parking is necessary with clearly marked drop off points/minibus turning area. Accessible parking and cycle storage should also be considered close to the entrance roads. Consider opportunities to display promotional messages, such as ‘the café is open to all’ or ‘family friendly golf formats on offer’

10 SIGNAGE AND WAYFARING

Clear, well located signage will help visitors to find their way about and understand the site. Wayfinding should be easy and logical, shown by the positioning of the buildings on the site.
COMMUNITY ACCESS

The entrance should be clearly visible and provide logical navigation to other areas of the building and facilities. Images or views of golf activities will reinforce the enjoyable reason for visiting the club and can be used to remove any psychological barriers.

NEW FACILITIES

To attract a wider customer base:
- café and function room space
- fitness studio/gym area
- event spaces/multi-use areas
- use inclusive and universal design

UPGRADES TO CORE BUILDINGS

To benefit existing and new users:
- attractive social, lounge and terrace areas
- general amenities to current standards
- easy supervision and child safety considerations
Considering options

**TRANSPORT LINKS**

The ability to easily travel to and from the site is important. Ideally the site will be on a public transport route with nearby bus, train or tram stops. At more isolated sites a car sharing scheme or an arrangement with a local taxi company might be considered.

Differential charging for coaching or playing that compensates for travel costs might be a way to attract some customers, such as young people or local school pupils. Convenient access and parking is also important for people travelling by car or groups by mini bus.

**SITE SIGNAGE**

Your website should offer clear travel directions and post code information and there should be directional signs at strategic points on the surrounding roads.

**SITE CONSTRAINTS**

Gain a clear understanding of any constraints on your site at an early stage. For example, the extent of legal site boundaries, footpaths and rights of way or restrictive covenants. Any landscape and environmental issues should also be identified along with any planning concerns.

**LOCATION OF CLUBHOUSE**

Ideally the clubhouse should be close to the approach road and appear attractive and inviting to members and visitors, as well as to passers-by who might be tempted in. Make sure the entrance is clearly visible, perhaps emphasised by using a canopy, striking colours or contrasting materials.

An appealing appearance, enhanced by banners at the car park entrance, could encourage greater community use, say for meals, meetings or weddings, which could create extra income for the club.

Other advantages of locating the clubhouse close to the approach road include minimising the cost of access roads and installing services. It’s also convenient for those using public transport to reach the club.

SEE SECTION ON ‘UPGRADING TO CORE BUILDINGS p.16 & NEW FACILITIES p.18’
ADJUSTMENT TO EXISTING COURSE(S)

Playing a traditional 18 holes of golf can be time consuming and in order to appeal to wider audiences, variations of the game have been introduced in recent years. These can help make the sport:

- Less intimidating and more enjoyable for beginners
- Extend the playing career of older players
- Improve accessibility for disabled people
- Create shorter options for people with limited time
- Provide a wider mix of facilities that will increase user appeal
- Offer a friendlier and inviting public image
- Offer alternative ways to play golf that appeal to the whole family

Ability Based Tees and Forward Tees

With the support of England Golf many clubs are encouraging players to play from tees which suit their ability. The move away from men’s and women’s tees and their traditional colours has proved very successful.

Alternatively, tees can be referred to by the measured course they offer, which will be a great help to players who know what length of course they enjoy the most. For example, refer to tees that give a 6,400 yard course as the “64 course”.

Short Course Set-Up, Shorter Loops, Pitch and Putt

Offering different course lengths is a way of increasing interest in the game. This may include clubs with separate shorter courses (par 3, short course, pitch and putt courses) but it may just mean re-configuring the existing course to offer 3, 6, 9 and 12 hole loops.

Larger Holes / 203mm Cups

By increasing the hole size from the standard 115mm up to 203mm cups the game can be made more enjoyable, quicker and more rewarding for players.

Golf Express

Golf Express promotes the availability and benefits of playing 9-hole golf and other short formats to busy people. The Golf Express website enables clubs to advertise their 9-hole green fees and other offers.

Footgolf

Footgolf is played on a golf course using a football and combines the two sports. The object is to get the ball into the hole, using feet, in the fewest number of shots and the appeal lies in combining power and precision.

Speedgolf

Speedgolf is a faster, more athletic version of golf, where a full 18 holes can be played in under 80 minutes, or 9 holes in under 40 minutes, by jogging between shots. The challenge is balancing running pace with an ability to quickly and accurately play shots and get the lowest score possible.

AREAS FOR ADDITIONAL GOLF FORMATS

Adventure Golf

Adventure golf focuses on putting in a fun, themed setting. A series of short holes are usually less than 10m long and made from an artificial grass putting surfaces and/or concrete. They include geometric layouts that often require non-traditional putting lines such as bank shots, and obstacles such as tunnels, tubes, ramps, and moving obstacles such as windmills. Paradise Island Adventure Golf is one operator of these family friendly facilities.

Virtual Golf

Computer simulation and display technology can now provide a virtual golfing experience that can be used for teaching, for practice or as a leisure activity. Within a driving bay setting, the golfer plays shots at a projected image of an actual golf course and will see a simulation of his ball landing on the fairway or the green. Distance data is also displayed.

The units can be located in a variety of indoor buildings that might be available at a golf course.
IMPROVED PRACTICE AND TEACHING AREAS

Practice areas may be open air or, in the case of driving ranges, have a weather protection canopy over the tees. Some bays may be dedicated to teaching and have a greater level of enclosure.

A range outfield should, ideally, be at least 250m long and 125m wide. If this space is not available, protective perimeter fencing will be required.

Driving bays can be equipped with radar and simulator equipment giving feedback about the way the player strikes the golf ball and the predicted flight. When integrated with GPS/video data from a particular golf course the system provides a virtual golf experience.

Range outfields can have multiple uses. For example, at times of low demand, a beginner or children’s course could be created.

ALL WEATHER PRACTICE GREENS AND CHIPPING AREA

Artificial grass can withstand wear and tear and be available for use all year round, providing a cost effective alternative to traditional chipping and putting areas.

SHORT SMALL ALL-WEATHER COURSES

Three fully carpeted holes or six partially carpeted holes are likely to appeal to families, youngsters and beginners. Maintenance costs are minimised.

VISIBILITY

An attractive and welcoming environment is crucially important to the success of a customer’s golfing experience and to the club’s public image. There may be many practical reasons why someone chooses to play at a particular club, such as the quality of the course, the convenient location, the good facilities and opportunities to socialise. Other influences are the attitude and skills of the operators and the way existing members treat visitors and new members.

WEBSITE

For many people the first impression of a golf club will be found online. So your website should connect with all potential customers and give them appropriate messages. People may have difference expectations, depending on their age, gender and level of golfing expertise.

WELCOME TECHNIQUES

There are many effective welcoming techniques, but research indicates that they are not always used. These include friendly messages on the club website, photographs, a virtual tour of the facilities, the design of a welcome pack and welcome events for new members.

Most effective welcome methods and percentage of clubs using them

- **Welcome Pack**: 67%
- **New Members Evening**: 22%
- **Tour of Facilities**: 8%
- **New Members Meeting**: 6%
- **Welcome From Club**: 4%

> [See Appendix 3: England Golf Club Membership Questionnaire 2016](#)
VIEWS FROM SURROUNDING AREAS

Positive first impressions are important when approaching or passing a golf course site. A glimpse of the entrance from the road or walkway can send a welcoming message and a hint of what to expect. Additional information on distances and the facilities available can also be helpful, along with a sense of the layout of the site.

SIGNAGE/WAYFARING

The main entrance should be obvious and clear, well located signs should help visitors to find their way around and understand the site. The location of convenient car parking and links to public transports can also be particularly important.

Design features can be helpful, such as a sign with the club name which clearly identifies the building and also creates a brand identity.

Wayfinding should be easy and logical, thanks to the positioning of buildings, their architecture and the internal layouts. For example, a view into the building from the entrance can help people understand where to go.

COMMUNITY ACCESS

Main Entrance

The design of the golf club entrance is crucial in welcoming people. It should be clearly visible and can be emphasised by using a canopy, striking colours or contrasting materials.

The entrance should be bright, inviting and easily accessed by all. It should offer a great welcome both from staff, on hand to greet members and visitors and deal with any queries, and by showcasing views of the course and pictures of players enjoying their golf. Avoid displays of honours boards, club rules, trophies and memorabilia which can be off-putting to newcomers to the game and create a psychological barrier.

The entrance should provide logical navigation to other parts of the clubhouse. Usually it will connect with a communal social/bar/catering area and a link with locker rooms/toilets and the professional’s shop would also be expected. See Relationship diagram on page 18.

ACCESSIBLE AND CONVENIENT ACCESS

Suitable surfacing, markings, level routes and location of accessible parking will enable everyone to make use of the club. Use glazing to provide views into the social area and let members and guests see each other as they arrive. Glazing can be protected and made secure by using roller shutters.

A  SEE DETAILS IN THE SPORT ENGLAND: ACCESSIBLE SPORTS FACILITIES

B  SEE DETAILS OF UNIVERSAL DESIGN IN THE SPORT ENGLAND: CLUBHOUSE DESIGN GUIDE
PART 3: Considering options

CAR PARKING & DROP OFF POINTS
At least 6% of parking should be accessible bays that are 3.6m wide overall. Space should also be provided for taxis or mini buses, particularly if the aim is to encourage school use.

UPGRADES TO CORE BUILDINGS
Areas of adjustment to the clubhouse
To be successful golf clubs need to generate income from several sources. Most depend primarily on annual membership subscriptions, visitor green fees and food and beverage income. Golf clubs are becoming more dependent on green fees and these increased to 21% of club revenues in 2016. (Source: England Golf Membership Survey 2016)

There are many non-golf commercial opportunities that could take place at golf clubs, including:

- Weddings
- Meetings, conferences and events
- On-site accommodation
- Restaurants
- Other sports and leisure pursuits e.g. running clubs, cycling clubs
- Fitness centres, gyms and health clubs
- Crèches and many more operations

These activities could provide additional income and open up a golf club to an entirely new customer base. However, clubs need to consider their position in the market, their existing membership and overall business strategy to see if they might benefit.

Of the venues which have been able to create ‘family friendly’ facilities, including a crèche or children’s play areas, 40% have seen an increase in membership. This is not appropriate or feasible for all venues but, in terms of diversifying the membership and generating new income streams, it does work.

OFFICE/RECEPTION
The need for a staff office depends on the size and structure of the club. Consider a suitable secure cupboard for storing club documents, equipment and stationery. Allow for telephones, Wi-Fi router, printer and a safe for valuables and cash.

The office could be combined with a central reception hub in the clubhouse entrance where staff welcome visitors, manage bookings and possibly deal with sales from a golf shop area.

The reception should promote the pleasures of golf and the social life that goes with it, by showing views out to the course, images of players having a great time and easy access into the bar and social areas.

SOCIAL AREAS
Flexible social areas which can accommodate many different activities can be an important source of income. They could be used to sell food and drinks before and after golf, as a social space, or for hiring out in the evenings for functions, meetings and parties. The space should be large enough for the required numbers and a licence will be required if the bar sells alcohol.

C SEE GOVERNMENT GUIDANCE ON ALCOHOL LICENSING

Facilities that positively impact on membership and percentage of clubs using them

- **COFFEE SHOP**: 17%
- **DEDICATED RECEPTION**: 15%
- **OTHER SPORTS**: 9%
- **GYM/HEALTH CLUB**: 6%
- **SPA**: 4%
- **CHILDREN’S PLAY AREA**: 2%
- **CRÈCHE**: 1%
PREPARATION OF FOOD AND DRINK

The kitchen needs adequate space for equipment to prepare the food and drink for the required number of players and visitors. Review the refreshments which are prepared on a regular basis and for other occasional events throughout the year. Ample storage for food and beverages, including a fridge and a freezer should be included. Ideally, the kitchen should have a view of external areas, helping kitchen staff to anticipate busy times. If there is no reception area, a staff member at the servery should be able to see the main entrance for security purposes.

Safeguarding

Generally all areas be easy to view, there should be good visibility of circulation spaces and avoidance of dead ends. Glazed doors from the social spaces are recommended to allow some viewing and natural light into corridor areas. There are particular issues with changing room access doors.

Lockers Rooms and Toilet

Areas should be provided for male and female players on the basis of the maximum numbers on the course(s) and using other facilities. A flexible layout is recommended where the main male and female locker rooms can be supplemented by unisex spaces which are allocated as required. However it is important that the total sanitary provision can cope with the peak demand as indicated in the British Standard. An 18-hole course will be full when it is played by 120 players (i.e. four balls every six minutes for three hours) or 150 if allowance is made for evening players. The maximum numbers of players likely to be using a course on a competition day would be between 40 and 50.

Professional’s Shop

The location of the professional’s shop should give views over the course and could either be free standing or linked to the clubhouse with external and internal access. There needs to be space to display items on sale. And customers will want space and height to try out clubs or to have access to a training area. Depending on the skills of the professional a small workshop may also be required.

Greenkeepers’ Area

Storage and workshop buildings/areas will be required for greenkeepers’ equipment and materials. These should be well located in relation to the course(s) and practice areas and be easy for the staff to access.

Multi Use Spaces

A fully enclosed multi-use space could be used for golf practice and also for letting out for external events and conferences. Appropriate numbers of lights and power supplies for the room should be considered and the flexibility to cater for physical activities such as yoga and Pilates.

Sustainability

Materials, Furniture and Fittings

Seeing Details in the Sport England: Clubhouse Design Guide

E See Details in the Dementia Friendly Business Guide

SEE SPORT ENGLAND GUIDANCE: VILLAGE HALLS / EXERCISE AND FITNESS / OTHER SPORT ENGLAND GUIDANCE

F See Sport England Guidance: Village Halls / Exercise and Fitness / Other Sport England Guidance

Multifunctional Spaces

A fully contained multifunctional space could be used for golf practice and also for letting out for external events and conferences. Appropriate numbers of lights and power supplies for the room should be considered and the flexibility to cater for physical activities such as yoga and Pilates.

Materials, Furniture and Fittings

G See Details in the Sport England: Clubhouse Design Guide

Sustainability

H See Details in the Sport England: Sustainable Clubs
**NEW FACILITIES**

Consideration of the layout of the existing clubhouse and how it affects the customer experience can help identify possible improvements. Key points include:

**Reception, social and operational core**
- An open entrance that flows directly to a central welcome point and reception. This can also be the operational heart of the site, dealing with bookings and connecting to social areas including a café, lounge and golf shop.
- Good views to the outside and linked to an outside terrace which gives access to the main golfing areas.
- Core space at the heart of the clubhouse where golfers gather before and after play.
- Central reception /staffing operating point

**Community areas**
- Convenient access to spaces used by the wider community - such as a health and fitness studios and meeting rooms.

**Easy supervision and child safety**
- Good public visibility of circulation spaces and avoidance of dead ends to ensure the safety of children.

**Toilets and changing**
- Up to date toilets and changing should meet ‘inclusive’ and ‘universal design’ standards for community buildings. They should be of a suitable size and well located to meet customer’s needs.

**Inclusive and universal design**
- Suitable surfacing, markings, level routes and the location of toilet and changing facilities can all play a part in making everyone feel comfortable.
- Circulation areas with sufficient space to avoid problems for people with bulky golf equipment, or for wheelchair users or parent with buggies.

**Condition and decorations**
- The overall ambience in the clubhouse should compare favourably with other sport and leisure facilities that customers might use.
- The state of internal decoration and the quality of furniture and fittings should be reviewed regularly

**Relationship diagram**
The diagram below shows typical relationships of the main clubhouse elements. It can help develop a brief for a ‘new build’ club house or a refurbishment project.

---

*I SEE AFFORDABLE GOLF FACILITY DEVELOPMENT: GROWING THE GAME*
Case study

**Context**
This case study provides an insight into one club’s project and the important evidence gathered.

This private members’ club is situated on the edge of a large residential area in a major northern city. The course is a mix of parkland and moorland and was designed by Dr Alister MacKenzie. The club has active women’s, seniors and rabbits sections and regularly hosts society golf throughout the week and at weekends.

**ON COURSE REVIEW** - the character of the course is slowly changing due to tree planting over the last 30 years. Two abandoned reservoirs form part of the course boundary. The club has a small practice field and two practice nets as well as a putting green.

**OFF COURSE REVIEW** - the club’s convenient location and ample parking means it hosts many social events for members and the local community. The club has a professionals’ shop and on-site catering.

**STATEMENT OF REQUIREMENTS:**
The club consulted with stakeholders and listened to feedback, using a members’ survey and Q&A meetings to identify priorities and the scope for the upgrade project. Fact-finding visits were made to clubs facing similar challenges. After considering a range of different options the club listed its requirements as:

**ON-COURSE:**
- Upgrade to course paths to provide more reliable access in poor weather
- Improvement to the drainage to the southern end of the course which has limited use
- Provide new practice areas
- Provide a driving range similar in scale and type to that at a nearby golf club. The income from the range is critical to the club’s long-term business plan. The overall experience of driving range users should be very positive, encouraging frequent return visits and secondary spend of food and beverage.

**OFF COURSE:**
- Improvement of the overflow car park, incorporating drainage and some hard surfaces, to meet the greater demand created by course improvements
- Improvement in the design and layout of the off-course facilities to be more inviting to existing and new customers, in particular users of the driving range
- Improvements to the customer’s whole site experience, from the entrance to reception, to pro’s shop, to playing to catering areas. The club wanted a similar solution to that achieved by a club of similar size where the bar/food servery had a more contemporary coffee shop feel.
- The club believed that the current toilets and changing rooms could meet the needs of future users. However, decoration and signage needs to be improved.
- The club wants to attract more families and has decided to provide baby change facilities that can be used by either gender and are accessible to disabled users.

**POTENTIAL FUNDING**
- The club has identified different sources of funding, both locally and nationally, as well as low interest rate loans
- Visits to similar projects gave an insight into the capital costs as well as an understanding of the different business and funding models.
Next Steps

DEVELOPING A STATEMENT OF REQUIREMENTS

The aims and objectives of the project should be documented along with the practical social and business case for the proposed changes. This might start as a set of simple bullet points that can easily communicate the ‘Statement of Requirements’ to other members and stakeholders. As the thinking develops towards a more detailed brief, there is likely to be a need to review initial assumptions to check understanding, validate ideas and to gather further supporting evidence.

FIVE STAGE PROCESS

A five stage, step-by-step approach is recommended as shown in the diagram opposite. It should enable the project team to test and challenge ideas as evidence is gathered and to be certain the plan is right for the club. Considering the pros and cons of an existing club and how these can be improved can be a daunting task. So it helps to break down the task.

For example:

- Existing facilities (quality/conditions/range of golf offers)
- Levels of play (from recreational to international)
- Patterns of use
- Inclusive and universal design
- Market sectors
- Customer feedback
- Compliance with standards

By giving careful consideration to these, a clearer vision for the project should quickly emerge together with a number of questions for further consideration.
EXISTING FACILITIES
All the facilities at the existing clubhouse and wider site should be listed and consideration given to which spaces are well used or under used, and what additional facilities or changes would be required. Facilities to be retained should be accessible to everyone. Consider the needs of players and visitors with temporary injuries or physical disabilities.

Easy access should also be considered for club members, visitors and spectators with golf bags or pushchairs. The proposals should include improvements to the access arrangements as well as ensuring that new parts of the building are fully up to standard.

PROPOSED FACILITIES
Decide on the scale of the future activities at the club as this will affect the size of clubhouse and the facilities to be offered. Consider how the existing facilities might fall short for future use and where they need improving or increasing in size and quality. Consider how other non-golf uses could generate additional income.

Implications of how the club could operate during the construction works should also be considered. For example, should the work be done in manageable phases or will temporary accommodation be required?

J. See Sport England Clubhouse Project Management

PROFESSIONAL SUPPORT AND ADVICE
Club members may have professional skills and knowledge and can help as the Statement of Requirements and the brief are developed. Alternatively, external professional consultants or specialists may need to be involved.

Common questions concern costs and issues to do with obtaining planning permission and other statutory consents.

A building or specialist golf contractor may be able to give an initial idea of costs, but any estimate can only be as accurate as the information available. Therefore it is worth seeking the help of a professional to establish a more accurate outline of the project.

An architect is generally best qualified to undertake initial studies and draw up the outlines of a project and will often need to consult with a quantity surveyor or building surveyor. The selection of a professional team with specific knowledge of golf or leisure related projects will be important and visits to recently completed schemes will provide useful benchmarks. As the project develops and more detailed issues arise, other experts may be required.

For example:
> Land planner
> Civil engineer
> Irrigation designer
> Landscape architect
> Ecologist
> Planning consultant
> Golf course architect
PART 5: **Next steps**

**CONSTRAINTS**

**Planning consent**
At this stage the steering group should be aware of the local authority’s planning policy for the site. Many will have local development plans as an interactive map on their websites and enquiries can be made by telephone or through a meeting. There may be issues with the site, such as Green Belt, SSSI designations, or conservation zones that may have implications for gaining planning permission for the project.

**Legal issues**
Similarly, it is important to identify at an early stage any legal issues such as the extent of land ownership, lines of boundaries, right of ways and restrictive covenants.

**Services**
There could also be issues with local infrastructure and location of services. It is important to identify potential conflicts or safety issues. The masterplan should be developed by a project team, which would usually be led by the golf course architect and typically includes a range of other specialists.

**COST BENEFIT ANALYSIS**
Clubs should undertake a cost-benefit analysis to help understand and discuss the benefits that the project will bring to the club against the cost that will be incurred. It can give a business perspective and cover such things as the tangible benefit, financial performance, estimates of income and payback times. It can be useful in comparing other options and setting objectives.

**DELEIVERING A FINISHED PROJECT**
The final delivery of a project and any further long-term planning of the golf course and the development of other aspects of any facility should be enshrined in a policy document. This should be verified by the membership of a club so that its continuity and the execution of the practices which stemmed from the policy are not threatened by individuals interfering in the process.

---

**RIBA WORKS STAGES**

0. Strategic Review
1. Preparation and brief
2. Concept design
3. Developed design
4. Technical design
5. Construction
6. Handover and close out
7. In-use

**STATEMENT OF REQUIREMENTS (SOR)**

Can overlap
This guidance has been produced in conjunction with the planning team and technical team at Sport England.

In addition, we’ve utilised good practice from a wide range of facilities to help bring the guidance to life.

With support from Robin Wilson Consulting and Abacus Design.

England Golf have a preferred partnership with Golf Business International (GBI) who have a range of specialist services that can offer professional advice and further support. Contact clubsupport@englandgolf.org for more information.

Acknowledgements

Glendale offer excellent pay and play golf courses with modern facilities and great value memberships.

Golf Kingdom is the UK’s finest Family Golf & Leisure Park, and is home to many unique ways to enjoy the game of golf.

Maple Leaf run three all-encompassing golf facilities, offering a welcoming environment for new and existing golfers.

Mytime Active manage 16 accessible and inclusive high quality golf facilities across the country.

Topgolf is a premier entertainment and event venue with fun point-scoring golf games for all skill levels, upscale bar food and drinks, great music and more.

World of Golf London is the busiest range in Europe and one of the World’s finest practice facilities.
CUSTOMER FOCUSED FACILITY GUIDANCE

www.englandgolf.org