



Dunfermline Golf Club (DGC)

Members Information Sessions Summary



Ad Hoc Working Group Reviewing Organisation & Governance

Remit

- To review, research & make recommendations in the areas of organisation & governance at DGC.
- It is acknowledged that the Club is currently vibrant & financially sound, despite the challenges of demography, Covid-19 & a rapidly changing economic backdrop.

Composition

- 2 Council Members, 1 Member
- 1 Captain ex officio
- 1 Member Advisor

Approach

- Assessed three broad areas within DGC through consultation and document review. The three areas are :
 - People
 - Policy
 - Governance models



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People

- Staffing levels, lines of authority and responsibility across the organisation
- Review staff structures, staff contracts and job descriptions
- Consider the role of staff development & training

Policy

- Consider all aspects of DGC policy (Staff Handbook etc)
- Identify gaps in policy
- Consider communications policy

Governance

- Review the current governance model at DGC including the issues of constitution
- Consider the appropriateness of the current model and assess alternatives
- Make recommendations on the most appropriate model to ensure the Club is well positioned & able to achieve its strategic vision and long term objectives.



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Strengths

- The Club is in relatively good health with a committed & loyal staff - employing 17 staff and managing 2 franchise arrangements
- A reputation as a welcoming & accessible Club with a well prepared and challenging course
- It has a broad Vision, Strategic Plan & associated Objectives which were formulated roughly 24 months ago
- Active participation of members
- The 'flexibility' of an unincorporated business

Weaknesses

- Lack of clarity in defining staff roles, responsibilities & delegated authority
- Absence of an experienced, strategic, senior management post
- Over-dependence on the role of Captain in day-to-day activities
- Lack of review and updating of remits/roles in line with change
- Challenge in attracting members for Council and senior posts
- The financial risk & legal exposure to members/office bearers of unlimited liability



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Recommendations

- The Club is in a relatively good position, at this point, to update the organisation structure with a view to improving operational clarity, efficiency and effectiveness
- Progress the initiative to enable a thorough & balanced consideration of transitioning to an incorporated legal governance framework with a view to improving the continuity & financial security of the Club
- Complete the review and updating of DGC 'policies'
- Revise & simplify the 'Rules & Regulations' given best practice in the sector



Incorporation

Why Incorporate

- Limited liability for Members and Council Members
- An incorporated Body can hold property in its own name
- An incorporated Body can contract in its own name and be sued in its own name. Currently we contract in the name of one or more Council members
- Directors of a company generally have the protection of limited liability. Members also generally have the protection of limited liability.
- An unincorporated Body is not generally subject to any outside scrutiny. Companies on the other hand are regulated under the Companies Act and must file certain documents at Companies House.
- It is generally considered beneficial for any entity which employs staff, owns property or enters into material contracts to incorporate to limit exposure to personal liability. Insurance cannot cover every eventuality. It is one thing to ask people who are often volunteers to give up their time. They may be less willing if they understand their personal assets are also at risk
- Board positions considered easier to fill and will provide more longer term continuity



Incorporation

The Process

- Appoint advisors to look at the best way to transfer assets to the new body, minimising any tax charges and to maintain the obligations to the Carnegie Trust
- Decide on structure and make-up of the board and committee structures below it.
- Set up Articles of Association
- Transfer “constitution” to “rules” of the new body.
- Complete other statutory requirements before transfer to the new entity.

The Downside

- Process will need to be managed and require input from Club officials/members
- Cost – £20k+ but see this as an investment in the future of the Club



Incorporation

Conclusion

- Is the direction of travel in the golfing world and indeed for unincorporated associations in general
- Reflects the reality of operating what is a commercial business in 2022
- A one off insurance premium for the Club to set itself up correctly.



Course Development Plan

Dunfermline Golf Club Council regularly reviews options for improving the course.

The Autumn 2021 document is accepted as an excellent basis for action with many proposals deemed to be ideal.

Some amendments are recommended by the present greens committee and this document will be made available once approved by the council.

The following pages outline the work already carried out in 2022 and the planned realistic work which can be done in 2022/23.

This is still draft and open to change.



Course Development Overview – 2022/23

Work Undertaken in 2022

- Drainage Work - 12th Fairway
- Bunker Work - 9th and 11th
- Tree Maintenance
- Solid Tining Aeration and Air Pump Maintenance

Work Planned Winter 2022/2023

- Tees are a priority – 1st and 13th to be made larger
- Bunker Work Planned on 13th Greenside Bunkers
- Drainage Work - 6th Fairway
- Bunker Work - 15th Fairway dog leg bunker to be removed
- Bunker work RHS Spectacle bunkers to be turned into 1 and made smaller
- Drainage Ditch clearout RHS 11th
- Tree Maintenance

Extent of work is realistic given potential weather conditions over Winter

May require tree surgeon support for tree maintenance, and contractor for tee at 13th.



Course Development – 2022/23 Details

Tees are a priority

- Extending Tee back at 1st.
- Increasing General play tee in front of 13th.
- Extending tees at 3rd,5th and 11th postponed.

13th Bunkers

- Difficulty keeping sand in Bunkers. Need reshaped.
- Difficult to apply rollover bank as grass front will burn and die
- Investigation underway on alternatives. Kenny meeting at Gleneagles who have similar type of issues.
- Postpone work on 2nd and 9th front bunkers to a future date





Course Development – 2022/23 Details

6th Fairway Drainage

- Work already commissioned with 3rd party for winter

15th RHS fairway bunker at dog leg

- Fill in and replace with copse of small trees

16th spectacle bunker

- Make 1 bunker and slightly smaller

Clear out shrubs etc from RHS of 11th where encroaching on ditch

Tree Maintenance

- Removal of tree in OOB wall 6th
- Trim trees at 9th for larger use of teeing area, including removal of tree between 8th green and 9th tee
- Remove 3 trees at 17th medal tee as restricting use of whole tee
- Remove dead/dying trees on 18th and 11th



Catering Update

Various Catering models explored but decided to continue to provide service by Franchise

Great response from Catering advert on Scottish Golf and Facebook

- 5 Caterers interviewed, most with golf club experience, either in person or online
- Consolidating to final 3 (1 declined, 1 not suitable, 1 to interview)
- Plan to have new Catering franchise in operation 4Q22

To ensure a stable and long term catering provision we will have to seriously consider 'opening to the public'



Re Purposing of Snooker Room

Options	Economics	Pros	Cons
A. Retain as snooker room	Estimated cost £1500 – 3000 (depending on quality, and transport and setup) Income to Club approx. £800 per annum (based on previous average) Payback approx. 2-4 years	Minimal changes to room as already setup for snooker. Provides facilities for use when course closed.	Only benefit a small number of members. Likely utilised only during off season Minimal annual income to club Not consistent with core focus of club i.e. golf Not a progressive step
B. Convert to games room	Option would be to install a pool table and dart board Estimated cost £1500 Income to Club approx. £800 per annum Payback approx. 1-2 years	Minimal changes to room required. Likely benefit more members (younger demographics). Provides facilities for use when course closed	Likely utilised only during off season (although perhaps more popular than snooker) Minimal annual income to club Not consistent with core focus of club i.e. golf
C. Convert to business conference room	Better options for room next to dining room Estimated cost approx. £3000 Potential income for rental – difficult to assess	Minimal changes to room	Require décor refresh, furniture, wall mounted TV etc. Roof to be fixed
D. Convert to kitchen	Extension to clubhouse was developed with plan to relocate kitchen (electrical supply pre invested) New kitchen will need to comply with current standards including canopy and ventilation Estimated cost £45,000 ++ Planning ? and building warrant required	Safer location of kitchen for staff. Maybe more appealing to future caterer – with serving hatch, will reduce number of serving staff required.	Large investment to relocate equipment, upgrade room to current hygiene standards, new ventilation system, provision of serving hatch, utilities, canopy fire suppression system etc Very disruptive Will not generate additional income to club



Re Purposing of Snooker Room

Options	Economics	Pros	Cons
A. Convert to Satellite Kitchen	Provide small kitchen in part of snooker room to provide basic catering service (whilst retainer existing kitchen for serving 'full meals' the dining room). Cost still significant £25000++ Planning ? and building warrant required	Safer location of kitchen for staff. Maybe more appealing to future caterer – with serving hatch, will reduce number of serving staff required.	Still a large investment : upgrade room to current hygiene standards, new ventilation system, provision of serving hatch, utilities, canopy fire suppression system etc Less disruptive, catering can be provided by existing facility. Will not generate additional income to club
B. Convert to golf video studio	Trackman system £18000 and projector already available from CDG Other options includes Skytrack (approx. £5000) but this does not have full functionality and CDG would not use. Room modifications required - need 3.1 m minimum height (to be confirmed), possible ventilation, soundproofing and lighting together with computer. Estimated total cost with Trackman approx. £35000. Cost to Club £17000. Share of benefit structure required with CDG (maybe room rental). Need to get better assessment of use and benefits Based on feedback from other clubs 1-3 year payback possible. Assuming 3 year payback : £5700 income required for Club (380 hours /year use @ £15/hour, 3hrs per day for Winter 4 months)	Likely benefit large majority of membership Potential for good income to club Enhances professional offering to members Maybe can carry out in phases? Provides facilities for use when course closed.	Concerns about access to/from room and noise (other rooms upstairs may be better suited) Large investment for full system Benefits may wane over time
C. Convert to private dining room	Provides additional option to support Caterer Estimated cost approx. £1500		Will not generate additional income to club. Existing dining room not fully utilised. Require décor refresh, furniture, carpet, roof fixed
D. Use as function staging area	Useful for assisting large functions, if not available will limit size of functions feasible Estimated cost approx. £400		Will not generate additional income to club. Require décor refresh, roof fixed