



Dunfermline Golf Club

Strategic Plan

2023 to 2028

Fit for the Future

Very Draft

October 2023
N J Drummond et al



Vision and Mission Statement

Vision

- ***Dunfermline Golf Club (DGC)*** will always be one of the most desirable golf clubs in Fife in terms of course, quality of service and friendly culture.

Mission

- We will ensure that we provide a well maintained and presented course combined with playability for golfers of all abilities
- We will deliver a market leading service in clubhouse, bar and professional facilities that exceed the expectations of our Members and Visitors, and will be the club by which others set their standards.



Key Values

At ***Dunfermline Golf Club*** we will strive to :

- Respect staff and members
- Ensure the club is accessible to all
- Offer quality, enjoyment whilst being cost effective
- Respect the environment
- Protect the heritage and values of golf
- Communicate openly
- Ensure honesty and integrity
- Transparant, evidence based decision making
- Take pride in what we offer



Situation Analysis

Successes

- Continued financial stability in challenging times, whilst investing in several improvements to greens machinery and clubhouse infrastructure
- Proactive Professional service
- Membership continues to grow, although slowing, waiting list reintroduced
- Growing junior membership and participation and golf participation via Get Into Golf, Scottish Golf initiatives
- Increased utilisation of golf facilities namely 9 hole and practice ground
- Presentation of course is generally of a high standard (visitor/guests feedback) although improvements can be made
- Improved member satisfaction (based on informal member feedback)
- Active member subgroups (organisation/incorporation, greens)
- Catering a key requirement to attract visitor and guest income

Challenges

- Organisation re structuring and incorporation key to ensure club is fit for the future
- Staff levels, development and training need attention
- Significant expenditures required in course, clubhouse in the next 5+ years (Machinery, Limewash, Irrigation)
- High level of discounted membership which is not sustainable
- Playability in Winter

Pressing Priorities

- Member communication via Information Sessions
- Supporting the 6 month Organisational change and determining next step
- Developing approval process and required steps for Incorporation and Organisation change (need Articles approved, new Club Rules and Bye Laws etc) and filling new roles e.g. management board, captains committees



Core Areas

1. Our Staff
2. Golf Course & Practice Ground
3. Golf Development
4. Membership
5. Marketing & Communications
6. Operations & Services
7. Finance & Risk
8. Governance



Our Staff

Core Area: Our Staff

Strategy Statement

- Provide our staff with appropriate levels of training and development in order to have a motivated, talented, and productive workforce with low turnover and a team that achieves the high standards required, whilst striving to improve.

Objectives

- Define a clear staffing and line-management structure, with designated areas of responsibility, which will help to recruit talented staff to all vacancies.
- Create comprehensive job descriptions for all roles.
- See all vacancies as an opportunity for an assessment of need and a review of remuneration etc.
- Implement a robust annual performance system for all employees, with opportunity for mid-term reviews where appropriate.
- Provide learning and development programmes/opportunities for all salaried members of staff.
- Implement a performance recognition/reward system that acknowledges and rewards outstanding work and achievements.
- Good financial control over staffing budgets

Key Initiatives

- Review contracts and job descriptions and update/develop as required (2024)
- Develop and implement a robust annual performance system for all employees, with opportunity for mid-term reviews where appropriate. (Ongoing)
- Develop comprehensive and appropriate training matrix to equip staff with the necessary skills and knowledge to excel in their roles. (3Q2023)
- Foster a culture of open communication by providing regular opportunities for staff to express their ideas, concerns, and suggestions (Ongoing)
- Encourage a supportive and collaborative work environment where employees feel valued and heard.



Golf Course and Practice Ground

Core Area: Golf Course and Practice Ground

Strategy Statement

- To provide quality golf experience with a well maintained and presented course in terms of playing condition, aesthetic appeal, and challenge combined with playability for golfers of all abilities.

Objectives

- Develop 5 year Course Development Plan (CDP) to include Halkett course, teeing areas, putting greens, practice area, paths, bunkers, tree management, course ecology, environmental statement, drainage and irrigation plans.
- Ensure sufficient skilled and knowledgeable staff available and appropriate PPE and equipment provided and staff succession plans in place
- Develop and execute Machinery Replacement Plan
- Ensure high quality and consistent Course with goal of being in 'Top 100 Best Courses in Scotland'
- Greater than 80% satisfaction in Annual Members Survey

Key Initiatives

- Review and propose future irrigation options for the course, needed over the next 5-10 years (2Q2024)
- Develop Machinery Replacement plan (1Q2024)
- Install new all weather teeing area at practice ground (Winter 2023/2024)
- Develop plan (with costs/schedule) to upgrade the Greens Facilities, associated driveways, new access road and fuel bund & sand storage relocation (4Q2024)
- Benchmark resources and presentation of the Main Course against local (Pitreavie, Dunniker), and regional (Glenbervie, Ladybank) competitors (2Q2024)
- Engage with members to establish expectations. Solocit feedback to consider future course improvements, and course alterations (3Q2024)



Golf Development

Core Area: Golf Development

Strategy Statement

- To encourage increased participation in golf, particularly junior and lady members, provide excellent coaching and practice facilities and to continue to encourage and support DGC team participation in local/regional leagues

Objectives

- Develop beginners to become proficient golfers, who in time will become avid golfers. Utilise Scottish Golf initiatives as appropriate.
- Continue to grow junior and lady membership at the Club.
- Continue links with local schools to offer coaching sessions
- Design and implement comprehensive junior golf programs, including a Junior Academy tailored to different age groups and skill levels
- Ultimately secure new members, attract 'Society/roaming' Golfers and Member 'Guests' to become members.
- Ensure golf 'etiquette' is ingrained in new and existing members
- Ensure all appropriate policies e.g. Safeguarding are adhered to

Key Initiatives

- Group lessons at reduced cost to golfers of similar abilities (ongoing)
- Develop a golf (indoor or covered outdoor) studio to afford access to year-round coaching and club fitting (4Q2024)
- Continue to support and offer Get Into Golf, Sixes and other Scottish Golf initiatives (Ongoing)
- Continue to develop the junior program (Ongoing)
- Encourage experienced adult golfers within the club to volunteer as mentors or coaches for junior players. (Ongoing)
- Organize mentorship programs where junior golfers are paired with experienced golfers who can provide guidance and support. (2024)
- Develop 'etiquette' education program (1Q2024)



Membership

Core Area: Golf Membership

Strategy Statement

- Provide a golfing experience that retains our existing members and attracts new members, offers good value for money and ensures fairness on fee structure across all membership categories

Objectives

- Retain membership for both Courses at 2023 level (? or set number) for the next 5 years via management of waiting list
- Consistent with inclusivity and diversity, continue trend of increasing % of new members in the junior, intermediate and ladies categories.
- Phased reduction in the age/loyalty discount
- Limit annual fee increase to no greater than RPI when feasible....

Key Initiatives

- Develop marketing plan via social media to solicit new members, attract Get Into Golf and Halkett members to take up full membership (4Q2023)
- Develop plan to phase out membership discounts (2024-2025)
- Streamline the application/induction process of new members.
- Continue to provide new members introduction packs and welcome meeting
- Implement a new member follow up procedure. (Ongoing)
- Ensure membership renewal becomes a “welcome to the new season....” rather than an invoice (Dec 2023)
- Carry out Exit survey when members resign (Ongoing)



Marketing & Communications

Core Area: Marketing & Communications

Strategy Statement

- Relevant, effective communication and marketing which promotes a positive image of the club, increases membership and supports the revenue generating functions of the club.

Objectives

- Promote initiatives to encourage wider participation and diversity.
- Develop a systematic and consistent approach to internal member communications e.g. quarterly Newsletters etc
- Develop a strong online presence through a well-designed website, social media channels, and online booking systems.
- Continue to increase our followers on Social Media and to regularly post engaging content, to portray our Club as a modern, inclusive and friendly one with a great course.
- Drive member's guests/visitor revenue by promoting DGC as a premier golf destination
- Further develop a varied program of golfing events which showcase the Club and enhance our reputation.
- Continue to pursue sponsorship opportunities (net gain of 1 sponsor/year) and Club 200

Key Initiatives

- Form a Marketing and Communication sub group (1Q2024)
- Develop and implement a Club Marketing, Communications strategy and plan to be updated annually (2Q2024)
- Implement targeted marketing campaigns to attract new members and promote the club's facilities and services (1Q2024)
- Collaborate with local businesses, hotels, and tourism organizations to attract visitors and establish partnerships.
- Review reinstating Charity/Pro Am type events to showcase DGC (2025)
- Continue to review and evolve our Visitor and Guest Strategy to increase revenue by 5% per annum?
- Establish a process with a view to engaging members who can offer professional-level advice to committees



Operations & Services

Core Area: Operations & Services

Strategy Statement

- To provide attractive facilities and retail environment and to continually improve member and visitor experience by being customer focused in a friendly, informal, professional environment.

Objectives

- Provide a welcoming first point of contact (Pro Shop) for members, guests and visitors in terms of service and presentation via a clean, tidy, and modern retail environment. Ensure all staff are skilled and have a customer focussed approach and are well informed on Club operations
- Provide an sustainable catering provision for members and guests and that it is delivered to the highest industry standards of hygiene and food production.
- Organize regular social events, tournaments, and leagues to foster a sense of community among members
- Develop a facilities upgrade and maintenance plan (with costs/schedule) for the clubhouse, bar, kitchen, Pro Shop and external fabric
- Provide a reliable and robust IT system (telephone and broadband)
- Manage all systems that relate to security, health, hygiene and safety to ensure they are fit for purpose

Key Initiatives

- Critically assess existing Clubhouse infrastructure to establish if re purposing some facilities are justified e.g. Visitor and Junior Locker Room, 2/3rd levels, Office (s), Kitchen (2024)
- Develop plan (and costs/schedule) for phased upgrade of Ladies Toilet and Wash areas (4Q2023) and phased refurbishment of Clubhouse interior and bar serving area (2Q2024)
- Continue to progress phased replacement of storage heaters (4Q2023)
- Regularly review the quality and variety of food/beverages offered to ensure a satisfying experience for all (Ongoing)
- Progress fibre optic installation by 2025
- Explore installation of Electric Charging stations??



Finance and Risk

Strategy Statement
<ul style="list-style-type: none">• Ensure the long-term financial stability of the Club by operating in a business-like manner through robust and effective budgetary controls, financial management and stewardship of the Club's resources
Objectives
<ul style="list-style-type: none">• Preparation & monitoring of the Club business plan and operational budget• Provide monthly updates on income, expenditure & cash flow forecasts• Target breakeven (£0k surplus) annually• Report to Members regularly with financial and business updates (minimum every 4 months)• As per the Long Term Expenditure Plan, continue to support and provide finance options for infrastructure upgrade and equipment replacement• Ensure appropriate financial risk management procedures are in place and in use across all aspects of the Club's activities
Key Initiatives
<ul style="list-style-type: none">• Establish key cost stewardship areas and set targets (1Q2024)• Update and further develop the Long Term Expenditure Plan 4Q2023)• Develop the ongoing operational and maintenance cost of Clubhouse to better inform members on high fixed cost of the 'building'• Review funding options for future projects as required (Ongoing)



Governance

Core Area: Governance
Strategy Statement
<ul style="list-style-type: none">• Club to obtain Incorporated status by 2024 and governs in a modern professional manner with an effective and efficient management and organisational structure
Objectives
<ul style="list-style-type: none">• Develop fit for future 3 level organisational structure (management/operational/golfing) and implement• Define roles and identify candidates, for officers and council members, council and sub-committees, along with an organizational chart ensuring title is consistent with role• Progress obtaining all necessary legal and tax clearance to incorporate by 2024. Update organisational roles/structure as appropriate.• Steward progress on the Club Strategic plan• Ensure development of annual operating plan/budget, communication and marketing plan taking its direction from the Strategic plan.
Key Initiatives
<ul style="list-style-type: none">• Finalise the operational organisational review and recommendations (1Q2024)• Support progression to Incorporated status by updating the Club rules (4Q2023)• Provide regular members communication on organisational and incorporated initiatives (Ongoing)• Identify candidates for the various management and golf committee roles and sub groups• Regularly evaluate the effectiveness of the strategic plan and make adjustments as necessary.• Stay updated with industry trends and best practices to ensure the club remains competitive.



Resources

To execute the Strategic Plan *various sub groups of members will be required*

- Greens Sub Group (in place)
- Match Sub Group (in place)
- Marketing and Communication Sub group (to be formed)
- Facilities and Health & Safety Sub group (to be formed)

Longer term....

- HR sub group?
- Social Media and Event sub group?



Back Up



Key Measures *(draft)*

Core Area of our Club

Golf Course & Practice Ground

Primary KPI

5 year course development plan approved and operational
Machinery replacement plan agreed and being executed
Member satisfaction rising , positive visitor feedback
Improved position in 'Industry' best golf course rankings

Golf Development

Growing junior participation and events
Increase the number of Junior members
Etiquette education program developed and implemented

Membership

Retain membership for both Courses at 2023 level (? or set number) for the next 5 years via management of waiting list
Increasing % of new members in the junior, intermediate and ladies categories
Phased reduction in the age/loyalty discount
Membership income v plan

Communication & Marketing

Club Marketing & Communications strategy developed and implemented
Social media engagement growing
Visitor and Guest revenue increased by 5% per annum?

Operations & Services

Customer experience feedback (retail, bar, catering)
Fibre optic installation by 2025
Facility refurbishment plan developed and executed



Key Measures (draft)

Core Area of our Club

Finance & Risk

Primary KPI

Plan v Budget achievement

Bar margin >56% (TBA)

Bar income reaching £xxk levels

Surplus @ £0k per annual, breakeven

Governance

Fit for Future elements (incorporation/organisation) in place

Modernise constitution /articles

Strategic Plan adoption & successful implementation

Our Staff

All contracts and job descriptions updated and in place

Robust annual performance system in place for all employees

Training matrix in place for all employees



Golf Course Presentation Basis

*Agreed basis to ensure quality course presentation during playing season. See **2021 Course Management Plan (CMP)** for further details*

Greens

- Cut daily during periods of strong growth, Rolling 1-2 x/week. Speed target 10' – 10'6
- Pin location changed at least 2 x/week minimum and when additional competitions
- Typical height of cut 3 mm (*Summer*)

Tees

- Cut at least twice a week. Divot filling at least twice a week
- Tee markers moved daily
- Typical height of cut 10 mm

Surrounds

- Cut 1-2 times/ week
- Typical height of cut 10 mm

Fairways

- Cut twice a week
- Typical height of cut 10 mm
- Fairway width should not be more than forty yards at par four and five holes.



Golf Course Presentation Basis (contd)

Rough

- Semi rough cut weekly
- Rough cut weekly
- Semi rough height of cut 25 mm
- Rough height of cut 50-75mm

Bunkers

- Raked 4-5 times /week during playing season including weekend for competitions
- Constant monitor on level of sand (average 100mm compacted to 50 mm)
- Regular top ups as required
- Minimum 20mm grass definition surrounding each bunker, edges strimmed weekly

Miscellaneous

- Bins at tee boxes, clubhouse regularly emptied (2/week?)
- Grass at shoe cleaning station removed daily, Ball washers filled 2 x/week
- Weekly tour of course to collect discarded cans and bottles and other debris

Competition Preparation

- Greens Cut on day of competition
- New pin locations for every competition
- Bunkers raked
- Tee Markers moved



Key Long Term Expenditures

- 2023
 - Ladies toilet upgrade
 - Clubhouse upgrade phase 1
- 2024
 - Greens machinery replacement
 - Limewash and masonry repair Phase 2
 - Irrigation phase 1
- 2025
 - Greens machinery replacement
 - Limewash and masonry repair Phase 3
 - Irrigation phase 2
- 2026
 - Greens shed expansion
 - Greens driveway
- 2027
 - Roof inspection and repair